

SEATTLE PARK DISTRICT CYCLE-END REPORT 2015-2020

APPENDICES

Appendix 1: Cycle 1 Initiative Level Summary

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**SEATTLE
PARK DISTRICT**
INVESTING IN PEOPLE & PARKS



Seattle
Parks & Recreation

APPENDIX 1 – INITIATIVE LEVEL SUMMARY

Building on the status provided at mid-cycle, this section summarizes each initiative in the first six-year cycle of the Park District. SPR's pandemic response necessitated reprogramming of funds in 2020; this is noted in the Cycle-End Progress column for affected initiatives. Unspent funds from a given year that were not carried forward reverted to fund balance and later reallocated to one-time priorities and other inflationary expenses above the planned 2.5%.

FIX IT FIRST		
INITIATIVE	MID-CYCLE PROGRESS	CYCLE-END PROGRESS
<p>1.1 Major Maintenance Backlog and Asset Management Preserve long-term use of facilities through capital investments. Reduce backlog of major maintenance projects. Provide more efficient tracking and forecasting.</p> <p>Financial Summary: Spend: \$60.69M 2020 Carryforward: \$18.0M Spend down plan: Additional detail included in Financial Summary of main report.</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • SPR completed 44 major maintenance projects, initiated 40+ additional projects, and resolved more than 60 encroachments utilizing Park District funds. • SPR implemented a new Asset Management Work Order system. By early January 2018, more than 300 employees were using the system to track maintenance performed and operating divisions were utilizing data from the system to allocate resources and develop key performance indicators. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • By the end of 2020, SPR had completed a total of 123 major maintenance projects, surpassing the six-year goal of finishing 120 projects with Park District funding, and resolved more than 80 park encroachments. • The projects included a wide variety of improvements to play areas, athletic fields, swimming pools, trails, irrigation systems, roofs and many SPR buildings.
<p>1.1a Pier Redevelopment Support redevelopment of SPR assets on the waterfront.</p> <p>Financial Summary: Spend: \$1.26M 2020 Carryforward: \$3.10M. Spend down plan: This project is managed by the Office of the Waterfront. All phases of the New Waterfront Park are planned to be complete by 2024.</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Initiative was added in 2016 in recognition of a revised timeline for new Waterfront Park (Resolution 12 reallocated resources planned for initiative 4.3). • Managed by the Office of the Waterfront, Phase 1 of this project (Pier 62) is underway using other funding sources. Park District funds allocated in 2019 and 2020 support this redevelopment. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Reconstruction of Pier 62 was completed and opened to the public. • Pier 58 was demolished in anticipation of upcoming redevelopment.
<p>1.2 Community Center Rehabilitation and Development Complete condition assessments and finalize scope of stabilization for eight community centers: Green Lake, Hiawatha, Jefferson, Loyal Heights, Magnolia, Queen Anne, South Park, and Lake City.</p> <p>Financial Summary: Spend: \$5.40M 2020 Carryforward: \$8.90M Spend down plan: Remaining projects scheduled for construction in 2021 and 2022.</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Initiative initially on hold while SPR completed the Community Center Strategic Plan (completed September 2016). This plan estimated that more than \$62M would be needed to improve six centers and replace two. • SPR then worked with the community to identify priority stabilization projects at the facilities. • SPR completed the project to keep Lake City in operation until replaced. Green Lake's is underway. • Remaining six sites were evaluated by a consultant. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Lake City CC stabilization was completed by mid-cycle and Green Lake has since been completed. • In 2018, based on new higher than anticipated cost estimates, SPR reprioritized projects to fully fund five of six remaining community center stabilization projects and postponed Loyal Heights. • By the end of 2020, the five remaining projects were in the design phase and are scheduled for construction in 2021 and 2022.
<p>1.3 Saving Our City Forests Restore forest land and keep restored areas from being overrun by invasive plants.</p> <p>Financial Summary: Spend: \$14.76M 2020 Carryforward: \$550K Spend down plan: Remaining spent by 2022.</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Through 2017, the Green Seattle Partnership has 1,550 acres in active restoration (Phases 1–4), of which 330 are in ongoing maintenance (Phase 4). • In 2016 and 2017, more than 150,000 hours of volunteer time were donated in support of this effort (a value of more than \$3.6M). 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Through 2020, more than 1,850 acres of the city's 2,500+ forested acres were in active restoration (548 added since the Park District began). • The GSP planted more than 605,000 native plants in the same time period. • Over six years, more than 320,000 hours of volunteer were donated to these efforts (a value of more than \$7.6M).
<p>1.4 Aquarium Major Maintenance Provide operating support to the Seattle Aquarium while the waterfront is under construction and thereafter support major maintenance work at the facility.</p> <p>Financial Summary: Spend: \$5.58M 2020 Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • 2015–16 funds supported community engagement, school and family programs, and general operations during seawall construction. • In 2017, support transitioned to funding major maintenance activities: exterior painting, structural assessments and replacement of the overhead salmon viewing window. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Since 2018, the Park District supported major maintenance projects such as animal exhibit improvements, mechanical equipment repairs, safety/lighting improvements. • In 2020, the Aquarium used a portion of the funds to support repair and maintenance needs for the facility. Remaining funds were used to support operations while the Aquarium was closed for 149 days due to the pandemic.
<p>1.5 Zoo Major Maintenance Support Woodland Park Zoological Society in making improvements to buildings, animal facilities, grounds.</p> <p>Financial Summary: Spend: \$9.91M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Similar to the Aquarium, these major maintenance projects are prioritized and implemented by the facility operator. • The Zoo has completed projects ranging from irrigation and mechanical systems to renovations of the Conservation Aviary and Northern Trails boardwalk. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Park District funds supported major maintenance projects including animal exhibit renovations and repairs, new roofs, HVAC repairs and other building improvements. • In 2020, Park District funds also supported Zoo operations in order to mitigate the impact on COVID-19-related closures and ongoing service reductions.
<p>1.6 Ongoing Utility Funding Financial Summary: Spend: \$11.05M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Not applicable; new initiative in 2018. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • The Park District supported drainage costs which accounted for the majority of SPR's utility costs. • In 2020, General Fund support of utilities was reduced and Park District support of base operating costs was increased.

