

Seattle Board of Park Commissioners
Meeting Minutes
March 8, 2018

Web site: <http://www.seattle.gov/parks/parkboard/>
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Board of Park Commissioners

Present:

Andréa Akita
Tom Byers, Chair
Dennis Cook
Marlon Herrera
Evan Hundley
William Lowe, Vice Chair
Kelly McCaffrey
Rachel Anne Williams
Barbara Wright

Seattle Parks and Recreation Staff

Holly Miller, Interim Deputy Superintendent
Rachel Acosta, Board Coordinator

The meeting is held at 100 Dexter Avenue North. Commissioner Byers calls the meeting to order at 6:30pm. Commissioner Byers calls for approval of the Consent Items: the March 8 Agenda and the February 22 meeting minutes; Commissioner Hundley moves, Commissioner McCaffrey seconds and the Consent Items are approved unanimously.

Presentation: John C. Little Award

Presented by Holly Miller, Interim Deputy Superintendent of Seattle Parks and Recreation

Interim Deputy Superintendent Miller reminisces about John. Little; who she felt was one of the smartest, most compassionate people. He was a mentor to her. She thinks about him a lot, especially when she gets stumped.

John was a community volunteer and a Park Board Commissioner. He always considered how policy would be perceived by the people the department served. He led people with the gentlest tones. SPR created this award in his honor. Damien Hicks is the recipient of the award this year.

Damien is the Community Learning Coordinator at Asa Mercer Learning Center; dedicated for his passion for youth. He was selected for this honor because of his

dedicated passion for working to close the achievement gap in underserved communities and his mentorship of young people. Damien mentors future mentors. Damien is a cancer survivor and incredibly active in his community.

Stephanie Jones speaks for the John C. Little family. She comes in honor of her grandfather. He was a man of faith; mentoring leadership and making a difference were some of the qualifications of this prestigious awards. These characteristics are exemplified by Mr. Hicks. She challenges him to continue to be the light in dark situations. The Little Family applaud his efforts and success. Stephanie bestows him with some gifts.

Oral Requests and Communication from the Audience

Caroline Rodenberg – She wants to support the trees; Baker Hill Park should keep the 2 beautiful cedar trees. Trees provide many benefits – carbon sequestration, allow trees to grow older and larger because they store more carbon. Respect climate science; stop clear cutting.

Superintendent's Report

Presented by Holly Miller, Acting Deputy Superintendent, Seattle Parks and Recreation

Accountability Agreement – The Mayor's Office drafted a document that outlines the expectations, major projects, and priorities for Seattle Parks and Recreation. It expresses the items the department is committed to doing. It creates clarity about what SPR will do.

Interim Superintendent Williams and Interim Deputy Superintendent Miller met with Deputy Mayor Mosely for an update on the strategic plan; SPR is looking to the Mayor's office for guidance regarding timing, size and public engagement. Mr. Mosely advised they speak directly with the Mayor. Internally, SPR is starting the planning work.

Golf study – Data shows a decline in revenue from golf partially due to a decrease in popularity among youth and weather-related cost increases. There are a couple of holes at Jefferson we redesigned that made the course less fun to play. SPR is working to change the configuration but there may be a delay due to permitting. SPR is seeing a significant revenue shortfall.

King County Land Conservation Initiative – This is an ambitious effort to spend \$4.1 billion to expand public land in King County. \$2.2 billion has existing funding through various levies. Interim Superintendent Williams represents the City in this work. This Levy would result in significant increases in the Conservation Futures Tax. There are issues around flexibility of funding due to the limits to how the money can be spent.

The City has concerns about the amount of dollars allocated for the City. Interim Deputy Superintendent Miller says they are worried about the size of the project and taxpayer fatigue.

SPR is putting a term sheet to propose to the Mayor to enter into a dialogue with the County to change factors to benefit the city more than it is now. The vote has been delayed so there is more time.

Commissioner Byers says the equity acquisitions was unfunded and the city wants the amount increased and make sure it gets funded.

Miller Annex- There was a ribbon cutting at the Miller Annex, which is adjacent to Meany Middle School. It has been renovated to use for preschool classrooms. Launch will operate classrooms there; they also operate classrooms at Rainier Community Center.

The Olmsted Taskforce will have their first meeting on March 28. The membership is diverse in terms of stakeholders. They are tasked with asking the questions: What do we need to do to preserve the Olmsted legacy? How do we extend the Olmsted legacy into communities that were not originally included?

