



# Peninsula Metropolitan Park District

PO Box 425 – Gig Harbor, WA 98335  
253-858-3400 – [info@penmetparks.org](mailto:info@penmetparks.org)  
[www.penmetparks.org](http://www.penmetparks.org)

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## REGULAR MEETING AGENDA

July 20, 2021, 6:00 PM

Sehmel Homestead Park, Volunteer Vern Pavilion (10123 78th Ave NW, Gig Harbor, WA, 98332)

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### Call to Order

### Commissioner Roll Call:

	Present	Excused	Comment
Amanda Babich, President			
Kurt Grimmer, Clerk			
Maryellen (Missy) Hill			
Steve Nixon			
Laurel Kingsbury			

### ITEM 1 Approval of Agenda

### ITEM 2 Citizen Comments

Citizens are afforded an opportunity at each regular and special meeting of the Board to offer their comments to the Board. Citizens are limited to a three (3) minute time limit and may only speak once during the citizen comment period at each meeting. Comments will be included as part of the official record of the meeting. Due to the current circumstances surrounding the COVID-19 Pandemic, citizens have the option to provide comment via email at [admin@penmetparks.org](mailto:admin@penmetparks.org) up until 5:00 pm on July 19, 2021. Those comments will be read and recorded in the meeting.

### ITEM 3 Presentations

#### 3a. Executive Director's Report

#### 3b. [Monthly Finance Report](#)

#### 3c. President's Report

### ITEM 4 Consent Agenda

#### 4a. [Approval of Minutes](#)

[07/6/21 Study Session and Regular Meeting](#)

#### 4b. Approval of Vouchers

\$58,821.87 Reference Number: 210702001-210702027 except for 210702012, 201702015, and 210702018

### ITEM 5 Unfinished Business: None

### ITEM 6 New Business



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- 6a. [R2021-016: Resolution Adopting the June 19, 2021 Board Retreat Goals and Objectives, Draft CIP, Board Committees, and Annual Board Calendar](#)
- 6b. [Resolution R2021-017: Authorizing the Executive Director to Negotiate and Sign the Agreement for Recruiting Services](#)

## ITEM 7 Project Manager Update

- 7a. CRC Marketing Committee
- 7b. CRC Finance Committee
- 7c. Hale Pass Update

## ITEM 8 Comments by Board

## ITEM 9 Next Board Meetings

Tuesday, August 3, 2021 (Study and Regular) Study Session at 5:00 and Regular Meeting at 6:00 pm at the CRC

## ITEM 10 Executive Session to discuss with legal counsel matters relating to litigation or potential litigation per RCW 42.30.110(1)(i).

## ITEM 11 Adjournment

## AGENDA POLICY

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No comments or discussion will be allowed on consent items.

Citizen Comments: Citizens are afforded an opportunity at each regular and special meeting of the Board to offer their comments to the Board. Citizens are limited to a three (3) minute time limit and may only speak once during the citizen comment period at each meeting. Comments will be included as part of the official record of the meeting. Due to the current circumstances surrounding the COVID-19 Pandemic, citizens have the option to provide comment via email at [admin@penmetparks.org](mailto:admin@penmetparks.org) up until 5:00 pm on XXXX, 2021. Those comments will be read and recorded in the meeting.

Individuals requesting an item to be placed on the agenda must submit a request by 12 noon on the Monday preceding the Tuesday meeting date.

Individuals wishing to submit materials or written testimony to the Board at the meeting must provide ten (10) copies at least 15 minutes prior to the start of the meeting.

**\*Special Note: Due to current circumstances, citizens may choose to provide comment via email at [ssnuffin@penmetparks.org](mailto:ssnuffin@penmetparks.org) up until 5:00 PM the Monday prior to PenMet Parks Regular Meetings. Comments will be read and recorded in the meeting.**



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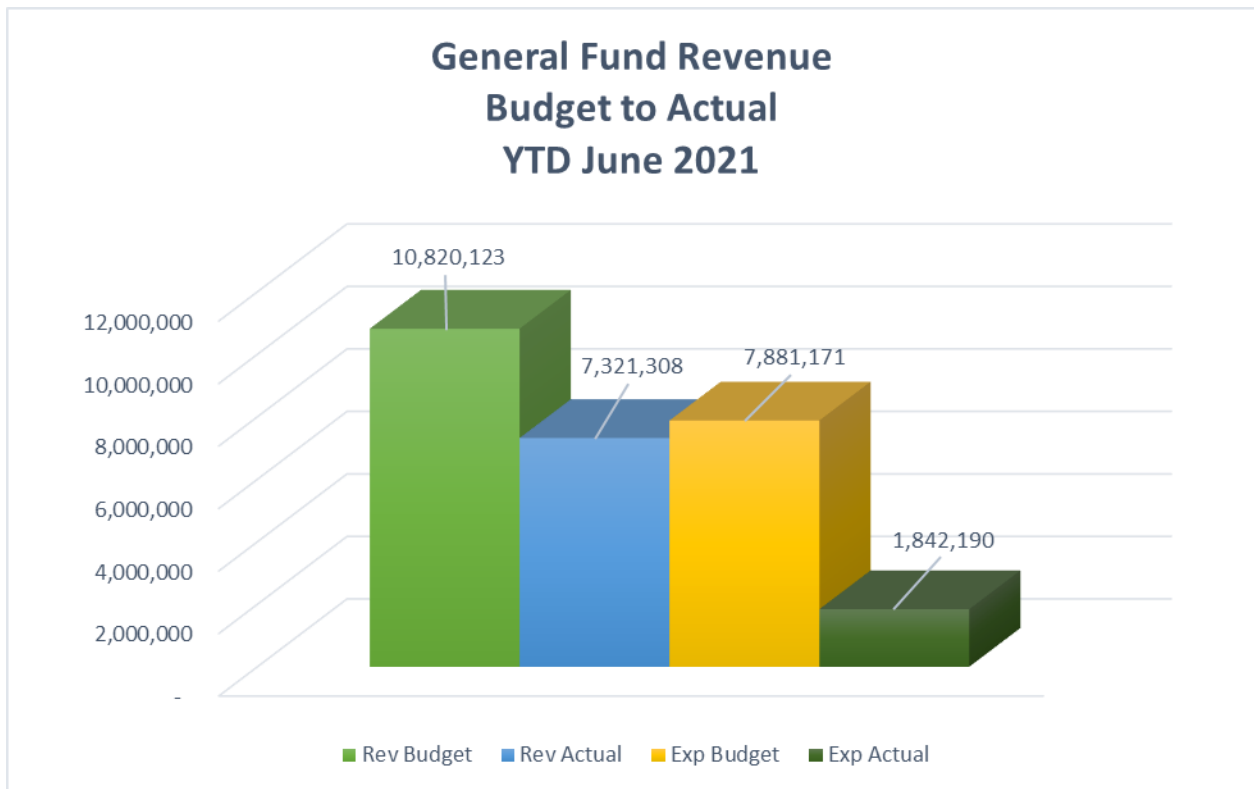
## DISTRICT COMMISSION MEMO

**To:** Board of Park Commissioners  
**From:** Louise Tieman, Interim Finance & HR Manager  
**Date:** July 20, 2021  
**Subject:** Monthly Finance Report -- June 2021

### Background/Analysis

Attached is the January – June 2021 Financial Report which provides current year budget to actual comparison of revenues and expenditures.

### General Fund:



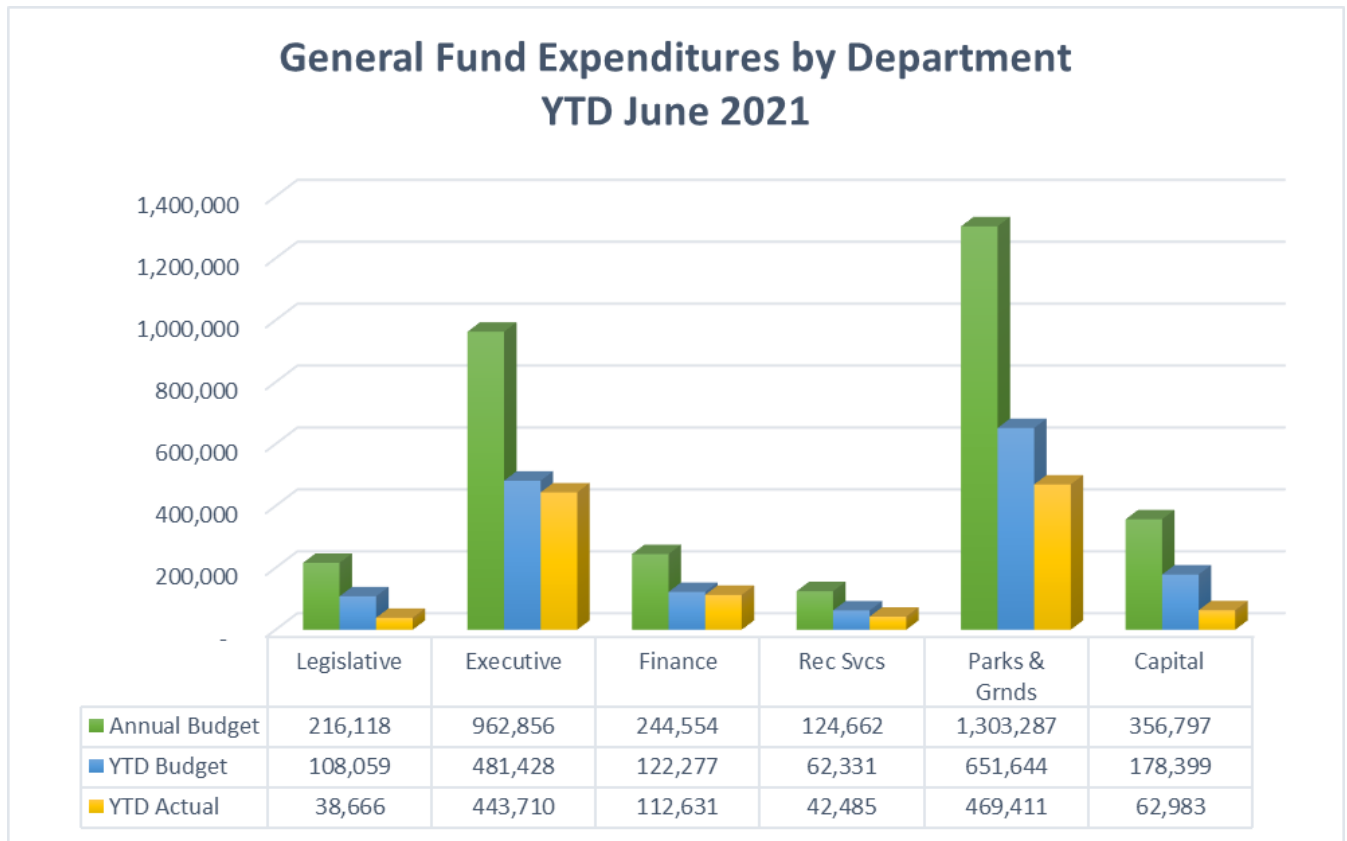


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## General Fund Revenue:

The General Fund is the principal operating fund of the District. The fund benefits from the 2020 carryover of \$2.9 million and has collected revenues consistent with historic 6-month operations. At this point in the year we should have collected at least 50% of expected revenue, and we have collected approximately 55% or \$4.4 million YTD. Sales tax revenue is larger than expected and we have received 62% of budgeted revenue. Investment interest is slightly lagging due to low interest rates, which dropped further in June to .075%, but has still returned \$5,580 YTD, including a net of \$915 in June. All other sources of General Fund revenue are on target for the period.



## General Fund Expenditures:

General Fund expenses by line item are on target with planned expenditures. No department budget exceeds 50% of its budget. The following line items are exceeding the average 50% of budget expected through June:

- Professional Services has utilized 132% of budget due to utilization of legal services for contracts, easements, and other matters.
- Parks & Grounds has utilized more than 50% of budget in 10 accounts that are attributable to seasonal spending patterns or special projects:
  - Soap and cleaning products
  - Fertilizer

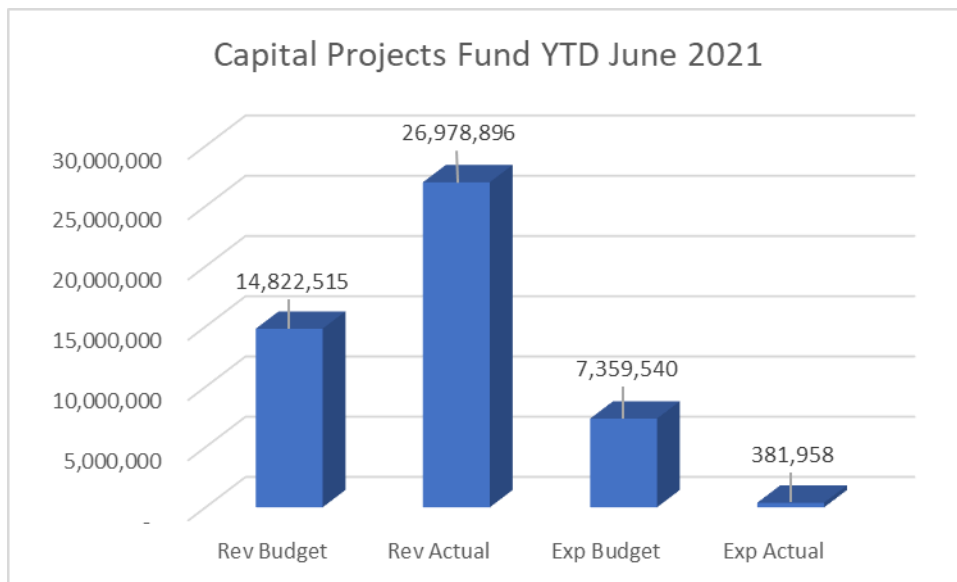


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- Lights
- Small tools and minor equipment
- Fire alarm inspections
- Natural gas
- Fire alarm inspections
- Surface water/noxious weed tax (paid for the year)
- Electricity
- Garbage

## Capital Projects Fund:



The \$16,000,000 in bond proceeds were transferred to the Washington State Investment Pool to maximize interest income to the District. Funds will be transferred back on an as-needed basis to pay for approved construction costs as the CRC progresses. The Capital Fund received its first interest payment on the invested funds in the net amount of \$876.

The Capital Projects fund has expended approved amounts totaling \$381,958 on its three projects, the Community Recreation Center, the Sehmel Homestead Park turf replacement, and the Hale Pass renovation.

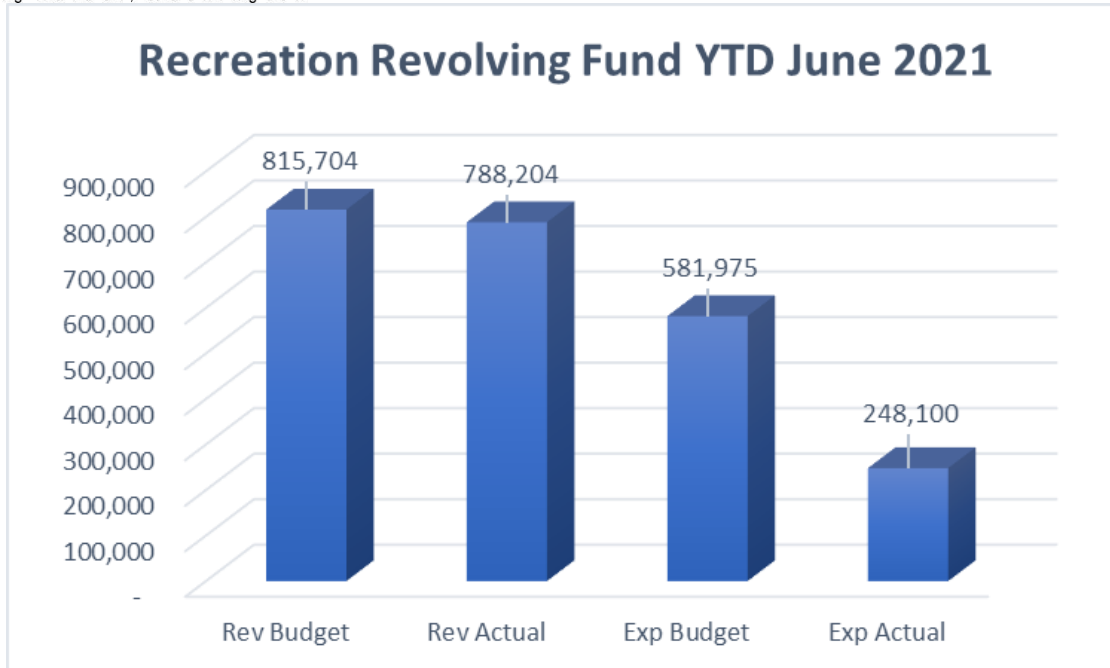
## Recreation Fund:

The Recreation Department opened up registrations for soccer and flag football, as well as picking up remaining camp spots and ticketed events. Special event expenses are the only line item over 50% of budget but that is expected as the summer season commences.



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**All other Funds:**

The other funds utilized by the District had no or minimal activity, which is as expected during this period.

Fund Name	Budget	Status
Debt Service	541,600	No activity
Debt Contingency	600,000	No activity
Equipment Replacement	362,789	No activity
Restricted Endowment	144,965	No activity
Unrestricted Endowment	277,000	\$ 149

**Investment Activity:**

PenMet Parks utilizes the cash management services of the Pierce County Finance Department to maximize the rate of return on idle cash while incurring the least amount of risk. The County invests in the Washington State Investment Pool, a secured and fully liquid investment vehicle. As of June, the investment report is as follows:



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### General Fund monies:

Beginning balance	\$ 10,001,229.95
Deposit: from payment account	\$ 6,000,000.00
Deposit: June interest	\$ 963.23
Withdrawal: June fee	\$ (48.16)
Ending balance	\$ 16,002,145.02

### Endowment Fund monies:

Beginning balance	\$ 420,674.52
Deposit: June interest	\$ 1.30
Ending balance	\$ 420,675.82

### CRC Bond Proceeds

Beginning balance	\$ 16,000,000.00
Deposit: June interest	\$ 921.99
Withdrawal: June fee	\$ (46.10)
Ending balance	\$ 16,000,875.89

**Total LGIP Ending balance** \$ **32,423,696.73**

# 2021 BUDGET POSITION

Item 3b.