MAINTAINING PARKS AND FACILITIES

	INITIATIVE	MID-CYCLE PROGRESS	CYCLE-END PROGRESS
2.1	<p>Increase Preventive Maintenance Mobilize the new Third Shift Crew of journey-level trade positions (electricians, painters, carpenters and plumbers) who maintain recreation facilities at night to avoid disruption to the public during operating hours and to work more efficiently. There will be fewer 2–3-week closures and fewer interruptions of regular programs.</p> <p>Financial Summary: Spend: \$11.43M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Third Shift Crew launched mid-2015. By the end of 2017, the crew performed preventative maintenance at 50 SPR facilities. • This initiative also funds three apprenticeship positions (all are on track to graduate by 2020) and enhanced custodial cleaning. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Added crews worked at about 20 scheduled facilities per year. Examples of work included high dusting in gyms, stripping and waxing floors, installing ADA-compliant restroom fixtures, pressure washing and deep cleaning kitchens and appliances. • In 2020, some of the planned work of the Third Shift was postponed and crew members were reassigned to support SPR's Mission Essential Functions as part of the department's pandemic response, including custodial support, childcare, shower and shelter programs and Social Distancing Ambassadors. • One apprentice graduated in 2020; program completion for two other apprentices delayed due to COVID-19.
2.2	<p>Provide Clean, Safe, Welcoming Parks Continue to improve parks grounds maintenance, landscaping, and tree work by adding a third tree crew to protect the long-term health of park trees; increase support for the Seattle Conservation Corps; and enhance park maintenance.</p> <p>Financial Summary: Spend: \$18.15M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • SPR has increased basic maintenance at developed parks: tree maintenance, landscape restoration projects and custodial cleaning. SPR doubles comfort station cleaning during peak season (May–Sept.) at 41 locations. • In 2017 resources supported the declared state of emergency to address homelessness. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • SPR crews continued increased maintenance in parks, including addressing deferred maintenance, expanded comfort station cleaning and consistent lockup. • The Asset Management Work Order (AMWO) System is used for work order management, tracking crew hours. • In 2020, some of this planned work was postponed due to COVID-19-related leaves of absence and redeployment to other Mission Essential Functions such as increased hygiene services and cleanings.
2.4	<p>Make Parks Safer Educate the public and enforce dog leash and scoop laws at locations with high violations and impacts.</p> <p>NOTE: 2015 (ramp-up year) funding was limited to equipment purchases.</p> <p>Financial Summary: Spend: \$990K Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • SPR successfully partnered with Seattle Animal Shelter to patrol priority parks to educate the public and enforce leash and scoop laws. The team made numerous informational contacts and issued verbal warnings and more than 1,100 citations. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • SPR continued its partnership with Seattle Animal Shelter staff to patrol priority parks to educate the public and enforce leash and scoop laws. Through 2020, they made several hundred park visits, issued more than 1,650 citations and more than 3,000 verbal warnings. • In 2020, in keeping with pandemic restrictions, team members patrolled parks in separate vehicles and shifted to enforcing laws primarily through verbal warnings, at a distance of six feet.
2.5	<p>Improve Dog Off-Leash Areas Improve existing off-leash areas through increased maintenance and updates to aging infrastructure.</p> <p>Financial Summary: Spend: \$482K Carryforward: \$90K</p> <p>Spend down plan: Remaining projects planned to be complete in 2021 and 2022.</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Ramp-up year funded People, Parks and Dog Plan (finalized August 2017). • Six projects funded to date; five on schedule to be completed in 2018. • Most project work is carried out by Seattle Conservation Corps. • 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Improvements were completed at eight off-leash areas: North Acres, Regrade, Woodland, Genesee, Magnuson, Blue Dog Pond, Dr. Jose Rizal and I-5 Colonnade. Design work was completed for Golden Gardens and Kinnear off-leash areas.
2.6	<p>Rejuvenate Our P-Patches Work with the Department of Neighborhoods to prioritize projects and make improvements to P-Patch gardens.</p> <p>Financial Summary: Spend: \$854K Carryforward: \$260K</p> <p>Spend down plan: Remaining projects planned to be complete in 2021 and 2022.</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • 15 projects funded to date: nine complete; six scheduled for completion in 2018. • Most project work is completed by Seattle Conservation Corps. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • A total of 21 projects to improve Seattle P-Patch gardens were completed in the first six-year cycle including: Thomas Street Gardens, New Holly Power Garden, Estelle Street, Squire Park, Jackson Park, Hawkins, Longfellow Creek, Ravenna, Roosevelt, Thistle, Angel Morgan, Evanston, Pinehurst, Courtland Place, Fremont, John C. Little, Hillman City, New Holly Youth and Family, Camp Long, Maa Nyei Lai Ndeic, Colman.

PROGRAMS FOR PEOPLE

	INITIATIVE	MID-CYCLE PROGRESS	CYCLE-END PROGRESS
3.1	<p>Restore Community Center Operations Improve customer experience at community centers by adding hours for custodians, customer service and program staff; allocate \$400,000 for scholarships with the goal of not turning away people who want to participate but can't afford it.</p> <p>Financial Summary: Spend: \$16.82M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Ramp-up year (2015) activities included implementing a new scholarship system for recreation programs and adding staff capacity at 15 centers to improve customer service and support program quality. • Through the Community Center Strategic Plan process, the City added operating hours at six sites in 2017 and removed the fee for drop-in programs during operating hours (basketball, fitness rooms, tot gym, etc.). Initial results show a 10% increase in participation. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Expanding access to community centers, programs and services continued to be a high priority during the first six-year cycle. In 2018 and 2019, SPR expanded operating hours, provided free drop-in programs (such as basketball and tot gyms) and allocated more than \$1.3M in scholarships to low-income program participants. • In March 2020, SPR closed all community centers to the public due to the pandemic. As part of the City's COVID-19 response, SPR stood up socially distanced shelters for people experiencing homelessness at three community centers, operated a shower program at five community centers and offered childcare to essential workers at five community centers in spring and to all interested families at 21 community centers during summer. Custodians provided increased COVID-19 cleaning and sanitizing for facilities providing Mission Essential Functions (shelter, childcare, showers).
3.2	<p>Recreation Opportunities for All Leverage 25 partnerships in underserved communities to serve an additional 2,500 participants.</p> <p>Financial Summary: Spend: \$2.36M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Ramp-up year (2015) activities included contracting with Neighborhood House to provide inclusive outreach and community needs assessment. • Implemented program in 2016–17, providing 62 grants to community groups which served more than 7,500 participants. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2018-19, the program awarded nearly \$500K in grants to 25 community groups serving nearly 18,000 participants in culturally responsive recreation opportunities. Groups included nonprofit organizations, individuals, small businesses, and community groups. • In 2020, grant programs were designed to support communities most impacted by COVID-19 and given to 39 community groups that served a total of 32,523 participants via socially distanced or virtual programming.
3.3	<p>Better Programs for Young People - Seattle's Future Use the Youth Program Quality Assessment, a nationally recognized evaluation tool to develop outcome-based evaluation of youth programs and implement quality improvement. Apply the evaluation tool to at least 10 more programs and improve program quality for more than 1,500 participants.</p> <p>NOTE: In 2019, this initiative began funding the teen programming line of business.</p> <p>Financial Summary: Spend: \$4.33M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Since 2015, staff working in more than 26 teen programs are engaged in the YPQA process. These programs serve more than 2,000 youth participants each year. • More than 60 staff have received training in youth development skills and methods as part of the quality improvement process. • SPR program scores are tracking higher than the national average in the four areas of safe environment, supportive environment, interaction and engagement. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2018-2019, SPR used the YPQA process on 31 programs through ongoing training, coaching, and assessment by internal and external experts. Served youth who participated in activities such as camping, hiking, and rowing. • In 2020, SPR worked with City partners to deliver Job Readiness program virtually, offering online job learning, mentor coaching, and connection with subject matter experts to 300 youth ages 12-24 in Seattle with an 80% completion rate. • Also in 2020, in partnership with the Department of Education and Early Learning, SPR stood up eight Teen Hub sites offering approximately 200 spaces for in-person academic support and enrichment. A total of 182 unique teens were served, with an average daily attendance of 28.
3.4	<p>Meeting the Needs of People with Disabilities Serve additional youth through our summer overnight camp and during the school year through new programs such as a baking club, a community service club, creative dance, pottery, flag football and special events.</p> <p>NOTE: In 2019, this initiative began funding the total Special Populations line of business.</p> <p>Financial Summary: Spend: \$3.0M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Funds allow SPR to expand our Special Populations line of business to include an additional week of overnight camp during summer (55-participant capacity) and expand school-year programming (approximately 280 participants served each year). • Funds also support investments in equipment, translation and other approaches to make traditional recreation programs more accessible to people with disabilities. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2018-19, Specialized Programs provided a variety of programming to more than 6,000 participants including summer overnight camps, Friday teen day camps and clubs, Camp Long camps, pottery, creative dance, parkour, and bowling. • In 2020, staff developed virtual programming (197 YouTube and 324 Facebook videos) to give people with disabilities opportunities to recreate and socialize during a time of social isolation. There were more than 1,100 program registrations.