The Commissioners ask for a status update on Dahl playfield – Interim Deputy Superintendent Miller will come prepared next time.

Commissioner Wright does not feel the Accountability Agreement is aspirational. SPR needs to show some vision to the Mayor's office to protect the reason everyone lives here. There is a lot of sobering talk going on regarding the state of the economy and homelessness.

There is no language in the Accountability Agreement regarding the next 6-year funding cycle of the Park District.

The Mayor is moving quickly but still getting her feet on the ground. There are things that can be built on; Interim Superintendent Williams is putting forward some creative ideas around the next spending cycle for the Park District.

Interim Deputy Superintendent Miller agrees with Commissioner Wright, SPR is going to have to stretch and be aspirational.

The Commissioners ask about the status of the Mayor's Forum – Rachel will follow up with SPR staff.

William wants to ensure that the city's priorities are on eliminating homelessness.

Conservation Corps is a great resource for the city in their efforts to eliminate homelessness – Holly has brought this up with the Deputy Mayor.

Commissioner Williams said SPR should fold in how many families experiencing homelessness use the programs and parks.

SPR will keep the board up to date.

Presentation: Race and Social Justice Change Team

Sue Goodwin, Strategic Advisor and Jules Posadas, Management Systems Analyst

Sue and Jules introduce themselves and review the topics for their presentation.

Line of sight – This is individual Change Team members personal vision - their individual goals and how they can use them to align with the work of the team.

History –

- RSJI started 2004 by focusing on City's internal programs and operations.
- 2009, RSJI broadened its scope to partner with other institutions and the community on racial equity outcomes.
- On April 3, 2014, Seattle Mayor Edward Murray signed an Executive Order expanding RSJI
- November 28, 2017, Seattle Mayor Durkan re-affirms and adds training requirements

Change team role –

- Engage and empower ourselves on institutional and structural racism, and how to dismantle racism
- Offer training and education - tools to interrupt racism
- Provide an equity lens to discussions
- Support the department in developing ROSA
- Support the department's use of the Racial Equity Toolkit
- Council yearly report on equitable outcomes, ROSA, RET
- Our current Team identifies as: 4 Black, 2 Asian, 1 Native American, 1 Hispanic, 1 Mixed Race, and 3 White

National news – SPR is changing it up and talking about race; applying racial equity lens on projects. SPR has been receiving national attention for the work being done to shift the approach from inclusivity to racial equity.

Griot – New Race and Social Justice newsletter from the Office of Civil Rights. A Griot is a member of a class of traveling poets, or storytellers who maintain a tradition of

storytelling. This publication will disseminate information city-wide about Race and Social Justice news, trainings, etc...

Caucusing – SPR started identity caucusing – to confront the effects of internalized racist oppression and internalized racist superiority. These are staff driven. White caucus – learning how to talk about race; facilitation training for staff members.

Code Of Conduct for basketball –to reinforce SPR view towards intolerance.

Evans school project:

- What is the work of the Change Team?
- Do employees have what they need to interrupt racism?
- What does a workforce look like that truly believes in racial equity?

Deliverables include:

- 10-year SPR RSJI timeline
- Survey development, interviews and analysis
- SWOT analysis SPR Change Team workplans
- SPR Change Team recommendations
- Final report

Change Team will bring the survey results back to the Board when the research and data collection is done.

The Executive Team had a retreat with the Change team where they did an exercise called Liberating Structures. The E-Team came up with creative ideas for reducing barriers and increasing access:

- Free programs and classes
- Minimum standards for parks
- Remove fees for youth and teen programs
- Add budget to capital programs/projects staff for outreach and engagement
RSJI equity training required
- Equity Zones - putting resources where the need is.
- These Big Ideas will help Department 2018 work plan focus - Director retreat

Commissioner Byers asks the Change Team to come back and brief the Board on what's happening on the ground with these things and how it spreads into the communities served.

The Board expresses an interest in taking City Race and Social Justice training.

Presentation: Performance Dashboard

Presented by Hazel Bhang-Barnett, Strategic Advisor, and Rebecca Karlsen, Matrix Manager

Organization Performance Management Reboot – Used this time to reflect on work the department has been doing. Hazel emphasizes that this work is in progress, constantly changing and feedback is welcome.