Peninsula Metropolitan Park District

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001 General Expense Fund Months: 01 To: 06

	Amt Budgeted	Revenues	Remaining	
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001 Carryover

308 31 00 630 Restricted Beginning Balance	0.00	9,141.72	(9,141.72)	0.0%
308 91 00 001 Unassigned Beginning Balance	2,938,951.91	2,938,951.91	0.00	100.0%
001 Carryover	2,938,951.91	2,948,093.63	(9,141.72)	100.3%

002 Revenue

311 10 00 001 Real and Personal Property Tax	7,306,786.00	4,027,832.44	3,278,953.56	55.1%
313 17 00 000 Sales Tax	377,000.00	234,417.83	142,582.17	62.2%
317 40 00 000 Private Harvest Tax	0.00	1,836.92	(1,836.92)	0.0%
337 00 00 000 Leasehold Excise Tax	1,500.00	1,077.05	422.95	71.8%
337 00 00 001 REET Excise Tax	0.00	0.00	0.00	0.0%
347 30 00 000 Facility Rental Fee	72,500.00	47,889.74	24,610.26	66.1%
361 11 00 001 Investment Interest	18,000.00	5,580.58	12,419.42	31.0%
362 30 01 000 Parking Space Lease	0.00	0.00	0.00	0.0%
362 50 01 000 Long Term Golf Course Lease	57,000.00	21,100.11	35,899.89	37.0%
362 60 01 000 Housing Rentals/Leases	48,385.08	24,192.36	24,192.72	50.0%
362 70 01 000 Concessions Lease Facilities	0.00	591.45	(591.45)	0.0%
382 10 00 000 Deposits Received	0.00	0.00	0.00	0.0%
389 30 53 630 State Leasehold Receipts	0.00	5,573.85	(5,573.85)	0.0%
002 Revenue	7,881,171.08	4,370,092.33	3,511,078.75	55.4%

003 NonRevenue

369 91 00 000 Other General Fund Revenue	0.00	3,121.69	(3,121.69)	0.0%
395 10 61 000 Sale of Land	0.00	0.00	0.00	0.0%
395 10 62 000 Sale of Buildings & Structures	0.00	0.00	0.00	0.0%
395 10 63 000 Sale of Other Improvements	0.00	0.00	0.00	0.0%
395 10 64 000 Sale of Machinery & Equipment	0.00	0.00	0.00	0.0%
003 NonRevenue	0.00	3,121.69	(3,121.69)	0.0%

**Fund Revenues:**

	<b>10,820,122.99</b>	<b>7,321,307.65</b>	<b>3,498,815.34</b>	<b>67.7%</b>
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	Amt Budgeted	Expenditures	Remaining	
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010 Legislative

511 10 10 000 Compensation	61,440.00	32,512.00	28,928.00	52.9%
511 10 20 000 Benefits	5,652.00	3,724.42	1,927.58	65.9%
511 10 31 000 Office & Operating Supplies	650.00	351.97	298.03	54.1%
511 10 44 000 Printing and Advertising	375.00	0.00	375.00	0.0%
511 20 41 000 Professional Services	80,000.00	959.75	79,040.25	1.2%
511 40 43 000 Travel	4,312.05	0.00	4,312.05	0.0%
511 40 49 000 Memberships & Training	2,128.00	0.00	2,128.00	0.0%
511 50 45 000 Rentals	5,500.00	1,118.30	4,381.70	20.3%
511 70 41 000 Elections	56,061.00	0.00	56,061.00	0.0%
010 Legislative	216,118.05	38,666.44	177,451.61	17.9%

020 Debt Service

592 76 80 000 Bond Service Costs	300.00	0.00	300.00	0.0%
592 84 00 000 Bond Issue Costs	0.00	0.00	0.00	0.0%



## 2021 BUDGET POSITION

Item 3b.

Peninsula Metropolitan Park District

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001 General Expense Fund Months: 01 To: 06

Expenditures	Amt Budgeted	Expenditures	Remaining	
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020 Debt Service

020 Debt Service	300.00	0.00	300.00	0.0%
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030 Executive

513 10 10 000	Salaries - Exec	130,000.00	67,265.50	62,734.50	51.7%
513 10 11 000	Wages - Regular	129,887.00	64,236.43	65,650.57	49.5%
513 10 20 000	Benefits	111,340.00	41,828.22	69,511.78	37.6%
513 10 44 000	Marketing	3,425.94	1,487.55	1,938.39	43.4%
513 10 44 001	Supplies	13,250.00	291.25	12,958.75	2.2%
513 10 44 002	Printing	53,528.00	20,649.80	32,878.20	38.6%
513 10 44 003	Professional Services	29,500.00	5,295.80	24,204.20	18.0%
513 10 45 000	Office Lease	112,305.00	56,506.15	55,798.85	50.3%
513 10 49 000	Dues & Training	8,810.00	3,060.85	5,749.15	34.7%
513 20 41 000	Executive-Professional Services	63,700.00	35,774.31	27,925.69	56.2%
513 40 43 000	Executive - Travel	9,740.00	800.00	8,940.00	8.2%
515 20 41 000	Legal - Professional Services	60,000.00	79,543.50	(19,543.50)	132.6%
576 10 31 000	Office and Operating Supplies	7,000.00	3,554.32	3,445.68	50.8%
576 10 35 000	Minor Equipment	0.00	0.00	0.00	0.0%
576 10 41 000	Professional Services - Computers	37,696.00	17,188.28	20,507.72	45.6%
576 10 43 000	Administration - Travel	500.00	0.00	500.00	0.0%
576 10 45 000	Operating Rentals and Leases	10,000.00	3,100.42	6,899.58	31.0%
576 10 46 000	Insurance - General Liability	81,000.00	207.00	80,793.00	0.3%
576 10 49 000	Miscellaneous / Events	2,500.00	275.01	2,224.99	11.0%
576 20 31 000	Postage	1,300.00	501.73	798.27	38.6%
576 20 36 001	Computer Hardware	12,000.00	5,340.52	6,659.48	44.5%
576 20 36 002	Computer Software	15,000.00	7,791.94	7,208.06	51.9%
576 20 41 001	Telephone	37,800.00	12,636.99	25,163.01	33.4%
576 20 41 002	Internet	20,000.00	12,205.60	7,794.40	61.0%
576 89 41 000	Taxes	0.00	0.00	0.00	0.0%
589 30 41 000	Sales Tax Rentals	12,573.86	4,528.12	8,045.74	36.0%

030 Executive	962,855.80	444,069.29	518,786.51	46.1%
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040 Budget & Finance

514 10 11 000	Wages - Regular	150,735.00	83,007.51	67,727.49	55.1%
514 10 20 000	Personnel Benefits	54,341.00	21,411.75	32,929.25	39.4%
514 10 31 000	Supplies	1,149.00	429.87	719.13	37.4%
514 20 00 000	Financial Services	600.00	148.37	451.63	24.7%
514 23 36 000	Computers - Springbrook	4,824.00	1,527.00	3,297.00	31.7%
514 23 41 000	Professional Services	31,610.00	5,121.97	26,488.03	16.2%
514 23 49 000	Bank Charges	600.00	107.34	492.66	17.9%
514 40 43 000	Travel	105.00	0.00	105.00	0.0%
514 40 49 000	Memberships & Training	590.00	517.92	72.08	87.8%

040 Budget & Finance	244,554.00	112,271.73	132,282.27	45.9%
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050 Recreational Services

571 10 11 000	Wages - Administration	79,146.00	38,636.78	40,509.22	48.8%
571 10 20 000	Benefits - Administration	41,176.00	3,739.62	37,436.38	9.1%
571 10 43 000	Conferences	4,340.05	109.00	4,231.05	2.5%

## 2021 BUDGET POSITION

Item 3b.

Peninsula Metropolitan Park District

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001 General Expense Fund

Months: 01 To: 06

Expenditures	Amt Budgeted	Expenditures	Remaining	
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050 Recreational Services

050 Recreational Services	124,662.05	42,485.40	82,176.65	34.1%
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060 Parks & Grounds

576 85 11 000	Wages - Regular	641,063.00	240,858.46	400,204.54	37.6%
576 85 20 000	Benefits	321,923.50	103,467.71	218,455.79	32.1%
576 85 31 000	Operating Supplies	0.00	9,286.90	(9,286.90)	0.0%
576 85 31 001	Toilet Paper/Paper Towels	3,122.00	1,389.90	1,732.10	44.5%
576 85 31 002	Soap/Cleaning Products	1,561.00	1,063.91	497.09	68.2%
576 85 31 003	Signs	5,000.00	874.73	4,125.27	17.5%
576 85 31 004	Garbage Bags	4,950.00	1,548.41	3,401.59	31.3%
576 85 31 005	Dog Bags	15,350.00	3,000.00	12,350.00	19.5%
576 85 31 006	Fertilizer	2,700.00	1,510.60	1,189.40	55.9%
576 85 31 007	COVID/Medical	7,177.00	1,229.25	5,947.75	17.1%
576 85 31 008	Plumbing/Heating	8,000.00	85.15	7,914.85	1.1%
576 85 31 009	Pesticide	3,100.00	6.07	3,093.93	0.2%
576 85 31 010	Rubber	3,300.00	0.00	3,300.00	0.0%
576 85 31 011	Sand/Seed	8,700.00	478.19	8,221.81	5.5%
576 85 31 012	Paint	13,300.00	119.81	13,180.19	0.9%
576 85 31 013	Infield Mix	6,000.00	1,299.30	4,700.70	21.7%
576 85 31 014	Bark	8,900.00	35.81	8,864.19	0.4%
576 85 31 015	Hardware/Fasteners	6,900.00	2,148.91	4,751.09	31.1%
576 85 31 016	Lights	6,500.00	4,763.54	1,736.46	73.3%
576 85 31 017	Gravel	6,900.00	2,324.06	4,575.94	33.7%
576 85 31 018	Uniforms	5,000.00	1,209.81	3,790.19	24.2%
576 85 31 019	Vehicle/Trailer	0.00	1,569.35	(1,569.35)	0.0%
576 85 31 020	Supply Oil	1,200.00	67.16	1,132.84	5.6%
576 85 32 000	Fuel	0.00	0.00	0.00	0.0%
576 85 32 001	Diesel	7,000.00	2,507.88	4,492.12	35.8%
576 85 32 002	Fuel Oil	1,000.00	0.00	1,000.00	0.0%
576 85 32 003	Gasoline	9,000.00	3,137.43	5,862.57	34.9%
576 85 32 004	Propane	500.00	33.33	466.67	6.7%
576 85 34 000	Concessions Expense	55.00	0.00	55.00	0.0%
576 85 35 000	Small Tools & Minor Equipment	12,300.00	9,454.19	2,845.81	76.9%
576 85 36 000	Computers - Shop	0.00	0.00	0.00	0.0%
576 85 40 000	Extraordinary Park Repairs	0.00	0.00	0.00	0.0%
576 85 41 000	Professional Services	0.00	0.00	0.00	0.0%
576 85 41 001	Fire Alarm Inspection	4,500.00	6,604.48	(2,104.48)	146.8%
576 85 41 002	Septic Inspection	10,900.00	1,826.73	9,073.27	16.8%
576 85 41 003	Backflow Assembly	900.00	0.00	900.00	0.0%
576 85 41 004	Septic Tank Pumping	10,700.00	4,410.38	6,289.62	41.2%
576 85 41 005	Asphalt Repair	5,000.00	0.00	5,000.00	0.0%
576 85 41 006	Plumbing	0.00	0.00	0.00	0.0%
576 85 41 007	Auto Services	5,000.00	2,115.01	2,884.99	42.3%
576 85 41 008	Locks & Deadbolts	0.00	0.00	0.00	0.0%
576 85 41 010	Sani Cans	17,330.00	6,530.00	10,800.00	37.7%
576 85 41 011	Security	10,000.00	0.00	10,000.00	0.0%
576 85 41 012	Safety Program	0.00	5,842.50	(5,842.50)	0.0%
576 85 43 000	Travel	0.00	0.00	0.00	0.0%
576 85 43 001	Bridge Tolls	1,500.00	160.00	1,340.00	10.7%
576 85 43 002	Meals	500.00	0.00	500.00	0.0%
576 85 43 003	Mileage Reimbursement	500.00	86.95	413.05	17.4%

## 2021 BUDGET POSITION

Item 3b.

Peninsula Metropolitan Park District

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001 General Expense Fund

Months: 01 To: 06

Expenditures	Amt Budgeted	Expenditures	Remaining	
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060 Parks & Grounds

576 85 44 000	Printing & Advertising	0.00	79.75	(79.75)	0.0%
576 85 45 000	Operating Rentals & Leases	0.00	266.72	(266.72)	0.0%
576 85 45 001	Scissor Lift	1,700.00	0.00	1,700.00	0.0%
576 85 45 002	Boom	2,000.00	0.00	2,000.00	0.0%
576 85 45 003	Demo Hammer	150.00	0.00	150.00	0.0%
576 85 45 004	Excavators	4,000.00	0.00	4,000.00	0.0%
576 85 45 005	Concrete Mixer	1,650.00	0.00	1,650.00	0.0%
576 85 45 006	Copier	0.00	0.00	0.00	0.0%
576 85 45 007	Septic Excavation	0.00	0.00	0.00	0.0%
576 85 45 008	Sod Cutter and Repair	0.00	0.00	0.00	0.0%
576 85 45 009	Cleaning	1,300.00	0.00	1,300.00	0.0%
576 85 46 000	Surface Water/Noxious Weed Tax	3,700.00	3,711.69	(11.69)	100.3%
576 85 47 000	Utility Services	0.00	0.00	0.00	0.0%
576 85 47 001	Electric	40,800.00	23,208.74	17,591.26	56.9%
576 85 47 002	Water	10,855.00	4,267.75	6,587.25	39.3%
576 85 47 003	Recycle	0.00	0.00	0.00	0.0%
576 85 47 004	Garbage	12,700.00	8,607.33	4,092.67	67.8%
576 85 47 005	Trash - Dump Runs	4,000.00	702.00	3,298.00	17.6%
576 85 47 006	Natural Gas	3,500.00	5,761.14	(2,261.14)	164.6%
576 85 48 000	Repairs & Maintenance	0.00	0.00	0.00	0.0%
576 85 48 001	Buildings	14,000.00	699.46	13,300.54	5.0%
576 85 48 002	Equipment	6,000.00	259.81	5,740.19	4.3%
576 85 48 003	Vandalism	4,000.00	0.00	4,000.00	0.0%
576 85 48 004	Heating	0.00	0.00	0.00	0.0%
576 85 48 005	Plumbing	0.00	0.00	0.00	0.0%
576 85 48 006	Structures	5,000.00	2.48	4,997.52	0.0%
576 85 49 000	Memberships & Training	10,600.00	798.40	9,801.60	7.5%
<b>060 Parks &amp; Grounds</b>		<b>1,303,286.50</b>	<b>469,411.18</b>	<b>833,875.32</b>	<b>36.0%</b>

070 Capital

576 80 10 000	Wages - Regular	196,418.00	42,621.61	153,796.39	21.7%
576 80 20 000	Benefits	83,262.00	16,595.23	66,666.77	19.9%
576 80 31 000	Supplies	5,000.00	0.00	5,000.00	0.0%
576 80 35 000	Small Equipment	1,600.00	0.00	1,600.00	0.0%
576 80 41 000	Professional Services	60,000.00	3,266.20	56,733.80	5.4%
576 80 43 000	Travel	3,300.00	0.00	3,300.00	0.0%
576 80 44 000	Printing	0.00	0.00	0.00	0.0%
576 80 45 000	Facility Rentals	5,000.00	0.00	5,000.00	0.0%
576 80 49 000	Memberships & Training	2,217.00	500.00	1,717.00	22.6%
<b>070 Capital</b>		<b>356,797.00</b>	<b>62,983.04</b>	<b>293,813.96</b>	<b>17.7%</b>

090 NonExpenditures

589 30 41 630	State Leasehold Disbursed	0.00	8,808.52	(8,808.52)	0.0%
589 40 00 000	Deposits Disbursed	0.00	0.00	0.00	0.0%
589 99 00 000	Payroll Clearing	0.00	405,714.68	(405,714.68)	0.0%
597 20 55 001	Transfer Out to Recreation Fund	150,847.64	150,847.64	0.00	100.0%
597 76 64 001	Transfer Out to Capital Equipment Fund	106,932.00	106,932.00	0.00	100.0%
597 76 65 001	Transfer Out to Capital Project Fund	3,868,942.10	0.00	3,868,942.10	0.0%
597 76 71 001	Transfer Out to Debt Service Fund	541,600.00	0.00	541,600.00	0.0%

## 2021 BUDGET POSITION

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001 General Expense Fund Months: 01 To: 06

Expenditures	Amt Budgeted	Expenditures	Remaining	
090 NonExpenditures				
598 11 41 000 Intergovt Payment	0.00	0.00	0.00	0.0%
598 22 41 000 Intergovt Pmt - Fire Protect	4,275.94	0.00	4,275.94	0.0%
090 NonExpenditures	4,672,597.68	672,302.84	4,000,294.84	14.4%
<b>Fund Expenditures:</b>	<b>7,881,171.08</b>	<b>1,842,189.92</b>	<b>6,038,981.16</b>	<b>23.4%</b>
<b>Fund Excess/(Deficit):</b>	<b>2,938,951.91</b>	<b>5,479,117.73</b>		

## 2021 BUDGET POSITION

Item 3b.

Peninsula Metropolitan Park District

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201 Debt Service Fund Months: 01 To: 06

	Amt Budgeted	Revenues	Remaining	
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001 Carryover

308 51 00 201 Assigned Beginning Balance	0.00	0.00	0.00	0.0%
001 Carryover	0.00	0.00	0.00	0.0%

003 NonRevenue

391 11 00 201 General Obligation Bond Proceed	0.00	0.00	0.00	0.0%
392 00 00 201 Premium on Bonds Sold	0.00	0.00	0.00	0.0%
393 00 00 201 Proceeds of Refunding LT Debt	0.00	0.00	0.00	0.0%
397 76 71 201 Transfer In from General Fund	541,600.00	0.00	541,600.00	0.0%
003 NonRevenue	541,600.00	0.00	541,600.00	0.0%

<b>Fund Revenues:</b>	<b>541,600.00</b>	<b>0.00</b>	<b>541,600.00</b>	<b>0.0%</b>
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	Amt Budgeted	Expenditures	Remaining	
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020 Debt Service

591 71 00 201 G.O. Bond Principle Payment	425,000.00	0.00	425,000.00	0.0%
592 76 80 201 Interest Long Term G.O. Bonds	116,600.00	0.00	116,600.00	0.0%
592 80 82 201 Bond Discount	0.00	0.00	0.00	0.0%
592 83 76 201 Interest LT Debt-Line of Credit	0.00	0.00	0.00	0.0%
020 Debt Service	541,600.00	0.00	541,600.00	0.0%

<b>Fund Expenditures:</b>	<b>541,600.00</b>	<b>0.00</b>	<b>541,600.00</b>	<b>0.0%</b>
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<b>Fund Excess/(Deficit):</b>	<b>0.00</b>	<b>0.00</b>		
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## 2021 BUDGET POSITION

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202 Debt Contingency Fund Months: 01 To: 06

Revenues	Amt Budgeted	Revenues	Remaining	
<b>001 Carryover</b>				
308 51 00 202 Assigned Beginning Balance	600,000.00	600,000.00	0.00	100.0%
001 Carryover	600,000.00	600,000.00	0.00	100.0%
<b>Fund Revenues:</b>	<b>600,000.00</b>	<b>600,000.00</b>	<b>0.00</b>	<b>100.0%</b>
<b>Fund Excess/(Deficit):</b>	<b>600,000.00</b>	<b>600,000.00</b>		

## 2021 BUDGET POSITION

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300 Capital Projects Months: 01 To: 06

	Amt Budgeted	Revenues	Remaining	
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001 Carryover

308 51 00 300 Assigned Beginning Balance	10,953,572.60	10,953,572.60	0.00	100.0%
001 Carryover	10,953,572.60	10,953,572.60	0.00	100.0%

300 Capital Projects

361 11 00 326 Investment Interest	0.00	908.82	(908.82)	0.0%
369 91 00 300 Other Capital Revenue	0.00	24,414.28	(24,414.28)	0.0%
391 10 00 000 CRC 2021 A & B LTGO Bonds	0.00	16,000,000.00	(16,000,000.00)	0.0%
397 76 65 300 Transfer In from General Fund	3,868,942.10	0.00	3,868,942.10	0.0%
300 Capital Projects	3,868,942.10	16,025,323.10	(12,156,381.00)	414.2%

<b>Fund Revenues:</b>	<b>14,822,514.70</b>	<b>26,978,895.70</b>	<b>(12,156,381.00)</b>	<b>182.0%</b>
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	Amt Budgeted	Expenditures	Remaining	
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300 Capital Projects

594 76 31 300 Capital Exp. - Supplies	0.00	134.50	(134.50)	0.0%
594 76 36 300 Capital Exp. - Computers	0.00	2,805.40	(2,805.40)	0.0%
594 76 41 300 Capital Exp. - Prof Services	2,927,302.00	368,192.22	2,559,109.78	12.6%
594 76 44 300 Capital Exp. - Printing	0.00	0.00	0.00	0.0%
594 76 45 300 Capital Exp. - Rentals & Leases	0.00	10,002.26	(10,002.26)	0.0%
594 76 46 300 Capital Exp. - External Taxes	0.00	0.00	0.00	0.0%
594 76 61 300 Capital Exp. - Land & Land Imp.	0.00	200.00	(200.00)	0.0%
594 76 62 300 Capital Exp - Structures	1,111,472.00	0.00	1,111,472.00	0.0%
594 76 63 300 Cap Exp -Fields/Bridges/Signs	0.00	623.38	(623.38)	0.0%
594 76 65 300 Capital Exp.- Construction	3,320,766.00	0.00	3,320,766.00	0.0%
594 76 66 300 Capital Exp. - Lease/Purchase	0.00	0.00	0.00	0.0%
300 Capital Projects	7,359,540.00	381,957.76	6,977,582.24	5.2%

<b>Fund Expenditures:</b>	<b>7,359,540.00</b>	<b>381,957.76</b>	<b>6,977,582.24</b>	<b>5.2%</b>
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<b>Fund Excess/(Deficit):</b>	<b>7,462,974.70</b>	<b>26,596,937.94</b>		
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## 2021 BUDGET POSITION

Item 3b.