<p>3.5</p>	<p>More Programs for Older Adults Expand dementia-friendly programming and increase participation of elders from immigrant and refugee communities.</p> <p>NOTE: In 2019, this initiative began funding the total Lifelong Recreation line of business.</p> <p>Financial Summary: Spend: \$3.50M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Funds allow SPR to expand our Lifelong Recreation line of business to include dementia-friendly programming, programs geared to the LGBTQ community, and increased participation in food and fitness programming (now serving over 22,000 meals each year to Korean, Vietnamese, Ethiopian and Eritrean elders). 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2018-19, SPR continued to provide dementia-friendly programs with hundreds of participants. To reduce barriers to participation, these were made free beginning in 2019. Food and fitness programs continued to serve about 22,000 elders a year in the Korean, Vietnamese, and East African communities. • In 2020, in-person recreation programs were shut down due to COVID-19 concerns and staff pivoted to develop virtual programs using the WebEx platform, serving close to 300 seniors per month with an average age of 71. • Staff partnered with City IT to work 1:1 with seniors to troubleshoot tech issues, supporting seniors to connect with programming and serving a new group of seniors who face transportation and/or mobility issues, and will be able to continue to participate virtually beyond the pandemic.
<p>3.6</p>	<p>Arts in Parks Recruit and select artists to activate parks through approximately 40 performances and temporary installations at parks with high priority for activation.</p> <p>NOTE: Initiative was not funded in the 2015 ramp-up year.</p> <p>Financial Summary: Spend: \$1.35M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Worked with Office of Arts and Culture to design this new program and implement two funding cycles. • Implemented program in 2016–17, funding 65 events and 16 art installations. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2018-19, the Park District funded 89 event-based projects and 13 temporary art installations, with most projects taking place in parks located in historically underserved communities. • In 2020, the Office of Arts and Culture funded seven art installations and awarded \$1,600 stipends to 31 awardees for alternate/virtual/online events in place of the funding awards that were rescinded in March 2020 due to COVID-19 restrictions.
<p>3.7</p>	<p>Get Moving Fund Create and leverage partnerships with community groups to provide new culturally relevant programs to assist a least 1,000 participants to "get moving" with healthy activities.</p> <p>Financial Summary: Spend: \$1.35M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Ramp-up year activities included analysis of racial disparities in health outcomes. Developed equity-focused grant program to engage community organizations in providing free, culturally relevant programming. • Implemented program in 2016–17, providing 29 grants to community groups which served more than 6,000 participants and launched innovative and inclusive outreach strategies to ensure diverse communities benefit from these investments. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2018-19, Park District funding supported 26 community-based organizations with \$222K in grants providing healthy "get moving" programming to more than 16,400 participants. • See 3.2 for 2020 activities.
<p>3.8</p>	<p>Customer Service and Technology Update and manage the registration, facility booking and point-of-sale system to improve customer experience.</p> <p>NOTE: Initiative was not funded in the 2015 ramp-up year.</p> <p>Financial Summary: Spend: \$4.86M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • City and vendor concluded contract negotiations in December 2016. • Project launch was moved from 2017 to 2018 to focus current resources on the transition to the City's new PeopleSoft financial system, and to ensure ActiveNet configuration aligns with PeopleSoft 9.2 project structure and business processes. • The project is underway and SPR anticipates going live at the end of November before Q1 2019 registration. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In November 2018, ActiveNet successfully launched departmentwide. The new system is much easier to use for the customer, including search functions, payment convenience, and quick transaction process. • In 2019, SPR stabilized the system and continued to modify processes to integrate ActiveNet with PeopleSoft 9.2 and began to integrate ActiveNet data with organizational performance system. • In 2020, updates were made to increase customer self-service such as looking up facility availability and purchasing passes. Staff also utilized the system in new ways to support pandemic-related services such as emergency childcare and timed ticketing at the Seattle Japanese Garden.
<p>3.9</p>	<p>Aquatics Programming Support Initiative began in 2020 as part of the pandemic related funding realignment to support base operations.</p> <p>Financial Summary: Spend: \$1.33M Carryforward: \$0</p>	<p>Accomplishments: Not applicable; new initiative in 2020.</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2020, Park District revenues supported ongoing operating costs for public pools during COVID-19-related closures.