- Gathered industry research.
 - Rebooted SPR OPM Results Team.
 - Streamlined internal processes and began reporting out on the Mayor's KPIs.
- Reviewed lessons learned.
 - Developed internal, operating measures and dashboards.
 - Continued to implement outcome-based LOGIC model framework for recreation programs.
- Developed 2017 Impact Dashboard.
 - Reviewed and updated existing performance inventory.
 - Ranked and prioritized performance measures for 2017 and 2018.

This effort is supported by Park District funds. In 2016, SPR conducted an all-staff retreat to show the cascading up to Healthy Healthy Strong. After which, SPR staff created a multi-disciplinary team – working with staff to see how the department is doing with programs and serves.

Principles, practices and performance

- Healthy People, Healthy Environment, Strong Communities, and Financial Sustainability
- Accountability, Transparency, and Learning Organization
- Efficiency, Effectiveness, and Equity = E³

Source of Key Performance Indicators (KPIs) – suggested metrics and data requirements

- Trust for Public Land (TPL)
- National Recreation & Park Association
- Mayor and City Council
- Park Board & Seattle Park District Oversight Committee
- SPR H/H/S Goals
- HEAT, Race & Social Justice ROSA Goals
- Internal Operational/Programmatic Needs – time needed to develop staff

TPL has a park score and they rank parks across the country based on these metrics:

- Acres of park per 1,000 residents
- Acre of park as % of city area
- Playgrounds per 10,000 residents
- Spending per Resident
- Employees per 10,000 residents
- Ball diamonds per 10,000 residents

- Basketball Hoops per 10,000 residents
- Off-leash dog parks per 100,000 residents
- Recreation Centers per 20,000 residents
- Skateboard parks per 100,000 residents
- Swimming pools per 100,000 residents
- % of residents with walkable park access

NRPA measures

- Access Measures:
 1. Proximity to a park
 2. Park within a ½ mi of walking (or within 10 minutes of walking distance)
 3. Park Connectivity (ratio of people and park within ½ mi)
- Acreage Measure:
 4. % of land areas of parks and trails
- Facility Measures:
 5. Physical activity: % of users engaged in physical activities (for some programs SPR is able to collect this)
 6. Visitation (People Counter)
 7. Frequency – average number of visits by an individual (no tracking system)¹
 8. Duration – average time spent at a facility (no tracking system)¹

¹. Ones that are not within our current capability.

Frequency and duration are hard to measure; no tracking mechanism. SPR is being pragmatic about where to spend resources.

Mayor's performance measures – We expanded from 5 to 15 externally facing performance measures that are data-ready, mission-critical, and/or politically visible.

2018 Performance Measures (Under Consideration)

Advocated for restoring community center hours – tracked through people counter; visitors increased by 2%;

of scholarship recipients - \$400,000 scholarships; gone by 3rd quarter.

Asset managt work order system – streamline maintenance and facility work; tracking maint and facility hours; reactive v. proactive maintenance is being tracked.

79 people – conservation corps.

Performance measures –

2017 dashboard – expand in 2018

Performance measures under consideration – what's next?
Context for work to do trend analysis; help mgrs. And staff to set goals;
Define data collection – systematize datas
Automate data collection and data analysis;

Being prudent about what to automate

New acct'g system – link financial and performance data.

Replacing registration software with activenet; will be able to gather demographic and usage data.

Rebecca – accomplishments with Recreation – develop outcomes for programs – tell the story of what recreation does.

To policy makers and public; staff – create successful programs to meet needs of community; effective in providing benefits to participants.

Wanted to tell the story;

People counters – how many people come in the doors; tracked busy times;

Logic model – outcome based work with rec division – and key lessons learned.

Ensure comm based needs; start with otucomes so you know where you want to go. Focus on participants;

Program specific targets – capacity – incr # people served; human gain – increase positive impacts;

Aspiration – logic models for all programs;

86% say they have achieved their desired outcome. Using the data to plan.

Helps people be intentional about programming.

Evan – without more money – what are we doing better? And what do we need to do better?

Babs says she would like to see the stuff hazel and Rebecca talked about in their presentation.

Commissioner Byers really likes where they are headed with the dashboard; none of the figures dealt with client satisfaction and hopes capturing program participants for data.

Front line staff deserve a lot of credit for collecting much of the information.

Strong comm – look into youth being served by brothers/sisters keeper program

Will hazel be able to overlay financials/outcomes? Like the conservation corps – work is getting done and changes ____ lives.

Old/New Business

There being no other business, the meeting adjourns at 8:30pm.

APPROVED: _____ DATE _____

Tom Byers, Chair
Board of Park Commissioners