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365 Equipment Replacement Fund Months: 01 To: 06

	Amt Budgeted	Revenues	Remaining	
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001 Carryover

308 51 00 365 Assigned Beginning Balance	0.00	0.00	0.00	0.0%
308 51 01 365 Assigned Beginning Balance	398,754.00	398,754.00	0.00	100.0%
001 Carryover	398,754.00	398,754.00	0.00	100.0%

003 NonRevenue

397 76 64 365 Transfer In from General Fund	106,932.00	106,932.00	0.00	100.0%
003 NonRevenue	106,932.00	106,932.00	0.00	100.0%

<b>Fund Revenues:</b>	<b>505,686.00</b>	<b>505,686.00</b>	<b>0.00</b>	<b>100.0%</b>
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	Amt Budgeted	Expenditures	Remaining	
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300 Capital Projects

594 76 35 300 Capital Exp. - Equipment	104,099.00	0.00	104,099.00	0.0%
594 76 36 365 Capital Exp. - Replacement Computers	38,798.00	0.00	38,798.00	0.0%
300 Capital Projects	142,897.00	0.00	142,897.00	0.0%

<b>Fund Expenditures:</b>	<b>142,897.00</b>	<b>0.00</b>	<b>142,897.00</b>	<b>0.0%</b>
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<b>Fund Excess/(Deficit):</b>	<b>362,789.00</b>	<b>505,686.00</b>		
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## 2021 BUDGET POSITION

Item 3b.

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550 Recreation Fund Months: 01 To: 06

	Amt Budgeted	Revenues	Remaining	
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001 Carryover

308 51 00 550 Assigned Beginning Balance	248,255.91	248,255.91	0.00	100.0%
001 Carryover	248,255.91	248,255.91	0.00	100.0%

002 Revenue

347 30 00 550 Recreation Rental Fee	0.00	0.00	0.00	0.0%
347 40 00 550 Event Admission Fee	0.00	0.00	0.00	0.0%
347 60 00 550 Recreation Program Fees	393,200.00	370,820.41	22,379.59	94.3%
347 90 00 550 Other Fees and Charges	18,100.00	18,079.55	20.45	99.9%
361 11 55 550 Interest Earned - Recreation	0.00	0.00	0.00	0.0%
367 00 00 550 Donations	0.00	200.00	(200.00)	0.0%
367 00 00 551 Scholarships	0.00	0.00	0.00	0.0%
367 00 00 552 Sponsorship	5,300.00	0.00	5,300.00	0.0%
369 91 00 550 Other Recreation Revenue	0.00	0.00	0.00	0.0%
002 Revenue	416,600.00	389,099.96	27,500.04	93.4%

003 NonRevenue

397 20 55 550 Transfer In from General Fund	150,847.64	150,847.64	0.00	100.0%
003 NonRevenue	150,847.64	150,847.64	0.00	100.0%

<b>Fund Revenues:</b>	<b>815,703.55</b>	<b>788,203.51</b>	<b>27,500.04</b>	<b>96.6%</b>
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	Amt Budgeted	Expenditures	Remaining	
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550 Recreation Revolving

571 20 11 550 Wages - Recreation Program	236,923.00	97,180.06	139,742.94	41.0%
571 20 20 550 Benefits - Recreation Program	76,745.00	30,690.39	46,054.61	40.0%
571 20 31 550 Office & Operating Supplies	58,256.00	19,906.40	38,349.60	34.2%
571 20 35 550 Minor Equipment	2,438.00	334.00	2,104.00	13.7%
571 20 41 550 Sports & Professional Fees	129,020.00	64,221.89	64,798.11	49.8%
571 20 42 550 Communication - Phones	0.00	0.00	0.00	0.0%
571 20 43 550 Travel	1,600.00	250.53	1,349.47	15.7%
571 20 44 550 Printing & Advertising	500.00	0.00	500.00	0.0%
571 20 45 550 Rentals	27,850.00	3,708.00	24,142.00	13.3%
571 20 46 550 Sales & Use Taxes	5,806.00	4,574.76	1,231.24	78.8%
571 20 47 550 Utilities	0.00	0.00	0.00	0.0%
571 20 49 550 Memberships & Training	714.00	28.04	685.96	3.9%
571 40 49 550 Special Events	42,123.00	27,206.10	14,916.90	64.6%
550 Recreation Revolving	581,975.00	248,100.17	333,874.83	42.6%

<b>Fund Expenditures:</b>	<b>581,975.00</b>	<b>248,100.17</b>	<b>333,874.83</b>	<b>42.6%</b>
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<b>Fund Excess/(Deficit):</b>	<b>233,728.55</b>	<b>540,103.34</b>		
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## 2021 BUDGET POSITION

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701 Unrestricted Endowment Fund Months: 01 To: 06

Revenues	Amt Budgeted	Revenues	Remaining	
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001 Carryover

308 51 00 701	Assigned Beginning Balance	276,373.82	276,373.82	0.00	100.0%
001 Carryover		276,373.82	276,373.82	0.00	100.0%

002 Revenue

361 11 00 701	Interest Revenue	660.00	156.01	503.99	23.6%
002 Revenue		660.00	156.01	503.99	23.6%

<b>Fund Revenues:</b>	<b>277,033.82</b>	<b>276,529.83</b>	<b>503.99</b>	<b>99.8%</b>
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Expenditures	Amt Budgeted	Expenditures	Remaining	
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080 Endowment

514 25 00 000	Investment Fees - Endowment	34.00	6.69	27.31	19.7%
080 Endowment		34.00	6.69	27.31	19.7%

<b>Fund Expenditures:</b>	<b>34.00</b>	<b>6.69</b>	<b>27.31</b>	<b>19.7%</b>
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<b>Fund Excess/(Deficit):</b>	<b>276,999.82</b>	<b>276,523.14</b>		
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## 2021 BUDGET POSITION

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750 Restricted Endowment Fund Months: 01 To: 06

Revenues	Amt Budgeted	Revenues	Remaining	
<b>001 Carryover</b>				
308 31 00 750 Restricted Beginning Balance	144,965.00	144,965.00	0.00	100.0%
001 Carryover	144,965.00	144,965.00	0.00	100.0%
<b>002 Revenue</b>				
361 11 00 750 Interest Revenue	0.00	0.00	0.00	0.0%
002 Revenue	0.00	0.00	0.00	0.0%
<b>Fund Revenues:</b>	<b>144,965.00</b>	<b>144,965.00</b>	<b>0.00</b>	<b>100.0%</b>
<b>Fund Excess/(Deficit):</b>	<b>144,965.00</b>	<b>144,965.00</b>		

## 2021 BUDGET POSITION TOTALS

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Fund	Revenue Budgeted	Received		Expense Budgeted	Spent	
001 General Expense Fund	10,820,122.99	7,321,307.65	67.7%	7,881,171.08	1,842,189.92	23%
201 Debt Service Fund	541,600.00	0.00	0.0%	541,600.00	0.00	0%
202 Debt Contingency Fund	600,000.00	600,000.00	100.0%	0.00	0.00	0%
300 Capital Projects	14,822,514.70	26,978,895.70	182.0%	7,359,540.00	381,957.76	5%
365 Equipment Replacement Fund	505,686.00	505,686.00	100.0%	142,897.00	0.00	0%
550 Recreation Fund	815,703.55	788,203.51	96.6%	581,975.00	248,100.17	43%
701 Unrestricted Endowment Fund	277,033.82	276,529.83	99.8%	34.00	6.69	20%
750 Restricted Endowment Fund	144,965.00	144,965.00	100.0%	0.00	0.00	0%
	28,527,626.06	36,615,587.69	128.4%	16,507,217.08	2,472,254.54	15.0%



# Peninsula Metropolitan Park District

PO Box 425 – Gig Harbor, WA 98335  
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## STUDY SESSION MINUTES

July 06, 2021, 5:00 PM

Sehmel Homestead Park, Volunteer Vern Pavilion (10123 78th Ave NW, Gig Harbor, WA, 98332)

**Call to Order:** The meeting was called to order by President Babich at 5:00 pm

### Commissioners Present:

Amanda Babich  
 Kurt Grimmer  
 Maryellen (Missy) Hill  
 Steve Nixon  
 Laurel Kingsbury

### Staff:

Ally Bujacich  
 Chuck Cuzzetto  
 Eric Guenther  
 Stacie Snuffin  
 Louise Tieman

### ITEM 1 Approval of Agenda

Commissioner Grimmer made a motion to approve the agenda, seconded by Commissioner Nixon. The agenda was approved with a 5-0 vote.

### ITEM 2 Board Discussion

#### 2a. Policy Review Schedule

Executive Director Ally Bujacich gave a brief overview of the purpose of the policy review study session, which included a policy overview, the Board and staff roles, and an overview of what makes effective policies. Discussion ensued.

Bujacich gave an overview of the review process, policy priorities, and next steps for reviewing policies.

Bujacich presented the Policy Review Priorities draft schedule to the Board. Bujacich and the Board had a discussion. Bujacich went over the list in order of priority and had further discussions with the Board regarding those policies and future policies. Based on commissioner feedback, Bujacich will move the Comprehensive Financial Management Policy to a higher priority. It will be reviewed along with the proposed bond procedure and post compliance policies in September.

### ITEM 3 Adjournment: President Babich adjourned the meeting at 5:52 pm



# Peninsula Metropolitan Park District

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**APPROVED BY THE BOARD ON:** \_\_\_\_\_

\_\_\_\_\_  
**President**

\_\_\_\_\_  
**Clerk**

Submitted By: Stace Snuffin



# Peninsula Metropolitan Park District

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## REGULAR MEETING MINUTES

July 06, 2021, 6:00 pm

Sehmel Homestead Park, Volunteer Vern Pavilion (10123 78th Ave NW, Gig Harbor, WA, 98332)

**Call to Order:** The meeting was called to order by President Babich at 6:03 pm

### Commissioners Present:

Amanda Babich  
 Kurt Grimmer  
 Maryellen (Missy) Hill  
 Steve Nixon  
 Laurel Kingsbury

### Staff:

Ally Bujacich  
 Chuck Cuzzetto  
 Eric Guenther  
 Stacie Snuffin  
 Louise Tieman  
 Ron Martinez

### Attendees:

Sarah Stancikas  
 Nicole Hempill  
 Wayne Marks  
 Heather Maher  
 Sherry Bolender  
 Jeff Miller  
 Tanya Lewis  
 Bill Shemel  
 Allen Benson  
 Jenn Benson  
 Aurelie Boyer  
 Joshua Hardwick

### ITEM 1 Approval of Agenda

Commissioner Grimmer made a motion to approve the agenda, seconded by Commissioner Kingsbury. The agenda was approved with a 5-0 vote.

### ITEM 2 Citizen Comments:

Heather Maher, one of the Swim Safe Gig Harbor Campaign co-founders, gave a background on why the group was started. Maher spoke about how the community needs an accessible, affordable community pool/aquatic center where kids can learn how to swim and about water safety, as well as a safe place where people of all ages and backgrounds can enjoy it. Sarah Stancikas, another co-founder of the Swim Safe Gig Harbor Campaign, expressed her support for a community pool. Stancikas expressed that she would like to see the community aquatic center be built on the Peninsula Gardens location. Stancikas commented on the growing population and asked for help to provide a place for the community to swim safely. Jeff Miller introduced himself. Miller spoke about the Narrows Aquatic programs and the number of kids who participate in those programs. Miller said limited



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availability of pool time impacted the number of people who could participate. He also expressed his support for an aquatic center for athletes and for aquatic safety. Tanya Lewis commented on her support for a community pool to give local kids another place to gather.. Allen Benson commented on the lack of pool time locally and how far families are traveling to get their kids any swim time. He spoke about a comprehensive plan for a pool in Gig Harbor. He suggested looking at the aquatic center in Newberg, Oregon. Benson commented further on the need for structured programs, teaching kids to swim, getting kids in college, a place for people to train for the Olympics, and the lines his family has stood in at Peninsula High School to get them into swimming lessons and how the population has grown five times since that time.

Administrative Assistant Stacie Snuffin read public comments that were sent in via email. Christine Cody, Meghan Bacharach, Alisa Stigter, Erica Ward, Colleen Grotzky, Sarah Kowash, Christie Hutchins, Donna Ryan, Michael Sovitsky, Jennifer Sovitsky, Kristen Mulhern, Meredith Emerson, Eun Park, Issac Park, Isla Park, Noah Park, Candice Sanchez, Andres Sanchez, Alejandro Sanchez, Melania Sanchez, Jessica Hopkins, Devin Brown, Julia Buell, Kendalyn Harris, Allysha Boll, Alicia Smith, Matt Gargalione, Stacy Gargalione, Jessica Wyman, Marisa Hoffman, Jennifer Noble, Jenn Frizzle, Rachel Criddle, Sherry Bolender, Shianne Smith, Amanda Morgan, Jennifer Adiele, Ryan Buchanan, Tiffany Zink, Dion Rurik, Greg Rurik, Katherine Baker, Megan Scarpelli, and Bonnie Stancikas all commented on supporting the Swim Safe Gig Harbor Campaign for the need for a public community pool or aquatic center to fulfill the needs of our growing community. They also commented that they support the development of the Peninsula Gardens property to include a plan for a community aquatic center to meet the water safety goals of the community and a place to provide safe recreational water activities for all. Matthew and Shannon Clute expressed support for a community pool as well but were wanting it on the property located across the street from the new Swiftwater Elementry School or on the property directly behind the YMCA. Cora Reuter, Justin Foster, Wayne, and Tina Marks also commented on their support for a community pool as well. All public comments emailed will be on record with the minutes.

President Babich thanked everyone for their comments and reported that the Safe Swim Gig Harbor Campaign team had been in touch with PenMet's Executive Director and that PenMet Staff will continue to communicate and follow up with them.

## ITEM 3

### Presentations

#### 3a. Executive Director's Report

Executive Director Ally Bujacich gave a brief report on some upcoming PenMet events. Bujacich also reported that PenMet Staff has applied for grant funding through WRPA's SEEK funding program.

#### 3b. Maintenance Department Update

Parks and Facilities Manager Ron Martinez gave a maintenance department update that included new and seasonal staff, their everyday tasks, current projects, and future projects.





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## ITEM 4 Consent Agenda

Commissioner Nixon made a motion to approve the consent agenda, seconded by Commissioner Grimmer. The agenda was approved with a 5-0 vote.

### 4a. Approval of Minutes

06/15/21 Regular Meeting, 06/18/21 Special Meeting, 06/19/20 Special Meeting

### 4b. Approval of Vouchers

\$1,875.00 Reference Number: 210606001

\$500.00 Reference Number: 210701001

\$57,782.73 Reference Number: 210602001-210602018

\$82,019.62 Reference Number: 210605001-210605040 (Less Vouchers 210605009 & 210605023)

## ITEM 5 Unfinished Business: None

## ITEM 6 New Business

### 6a. R2021-014: Resolution Authorizing CRC Phase II Design Contract

Executive Director Ally Bujacich excused Project Manager Curt Gimmetad as he could not make it to the meeting. Bujacich gave a background on the Phase I design contract work and what is included in the Phase II scope of design work.

Commissioner Hill made the motion move to approve Resolution 2021-014, authorizing the Executive Director to sign the agreement, in substantially the form attached, with BRS for Phase II design services for the Community Recreation Center project. Seconded by Commissioner Nixon. The motion passed with a 5-0 vote.

### 6b. R2021-015: Resolution Authorizing the Transfer of Funds from the Sehmel Homestead Park Lighting Project to the Park Improvement Fund and Amend the 2021 Capital Budget

Planning and Special Projects Manager Eric Guenther gave a background on the Sehmel Homestead Park Lighting Project. Discussion ensued.

Commissioner Nixon made the motion to approve Resolution 2021-015 to transfer \$417,219.73 from the Sehmel Homestead Park Lighting Project to the Park Improvement Fund and amend the 2021 Capital Project Budget. Seconded by Commissioner Kingsbury. The motion passed with a 5-0 vote.

## ITEM 7 Project Update

### 7a. CRC Marketing Committee

Bujacich gave an update on the CRC Marketing Committee meeting weekly since the last board meeting and what they have been working on in the meetings.

## ITEM 8 Comments by Board



# Peninsula Metropolitan Park District

PO Box 425 – Gig Harbor, WA 98335  
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Commissioner Hill commented that she had checked in with the other Commissioners regarding sponsoring the 2021 Gig Harbor Veteran’s Day Event as they did last year. Hill reported that the commissioners are pledging \$500 each from their legislative funds for a total of \$2,500 to go towards the event and that the event coordinators would recognize PenMet Parks as one of the event's sponsors.

Commissioner Kingsbury commented that she had been in touch with constituents who use PenMet Parks’ pickleball courts about the reservation policy. Kingsbury talked about mitigation of scheduling and requested that PenMet study court management practices. Commissioner Hill also stated that a constituent had contacted her regarding court usage as well and that she had spoken with Executive Director Ally Bujacich about the conversation. Commissioner Kingsbury asked about QR codes being posted at the courts as a part of reserving courts online. Bujacich commented that she spoke to a constituent as well and believes there are some short-term solutions or management steps to take within PenMet policy and that staff will circle back with the Board with a solution.

Commissioner Kingsbury commented on her appreciation of the Swim Safe Campaign group, and she is excited to hear from them again.