BUILDING FOR THE FUTURE

	INITIATIVE	MID-CYCLE PROGRESS	CYCLE-END PROGRESS
4.1	<p>Park Land Acquisition and Leveraging Funds Acquire new park land using this fund and by leveraging additional fund sources (King County Conservation Futures funds, etc.).</p> <p>NOTE: Initiative was not funded in the 2015 ramp-up year.</p> <p>Financial Summary: Spend: \$8.50M Carryforward: \$1M</p> <p>Spend down plan: Remaining acquisitions planned to be complete in 2021 and 2022.</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2016 and 2017, funds utilized to acquire three properties at Kiwanis Ravine, Delridge Wetland and Genesee Park. • SPR anticipates purchasing at least two more properties in 2018. Also, SPR is using Park District funds to acquire one property using condemnation authority (these acquisitions often take more time). 	<p>Accomplishments: Park District and other acquisition funding supported the following:</p> <ul style="list-style-type: none"> • In addition to the 1.02 acres purchased through 2017, in 2018, SPR acquired four parcels totaling .69 acres at Burke Gilman Greenway, Schmitz Park, Madrona Ravine, and Orchard Street Ravine. • In 2019, six properties were acquired totaling 7.4 acres including: Thornton Creek North, Duwamish Waterway Park, Thornton Creek – Kingfisher, Leschi Natural Area/Greenbelt, North Rainier, and West Duwamish Greenbelt – SW Marginal Way. • In 2020, this initiative was reduced by \$1M to help mitigate the impact of COVID-19. • In 2020, SPR acquired six parcels totaling 1.97 acres: Cheasty Greenspace, SW Queen Anne Greenbelt, Terry Pettus Park Addition, Longfellow Creek Natural Area, E Duwamish Greenbelt, and SUN Park.
4.2	<p>Major Projects Challenge Fund Renovate, expand or upgrade parks and park facilities, funding through a combination of City and community-generated funds.</p> <p>NOTE: Initiative was not funded in the 2015 ramp-up year.</p> <p>Financial Summary: Spend: \$2.64M Carryforward: \$5.80M</p> <p>Spend down plan: Timeline uncertain as two remaining construction projects require additional funding (as of August 2021).</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Worked with the Park District Oversight Committee to develop Major Projects Challenge Fund process and evaluation criteria. • Completed first funding cycle award process in late 2016. • Completed Green Lake Small Craft Center study, Magnuson Park field cost estimate and conceptual design, and first phase of Kubota Garden construction project in 2017. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2018, SPR and the Park District Oversight Committee allocated a total of more than \$6M to six projects: feasibility studies for Cascade Playground field, Sail Sand Point, and Seward Park Clay Studio, and construction funding for the Green Lake Small Craft Center, South Park Community Center site improvements and the Volunteer Park amphitheater. • In 2020, design was completed for Green Lake Small Craft Center, the Volunteer Park Amphitheater project went out for construction bid, Sail Sand Point feasibility study was completed, and the Cascade Playground feasibility study got underway.
4.3	<p>Maintain & Activate Seattle's New Waterfront Park Maintain and support the activation of public park space on the Central Waterfront.</p> <p>NOTE: Initiative funding begins in 2019.</p> <p>Financial Summary: Spend: \$250K Carryforward: \$400K</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • The Office of the Waterfront manages the capital project. • Because many park elements are not scheduled to come online during this Park District cycle, Park District resources were reallocated to Pier major maintenance and land-bank site development in 2016. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2020, the Waterfront Park project was delayed due to COVID-19 but the Pier 62 project was completed and opened to the public (see initiative 1.1a). • In 2020, SPR maintained the open park spaces and utilized funding to purchase equipment to support maintenance activities.
4.4/ 4.5	<p>Develop (and maintain) 14 New Parks at Land-Banked Sites Develop and maintain 14 new parks throughout the City (on land previously acquired with 2008 Parks and Green Spaces Levy and other funding sources).</p> <p>Financial Summary: Spend: \$9.73M Carryforward: \$5.3M</p> <p>Spend down plan: Remaining projects planned to be complete in 2021 and 2022.</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Projects at two sites will be out to bid in 2018; the remaining sites are scheduled for 2019 and 2020. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Through 2020, five projects were completed: Alice Ball Park (2019), Urban Triangle Park (2019), Christie Park (2020), Baker Park Addition (2020), and Greenwood Park Addition (2020). • Four projects are in design or pre-construction phases: Lake City, Little Saigon, North Rainier, and South Park Plaza. • Five projects were unfunded and funds transferred to mitigate COVID-19 impacts: 48th & Charlestown, Fremont Hub Urban Village (Ernst Park Addition), Morgan Junction Residential Urban Village, Wedgewood, and West Seattle Junction.
4.6/ 4.7	<p>Develop (and maintain) Smith Cove Park Develop and maintain a new park at Smith Cove.</p> <p>Financial Summary: Spend: \$1.02M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Initiative funding provides for one phase of development at this site. The athletic field side of the site was prioritized as Phase 1 to leverage grant opportunities. • This project will be completed using cashflow rather than debt financing, thereby saving the taxpayers interest expenses. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2018-19, SPR readied this project for construction by completing bid documents and applying for permits. • In 2020, the project was unfunded and funding transferred to mitigate COVID-19 impacts.

4.8	<p>Activating and Connecting to Greenways Collaborate with Seattle Department of Transportation to mark and activate greenways where visitors enter parks with signage, programming, seating for pedestrians, and other ideas.</p> <p>NOTE: Initiative was not funded in the 2015 ramp-up year.</p> <p>Financial Summary: Spend: \$1.22M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Capital appropriation for two projects—John C. Little Sr. Park and Rainier Beach Playfield—complete; eight more planned for completion by end of 2020. • Operating funds are provided to collaborate with SDOT to activate greenways 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2018, SPR in collaboration with SDOT provided 12 Bicycle Sunday events serving more than 54,000 participants. Park District funds supported the installation of Outdoor Fitness Center equipment and activated the new bike tunnel at Interlaken Park. • In 2019, design work continued for Roxhill, Maple Leaf Reservoir, and Blanche Lavizzo/Judkins parks. • In 2020, most remaining projects were unfunded and funding transferred to mitigate COVID-19 impacts.
4.9	<p>Performance Monitoring and Strategic Management Develop and manage a performance management system that will serve as the basis for an annual report to the community and be used for internal continuous quality improvement efforts.</p> <p>NOTE: Initiative funding began mid-year 2015 as part of ramp-up.</p> <p>Financial Summary: Spend: \$6.24M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Developed and maintain Open Budget reporting system on Park District website; provided annual reports to the community each year (2015, 2016). • Provided staff support to Park District Oversight Committee. • Building comprehensive performance management program across SPR (not specific to Park District). • 2017 Impact Dashboard published. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2018-20, SPR published Park District Annual Reports for 2017, 2018 and 2019, a mid-cycle report, updated the Park District Financial Socrata Dashboard, published impact dashboards, briefed the City Council on the Recreation Division Evaluation completed by an outside consultant and continued to develop and improve performance metrics. • In 2020, the department completed the 2020-2032 Strategic Plan after a robust community engagement process. • In 2020, the team continued to provide data-driven analytics through AMWO, PS 9.2, Shiftboard (implemented to support staff reassignments to Mission Essential Functions due to the pandemic), and created several internal PowerBI dashboards to support management during the pandemic.
4.10	<p>Urban Parks Partnerships Expand programming and activation for downtown parks.</p> <p>Financial Summary: Spend: \$3.52M Carryforward: \$0</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Ramp-up year (2015) focused on a pilot with the Downtown Seattle Association (DSA) for Westlake and Occidental. This was formalized into a multiyear agreement in 2016. Four additional activation partnerships began operating in 2016. 	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2018-19, SPR successfully partnered with the DSA and other community organizations to activate downtown, including Occidental, Westlake, Freeway, Hing Hay, Victor Steinbrueck, City Hall, and other parks in the Chinatown/ International District, Cascade and Belltown neighborhoods; the partnerships leveraged a total of more than \$1.5M in non-City investment in urban parks activation. • Activation included buskers, food trucks, games, seating, hundreds of events and concierges. • In 2020, downtown park concierges supported Social Distancing Ambassador Program as part of SPR's COVID-19 response and remaining funds were utilized to mitigate COVID-19 impacts.
4.11	<p>RDA Office Relocation</p> <p>Financial Summary: Spend: \$2.15M Carryforward: \$0</p>	<p>Accomplishments: Not applicable; new initiative in 2020.</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • In 2018-19, SPR completed tenant improvements in new rental office space at 300 Elliott Avenue and relocated more than 100 staff members to the new space in 2019.
	<p>Summary</p> <p>Total Spend: \$214.73M Carryforward: \$43.35M</p>		

APPENDIX 2 – SIGNIFICANT FINANCIAL CHANGES

The information below is intended to provide a high-level summary of shifts from what was planned when the Park District financial plan was developed including several large funding realignments from capital to operating investments. Overall, property tax revenues were unchanged from planned levels and overall budget levels remained relatively flat with a slight increase in planned spending that mostly reflects inflation-based costs that exceeded annual Park District inflation supported by interest earnings and reappropriation of fund balance. Also, Appendix 4: Planning for the Next Cycle includes future improved financial planning strategies to keep pace with actual inflation, among other strategies.