President Babich commented on a prowler that had been sited near the DeMolay Sandspit and wanted everyone to be aware and that they could possibly be approaching by water.

**ITEM 9 Next Board Meetings**

Tuesday, July 20, 2021 (Study and Regular) Study Session at 5:30 pm and Regular Meeting at 6:00 pm at SHP Volunteer Vern Pavilion.

**ITEM 10 Adjournment** President Babich adjourned the meeting at 7:32 pm

**APPROVED BY THE BOARD ON:** \_\_\_\_\_

\_\_\_\_\_  
**President**

\_\_\_\_\_  
**Clerk**

Submitted By: Stace Snuffin



# Peninsula Metropolitan Park District

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## DISTRICT COMMISSION MEMO

**To:** District Commission

**From:** Ally Bujacich, Executive Director

**Date:** July 20, 2021

**Subject:** **Resolution R2021-016: Adopt the June 19, 2021 Board Retreat Outcomes, Including Goals and Objectives, CIP Priorities, Policy Priority Schedule, Board Committees, and Annual Board Calendar**

### Background/Analysis

The annual Board retreat was held on June 19, 2021. The primary purpose of the retreat was to prioritize strategic goals and objectives for 2022 in advance of the development and adoption of the 2022 annual budget.

During the retreat, the Board prioritized strategic goals and objectives for the next 18-24 months, from 2021 into early 2023. In addition, the Board:

- Identified minor capital projects that will be funded from the Service Options budget contained in the 2021 Capital Improvement Plan (CIP).
- Identified capital project priorities for 2022 and reviewed the draft 2022 CIP.
- Identified a standing committee structure that will replace the current ad hoc committees.
- Reviewed PenMet Parks' representation on external committees.
- Developed an annual Board calendar with targeted workshop topics and frequency.

Policy review priorities were largely discussed and identified during the July 6, 2021 Board study session. The priorities identified during that study session are included in Resolution R2021-016.

Board Policy P10-101 provides that PenMet Parks is accountable to its citizens for use of public dollars, and must use its limited financial resources wisely to ensure adequate funding to support the services, facilities, and infrastructure needed to meet the community's current and future needs. Clear prioritization of the District's goals and objectives is essential to effectively and consistently assigning resources needed to implement policy direction.

From time to time the Executive Director may recommend adjustments to the goals and objectives, CIP priorities, policy priority schedule, Board committees and/or the annual Board calendar based on internal or external factors.

**Recommendation**

Staff requests that the Board approve Resolution R2021-016 adopting the June 19, 2021 Board retreat outcomes, including goals and objectives, CIP priorities, policy priority schedule, Board committees, and annual Board calendar.

**Policy Implications/Support**

1. The District has adopted eight goals, including craft partnerships, acquire assets, develop and maintain-quality facilities and services, preserve open space, promote health and wellness, provide diverse recreational programs, prudent management of District funds, and trail planning and connections.
2. The District has adopted the policies contained in the Peninsula Metropolitan Park District Policy Manual.
3. The District has adopted the annual operating and capital budgets for 2021.

**Motion**

*I move to approve Resolution 2021-016 adopting the adopting the June 19, 2021 Board retreat outcomes, including goals and objectives, CIP priorities, policy priority schedule, Board committees, and annual Board calendar.*

If you have any questions or comments, please contact me at the earliest opportunity at (253) 858-3408 or via e-mail at abujacich@penmetparks.org.



# Peninsula Metropolitan Park District

## RESOLUTION NO. R2021-016

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### **A RESOLUTION OF PENMET PARKS ADOPTING THE JUNE 19, 2021 BOARD RETREAT OUTCOMES, INCLUDING GOALS AND OBJECTIVES, CIP PRIORITIES, POLICY PRIORITY SCHEDULE, BOARD COMMITTEES, AND ANNUAL BOARD CALENDAR**

WHEREAS, the Peninsula Metropolitan Park District (PenMet Parks) was formed in 2004 by a vote of the people and is authorized to deliver parks and recreation services under RCW 35.61; and

WHEREAS, Board Policy P10-101 states, in part, that PenMet Parks is accountable to its citizens for use of public dollars, and the limited financial resources of PenMet Parks must be wisely used to ensure adequate funding to support the services, public facilities, and infrastructure necessary to meet the community’s present and future needs; and

WHEREAS, the Executive Director assessed the District’s needs related to its mission and adopted strategic goals and recommended certain priorities within available resources to advance the mission and goals; and

WHEREAS, the Board of Park Commissioners participated in a Board retreat on June 19, 2021, during which the recommended priorities were established; NOW THEREFORE BE IT

RESOLVED, by the Board of Park Commissioners that PenMet Parks adopts the June 19, 2021 Board retreat outcomes, including goals and objectives, CIP priorities, policy priority schedule, Board committees, and annual Board calendar attached as Exhibit A.

The foregoing resolution was adopted at a regular meeting of the Board of Park Commissioners of the Peninsula Metropolitan Park District held on July 20, 2021.

\_\_\_\_\_  
President

\_\_\_\_\_  
Clerk

\_\_\_\_\_  
Attest

**EXHIBIT A**

Peninsula Metropolitan Park District

# Board of Park Commissioners Retreat

8 a.m.  
June 19, 2021  
Volunteer Vern Pavilion

June 29, 2021: updated to include outcomes and action items discussed during the June 19, 2021 Retreat.

1

## Agenda

1. Introduction
2. 2022 Goals and Objectives
3. 2022 CIP
4. Policy Review Schedule
5. Board Committee Review
6. Annual Board Calendar

2

# 1. Introduction

3

## *1. Introduction* Budget Process Overview

- 1. Pre-budget (June – July 2021):**
  - Board prioritizes strategic goals and objectives.
  - MRSC publishes annual budget recommendations.
- 2. Budget development (August – September 2021):**
  - Department heads draft preliminary budgets.
  - Staff develops preliminary 2022 CIP.
  - Executive director reviews budget requests.
- 3. Budget review (October 2021):**
  - Board reviews draft 2022 budget and 2022 CIP.
- 4. Public hearings and adoption (November – December 2021):**
  - Public hearings on budget and property tax levy.
  - Board adopts 2022 CIP.
  - Board adopts 2022 regular property tax levy.
  - Board adopts 2022 annual budget.
- 5. Communication of final budget (January 2022):**
  - 2022 budget book published.

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### 1. Introduction

## Budget Principles

- **The Board:** is responsible for approving the annual operating budget, the annual CIP, and establishing policy direction, goals, and objectives.
- Create a separate resolution for each fund in when adopting 2022 budget.
- **Staff:** are responsible for proposing programs and providing budget recommendations in accordance with policy direction and goals and objectives established by the Board.
- **The adopted budget:** serves as the policy document of the Board for implementing the Board's goals and objectives.
- **Fund accounting and adoption:** the Board adopts the budget at the fund level.
  - However, Board approval is required to shift budget allocation from the Maintenance Department and between approved project budgets within the CIP.

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### 1. Introduction

## Summary of Funds

1. General fund
2. Debt service fund
3. Debt service contingency fund
4. Capital projects fund
5. Equipment replacement fund
6. Recreation revolving fund
7. Maintenance endowment fund
8. *Fiduciary fund – will be retired (can only be used for funds held for which a government is a trustee)*

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*1. Introduction*

## General Fund

- **General fund:** serves as the principal operating fund of the district and provides funding for general purpose governmental services to the citizens.
- **Principal funding sources:** taxes, charges for services, and interest income.
- **Principal expenses:** District operating expenses. The General Fund includes a targeted Reserve Fund of 25% or greater of the annual operating expenditures.  
**Current balance:** \$5.36 million.
- Maintain a conservative Reserve Fund to ensure a strong financial position until the CRC is complete and operational.

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*1. Introduction*

## Debt Service Fund

- **Debt service fund:** allocates resources to retire long-term debt.
- **Principal funding sources:** historic funding sources are transfers from the General Fund.
- **Principal expenses:** debt service for the SHP bond. Debt service for the CRC bond will be incurred beginning in 2021.
- **Current balance:** \$0 (transfer in \$541,600).

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*1. Introduction*

## Debt Service Contingency Fund

- **Debt service contingency fund:** a voluntary contingency fund designed to meet debt service obligations in the event of reduced budget funding.
- **Principal funding sources:** historic funding sources are transfers from the General Fund.
- **Principal expenses:** no expenses have been incurred since fund inception.
- **Current balance:** \$600,000.

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*1. Introduction*

## Capital Projects Fund

- **Capital projects fund:** finances capital projects, typically defined as \$25,000 or more with a life expectancy of at least ten years.
- **Principal funding sources:** historic funding sources are transfers from the General Fund, bond proceeds, grants, and transfers from other funds.
- **Principal expenses:** capital improvements and equipment.
- **Current balance:** \$26.5 million.

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*1. Introduction*

## Equipment Replacement Fund

- **Equipment replacement fund:** funds capital equipment replacement. The equipment replacement fund is restricted.
- **Principal funding sources:** historic funding sources are transfers from the General Fund. The funding level is established at 100% of the equipment replacement value divided by the number of years of useful life.
- **Principal expenses:** capital equipment.
- **Current balance:** \$505,000.
- Identify which fund realizes retired equipment revenue during 2022 budget creation.

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*1. Introduction*

## Recreation Revolving Fund

- **Recreation revolving fund:** is a user-fee based fund. Revenues are collected and used to operate a particular recreational program with excess funds used for improvements to support programs, facilities, and events.
- **Principal funding sources:** user fees, donations, and transfers from other funds.
- **Principal expenses:** staff and materials needed to deliver recreational programming.
- **Current balance:** \$485,000.
- Define level of service and cost recovery philosophies during the long-range program plan in 2022.
- Consider creating a(n) enterprise fund(s) for revenue-generating activities including the CRC, recreation programs, and/or facility rentals during 2022 budget cycle and CRC management plan.
- Beginning immediately, create and track against budgets and cost recovery goals for each event and program, as well as for each of the three primary program areas: community programs, sports programs, and special events.

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### 1. Introduction

## Maintenance Endowment Funds

- **Maintenance endowment fund:** is intended to be a sustaining fund with a long-range goal to provide annual interest in an amount sufficient to fund the annual maintenance of all of the District's parks and facilities. The principal balance of the fund may not be invaded without Board action. The minimum principal amount before spending interest earnings is \$14 million.
- **Principal funding sources:** historic funding sources include donations and facility fees prior to 2008. Per the Comprehensive Financial Management Policy, 100% of facility use and rental fees are charges will be directed to a Permanent fund such as a restricted maintenance endowment fund; the Board will determine this during the budget process.
- **Principal expenses:** only nominal investment fees have been incurred since the funds' inception in 2007.
- Consider whether an endowment or maintenance reserve fund, or a combination, would best benefit the District. Revisit the minimum principal amount. Consider placing house rental revenue into a maintenance reserve fund. Discuss further during a fall 2021 study session (tentatively scheduled for October 5).

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## 1. 2022 Goals and Objectives

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## 2. 2022 Goals and Objectives

# Considerations

- **Mission:** goals must advance PenMet Parks' mission to *enhance the quality of life by providing parks and recreation opportunities for our community.*
- **Strategic priorities:** goals must support the eight strategic priorities defined in the 2018 PROS plan.
- **Policy:** goals must support policy direction established by the Board.
- **Current and future needs:** the state and direction of the District
- **Available resources:** prioritize goals, then build budget.
- **Goals vs. tasks.**

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## 2. 2022 Goals and Objectives

# Goals

1. Study, elevate, and develop programs that advance the mission, align with policy, benefit the District, and foster effective operations.
2. Implement effective administrative and operational procedures.
3. Effectively manage and maintain our assets to preserve existing infrastructure and provide parks and recreation opportunities for the community.
4. Strategically deliver recreation programs that respond to community need and align with strategic goals.
5. Plan and implement effective, high-quality operational procedures for the Community Recreation Center to ensure a smooth transition and maximize the community benefit when complete.
6. Attract and retain high-quality staff.
7. Intentionally focus on Board enrichment and engagement.
8. Enhance communications with the public.
9. Develop a 10-year strategic plan for PenMet Parks.

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## 2. 2022 Goals and Objectives

**Goal 1: Study, elevate, and develop programs that advance the mission, align with policy, benefit the District, and foster effective operations.**

Priority	Objective
2021	Review and elevate the endowment program.
High	Review and elevate the facility use program, fee structure, and procedures.
High	Review and elevate the scholarship program.
Medium	Review and elevate the volunteer program.
Medium	Review and elevate the PEG grant program.
Medium	Create and implement a comprehensive stewardship plan.
Low	Consider implementing childhood outdoor education programs.

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## 2. 2022 Goals and Objectives

**Objective: Review and elevate the endowment program.**

- Make recommendations to nurture endowment in order to increase rate of growth to meet long-range goal.
- Consider partnering with Greater Tacoma Community Foundation to manage the endowment.
- Update the policy if appropriate.
- The long-range goal of the endowment is to provide annual interest in an amount sufficient to fund the annual maintenance of all the District's parks and facilities. The minimum principal prior to utilizing interest earnings is \$14 million.
- Per Section 5(F) of the Comp Financial Management policy, the budget will give first consideration to ongoing mission led programs before the addition of any new program.

**Goal:** 1. Study, elevate, and implement programs.

**Priority:** High.

**Who:** Staff, board.

**Budget impact:** Budget negative.

**Timing:** 2021, prior to finalizing 2022 annual budget.

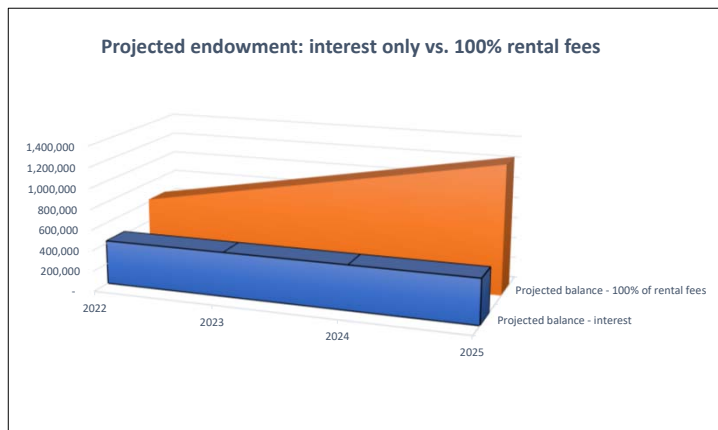
**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X			X		

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## 2. 2022 Goals and Objectives

Objective: Review and elevate the endowment program.



PenMet Parks receives approximately \$175,000 - \$250,000 annual rental revenue, including facility rentals, house rentals, and Madrona lease income.

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## 2. 2022 Goals and Objectives

Objective: Review and elevate the facility use program, fee structure, and procedures.

- Establish target rental revenues.
- Review and update the fees. Increase marketing and outreach efforts.
- Review and update the prioritization and management of high-use facilities to provide fair access to the public.
- Review and update the application and permit process. Consider a more robust online application process.
- Users should experience a clear process and receive timely and professional communications from PenMet.
- Update the policy if appropriate.
- Comprehensive Financial Management Policy Section 7(F) states fees should cover the cost of providing the service and be comparable with market rates and other municipalities.
- Increased rental revenues will potentially benefit the maintenance endowment fund.

**Goal:** 1. Study, elevate, and implement programs.

**Priority:** High.

**Who:** Staff.

**Budget impact:** Likely budget positive as revenues increase.

**Timing:** 2022, before the CRC is completed.

**Dependencies:** Complete prior to opening CRC.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X		X	X	X	

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## 2. 2022 Goals and Objectives

### Objective: Review and elevate the recreation scholarship program.

- Review the current utilization, funding, application process, outreach, and policy, and recommend changes to increase effectiveness.
- Recommendations are designed to result in a program that is accessible, provides more low-income families the opportunity to participate in recreation programs, and has a reporting component that informs funding, outreach, and other decisions.
- Update the policy as appropriate.
- Current utilization data will be collected and reported in 2021 to inform program recommendations in 2022.
- Include accessibility programs.
- Review program name – scholarship vs. stewardship.
- Consider partnering with PSD and other organizations.

**Goal:** 1. Study, elevate, and implement programs.

**Priority:** High.

**Who:** Staff.

**Budget impact:** Unknown.

**Timing:** 2022.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X				X	X	X	

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## 2. 2022 Goals and Objectives

### Objective: Review and elevate the volunteer program.

- Create procedures designed to promote efficient volunteer management, scheduling, roles, appreciation, controls, and reporting functions.
- Create a holistic, consistent volunteer program that encompasses all volunteers: recreation, park improvement, and events such as Parks Appreciation Day.
- Implement measures to ensure volunteers are serving in ways that support District priorities.
- Ensure appropriate risk management measures are implemented and enforced.
- Update the policy if appropriate.
- Create a goal to increase volunteer hours or other measures of success annually.
- Conduct an annual volunteer survey to gauge areas of success and opportunities for improvement.
- Include a volunteer appreciation event.

**Goal:** 1. Study, elevate, and implement programs.

**Priority:** Medium.

**Who:** Staff.

**Budget impact:** Budget neutral.

**Timing:** 2022.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X		X		X	X	X	

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## 2. 2022 Goals and Objectives

### Objective: Review and elevate the PEG grant program.

- Study purpose, outreach, review and selection process, funding, and implementation.
- Update the policy if appropriate.
- The program will realize a more diverse group of applicants and the application and reporting processes will be clearly defined.

**Goal:** 1. Study, elevate, and implement programs.

**Who:** Staff.

**Timing:** 2022.

**Priority:** Medium.

**Budget impact:** Unknown.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X		X			X		

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## 2. 2022 Goals and Objectives

### Objective: Create and implement a comprehensive stewardship plan.

- Develop and implement a comprehensive stewardship program. Consider giving, grants, sponsorships, adopt a trail/friends of parks programs, the endowment, the PEG program, the volunteer program, and other forms of support.
- Develop defined sponsorship and partnership levels and benefits, procedures, and agreements.
- Collect and analyze historic grant data. Define how grants are strategically targeted. Develop an annual goal target. Analyze the ROI of a professional grant writer.
- Consider formation of a 501c3.
- Some infrastructure will be developed as part of the CRC capital campaign, such as donor management (CRM) software and a partnership with GTCF.
- **2022 grant target \$500,000 in realized grants** (\$400,000 will support the CRC).
- Create 2023 and beyond grant goals that contemplate quantity, value, and diversity of applications.
- Explore how strategic partnerships could enhance the stewardship program.
- Explore whether absorbing and renaming the PAA foundation is viable to establish a PenMet Parks 501c3.