2016-2018 Budgets: Realignment of Waterfront Funding

The first significant change in the original funding plan occurred in 2016. Since the delay in replacing the Alaskan Way Viaduct postponed the creation of the new Waterfront Park and since the timelines and cost estimates for designing and developing Smith Cove Park and the 14 land-banked properties had evolved since the original development of the Park District Financial Plan, in June 2016, the Park District Board passed a mid-year resolution (Resolution 12) reallocating some funds to better match the updated schedule for those projects. This resolution reallocated funding originally slated for Initiative 4.3, "Maintain and Activate Seattle's Waterfront Park" among two other initiatives:

- \$2.67 million was allocated to Initiative 4.4: Develop 14 New Parks at Land-Banked Sites.
- \$4.35 million was allocated to a new initiative 1.1a: Pier 62/63 Redevelopment. The redevelopment of SPR's Pier 62 is a key component of the Seattle Waterfront Program.

2019-2020 Budget: First Ongoing General Fund Realignment (\$10M)

In developing the 2019 Adopted and 2020 Endorsed Budget, SPR examined how to leverage Park District resources to realize efficiencies across funding sources. The 2019 Adopted and 2020 Endorsed Budget included several realignments to make the best use of Park District resources while maintaining focus on the provision of core services.

In the Interlocal Agreement establishing the Park District, the City pledged to maintain a base level of General Fund support for SPR inflated annually with the Consumer Price Index (CPI) to reflect the City's ongoing commitment to core park and recreation services. From 2016-2018, SPR's General Fund support grew more quickly than CPI. Given this, the 2019 Adopted and 2020 Endorsed Budget included a realignment of General Fund and Park District resources to "right-size" the department's General Fund revenues while retaining core services and prioritizing the major maintenance backlog and capital improvements. The 2019 budget enacted an ongoing \$10 million realignment with General Fund reduced and Park District capital funds transferred to support those operating costs (Resolution 25). The capital transfer was backfilled with \$10 million of Real Estate Excise Tax (REET) to fund those formerly Park District-funded capital projects. At the time, the City committed to sustaining the \$10 million of ongoing REET support while continuing to also invest in other high-priority capital projects.

This shift in the source of funding for SPR's major maintenance backlog was part of a broader budget strategy to optimize funding sources to allow General Fund resources to be used for other City priorities, including the response to homelessness. Details of the realignment follow.

2019 ONGOING GENERAL FUND REALIGNMENT

\$10M General Fund Expenses Realigned to Park District

\$1.9M: Zoo Operations

\$1.8M: Community Center Ops

\$1.5M: Teen Programming

\$1M: Specialized Programs

\$800K: Lifelong Recreation

\$150K: Urban Parks Partnerships

\$1.2M: Preventive Maintenance

\$1.6M: Grounds Maintenance

Park District Support of Capital Programs Reduced by \$10M

(\$5M): Major Maintenance Backlog

(\$3M): Community Center Rehab and Improvements

(\$2M): Zoo Major Maintenance

REET Increased by \$10M to Support (backfill) Capital Programs

(\$5M): Major Maintenance Backlog

(\$3M): Community Center Rehab and Improvements

(\$2M): Zoo Major Maintenance

2020 Revised Budget: One-Time General Fund Realignment (\$9M) & One-Time Park Fund Realignment (\$5.2M)

The COVID-19 pandemic led to increased spending to address the pandemic and its impacts, and reduced revenues due to the closures of businesses, halting of City programs, absence of the summer tourism season, etc. The uncertainty around the reopening of City facilities, including SPR facilities, created tremendous challenges to estimate the full magnitude of the pandemic across all City funds, specifically on the General Fund and Park Fund (where program revenues and expenses are budgeted). Two pandemic-related legislative changes were passed in 2020 (June and November). The first change included a \$9 million realignment between the General Fund and the Park District (Resolution 35). The November legislation included a rebalancing plan for the Park Fund which was projecting a \$19 million loss in revenues at the time. Expenditure savings and additional General Fund support alone were not sufficient to cover the shortfall, and a one-time \$5.2 million realignment with Park District capital funds as well as use of \$1.7 million from initiative savings was legislated (Resolution 35).

2020 ONE-TIME GENERAL FUND REALIGNMENT

General Fund Support of SPR Reduced by \$10M



Park District Capital Projects were Reduced by \$10M



Park District Funds Realigned to Support SPR Base Operations \$10M



Land-banked sites delayed until future funding identified include: 48th & Charlestown, Ernst Park Addition, Morgan Junction RUV, Wedgewood, and West Seattle Junction (Battery Street Portal planning was also unfunded).

2020 ONE-TIME PARK FUND REALIGNMENT

Projected Park Fund Revenue Shortfall



\$12.3M Offset through Savings and Other Funds (Not Park District)



\$6.9M Mitigated by Park District Realignment



Similar to the five land-banked site delays described above, this action delayed Smith Cove until future funding identified described. As shown below, in 2021, SPR will be submitting a technical adjustment to abandon remaining appropriation for Smith Cove that would have been backed by future revenues (see Ordinance 125202 which set forth a cashflow financing strategy rather than debt financing the project). When the project is reinstated, full appropriation will be sought.

Overall, the flexibility of the Park District allowed the department to continue operating and help the City respond to emergencies. This approach was continued into 2021 to support emergency response and recovery; this information will be reflected in the 2021 annual report (or see Resolution 38).

2015-2020 Park District Fund Summary

Including these funding alignments, all Park District resources were appropriated by the end of 2020 including a subset of initiatives carrying forward funding into 2021 (SPR anticipates most of this work will be complete by the end of 2022).

PARK DISTRICT STATEMENT OF RESOURCES AND EXPENSES 2015-2020

Resources

\$253,303,094	Property Taxes Received 2015-2020
\$769,545	Remaining Property Taxes to be Received
\$4,012,270	Interest Earnings

\$258,084,908	Total Resources
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Expenses

(\$214,732,152)	Total Expenses
(\$46,807,652)	Capital Budget Carryforward <small>(from 2020 to 2021)¹</small>

(\$261,539,804)	Total Expenses plus Capital Carryforward
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(\$3,454,896)	Appropriation Abandonment to Right-Size Fund
(\$2,615,674)	Remaining Smith Cove Appropriation <small>(Reappropriate when future revenues identified)</small>
(\$839,222)	Additional One-Time Major Maintenance Appropriation

The end of the first funding cycle of the Park District also allows SPR to right-size remaining appropriation in the Park District Fund (19710) to reflect Cycle 1 Fund revenues. This requires the abandonment of approximately \$3.4 million in excess appropriation. In supplemental budget legislation in 2021, SPR will be proposing:

- Abandoning \$2.6 million in excess appropriation for Smith Cove. This incremental appropriation was approved in Ordinance 125202 to allow for cash financing of the project with revenues collected in Cycle 2 to replenish the fund (original plan estimated payback over 12 years). The Smith Cove project appropriation backed by Cycle 1 revenues was repurposed in 2019 to mitigate COVID-19 impacts similar to a number of other new park development projects.
- Abandoning \$0.8 million in Major Maintenance appropriation to balance the Park District fund for the first six-year cycle (see above table).