**Goal:** 1. Study, elevate, and implement programs.

**Who:** Staff.

**Timing:** 2023.

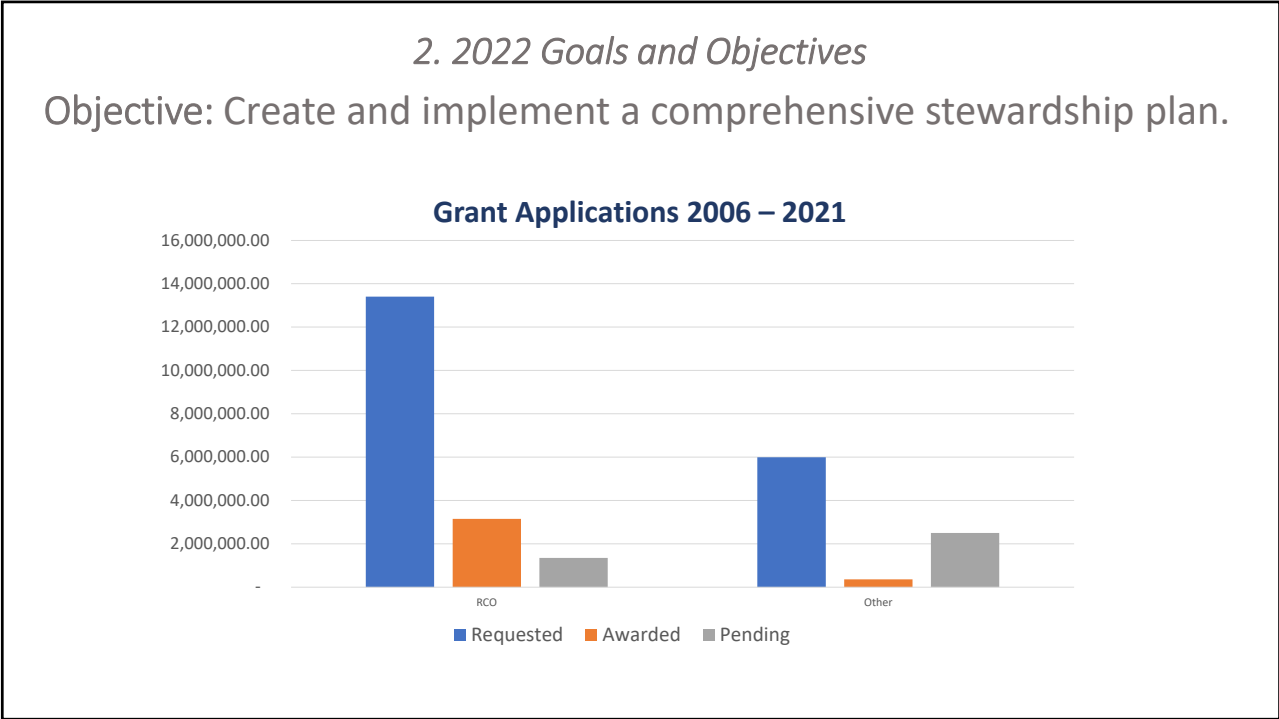
**Priority:** Medium.

**Budget impact:** Unknown.

**Dependencies:** Avoid competing with capital campaign.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X	X	X	X	X	X	X	X

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### 2. 2022 Goals and Objectives

Objective: Consider implementing comprehensive outdoor ed programs.

- Conduct a market survey and identify need as part of the mission-led program plan.
- Create a business plan and vet logistics to determine if the program is viable.
- Research if feasible to be implemented in conjunction with the future of the caretaker homes.
- Fosters partnerships, diverse programs, and healthy lifestyles.
- Consider incorporating nature playgrounds and other physical assets.
- Explore partnering with organizations such as Harbor WildWatch, Tahoma Audubon, and Master Gardeners.

**Goal:** 1. Study, elevate, and implement programs.      **Priority:** Low.

**Who:** Consultant, staff, partner.      **Budget impact:** Unknown.

**Timing:** 2023 or beyond.      **Dependencies:** Program plan, caretaker program, CIP.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X			X	X		X	

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## 2. 2022 Goals and Objectives

**Goal 1: Study, elevate, and develop programs that advance our mission, align with policy, benefit the District, and foster effective operations.**

Priority	Objective	Ranked priority
2021	Review and elevate the endowment program.	2021
High	Review and elevate the facility use program, fee structure, and procedures.	1
High	Review and elevate the scholarship program.	2
Medium	Review and elevate the volunteer program.	3
Medium	Review and elevate the PEG grant program.	4
Medium	Create and implement a comprehensive stewardship plan.	2023
Low	Consider implementing childhood outdoor education programs.	2023

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## 2. 2022 Goals and Objectives

**Goal 2: Implement effective administrative and operational procedures.**

Priority	Objective
2021	Establish an ongoing procedure review/creation and implementation schedule
2021	Revamp electronic and paper file protocol to ensure documents are organized and accessible.
2021	Utilize ADP to automate leave requests and payroll approvals.
2021	Revamp purchasing procedures to support efficient and controlled purchasing.
High	Research and implement software to manage electronic records and public record requests.
Medium	Create standard contract forms reviewed by legal counsel.
Medium	Implement safety and risk management measures.
Medium	Review and update the emergency management plan.
Medium	Optimize ActiveNet use and administration.
Medium	Create supply/equipment storage and inventory procedures and long-term storage plan.
Low	Consider migrating away from Pierce County to issue checks to streamline account payables and receivables.
Low	Study implementing a formal internship program.
Low	Consider utilizing GIS to update park maps and provide informed District data.
Low	Study idling/fuel reduction and other sustainable measures.

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## 2. 2022 Goals and Objectives

### Objective: Establish an ongoing procedure review/creation and implementation schedule.

- Establish an ongoing procedure review/creation and implementation schedule, targeting 1-2 procedures/month.
- Train staff on new procedures to ensure they are effectively communicated and implemented.
- Establish a staff committee to manage the review process.

**Goal:** 2. *Effective operational procedures.*

**Who:** Staff.

**Timing:** 2021.

**Priority:** High.

**Budget impact:** Budget neutral.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X	X	X	X	X	X	X	X

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## 2. 2022 Goals and Objectives

### Objective: Revamp electronic and paper file protocol to ensure documents are organized and accessible.

- Create file naming conventions and practices to ensure consistency and provide searchable, up-to-date information.
- Create historic property archives with drawings, studies, agreements, and other relevant information.
- Improves the accuracy and efficiency of information that's used to provide customer service and make decisions.

**Goal:** 2. *Effective operational procedures.*

**Who:** Staff.

**Timing:** 2021.

**Priority:** High.

**Budget impact:** Budget neutral.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

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## 2. 2022 Goals and Objectives

### Objective: Utilize ADP to automate leave requests and payroll approvals.

- Streamline leave request and payroll approval processes.
- Minimize human error by accurately tracking approved leave. Leave requests will be clearly approved or disapproved.
- Supervisors will approve timecards in a timely manner.
- This function is included in the suite of services PenMet has purchased from ADP.

**Goal:** 2. *Effective operational procedures.*

**Who:** Staff.

**Timing:** 2021.

**Priority:** High.

**Budget impact:** Budget neutral.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

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## 2. 2022 Goals and Objectives

### Objective: Revamp purchasing procedures to support efficient and controlled purchasing.

- Streamline and control the procurement and approval processes:
  - Research electronic invoice review and approvals to support timely review and appropriate authorizations.
  - Utilize purchase orders effectively.
  - Ensure contracts include net 30-day payment terms to avoid late payments.
  - Springbrook may be able to support these processes.
- Provide budget managers with tools to manage budgets:
  - Schedule staff Springbrook refresher.
  - Provide monthly budget chart updates to each budget manager.

**Goal:** 2. *Effective operational procedures.*

**Who:** Staff.

**Timing:** 2021.

**Priority:** High.

**Budget impact:** Budget positive.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

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## 2. 2022 Goals and Objectives

### Objective: Revamp purchasing procedures to support efficient and controlled purchasing (continued).

- Review current purchases for inefficiencies:
  - Audit recurring monthly expenses. Review amounts payable for relevance, necessity, and match to a contract or agreement. Designate a manager for each vendor.
  - Migrate away from using p-cards to make recurring purchases. P-cards will be used for appropriate purchases without regularly reaching limits or unauthorized purchasing.
- Update the purchasing policy.

**Goal:** 2. *Effective operational procedures.*

**Who:** Staff.

**Timing:** 2021.

**Priority:** High.

**Budget impact:** Budget positive.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

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## 2. 2022 Goals and Objectives

### Objective: Research and implement software to manage electronic records and public record requests.

- Research and implement software to manage electronic records destruction and public record requests after the records retention/destruction policy is adopted.
- Software will reduce time and human error associated with records retention/destruction and public records requests.
- Research and issue RFP for software solution.
- Purchasing the software will be a budget impact, but it will likely reduce staff, commissioner, and legal time when responding to records requests.

**Goal:** 2. *Effective operational procedures.*

**Who:** Staff/vendor.

**Timing:** 2021.

**Priority:** High.

**Budget impact:** Budget negative.

**Dependencies:** Records retention and destruction policy.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

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## 2. 2022 Goals and Objectives

### Objective: Create standard contract forms reviewed by legal counsel.

- Create contract forms reviewed by legal counsel with fields that can be customized by staff.
- Train staff responsible for procurement on procedures and define a clear review and approval process.
- A suite of contract forms will allow staff to generate most contracts and purchase orders in-house.
- Standard language and terms will protect the District and incorporate and build knowledge of best practices.

**Goal:** 2. *Effective operational procedures.*

**Who:** *Staff/counsel.*

**Timing:** *2022.*

**Priority:** *Medium.*

**Budget impact:** *Budget positive.*

**Dependencies:** *None.*

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

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## 2. 2022 Goals and Objectives

### Objective: Implement safety and risk management measures.

- Activate a staff safety committee to review and respond to accident reports and near miss reports.
- Committee will research, recommend, and administer District-wide safety training and program.
- Committee will track accident/incident data to identify trends.
- Providing a safe experience for users and staff reduces risk exposure for PenMet Parks.
- It may take several years of tracking data to identify trends, but training and corrections in response to accident reports can occur in real time.

**Goal:** 2. *Effective operational procedures.*

**Who:** *Staff, with support from Enduris and/or HR consultant.*

**Timing:** *2022.*

**Priority:** *High.*

**Budget impact:** *Budget neutral.*

**Dependencies:** *None.*

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

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## 2. 2022 Goals and Objectives

### Objective: Review and update the emergency management plan.

- Audit and define emergency preparedness District-wide: response, roles, supplies, procedures, purchasing, and agreements.
- Review and update the emergency management plan.
- Conduct at least two trainings or tabletop exercises/year with staff.
- An updated plan and training will equip staff to respond in an emergency.
- Engage Pierce County, MACC, or similar resources to assist with training.

**Goal:** 2. *Effective operational procedures.*

**Who:** Staff.

**Timing:** 2022.

**Priority:** Medium.

**Budget impact:** Budget neutral.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

37

## 2. 2022 Goals and Objectives

### Objective: Optimize ActiveNet use and administration.

- Perform a customer experience evaluation and use findings to develop recommendations for improvement.
- Audit staff roles and responsibilities to improve customer service and efficiency.
- Update procedures as needed.
- Perform pre- and post customer surveys to measure whether changes implemented are effective.
- ~~In the long term~~, Evaluate whether ActiveNet is the best tool for the District's registrations and rentals.
- Research alternative software programs.
- Consider a consortium with other municipal organizations.

**Goal:** 2. *Effective operational procedures.*

**Who:** Staff.

**Timing:** 2022.

**Priority:** High – one of the first touchpoints customers have.

**Budget impact:** Neutral.

**Dependencies:** Implement prior to opening CRC.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
				X	X	X	

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## 2. 2022 Goals and Objectives

### Objective: Create program supply and equipment storage and inventory procedures and long-term storage plan.

- Create program supply and equipment storage, inventory, and retirement procedures.
- Identify long-term storage solutions for equipment and supplies.
- Include storage facilities that are appropriate for the planned programming in future capital projects, then manage the spaces and supplies so they and supplies will neatly fit within the allocated space.
- Requests for new or replacement materials will address storage implications.
- Minimizes waste and inefficiencies by keeping supplies and equipment in good repair, and by reducing duplicate purchases.
- Implement clear closing procedures for programs (implement immediately).
- Consider sustainability when purchasing materials – avoid one-time use items (implement immediately).

**Goal:** 2. *Effective operational procedures.*

**Priority:** *Medium.*

**Who:** *Staff.*

**Budget impact:** *Unknown.*

**Timing:** *2022.*

**Dependencies:** *Implement prior to moving to CRC.*

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

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## 2. 2022 Goals and Objectives

### Objective: Consider migrating away from Pierce County to issue checks to streamline account payables and receivables.

- If viable, the County would continue to serve as Treasurer, but would not issue checks.
- Establish procedures that comply with policy direction and maintain appropriate controls.
- Evaluate the pros and cons of self-issuing checks vs. Pierce County.

**Goal:** 2. *Effective operational procedures.*

**Priority:** *Low.*

**Who:** *Staff.*

**Budget impact:** *Unknown.*

**Timing:** *2023 or beyond.*

**Dependencies:** *Unknown.*

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

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## 2. 2022 Goals and Objectives

### Objective: Study implementing a formal internship program.

- Determine if a formal internship program would provide benefit to the public and PenMet Parks.
- If so, develop an intentional internship program. Define purpose, procedures, classification, job descriptions, and pay/credits.
- Conduct exit surveys to measure success.
- Consider forming strategic partnerships as part of the program.

**Goal:** 2. *Effective operational procedures.*

**Who:** Staff.

**Timing:** 2023 or beyond.

**Priority:** Low.

**Budget impact:** Unknown.

**Dependencies:** Program plan, strategic plan.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X					X		

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## 2. 2022 Goals and Objectives

### Objective: Consider utilizing GIS to update park maps and provide informed District data.

- Clearly define the intended outcomes and District and public benefit.
- Consider completing GIS projects through an internship program.

**Goal:** 2. *Effective operational procedures.*

**Who:** Staff, intern or consultant.

**Timing:** 2023 or beyond.

**Priority:** Low.

**Budget impact:** Unknown.

**Dependencies:** Develop internship program.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X	X	X	X				X

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## 2. 2022 Goals and Objectives

### Objective: Study idling/fuel reduction and other sustainable measures.

- Research sustainable operational practices such as an idling/fuel reduction policy.
- Determine whether there should be philosophy statement or core value that defines the District's approach to sustainability as part of the strategic planning process.
- Develop programs and operating procedures in response to strategic direction.
- Research grant opportunities (eg: DOE).

**Goal:** 2. *Effective operational procedures.*

**Who:** *Staff.*

**Timing:** *2023 or beyond.*

**Priority:** *Low.*

**Budget impact:** *Unknown.*

**Dependencies:** *Strategic plan.*

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X	X		X	X	

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## 2. 2022 Goals and Objectives

### Goal 2: Implement effective administrative and operational procedures.

Priority	Objective	Ranked priority
2021	Establish an ongoing procedure review/creation and implementation schedule	2021
2021	Revamp electronic and paper file protocol to ensure documents are organized and accessible.	2021
2021	Utilize ADP to automate leave requests and timecard approvals.	2021
2021	Revamp purchasing procedures to support efficient and controlled purchasing.	2021
High	Research and implement software to manage electronic records and public record requests.	2
Medium	Create standard contract forms reviewed by legal counsel.	4
High	Implement safety and risk management measures.	1
Medium	Review and update the emergency management plan.	5
High	Optimize ActiveNet use and administration.	3
Medium	Create supply/equipment storage and inventory procedures and long-term storage plan.	6
Low	Consider migrating away from Pierce County to issue checks to streamline account payables and receivables.	2023
Low	Study implementing a formal internship program.	2023
Low	Consider utilizing GIS to update park maps and provide informed District data.	2023
Low	Study idling/fuel reduction and other sustainable measures.	2023

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## 2. 2022 Goals and Objectives

**Goal 3: Effectively manage and maintain our assets to preserve existing infrastructure and provide parks and recreation opportunities for the community.**

Priority	Objective
2021	Complete current key inventory.
High	Complete a facilities condition audit.
High	Develop an annual preventative maintenance schedule.
High	Create a key/security plan.
High	Review the current caretaker program and create a policy if appropriate.
Medium	Implement a work order system for staff and public use.
Medium	Develop a forest management plan to assess and manage the health of our forests.

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## 2. 2022 Goals and Objectives

### Objective: Complete current key inventory.

- Complete current key inventory - identify how each lock District-wide is keyed, and who possesses keys.
- Update records to reflect the current status.
- Update key check-in/check-out procedures.
- Enhance controls – only provide needed keys, hold staff accountable for keys, and specifically include returning keys as part of staff exiting procedures to reduce risk.
- Ensure any shared keys are secured.

**Goal:** 3. *Manage and maintain assets.*

**Who:** Staff.

**Timing:** 2021.

**Priority:** High.

**Budget impact:** Budget neutral.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X			X		

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## 2. 2022 Goals and Objectives

### Objective: Complete a facilities condition audit.

- Complete a facilities condition audit to identify, budget, and implement planned major maintenance (PMM) over the next 20-30 years.
- Annual PMM needs will be allocated from the CIP each year.
- An actively managed plan will improve the condition of facilities and reduce deferred maintenance by making appropriate investments, reduce reactive repairs and service disruptions, and assist with long-term capital project planning.
- A consultant will complete the plan, however staff will be responsible for providing property data and supporting the consultant.
- Comprehensive Financial Management Policy, Section 5 (J) and (K) states a multi-year maintenance and replacement schedule will be developed. The budget will provide sufficient levels of maintenance and replacement funding.

**Goal:** 3. *Manage and maintain assets.*

**Priority:** *High.*

**Who:** *Consultant, with staff support.*

**Budget impact:** *Budget negative in 2022.*

**Timing:** *Complete plan in 2022; implement in 2023 CIP.*

**Dependencies:** *None.*

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X			X		

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## 2. 2022 Goals and Objectives

### Objective: Develop an annual preventative maintenance schedule.

- An actively managed preventative maintenance plan will improve the condition of facilities and reduce reactive repairs and service disruptions.
- The plan may be developed in-house, depending on expertise and workload, or by consultant.
- Utilize industry publications and project operation and maintenance data as a starting point for plan development.
- There may be an initial budget increase as we properly invest in our facilities, but proper maintenance will reduce costly repairs over time.

**Goal:** 3. *Manage and maintain assets.*

**Priority:** *High.*

**Who:** *Staff or consultant*

**Budget impact:** *Unknown.*

**Timing:** *Complete plan in 2022; implement in 2023 CIP.*

**Dependencies:** *None.*

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X			X		

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## 2. 2022 Goals and Objectives

### Objective: Create a key/security plan.

- Identify a single manufacturer and specification. Develop a District-wide key hierarchy.
- Implement a key card access system.
- A specification for the District key system, clear and effective procedures for key authorizations and accountability, and active management will result in improved security.
- Solicit an RFP from a hardware consultant to develop a specification - consider utilizing the CRC hardware consultant to achieve economies of scale.
- Card access will provide control and assist with emergency lockdowns.
- The cost of implementation can be spread out over time and included with capital projects. The card access system will have software and technician maintenance fees.

**Goal:** 3. *Manage and maintain assets.*

**Priority:** *High.*

**Who:** *Consultant.*

**Budget impact:** *Budget negative.*

**Timing:** *Complete plan in 2022; begin implementing in 2023.*

**Dependencies:** *Install specified system in CRC.*

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X			X		

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## 2. 2022 Goals and Objectives

### Objective: Review the current caretaker program and create a policy if appropriate.

- Study the current caretaker (house) program and consider whether changes are appropriate to maximize public benefit.
- Consider whether findings from the program plan may integrate with the houses.
- Address deferred maintenance identified in 2020 inspection reports.
- Create a policy if necessary.
- Any capital improvements resulting from the outcome of the study may be included in future CIPs.
- As a first step, discuss the caretaker program during a study session planned for August 2021.