Doing so also reflects early payback of the 2015 ramp-up year loan originally estimated to be paid back over eight years. Implementing these changes to right-size the fund will provide for more transparent and streamlined prioritization discussions in planning for the next Park District six-year funding cycle. For additional Park District planning information, please see Appendix 4: Planning for the Next Cycle, which includes financial planning information including the transition from budgeting and reporting by Park District initiative to SPR Lines of Business.

¹ Supplemental budget legislation in 2021 will reduce this carryforward appropriation by approximately \$3.4M to right-size appropriation to Cycle 1 revenues.

APPENDIX 3 – CONTINUOUS IMPROVEMENT

Accountability to the taxpayers for utilizing Park District resources efficiently and effectively has been a key focus for SPR, our advisory boards and elected officials. Creating a culture of continuous learning and implementing best practice is paramount to this accountability.

Park District resources support this continuous learning and improving in myriad ways, including funding outside reviews of lines of business (summarized below) and allowing SPR to invest in new systems and refine processes to support them. These tools, including a new Asset Management Work Order system (AMWO), program registration system (ActiveNet), and project management software for our capital projects (eBuilder and ProCore), enable us to analyze how we're doing and monitor progress. Continuing to integrate these systems with each other and into our processes will be an ongoing priority as SPR strives toward making data-informed choices and measuring the outcomes of our work.

Line of Business Evaluations

Throughout the first cycle, Park District resources were allocated to support three performance evaluations to increase transparency of SPR's activities, identify opportunities to increase efficiency and effectiveness in SPR's work, and to increase accountability to voters. These evaluations dove deeply into three SPR lines of business: park maintenance, recreation facilities and programming, and capital planning and project delivery. Recommendations from each of these evaluations were integrated into SPR's service delivery throughout this time period.

Park Maintenance and Departmentwide Performance Assessment (2017)

Matrix Consulting Group evaluated SPR's park maintenance services using a mix of methods including conducting staff interviews and surveys, reviewing key documentation, interviewing randomly selected park users, conducting in-person park condition assessments, and performing comparative research to assess SPR's performance, funding, and staffing relative to peer cities.

Findings in Action:

- **Asset Management Program:** The consultant team identified lower-than-expected tracked maintenance hours and infrequent condition assessments of different assets and recommended establishing a comprehensive asset management program that integrates tracking all hours spent on park maintenance activities. SPR maintenance staff began tracking their time in the Park District-funded Asset Management Work Order (AMWO) system in January 2018. SPR also revamped the Park Inspection Program to assess the operational condition of parks (signage, trash receptacles, play area surfacing, landscape and turf, etc.). SPR now utilizes AMWO data to analyze distribution of work orders and to support the equitable distribution of maintenance services.
- **Ongoing Condition Assessments of SPR Assets:** The report also recommended developing an ongoing comprehensive park condition assessment program, which SPR has been implementing with Park District funding. As these assessments are completed (e.g., sport courts, play areas, picnic areas, comfort stations), the information is updated in AMWO and is being used to inform SPR's transition to a life cycle-based approach to our assets.
- **Additional Restroom Cleaning:** The assessment findings identified that parks were generally well-maintained, with the most common concerns raised including graffiti and bathroom cleanliness. With Park District funds, SPR has added emphasis cleans of comfort stations across our system during high-use season up to three times a day.

Recreation Division Evaluation (2018)

BERK Consulting evaluated SPR's recreation services systemwide, with particular focus on community centers, aquatics, and programming for specific populations by conducting a financial and document review, staff and stakeholder engagement, and a comparison of SPR to peer recreation service providers.

Findings in Action:

- **Review SPR/ARC Relationship:** SPR conducts its recreation and childcare programs in collaboration with its long-term partner the Associated Recreation Council (ARC). The consultant team identified a need to review and re-set the relationship. SPR has responded by renegotiating the multi-year Master Service Agreement between the parties to refocus our joint efforts on equitable programming, financial sustainability and transparency, and innovation in marketing. ARC has hired an Advisory Council Coordinator to strengthen the recruitment and engagement of Advisory Councils, critical public engagement groups for recreation facilities.
- **Adapt Revenue Expectations:** The consultant team recommended that SPR continue its strategy of channeling public funds into centers in low-income neighborhoods, while seeking greater revenues from user fees at centers in higher-income neighborhoods. This recommendation has guided our provision of new public resources (such as Sweetened Beverage Tax) and will inform SPR's reevaluation of our community center operations post-pandemic.
- **Expand on SPR's Recreation-related Vision:** Considering the breadth of SPR's programs, the consultant team identified a need for a clear sense of Recreation's core vision and priority customers. Recreation developed a division vision statement and will structure work plans around this vision going forward. Recreation also developed an Equity and Priority Populations Index to identify key communities most in need of SPR services considering factors such as racial diversity, health disparities, and neighborhood change.
- **Acknowledge the Role Staff Play in Providing Social Supports:** SPR's role in responding to homelessness and other civic emergencies has expanded rapidly in recent years, and the consultant team identified a need to build our capacity to do this work safely and effectively. In response, the division developed and implemented trainings such as shelter operations, mental health first aid and management of aggressive behavior, strengthened working relationships with related City departments, and updated job postings.

Planning & Development Division Evaluation (2020)

BERK also developed a draft evaluation of SPR's capital project delivery and asset management work. This evaluation process was stopped in early 2020 when SPR shifted into emergency operations as part of pandemic response. At that time, SPR had already begun to make substantial changes to capital planning practices since the evaluation was initiated and those have continued since the evaluation process was halted. Additionally, SPR's capital spend rate evolved significantly from that during the study timeframe of 2008-2018. For example, in 2019, SPR's capital expenditures were nearly \$90 million. Given the breadth of changes to SPR's capital portfolio since the evaluation started, instead of reengaging BERK to complete an evaluation with an outdated scope, SPR moved forward with implementing the draft recommendations.

Findings in Action:

Throughout and following the evaluation, SPR has been implementing changes from the standpoint of optimizing people, process, and technology. This essential triad for the Planning and Development Division's modernization is centered in equity. We prioritize people above all else and the work is implemented by business processes governed by technology. All recommendations of the evaluation have been included in the division's annual workplan and will carry over until fully implemented. Actions this division has taken in alignment with draft evaluation recommendations are summarized below.