**Goal:** 3. *Manage and maintain assets.*

**Priority:** *High.*

**Who:** *Staff.*

**Budget impact:** *Unknown.*

**Timing:** *2022.*

**Dependencies:** *Program plan, strategic plan, CIP.*

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X			X		

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## 2. 2022 Goals and Objectives

### Objective: Implement a work order system for staff and public use.

- A work order system will help staff receive, organize, and complete minor issues and requests.
- A work order system will provide a mechanism for staff and constituents to capture and communicate minor (non-emergent) issues encountered at parks, and track the resolution.
- Performance metrics help measure success and public service.
- Include a customer satisfaction survey as part of the work order submission process.
- Research a software system - does not need to be overly sophisticated to meet PenMet's requirements.

**Goal:** 3. *Manage and maintain assets.*

**Who:** *Staff.*

**Timing:** *2023.*

**Priority:** *High.*

**Budget impact:** *Budget negative.*

**Dependencies:** *None.*

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X			X		

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## 2. 2022 Goals and Objectives

### Objective: Develop a forest management plan to assess and manage the health of our forests.

- An assessment and actionable plan will establish the current health of our forests and document recommendations to maintain or improve it.
- Consider including a significant tree inventory.
- A consultant will complete the plan and staff will manage it.

**Goal:** 3. *Manage and maintain assets.*

**Who:** *Consultant*

**Timing:** *2023 or beyond.*

**Priority:** *High.*

**Budget impact:** *Budget negative.*

**Dependencies:** *None.*

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X	X	X	X	X	

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## 2. 2022 Goals and Objectives

**Goal 3: Effectively manage and maintain our assets to preserve existing infrastructure and provide parks and recreation opportunities for the community.**

Priority	Objective	Ranked priority
2021	Complete current key inventory.	2021
High	Complete a facilities condition audit.	1
High	Develop an annual preventative maintenance schedule.	2
High	Create a key/security plan.	3
High	Review the current caretaker program and create a policy if appropriate.	4
Medium	Implement a work order system for staff and public use.	2023
Medium	Develop a forest management plan to assess and manage the health of our forests.	2023

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## 2. 2022 Goals and Objectives

**Goal 4: Strategically deliver recreation programs that respond to community need and align with strategic goals.**

Priority	Objective
2021	Develop the sports program to focus on whole person development.
High	Develop a comprehensive program plan.
High	Grow the adaptive recreation program.
Medium	Develop a mechanism to collect participant, facility use, and attendee feedback to foster continuous improvement.
Medium	Elevate community programs.
Medium	Elevate special events.
Medium	Elevate sports and fitness programs.
Medium	Intentionally nurture key partnerships.
Low	Train recreation coordinators in youth program quality (YPQ) and social emotional learning (SEL) techniques.

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## 2. 2022 Goals and Objectives

### Objective: Develop the sports program to focus on whole person development.

- Create a culture and materials designed to foster sportsmanship and a positive youth sports experience. Tailor program components such as parent orientations, coaches' handbooks, and communications to reinforce this philosophy.
- Survey users and volunteers to gauge effectiveness of the new materials.
- Update the Board at a study session later this year.
- Roll out new program materials to youth sports program later in 2021 or in 2022.

**Goal:** 4. Strategically deliver recreation programs.

**Priority:** High.

**Who:** Staff.

**Budget impact:** Budget neutral.

**Timing:** Begin in 2021.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
				X	X	X	

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## 2. 2022 Goals and Objectives

### Objective: Develop a comprehensive program plan.

- Develop a comprehensive long-range program plan that evaluates optimal recreation programming.
- The plan will identify a cost recovery philosophy and methodology.
- Incorporate community feedback into the plan.
- Evaluate unmet need for programming such as after school care, full day camps, and senior activities.
- Define core programs.
- Define limiting factors and create a plan to address them.
- The completed plan and cost recovery philosophy will inform future program priorities and delivery.
- Issue an RFP and retain a consultant to develop the plan.
- The 2018 PROS plan recommends the District develop a long-range program plan.
- Provide accessibility strategies and considerations for all programming.
- Identify level of service.

**Goal:** 4. Strategically deliver recreation programs.

**Priority:** High.

**Who:** Consultant.

**Budget impact:** Budget negative.

**Timing:** Complete the plan in 2022 and implement in 2023. **Dependencies:** Complete before CRC opens.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
				X	X	X	

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## 2. 2022 Goals and Objectives

### Objective: Grow the adaptive recreation program and implement senior programming.

- Create a business plan with short, medium, and long-term specific, measurable goals for expanded program delivery.
- Complete a market survey to better define current need.
- Consider current parameters and define longer-term needs (physical space, budget, other).
- Explore partnerships to provide services.
- PROS plan objective 5B recommends proactively engaging and partnering with providers to serve underserved population groups.
- Provide programs for cognitive and physical disabilities. Consider including youth programs.
- Develop and implement senior programs.
- Research community partnerships and resources (Pierce County, Mr. Larry, wheelchair basketball).
- Review a program plan at a study session tentatively scheduled for September 21, 2021.

**Goal:** 4. Strategically deliver recreation programs.

**Priority:** High.

**Who:** Staff.

**Budget impact:** Unknown.

**Timing:** 2022.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X				X	X	X	

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## 2. 2022 Goals and Objectives

### Objective: Develop a mechanism to collect participant, facility use, and attendee feedback to foster continuous improvement.

- Utilize feedback to guide continuous improvement in the services we provide District-wide.
- Collect data to inform utilization of programs and parks. Request specific demographics and user information.
- Staff review and action is essential to an effective process.
- Feedback, review, and action will result in more satisfied customers and improved programs, events, and facility conditions. Specific data and use information will inform program delivery, marketing, and identify underserved groups.

**Goal:** 4. Strategically deliver recreation programs.

**Priority:** Medium.

**Who:** Staff.

**Budget impact:** Unknown.

**Timing:** 2022.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X		X	X	X	X	X	

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## 2. 2022 Goals and Objectives

### Objective: Elevate community programs.

- Increase attendance at the summer camp fair by 15%.
- Create two new teen programs or events.
- Develop one new outdoor education course.
- Study the feasibility of a full-day summer camp.
- Discrete, measurable goals provide for continuous improvement while the mission-led program plan is developed.

**Goal:** 4. Strategically deliver recreation programs.

**Priority:** Medium.

**Who:** Staff.

**Budget impact:** Unknown.

**Timing:** 2022.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
				X	X	X	

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## 2. 2022 Goals and Objectives

### Objective: Elevate special events.

- Establish event safety plans including training and procedures for staff, volunteers, and vendors.
- Reduce general fund subsidy to events by finding efficiencies and increasing revenue with events.
- Evaluate ROI on purchasing commonly rented equipment, tools, and supplies; including storage implications.
- Track registrations and attendance to gauge capacity for additional events.
- Discrete, measurable goals provide for continuous improvement while the mission-led program plan is developed.

**Goal:** 4. Strategically deliver recreation programs.

**Priority:** Medium.

**Who:** Staff.

**Budget impact:** Unknown.

**Timing:** 2022.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
				X	X	X	

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## 2. 2022 Goals and Objectives

### Objective: Elevate sports and fitness programs.

- Plan, develop, and promote a recreational 5k run.
- Research, plan, and introduce pickleball as a PenMet Parks program.
- Increase registration in youth sports leagues by 10%.
- Discrete, measurable goals provide for continuous improvement while the mission-led program plan is developed.

**Goal:** 4. Strategically deliver recreation programs.

**Priority:** Medium.

**Who:** Staff.

**Budget impact:** Unknown.

**Timing:** 2022.

**Dependencies:** Elevate sports program, program plan.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
				X	X	X	

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## 2. 2022 Goals and Objectives

### Objective: Intentionally nurture key partnerships.

- Focus on building relationships with strategic partners such as the City of Gig Harbor, KeyPen Parks, Metro Parks Tacoma, Pierce County Parks, Peninsula School District, and service organizations.
- Jointly evaluate the desired outcomes and public benefit of each partnership.
- Take a passive approach in 2022. Elevate this priority in 2023.
- Work with the City of Gig Harbor to include a link to PenMet Parks programming on the COGH website in 2021.

**Goal:** 4. Strategically deliver recreation programs.

**Priority:** Medium.

**Who:** Staff.

**Budget impact:** Unknown.

**Timing:** 2023.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X				X	X	X	X

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## 2. 2022 Goals and Objectives

### Objective: Train recreation coordinators in youth program quality (YPQ) and social emotional learning (SEL) techniques.

- Develop and implement YPQ and SEL standards in all youth programming. Tailor standards in alignment with the program plan.
- Staff, including part-time staff, will complete training and demonstrate competencies in YPQ and SEL.
- Develop and implement a training platform for part-time recreation staff.
- Provide definitions and data illustrating the benefits of employing YPQ and SEL.
- Consider how PenMet programs support school district curriculum on an ongoing basis using data-driven decisions.
- Train staff and Board in program standards and philosophies.
- Research using National Youth Sports Alliance as a resource.
- Schedule a TAC presentation during a 2021 Board meeting.

**Goal:** 4. Strategically deliver recreation programs.

**Priority:** Low.

**Who:** Staff.

**Budget impact:** Budget neutral.

**Timing:** 2023 or beyond.

**Dependencies:** Program plan.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
				X	X	X	

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## 2. 2022 Goals and Objectives

### Goal 4: Strategically deliver recreation programs that respond to community need and align with strategic goals.

Priority	Objective	Ranked priority
2021	Develop the sports program to focus on whole person development.	2021
High	Develop a comprehensive program plan.	1
High	Grow the adaptive recreation program and develop senior programs.	2
Medium	Develop a mechanism to collect participant, facility use, and attendee feedback to foster continuous improvement.	3
Medium	Elevate community programs.	4
Medium	Elevate special events.	5
Medium	Elevate sports and fitness programs.	6
Medium	Intentionally nurture key partnerships.	2023
Low	Train recreation coordinators in youth program quality (YPQ) and social emotional learning (SEL) techniques.	2023

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## 2. 2022 Goals and Objectives

**Goal 5: Plan and implement effective, high-quality operational practices for the Community Recreation Center to ensure a smooth transition and maximize the community benefit when complete.**

Priority	Objective
High	Develop a CRC management plan.
High	Develop and implement CRC programming in alignment with findings from the CRC program and mission-led program plan.
High	Create, budget, and implement a staffing plan for the CRC.
High	Plan and implement administrative move to minimize disruptions to operations and customer service.

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## 2. 2022 Goals and Objectives

### Objective: Develop a management plan.

- Develop a management plan that defines hours of operation, admission and rental fee structures, facility rules and regulations, facility rental policies, and other operational framework.
- Include maintenance and operations in the plan, such as custodial, grounds, preventative maintenance, and planned major maintenance that begins immediately upon final construction completion.
- Obtain buy-in from community stakeholders, staff, and Board. Communicate outcomes with the public.
- The plan should align with policies – complete key program/policy reviews prior to finalizing the management plan.
- The completed program plan/cost recovery philosophy and elevated facility use program/policy will provide guidance.

**Goal:** 5. Maximize community benefit of the CRC.

**Who:** Staff.

**Timing:** 2022.

**Priority:** High.

**Budget impact:** Budget negative; revenue will offset some cost.

**Dependencies:** Program plan, facility use program/policy.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X		X	X	X	X

66

## 2. 2022 Goals and Objectives

**Objective: Develop and implement CRC programming in alignment with findings from the CRC program and long range program plan.**

- Plan programming that responds to public input and utilizes the physical space effectively.
- Obtain buy-in from community stakeholders, staff, and Board.
- The plan should support findings from the mission-led program plan, including the cost recovery philosophy.
- Complete after the program plan is complete, but before the CRC opens.
- The plan should identify initial programming goals, and contemplate ramping up over time.

**Goal: 5. Maximize community benefit of the CRC.**

**Priority: High.**

**Who: Staff.**

**Budget impact: Budget negative; revenue will offset some cost.**

**Timing: 2022.**

**Dependencies: Program plan.**

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X		X	X	X	X

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## 2. 2022 Goals and Objectives

**Objective: Create, budget, and implement a staffing plan for the CRC.**

- Use the completed operations pro forma as a guide to budget for staff, then refine as the CRC management and programming plans are finalized.
- Appropriate levels of staffing will allow the CRC to effectively deliver the programs identified by the community and may create some opportunities for organizational efficiencies.
- Create a staffing plan in 2022. Dependent upon the project schedule, advertise and hire key positions in 2022 and follow with other positions closer to opening in late 2022 or early 2023.

**Goal: 5. Maximize community benefit of the CRC.**

**Priority: High.**

**Who: Staff.**

**Budget impact: Budget negative; revenue will offset some cost.**

**Timing: 2022.**

**Dependencies: CRC management and program plans.**

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X		X	X	X	X

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## 2. 2022 Goals and Objectives

### Objective: Plan and implement administrative move to minimize disruptions to operations and customer service.

- Complete preparation tasks such as document and material purging well in advance of move.
- Plan move around minimizing interruptions to customer service. Work with staff to prepare for movers.
- Provide customers with sufficient notice of any downtime.
- Communicate new administrative location with the public.
- Prepare for move in 2022; actual move timeline is dependent upon project schedule.
- Moving costs are included in the project budget.
- The current office lease expires on September 1, 2022.

**Goal:** 5. Maximize community benefit of the CRC.

**Priority:** High.

**Who:** Staff, project manager.

**Budget impact:** Budget neutral.

**Timing:** 2022 or 2023.

**Dependencies:** CRC completion, records retention policy.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X			X		

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## 2. 2022 Goals and Objectives

### Goal 5: Properly plan and implement operational practices for the Community Recreation Center to ensure a smooth transition and maximize the community benefit when complete.

Priority	Objective	Ranked priority
High	Develop a CRC management plan.	1
High	Develop and implement CRC programming in alignment with findings from the CRC programming phase and the program plan.	2
High	Create, budget, and implement a staffing plan for the CRC.	3
High	Plan and implement administrative move to minimize disruptions to operations and customer service.	4

70



## 2. 2022 Goals and Objectives

### Goal 6: Attract and retain high-quality staff.

Priority	Objective
2021	Complete compensation study, update the org chart, and develop a human resources toolkit.
2021	Retain consultant and specialized counsel to provide human resources expertise as needed.
2021	Plan and budget for 2022 org chart updates.
High	Revamp employee training and development to attract and retain talented and engaged staff.
High	Develop staff onboarding and exit procedures.
Low	Consider future internal or consultant positions beyond 2022.

71

## 2. 2022 Goals and Objectives

### Objective: Complete compensation study, update the org chart, and develop a human resources toolkit.

- Complete the compensation and human resources study with appropriate involvement from Board and staff:
  - Permanently fill three leadership positions (summer 2021).
  - Complete staff compensation and benefits analysis (fall 2021).
  - Review and revise the org chart and address staffing plan/gaps (fall 2021).
  - Update HR policy (winter 2021).
  - Update human resources documents and procedures (winter 2021).

**Goal:** 6. Attract and retain high-quality staff.

**Who:** Consultant.

**Timing:** 2021.

**Priority:** High.

**Budget impact:** \$30k budgeted; overage funded by general fund.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

72

## 2. 2022 Goals and Objectives

### Objective: Complete compensation study, update the org chart, and develop a human resources toolkit (continued).

- The compensation and benefit structure will reflect policy direction to establish and maintain a compensation and benefit package that is competitive with the public and private sectors to attract and retain employees necessary for providing high quality services in accordance with policy direction.
- An updated HR toolkit and policy will provide clear direction for staff and supervisors.
- An updated org chart will improve organizational efficiency and effectiveness.

**Goal:** 6. Attract and retain high-quality staff.

**Who:** Consultant.

**Timing:** 2021.

**Priority:** High.

**Budget impact:** \$30k budgeted; overage funded by general fund.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

73

## 2. 2022 Goals and Objectives

### Objective: Retain consultant to provide human resources expertise as needed.

- Professional on-call expertise will backfill gaps in HR competencies, give staff confidence in actions, and will allow the finance and administration director to focus on financial and administrative job functions. The consultant will report to that position.
- Routine human resources processes will continue to be performed by staff.
- Compensation Connections may be able to provide HR generalist services.
- Fund from general fund.
- A consultant would provide an avenue outside of the Executive Director for staff to resolve HR-related issues.
- Research and consider engaging counsel with a focus in employment law to advise in employee-specific matters (lower priority).

**Goal:** 6. Attract and retain high-quality staff.

**Who:** Consultant.

**Timing:** 2021.

**Priority:** High.

**Budget impact:** Budget negative.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

74

## 2. 2022 Goals and Objectives

### Objective: Plan and budget for 2022 org chart updates.

- Budget for 2022 org chart updates. Potential new positions:
  - Executive assistant or clerk.
  - Technology professional.
  - Positions required to operate CRC (exact timing dependent upon project schedule; utilize the pro forma for budget).
  - Adaptive rec and senior rec positions increase to 1.5 (or more) FTE, if developing the program is a Board priority for 2022. Actual FTE will be defined by program plans.
  - Outcomes from HR staffing analysis that are not implemented in 2021.
- User fees may offset the cost of increasing the adaptive rec position.
- Timing of the CRC positions are dependent upon the final project schedule.
- Most of the CRC staffing costs are anticipated to be offset with CRC revenue.

**Goal:** 6. Attract and retain high-quality staff.

**Who:** Staff, consultant.

**Timing:** 2021.

**Priority:** High.

**Budget impact:** Unknown.

**Dependencies:** CRC staffing plan, org chart development.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X		X	X	X	

75

## 2. 2022 Goals and Objectives

### Objective: Revamp employee training and development to attract and retain talented and engaged staff.

- Create a robust program that fulfills regulatory requirements, incorporates safety training as recommended by the safety committee, and provides development and enrichment opportunities that advance our mission, core values, or other priorities from the strategic plan.
- Deliver one program/month.
- Provide staff with clear mechanisms for career development.
- Include individual staff development goals into every annual review.
- Create a process for staff to request conference attendance and other external trainings.
- Utilize resources such as Enduris, the human resources consultant, and professional organizations (MRSC, NRPA).

**Goal:** 6. Attract and retain high-quality staff.

**Who:** Staff.

**Timing:** 2022.

**Priority:** High.

**Budget impact:** Unknown.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

76

## 2. 2022 Goals and Objectives

### Objective: Develop staff onboarding and exit procedures.

- Develop clear procedures and responsibilities for staff onboarding.
- Train supervisors in onboarding procedures and expectations.
- New staff will be welcomed and equipped with tools and information needed to succeed in their positions beginning on their first day.
- Exit procedures will ensure materials and information are collected when employment is terminated to avoid losses of information or assets.

**Goal:** 6. Attract and retain high-quality staff.

**Priority:** High.

**Who:** Staff.

**Budget impact:** Budget neutral.

**Timing:** 2022.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

77

## 2. 2022 Goals and Objectives

### Objective: Consider future internal or consultant positions beyond 2022.

- Consider future internal or consultant positions beyond 2022:
  - Grant writer - develop benchmark goals and evaluate cost of part-time or consultant position and potential return on investment.
  - Stewardship manager – create a philanthropic arm that includes grant writing, fundraising, sponsorships, environmental stewardship, adopt-a-park, the volunteer program, and other methods to support PenMet Parks.
  - Lobbyist - consultant.
  - Implement IT management - long-term future internal position that could encompass web development, registration software development, and IT customer service and technical expertise.
  - Human resources specialist - long-term future internal position as District grows.
- Over time, PenMet Parks will make strategic decisions to determine if certain in-house or external skills and expertise will benefit the District and public.

**Goal:** 6. Attract and retain high-quality staff.

**Priority:** Low.

**Who:** Staff.

**Budget impact:** Unknown.

**Timing:** 2023 and beyond.

**Dependencies:** Strategic plan.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X	X	X	X	X	X	X	X

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## 2. 2022 Goals and Objectives

### Goal 6: Attract and retain high-quality staff.

Priority	Objective	Ranked priority
2021	Complete compensation study, update the org chart, and develop a human resources toolkit.	2021
2021	Retain consultant and specialized counsel to provide human resources expertise as needed.	2021
2021	Plan and budget for 2022 org chart updates.	2021
High	Revamp employee training and development to attract and retain talented and engaged staff.	1
High	Develop staff onboarding and exit procedures.	2
Low	Consider future internal or consultant positions beyond 2022.	2023

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## 2. 2022 Goals and Objectives

### Goal 7: Intentionally focus on Board enrichment and engagement.

Priority	Objective
High	Establish and implement an ongoing policy review and adoption schedule.
High	Develop more robust new Commissioner onboarding procedures and materials.
Medium	Develop strategies to intentionally engage and develop the Board throughout the year.

80

## 2. 2022 Goals and Objectives

### Objective: Establish and implement an ongoing policy review and adoption schedule.

- Create a six- to twelve-month look ahead schedule, targeting reviewing, updating, and adopting 1-2 policies/month.
- Policies will provide staff with clear direction for programs and procedures.
- Staff will propose revisions, review with legal counsel, then review with the Board during a study session. Consider utilizing Board committees to study policies in-depth. Feedback will be incorporated into the policy for adoption at a subsequent meeting.

**Goal:** 7. Board development and engagement.

**Who:** Staff, Board, counsel.

**Timing:** 2021.

**Priority:** High.

**Budget impact:** Budget neutral.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X	X	X	X	X	X	X	X

81

## 2. 2022 Goals and Objectives

### Objective: Develop more robust new Commissioner onboarding procedures and materials.

- Onboarding will consist of procedures, actions, and materials that will welcome Commissioners and equip them with the tools needed to serve effectively.
- Solicit feedback from the Board to identify needs, opportunities, and effective strategies.

**Goal:** 7. Board development and engagement.

**Who:** Staff, Board.

**Timing:** 2022.

**Priority:** High.

**Budget impact:** Unknown.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X	X	X	X	X	X	X	X

82

## 2. 2022 Goals and Objectives

### Objective: Develop strategies to intentionally engage and enrich the Board throughout the year.

- Engage and enrich the Board at regular intervals through activities such as retreats, workshops, conference attendance, and trainings.
- Solicit feedback from Commissioners to determine areas of need.
- Schedule one Board training per quarter in areas such as funding, a Jurassic Parliament session, and other topics.
- Create an annual calendar for Board enrichment activities.
- Provide an annual calendar with key events and program dates in January.

**Goal:** 7. Board development and engagement.

**Priority:** Medium.

**Who:** Staff, Board.

**Budget impact:** Unknown.

**Timing:** 2022.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X	X	X	X	X	X	X	X

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## 2. 2022 Goals and Objectives

### Goal 7: Intentionally focus on Board enrichment and engagement.

Priority	Objective	Ranked priority
High	Establish and implement an ongoing policy review and adoption schedule.	2021
High	Develop more robust new Commissioner onboarding procedures and materials.	1
Medium	Develop strategies to intentionally engage and develop the Board throughout the year.	2

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## 2. 2022 Goals and Objectives

### Goal 8: Enhance communication with the public.

Priority	Objective
High	Intentionally share PenMet Parks' positive stories with the community.
Medium	Create a branding plan that provides professional and consistent District communications and visuals.
Medium	Develop a signage master plan for interior and exterior signage in advance of CRC completion.

85

## 2. 2022 Goals and Objectives

### Objective: Intentionally share PenMet Parks' positive stories with the community.

- Raise awareness of PenMet's impact on the community and foster affinity for PenMet Parks by regularly sharing positive stories with the media (print media, social media, radio, etc.).
- Create an annual calendar to ensure releases celebrating accomplishments are regularly issued. Externally share at least one story or release/month.
- Improve internal communication so accomplishments are shared in a timely manner.
- Provide staff and Commissioners with accurate information so they can act as informed advocates in the community.
- Establish a uniform timeline and process for promoting programs and events.
- Notify Board when PenMet Parks issues press releases or is featured in the media beginning immediately.

**Goal:** 8. Enhanced communications.

**Who:** Staff.

**Timing:** 2022.

**Priority:** High.

**Budget impact:** Budget neutral.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X	X	X	X	X	X	X	X

86



## 2. 2022 Goals and Objectives

### Objective: Create a branding plan that provides professional and consistent District communications and visuals.

- Complete a branding plan that affirms or updates the logo and provides logo guidelines, colors, fonts, a document suite, email templates, and other material by mid-2022.
- Make documents available on the SharePoint site, and public documents available online.
- Consistent branding will elevate the professionalism of PenMet Parks, provide brand recognition, and provide clear guidelines for the appearance of internal and external documents.
- Research the 2019 branding work completed by Mojo Strategies to determine if a branding plan is already complete.

**Goal:** 8. Enhanced communications.

**Priority:** Medium.

**Who:** Consultant.

**Budget impact:** Budget negative.

**Timing:** 2022.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
					X		

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## 2. 2022 Goals and Objectives

### Objective: Develop a signage master plan for interior and exterior signage in advance of CRC completion.

- After the branding plan is complete, develop a hierarchical suite of signage that can apply to current properties and be incorporated into future capital projects.
- The plan will identify designs and construction details for signs ranging from major signs (such as monument signs) to trail signs to minor signs (such as park regulation signs and room signs).
- The plan will provide specifications and designs for an expandable interior and exterior signage suites that comply with applicable regulations.

**Goal:** 8. Enhanced communications.

**Priority:** Medium.

**Who:** Consultant.

**Budget impact:** Budget negative.

**Timing:** 2022, before the CRC is complete.

**Dependencies:** Branding plan, CRC.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X			X		

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### 2. 2022 Goals and Objectives

#### Objective: Develop a signage master plan for interior and exterior signage in advance of CRC completion (continued).

- Consistent signage will elevate the professionalism of PenMet Parks and simplify the process of routine signage procurement.
- A signage and wayfinding plan is a key recommendation in the PROS plan.
- Research whether BRS has the ability and capacity to develop a signage plan for the CRC that could be expanded into a master plan.

**Goal:** 8. Enhanced communications.

**Priority:** Medium.

**Who:** Consultant.

**Budget impact:** Budget negative.

**Timing:** 2022, before the CRC is complete.

**Dependencies:** Branding plan, CRC.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
		X			X		

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### 2. 2022 Goals and Objectives

#### Goal 8: Enhance communication with the public.

Priority	Objective	Ranked priority
High	Intentionally share PenMet Parks' positive stories with the community.	1
Medium	Create a branding plan that provides professional and consistent District communications and visuals.	Review 2019 branding study to determine usability
Medium	Develop a signage master plan for interior and exterior signage in advance of CRC completion.	2 or 3, dependent upon branding study

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## 2. 2022 Goals and Objectives

### Goal 9: Develop a 10-year strategic plan for PenMet Parks.

Priority	Objective
High	Develop a 10-year strategic plan for PenMet Parks.

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## 2. 2022 Goals and Objectives

### Objective: Develop a 10-year strategic plan for PenMet Parks.

- A long-term plan will chart the direction of PenMet Parks for the next ten years. It will set District priorities and guide Board and staff actions ranging from significant decisions to daily tasks.
- Reaffirm the mission and establish a vision and core values that reflect the District's philosophies.
- Establish strategic priorities that will inform future budgets, programs, the PROS plan, and capital project planning.
- A 10-year plan will provide continuity during Board and staff transitions.
- Issue an RFP and interview candidates to facilitate the strategic planning process.
- Update the PROS plan every 2-3 years in lieu of every 6 years.

**Goal:** 9. Develop a 10-year strategic plan.

**Who:** Board, staff, consultant.

**Timing:** 2022.

**Priority:** High.

**Budget impact:** Budget negative.

**Dependencies:** None.

Craft partnerships	Acquire assets	Develop and maintain high quality facilities	Preserve open space	Provide diverse recreational programs	Prudently manage District funds	Promote healthy lifestyles	Trail planning and connections
X	X	X	X	X	X	X	X

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*2. 2022 Goals and Objectives*

**Goal 9: Develop a 10-year strategic plan for PenMet Parks.**

<b>Priority</b>	<b>Objective</b>	<b>Ranked priority</b>
High	Develop a 10-year strategic plan for PenMet Parks.	<b>1</b>

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**3. 2022 CIP**

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## 3. 2022 CIP

## Evaluation Criteria

- 1. Life safety:** a known life safety or similar deficiency that creates risk for the District and/or public.
- 2. Property damage/deferred maintenance:** a deficiency that is causing further property damage or deterioration, or an item that is at the end of its useful life and cannot be repaired or sustained. The Comprehensive Financial Management Policy Section 15 (A) states, in part, *it is the District's policy to ensure adequate resources are allocated to preserve existing infrastructure and other capital assets before targeting resources toward construction or acquisition of public facilities or major equipment.*

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## 3. 2022 CIP

## Evaluation Criteria

**3. Planned major maintenance:** scheduled capital replacements or upgrades to prolong the life of a system. The facilities condition audit will forecast planned major maintenance over the next 20-30 years. The Comprehensive Financial Management Policy Section 15 (A) states, in part, *the District will maintain its physical assets at a level adequate to protect its capital investment and minimize future maintenance and replacement costs.*

**4. Strategic priorities:** The PROS plan provides key project recommendations.

**5. Other:** all other proposals.

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## 3. 2022 CIP

## PROS Plan Primary Recommendations and Completed Projects

- **Park and trail connections:** regionally coordinated trail-related projects.
  - *Acquired Rotary Bark Park property (2020).*
  - *Cushman Trail extension at CRC (in progress).*
- **Parkland development:** master plans at Harbor Family Park, Peninsula Gardens, Maplewood, and Kopachuck Heights to accommodate picnic shelters, inclusive playgrounds, splash pads, pickleball, and disc golf.
  - *Some planning for an indoor facility at Peninsula Gardens was complete in 2015, but concepts were not feasible.*
- **Sports courts, field expansions, and enhancements:** install lighting at Sehmel, master plan at Harbor Family Park, coordinate with school district, and provide indoor courts for tennis if feasible.
  - *Sehmel field lights (2020).*
  - *CRC (in progress).*

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## 3. 2022 CIP

## PROS Plan Primary Recommendations and Completed Projects

- **Indoor facility space:** explore the feasibility of an indoor facility that accommodates indoor soccer, rec programming space, and possibly indoor tennis and pickleball with potential for phasing.
  - *Arletta Schoolhouse (in progress).*
  - *CRC (in progress).*
- **Water access improvements:** pursue opportunities to expand water access sites and explore options to install or expand parking at current sites.
- **ADA and access enhancements:** site furnishings, play equipment, signage, and surfaces.
  - *Arletta Schoolhouse (in progress).*
- **Wayfinding and signage:** comprehensive signage and wayfinding plan.
- **Communications and promotions:** expand website, QR codes.
  - *New website launched (2021).*

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*3. 2022 CIP*

## Other PROS Plan Findings

- Per NRPA standards and community surveys completed in 2016 and 2017, the most needed facilities are:
  - Playgrounds (top priority).
  - Trails (top priority).
  - Spray parks (top priority).
  - Pickleball courts.
  - Sand volleyball courts.
  - Boat launch ramps.
  - Improved safety and security.
- District-wide recommended improvements:
  - Improve ADA access – pathways, signage, restrooms, and equipment.
  - Parking and access improvements.
  - Master planning and design development.

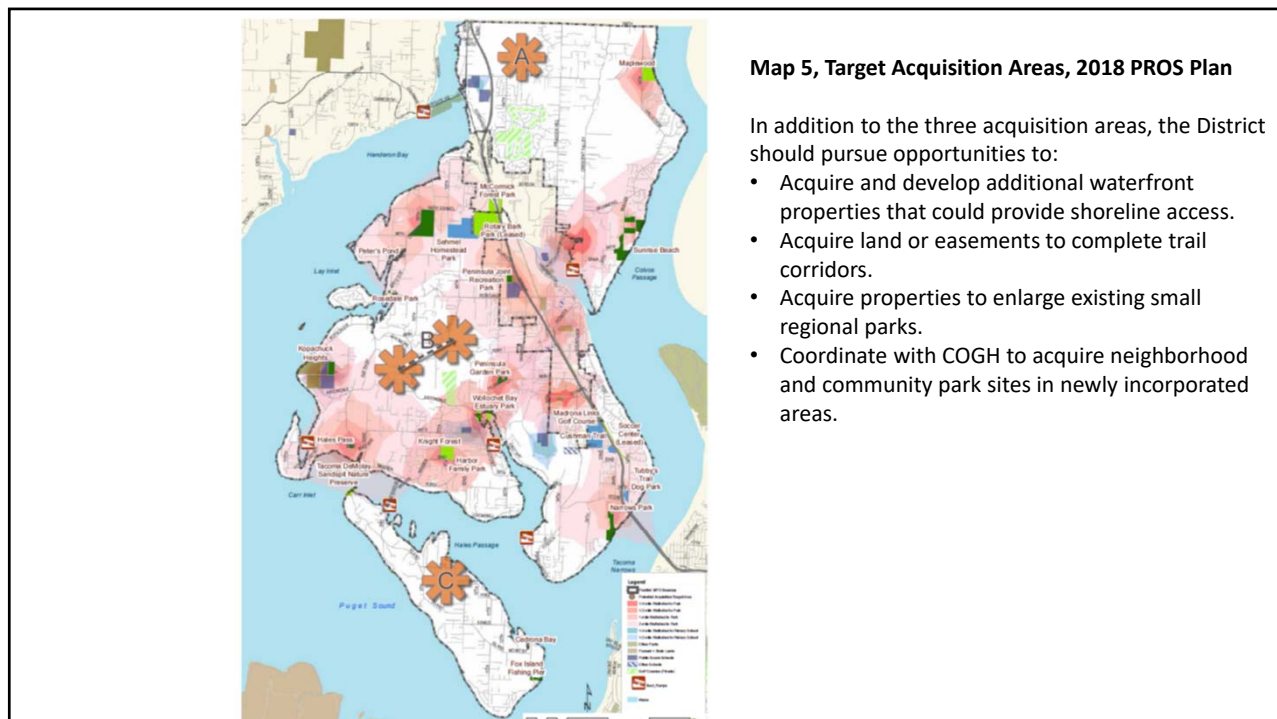
99

*3. 2022 CIP*

## Other PROS Plan Findings - Acquisition

- The PROS plan states the District should focus primarily on improving existing properties to better serve residents of the Peninsula. The District should target limited future acquisitions to address park distribution gaps and to provide spaces for needed park amenities (page 96).
- To maintain the current level of parkland service, the District will need to acquire 52 acres of parkland by 2035 (page 104).

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**Map 5, Target Acquisition Areas, 2018 PROS Plan**

In addition to the three acquisition areas, the District should pursue opportunities to:

- Acquire and develop additional waterfront properties that could provide shoreline access.
- Acquire land or easements to complete trail corridors.
- Acquire properties to enlarge existing small regional parks.
- Coordinate with COGH to acquire neighborhood and community park sites in newly incorporated areas.

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### 3. 2022 CIP

## Critical Needs

- **Complete projects:** fully fund the CRC and Arletta Schoolhouse projects.
- **Deferred maintenance:** some facilities are in poor condition and require capital improvements to avoid further deterioration, provide safe access, and maintain acceptable conditions:
  - *Demolish certain dilapidated structures at Peninsula Gardens, DeMolay, Sunrise, and Narrows.*
  - *Address deferred maintenance at remaining DeMolay structures.*
  - *Renovate Rosedale Hall to address structural deficiencies and other deferred maintenance.*
  - *Make a modest investment in addressing deferred maintenance at Peninsula Gardens to create temporary usable space for uses like pickleball and adaptive recreation while future of the property is determined. Review Peninsula Gardens work in a study session tentatively scheduled for November 2, 2021.*

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## 3. 2022 CIP

## Critical Needs

- **Planned major maintenance:** beginning in 2023, a facilities condition audit will allow planned major maintenance to be forecasted and implemented annually:
  - *Replace the play surface and selected play equipment at Sehmel Homestead Park.*
- **Strategically develop existing properties:** the PROS plan recommends focusing on developing current assets. Look for “easy wins” in the near-term:
  - *Increase pickleball infrastructure – consider Peninsula Gardens as a short- or long-term solution.*
  - *Complete a feasibility study at Peninsula Gardens to determine the future of the property.*
  - *Work with Pierce County to improve the Rosedale Street hand launch, and develop the McKee property to provide parking to serve the hand launch and ballfield (2023).*

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## 3. 2022 CIP

## Strategic Timing

- **Key/security plan:** create a specification and design standard to implement into the CRC.
- **Signage and wayfinding master plan:** develop prior to CRC completion and incorporate into the CRC. Implement District-wide in 2023 or 2024.
- **Mini golf upgrades:** minor improvements at the mini golf course to coincide with the completion of the CRC.
- **Potential Narrows West acquisition:** if full funding is available then move forward with opportunity to acquire. Consider allocating some CIP funding towards a portion of closing costs.