PEOPLE

- Increased regular and temporary staff capacity
- Focus on diversifying division workforce by recruiting women and Black, Indigenous, People of Color (BIPOC) candidates
- Implemented Deputy Director role to bridge across units
- Engaging front-line staff on Continuing Improvement Team addressing process improvements
- Increase investments in professional development such as Project Management certification

PROCESS

- Reorganized division with a focus on accountability
- Implemented stage gating process model to decrease schedule delays and cost overruns
- Implementing stage gate oversight committee
- Restructured work units, including:
 - Integrated Facilities Management to support life cycle management of assets
 - Created Construction Management work unit for greater dedicated oversight
 - Shifted Planning Unit focus toward asset management & long-term planning

TECHNOLOGY

- Transitioning electronic project management system to improve efficiency
- Implemented paperless policy and associated workflows
- Systematic update of standards to proactively address climate change adaptation and mitigation measures
- Considering opportunities to leverage technology to increase transparency of decision-making and performance management

APPENDIX 4 – PLANNING FOR THE NEXT CYCLE

In addition to the lessons learned through the line of business evaluations described in Appendix 3, SPR identified a range of overarching themes and lessons learned after reflecting on the first three years of the Seattle Park District. Several of those themes still resonate after the final three years, including continuing to improve our business processes and performance management, adapting to growth and change, the need to focus on equity, and the idea that even with this critical resource, we can't do it all. After the final three years – and responding to a pandemic – we have learned several additional lessons about just how critical the Park District is to sustaining and stabilizing our operations, and have identified some course corrections to inform our approach to future funding cycles.

Park District Was Right Approach for Sustaining and Stabilizing Operations

Before the Seattle Park District was established, the Seattle Parks Legacy Plan Citizens Committee debated whether to create a Park District or continue the model of proposing levies with specific named projects for voter approval every six years. The decision to create a Park District has proven critical in building resiliency in SPR's operations throughout the first cycle. In the recession that followed the financial crisis in 2008, the rigidity of SPR's funding sources required SPR to lay off staff and significantly cut back public access to our facilities and services, slowing our staff and our community's ability to recover in the subsequent period. The stability and flexibility of Park District resources has allowed SPR to creatively reprogram resources to mitigate General Fund and Park Fund shortfalls during a period of unprecedented uncertainty and allowed us to adapt our services to support emergency functions, respond to shifting community need, and retain our skilled and dedicated workforce.

Interlocal Agreement Covered Most Issues Well ... With a Few Adjustments

After completing one full cycle, SPR is confident that the fundamental governance structure of the Park District as specified in the interlocal agreement (ILA) is sound. For example, not separating Park District staff functions from SPR staff functions is efficient and ensures Park District matters are integrated into SPR's core operations and requiring regular reporting maintains accountability to taxpayers and decision-makers. However, as the first cycle comes to a close, several adjustments to the interlocal agreement were made to ensure smooth operations and address some unforeseen circumstances when the Park District was established.

Clearer Community Oversight

The ILA establishing the Park District created the Park District Oversight Committee (PDOC), a standalone community advisory board charged with advising the Superintendent, Mayor, and City Council on programs and services supported by Park District resources. This advisory committee structure followed the model of prior SPR levies, which designated committees to oversee and advise on levy implementation. The limitations of this structure for a funding source so deeply embedded in SPR's core service delivery became clear through the first cycle. Members of the PDOC, the Board of Park Commissioners, and the public all expressed confusion about the respective roles and responsibilities of SPR's two advisory boards. At the request of Co-Chairs of both boards, SPR worked to consolidate these two entities. The Board of Park Commissioners has absorbed PDOC's duties and adopted the more representative 15-person membership structure outlined in the ILA.

Centering Equity in Community-Facing Investments

The Major Project Challenge Fund (MPCF) was an effort to partner with community groups to make improvements to existing SPR facilities. Two rounds of the MPCF throughout the first cycle demonstrated successes in project implementation but revealed gaps and setbacks in engaging and advancing projects in underserved communities. In particular, the "major" in Major Project Challenge Fund posed a significant barrier for most community groups to contend with, particularly in areas that have historically been underserved and underrepresented. In 2019, PDOC convened a subcommittee to evaluate the Challenge Fund, examine challenges encountered during the first cycle, and consider programmatic shifts to more explicitly center equity. In the next cycle, SPR will recommend modifying this fund to better reflect the department's commitment to equitable service, including reducing or eliminating the match requirement, disbursing smaller grant allocations, and shifting focus to include capacity building and partnership building in historically underserved communities. The specifics of the new fund parameters and process will be determined in planning for the 2023-2028 Park District Cycle. In the meantime, SPR recommends amending the ILA to reflect a future shift in direction.

Reporting to Inform Planning

As originally drafted, the ILA specifies that SPR staff and PDOC should prepare an annual report, a mid-cycle report halfway through each six-year cycle, and a cycle-end report to inform the next planning cycle. In practice, the timing identified for the cycle-end report proves impossible to implement. In a typical cycle, barring an emergency circumstance like the pandemic, planning for the next cycle will typically commence in the fifth year of each cycle. It is not possible to report comprehensively on activities of a cycle that is ongoing. A solution to this timing issue would be to shift the mid-cycle report to later in each cycle—after the fourth year—and to use that opportunity to review lessons learned to inform planning for the next cycle. The cycle-end report would then shift to summarize accomplishments, and would be published following each cycle, similar to SPR's previous end-of-levy reports. The final year of each cycle will be highlighted in the cycle-end report rather than writing a standalone report. Recognizing the multi-funded nature of SPR's work and the shift to lines of business, these reports will focus on the totality of SPR's funding and work, not an attempt to report on Park District funding in isolation.