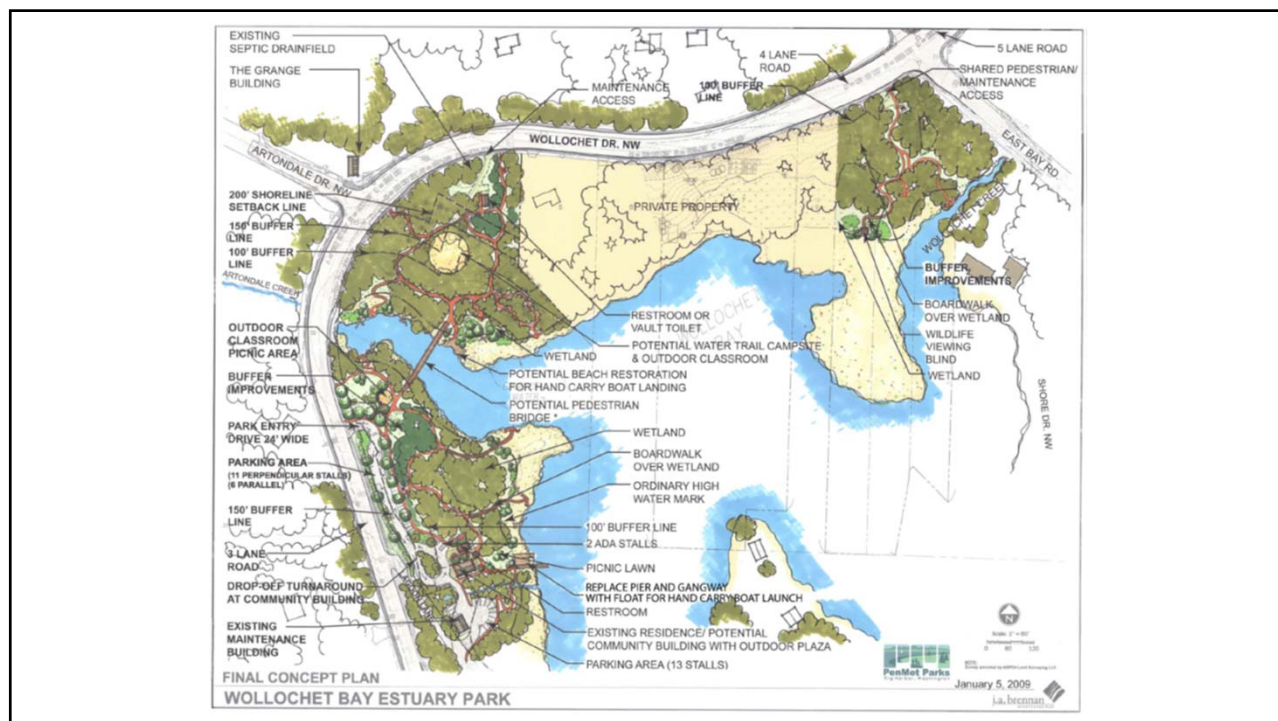
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## 3. 2022 CIP

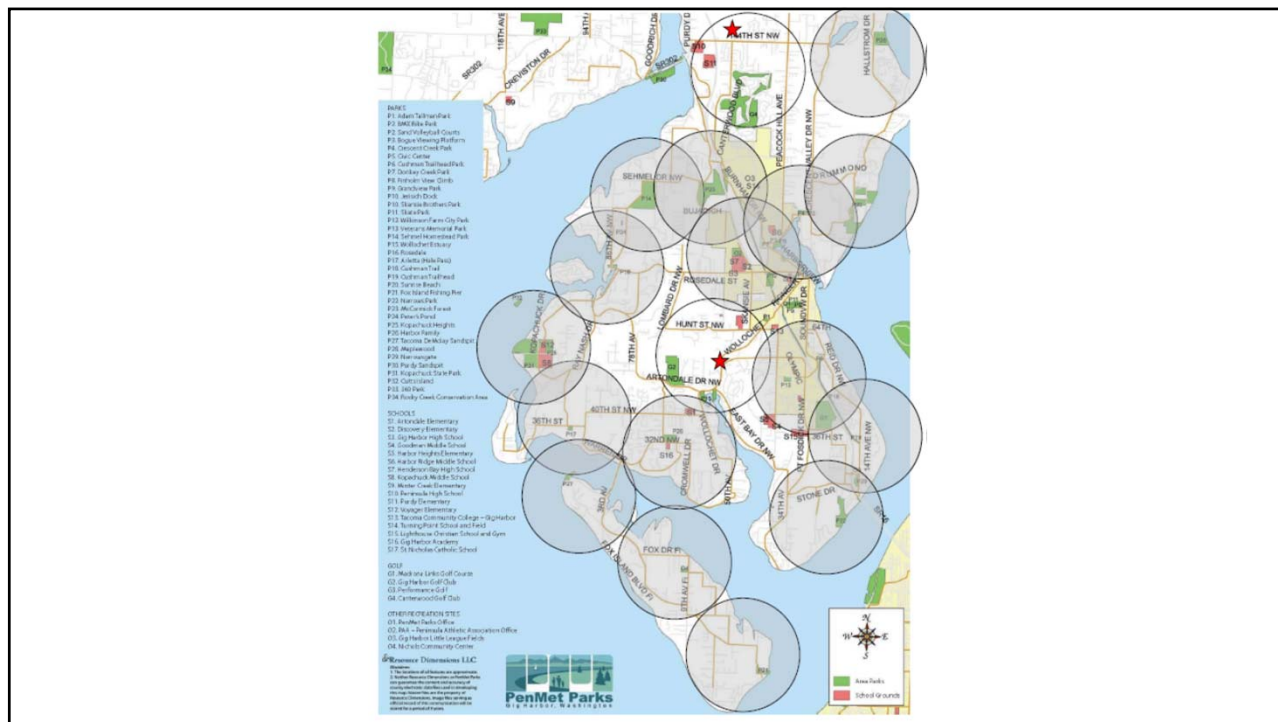
## Critical Needs in the Future

- **Strategically develop existing properties:** the PROS plan recommends focusing on developing current assets. Create a multi-year plan to develop and implement plans, prioritize by evaluating the location and amenities with the highest needs:
  - **Wollochets Estuary** – shoreline access, improve existing home, outdoor classroom.
  - **Maplewood master plan and implementation** – possible shoreline access, natural play area, ropes course. Gather public input during 2024 PROS planning process.
  - **Harbor Family Park master plan and implementation** – athletic fields. Gather public input during the 2024 PROS planning process.
  - **Kopachuck Heights master plan and implementation** – athletic fields, disc golf, play area, trails. Gather public input during the 2024 PROS planning process.
  - **Sunrise master plan and implementation**
  - **DeMolay master plan and implementation**

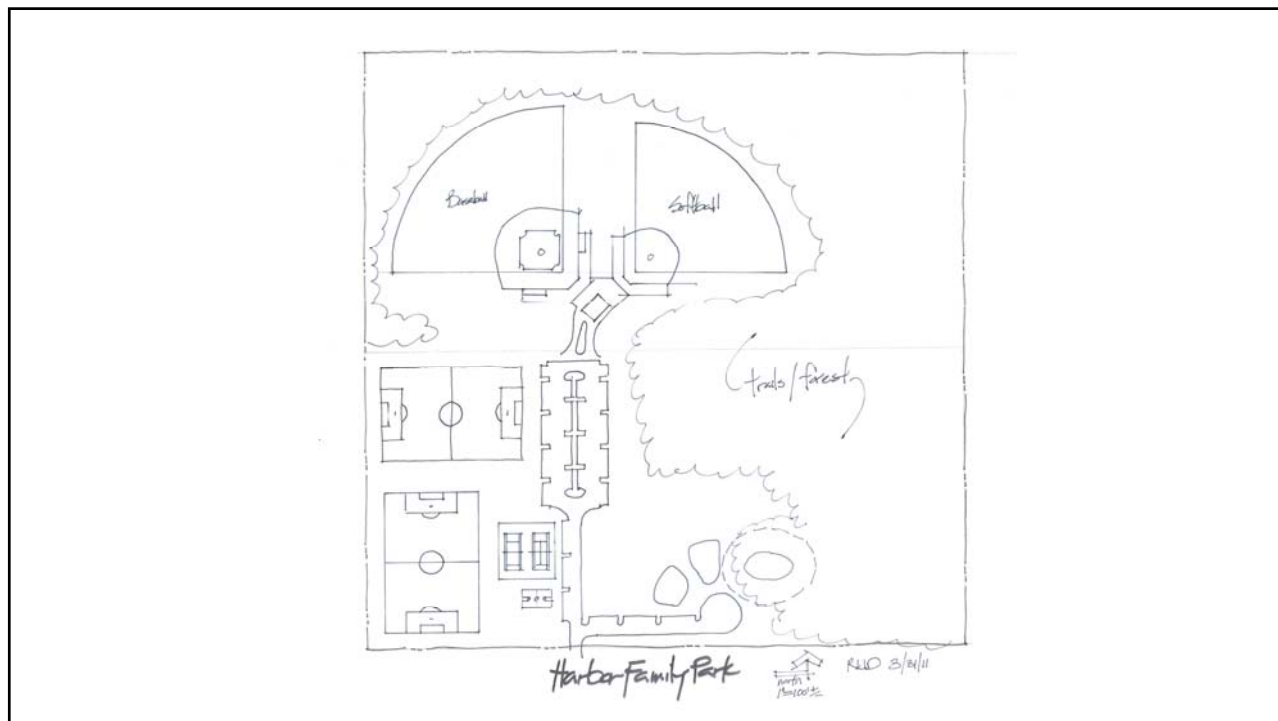
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*3. 2022 CIP*

## Critical Needs in the Future

- Invest in annual planned major maintenance.
- Needs and recommendations indicated in long-range plans (strategic plan, program plan, PROS plan).
- Strategic property acquisitions and other opportunities.
- Consider strategically reserving budget annually to fund future major projects or acquisitions.

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*3. 2022 CIP*

## Capital Improvement Plan Discussion

A draft CIP with Rough Order of Magnitude budgets is included in the Retreat packet. Staff will refine budgets and present an updated CIP at a study session tentatively scheduled for November 2, 2021.

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## 4. Policy Review Schedule

A draft policy review schedule is included in the Retreat packet. Discuss the policy review schedule during the July 6, 2021 study session.

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## 5. Board Committee Review

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### 5. Board Committee Review

## Committees

**Committees:** are policy review and discussion arms of the District Board of Commissioners that have been created to assist the Board in examining issues that may come before it in greater depth and detail. Committees study issues, programs, and policies and develop recommendations for consideration by the Board of the whole. Committees do not take binding action on behalf of the District.

Two types of committees exist at the local level and are defined as follows (MRSC):

**Standing committees** are permanent bodies with jurisdiction over specific ongoing policy areas such as finance and public safety.

**Ad hoc committees** are temporary committees established to investigate and advise on more short-term issues and problems.

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### 5. Board Committee Review

## Current Ad-hoc Committees

**Discussion:** Review the current committee structure as it relates to the overall role of the Board, including goals and objectives of the District.

**Current ad-hoc committees:**

- CRC Operations
- CRC Finance
- CRC Marketing/Fundraising
- Salary and Benefits Review

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## 5. Board Committee Review

# Suggested Committees

The recommendation to create standing committees was identified as an outcome of the 2020 Strategic Plan. After review of current and future needs, the following standing committees are suggested:

- **Finance & Administration**
  - Salary & Benefits Review
  - District Funds review
  - Purchasing policy review
  - Comprehensive Financial Policy review
- **Capital Improvement Projects**
  - CRC Operations and finance
  - Hale Pass Park
  - SHP Turf replacement
  - Annual CIP review
  - Deferred Maintenance Policy/Plan
- **Stewardship**
  - CRC Marketing/Fundraising
  - PEG program
  - Volunteer Program
  - Adopt-A-Trail/Park
  - Strategic partnerships
- **Recreation**
  - Program review
  - Diversity, Equity, and Inclusion
  - Events

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## 5. Board Committee Review

# Committees

**Consideration:** The board fulfill the specified standing committees identified as needed by the Board President and Executive Director, with the current ad hoc committees falling under the appropriately identified standing committee.

- The Board reached a consensus during the retreat to activate the suggested standing committees. Meetings will be scheduled on an as-needed basis. Two commissioners will serve on each committee, with one commissioner rotated off/on each committee annually.
- Standing committee membership is included on the September 7, 2021 Board meeting. The new committee structure will take effect thereafter.

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# 6. Annual Board Calendar

- Board trainings will be scheduled quarterly. Topics include:
  - General tax levy and fund management (Mike Lonergan, MRSC, or internal staff) – Q3 2021.
  - Purchasing and competitive bid process (MRSC) – Q4 2021.
  - Risk management (Enduris).
  - Legislative and policy development (Jurassic Parliament).

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## 6. Annual Board Calendar Annual Board Calendar

January	February	March
S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
April	May	June
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**PenMet Parks Policy Review Priorities**

Outcomes from the July 6, 2021 Board study session are denoted in red.

Ranked Priority	Policy No.	Policy Name	Resolution	Approved	Study session date	Target resolution date	Notes
	P30-105	Background Checks Policy	R2020-022	9/1/2002	7/20/21	8/3/2021	Review and clarify Section 4 if needed to support electronic background checks. Review the frequency of checks and to which classifications it applies to.
	Proposed	Bond Procedure and Post Compliance Policy - Federal Securities Law			8/3/21	9/7/2021	Proposed new policy to support best practice for SEC. Review for consistency with operations, then engage Pacifica to update if appropriate. Complete before first filing due at end of September.
	Proposed	Bond Procedure and Post Compliance Policy - Federal Tax Law			8/3/21	9/7/2021	Proposed new policy to support information provided to the IRS. Review for consistency with operations, then engage Pacifica to update if appropriate. Complete before first filing due at end of September.
	P40-101	Comprehensive Financial Management Policy	R2020-010	6/16/2020	8/3/21	9/7/2021	Review and update Section 9 - investment policy. Ensure language supports Maintenance Endowment Fund Policy language.
	P30-102	Public Records Disclosure Rules Policy	R2017-006	8/28/2017	9/21/21	10/5/2021	Update address; review policy and confirm compliance with statute. Identify the public records officer.
	Proposed	Document Retention and Destruction Policy			9/21/21	10/5/2021	Provide specific guidance regarding how to manage public records.
	P10-101	Board Policy	R2019-013	10/1/2019	10/19/21	11/2/2021	Review and update Section 7(C) - Single Reading Resolutions to provide clarity as appropriate. Update specific language as needed (eg: Section 6(C) - Time of Meetings). Review agenda and meeting provisions.
	P30-101	Human Resource Policy	R2017-008	12/11/2017	11/16/21	12/7/2021	General review and update. A policy review and recommendations is included in HR Specialist scope of work.
	P40-102	Purchasing Policy	R2013-020	8/19/2013		1/4/2021	Review limits, language, and procedures; consider separating public works and A/E into its own policy for clarity.
	P10-104	Maintenance Endowment Fund Policy	R2007-021	11/19/2007		2/1/2022	Review language to ensure it aligns with Board intent to nurture and manage endowments. Consider whether a 501c3 is desired.
	P50-101	Athletic Field Use Policy	R2013-010	4/15/2013		3/1/2022	Review and update to reflect Sehmel lighted field, review appendix A and B, review fees and charges. C
	P50-103	Facilities Use Policy	R2017-009	12/11/2017		3/1/2022	Review Section 6 - employee use of facilities.
		Park Use Regulations				4/5/2022	Review regulations. Add language addressing bikes, ebikes, scooters, and other forms of mobile and micromobility devices. Consider consistency with KeyPen Parks and Metro Parks Tacoma. As much of the regulations as possible should be codified in the PCC so they can be enforced by law enforcement. Consider collaborating with Pierce County Sheriff and GHPD during policy development.
	P50-102	Recreation Scholarship Policy	R2012-016	6/4/2012		5/3/2022	Review scholarship program and update policy as appropriate.

Ranked Priority	Policy No.	Policy Name	Resolution	Approved	Study session date	Target resolution date	Notes
	P50-104	Facility Rental Fee Waiver Policy	R2016-001	1/11/2016		5/3/2022	Review in conjunction with Recreation Scholarship Policy.
	P30-103	Volunteer Policy	R2015-009	7/27/2015		6/7/2022	Review Volunteer program and update policy if needed.
	P10-105	Memorial and Donation Policy	R2013-017	6/17/2013		7/5/2022	Review pricing and donation criteria; donations are currently on hold pending policy update.
	P70-101	Park Enhancement Grant Program Policy	R2012-018	7/16/2012		8/2/2022	
	Proposed	Sponsorship Policy				10/4/2022	Consider creating a sponsorship policy to ensure consistent standards and procedures are applied to sponsorships.
	Proposed	Park Residence Policy					Review caretaker (home) program, then implement policy based on outcome if appropriate. Priority may shift based on 8/3/21 study session outcome.
	Proposed	Pesticide/Herbicide/Integrated Pest Management Policy					Proposed new policy.
	P30-104	Small Equipment Policy	R2018-010	7/16/2018			Consider including fleet management policy.
	P10-102	Park Naming Policy & Procedure	R2006-006	4/17/2006			
	P10-103	Commissioner Compensation Policy	R2010-026	8/16/2010			



# Peninsula Metropolitan Park District

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## DISTRICT COMMISSION MEMO

**To:** District Commission

**From:** Ally Bujacich, Executive Director

**Date:** July 20, 2021

**Subject:** **Resolution R2021-017: Authorize the Executive Director to Negotiate and Sign the Agreement for Recruiting Services**

### Background/Analysis

Permanently filling the District’s vacant leadership positions was identified as a high priority during the June 19, 2021 Board retreat. A recruiting consultant will provide the resources and expertise to reach, attract, and process high-quality applicants.

All Things HR was selected to provide outsourced recruiting services based on its relevant experience and ability to meet the desired schedule to fill the vacant leadership positions. Per the District’s Purchasing Policy No. P40-102, single source purchases in amounts of \$10,000 or more that are subject to special market conditions are permitted with advance Board approval.

The current labor market is experiencing unusually high demand for employees as the nation rebounds from the COVID-19 pandemic. According to federal Job Openings and Labor Turnover Survey data, job openings in April 2021 were at an all-time high, and almost a third higher than pre-pandemic levels. At the same time, the employee quit rate was at an all-time high. These and other factors have combined to create a unique labor market.

All Things HR’s scope of work provides outsourced recruiting services to fill vacant leadership positions from start to finish, including:

- Develop and post employment ads on a variety of platforms.
- Source resumes on various resume databases.
- Develop strategies for additional outreach.
- Track candidates to ensure compliance with federal and state labor law.
- Resume review and selection.
- Candidate phone screenings.
- In person interviews (if needed).
- Perform reference checks, verifications of employment, and verifications of education.
- Perform background checks.

The price for the scope of work is not to exceed \$17,920. The Executive Director is negotiating contract terms with All Things HR, and District legal counsel will review the agreement before it is executed.

### **Recommendation**

Staff requests that the Board approve Resolution R2021-017 authorizing the Executive Director to negotiate and sign the agreement for recruiting services.

### **Policy Implications/Support**

1. The District has adopted goals including:
  - District Funds: To ensure the District's ability to provide high quality operations and maintenance within taxing authority.
2. The District has adopted Purchasing Policy No. P40-102, which provides that single source purchases in amounts of \$10,000 or more that are subject to special market conditions are permitted with advance Board approval

### **Motion**

*I move to approve Resolution 2021-017 authorizing the Executive Director to negotiate and sign the agreement for recruiting services.*

If you have any questions or comments, please contact me at the earliest opportunity at (253) 858-3408 or via e-mail at abujacich@penmetparks.org.



# Peninsula Metropolitan Park District

## RESOLUTION NO. R2021-017

### **AUTHORIZING THE EXECUTIVE DIRECTOR TO NEGOTIATE AND SIGN THE AGREEMENT WITH ALL THINGS HR FOR RECRUITING SERVICES**

WHEREAS, RCW 35.61 authorizes and establishes the powers of a metropolitan park district; and

WHEREAS, PenMet Parks wishes to fill its vacant leadership positions with high-quality candidates to advance its mission to enhance the quality of life by providing parks and recreation opportunities for our community; and

WHEREAS, All Things HR possesses the expertise and capacity to provide outsourced recruiting services for PenMet Parks; and

WHEREAS, PenMet Parks negotiated a scope of work and price with All Things HR; and

WHEREAS, the District’s attorney will review the agreement; NOW THEREFORE BE IT

RESOLVED, by the Board of Park Commissioners that the Executive Director be authorized to negotiate and sign the Agreement with All Things HR to provide recruiting services to PenMet Parks for a total compensation that will not exceed SEVENTEEN THOUSAND NINE HUNDRED AND TWENTY DOLLARS AND ZERO CENTS (\$17,920.00).

The foregoing resolution was adopted at a regular meeting of the Board of Park Commissioners of the Peninsula Metropolitan Park District held on July 20, 2021.

\_\_\_\_\_  
President

\_\_\_\_\_  
Clerk

\_\_\_\_\_  
Attest