Adaptive Financial Planning

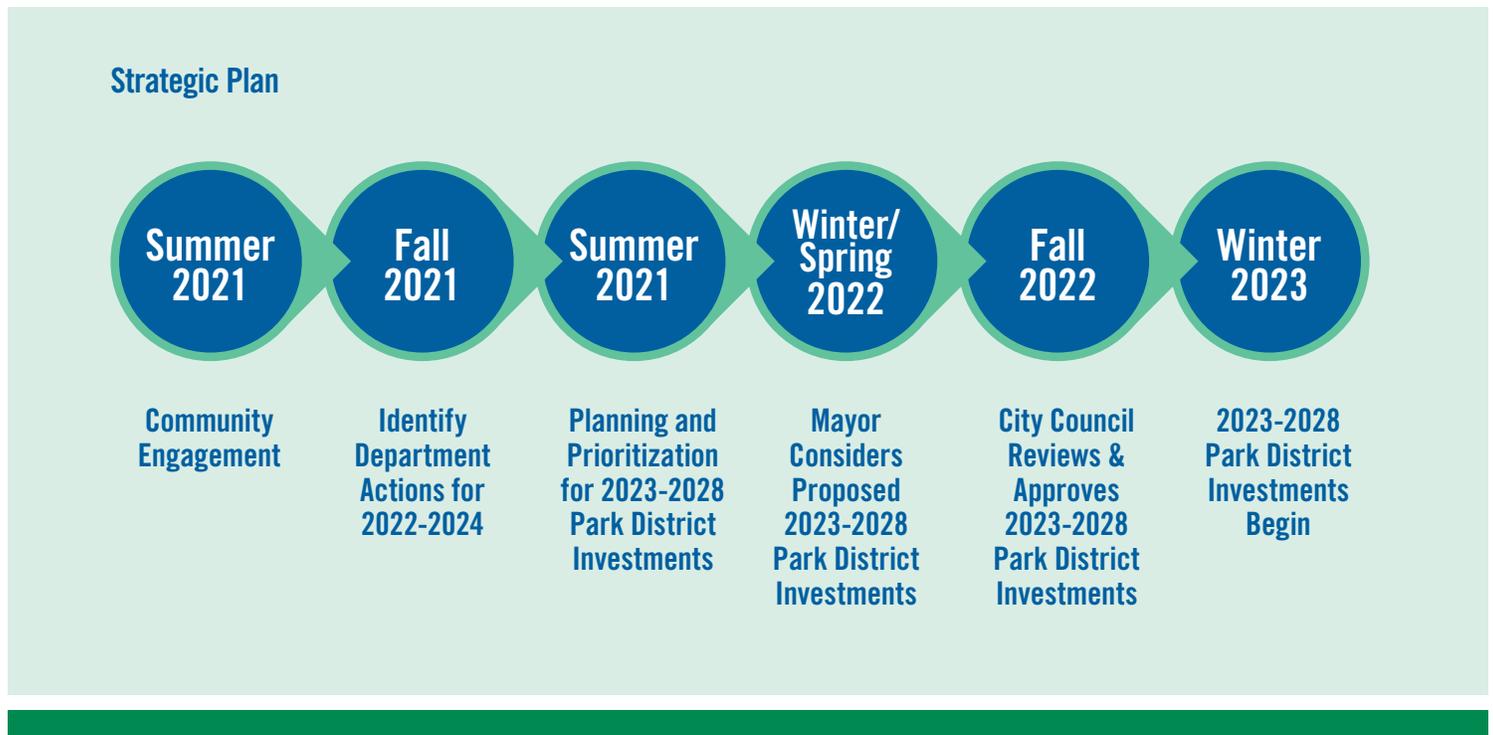
Completing the first six-year cycle helped SPR identify some technical shifts in financial planning that will improve our financial management in the next cycle. For example, the first six-year financial plan established a 2.5% inflationary rate for Park District revenues, which has not kept pace with the inflation of other City funds. In planning for the next cycle, SPR will work with the City Budget Office to identify an approach that adjusts the Park District based on actual inflationary factors rather than a flat planning assumption. Additionally, some of the annual readjustments SPR made to address funding shortfalls (for example, leveraging interest earnings from the Park District Fund to support escalating utility costs) require predictable, ongoing resources. Identifying one-time funding solutions for these costs helped prevent programmatic cuts at key junctures in the first cycle. However, Cycle 2 revenue adjustments will be necessary to ensure these costs are supported sustainably. Additionally, in 2020, funding for several capital projects was reallocated to support emergency response (refer to Appendix 2). Possible restoration of this funding will be considered in parallel with other emerging needs in Cycle 2 planning and prioritization discussions.

Focus for Impact

While the Park District is a critical funding source in supporting SPR's mission and has played a pivotal role in advancing our work, it is not limitless. As SPR staff were ramping up preparation for Cycle 2 funding, early discussions revealed a much larger set of funding needs than the Park District can realistically support. From new facilities and climate resiliency investments to programmatic enhancements and continued support for major maintenance, the slate of potential added investments is seemingly infinite.

As we look to the 2023-2028 funding cycle, we must carefully consider how to align our work to help our residents recover from the parallel crises we are facing: the pandemic and associated economic impacts, ongoing climate crisis, and the need for sustained investments to support equitable service delivery to historically marginalized communities. Our 2020-2032 Strategic Plan was published in early 2020 right before the COVID-19 pandemic, and as we consider funding priorities for the next Park District cycle, SPR staff are conducting focused internal and community engagement in 2021 to help identify how staff and community needs have shifted. This work will seek to ensure our resources are allocated in alignment with our organizational vision of promoting healthy people, a healthy environment, and strong communities, our commitment to advancing racial equity and organizational excellence, and reflective of where our community and our staff are as we look to recovery.

The following graphic shows how this Strategic Plan implementation work and outreach will lead into the planning for the 2023-2028 Park District cycle.



One Fund Is Not a Complete Picture

In many cases, the projects and programs funded through Park District Initiatives represent a subsection of broader lines of business. Given this, reporting on Park District investments separately from the remainder of SPR's funding portfolio provides only a partial view of SPR's work. For example, the \$5 million allocated to Initiative 3.1 - Restore Community Center Operations in 2021 represents only 37% of SPR's total \$13.5 million 2021 appropriation for that line of business. Additionally, throughout the six-year cycle, SPR made annual adjustments among Park District initiatives, added new initiatives, and redistributed resources to reflect capital project timing. This movement allowed SPR to take advantage of cash financing opportunities and accommodate funding realignments in response to shortfalls in other funds, but can provide the appearance of significant funding fluctuations that are misleading. Taking a multi-fund view will help contextualize some of these shifts through a more holistic lens.

To address this issue, SPR plans to shift to a more comprehensive, multi-fund approach for budgeting and reporting based on lines of business. Transitioning to multi-fund reporting will better demonstrate the department's financial commitment to entire bodies of work rather than sub-sections and clarify tradeoffs associated with budget decisions. Our recognition of the need to take a multi-fund view encouraged us to develop a new way of organizing and measuring our work around lines of business. Aligning our reporting and performance management around our core services will help us better define the outcomes we hope to achieve across funding sources and articulate how we are measuring our progress toward those goals.

OPERATING LINES OF BUSINESS (as of June 2021)	CAPITAL LINES OF BUSINESS (as of June 2021)
<p>Activation Administration and Support Aquatics Athletics Capital Planning Central Costs Community Center Operations Emergency Management and Security Services Facility Maintenance Golf Grounds Maintenance Natural Resource Maintenance Partnerships Recreation Programming Scholarships Seattle Conservation Corps Teen Programming Youth Learning and Academics</p>	<p>Acquisition Asset Management and Life Cycle Program • Further defined by subcategories (see initiative crosswalk). Capital Development and Improvements • Further defined by subcategories (see initiative crosswalk). Debt Service Urban Forestry</p>

This approach will affect the next Park District funding cycle as proposals will be organized by lines of business rather than Park District initiatives. To provide a more holistic view of SPR's investments and performance, SPR plans to transition our annual report to all funding streams, rather than reporting only on Park District expenditures and accomplishments.

Away from Initiatives Toward Lines of Business

As described above, the shift from Park District initiatives toward lines of business will be reflected in SPR's performance measures, financial reporting, and annual reports. Some initiatives map neatly to one line of business, and some are split among several. A crosswalk of how Cycle 1 Park District initiatives translates into this new reporting framework is shown below.

	Park District Initiative	Operating Lines of Business (AS OF 6/21)	Capital Lines of Business (AS OF 6/21)
1.1	Major Maintenance Backlog and Asset Management	Administration and Support	Asset Management & Life Cycle Program • Accessibility & Compliance, Long-Range Planning, Athletic Fields, Buildings, Drainage and Irrigation, Magnuson Park, Other Major Maintenance, Park Features, Partnership Major Maintenance, Pools & Aquatics
1.1a	Phase 1 Pier 62/63 Redevelopment	N/A	Capital Development & Improvement • Waterfront Redevelopment
1.2	Community Center Rehabilitation and Development	N/A	Asset Management & Life Cycle Program • Accessibility & Compliance, Buildings
1.3	Saving our City Forests	Natural Resource Maintenance	Urban Forestry
1.4	Aquarium Major Maintenance	N/A	Asset Management & Life Cycle Program • Partnership Major Maintenance
1.5	Zoo Major Maintenance / Zoo Operating Support	Partnerships	Asset Management & Life Cycle Program • Partnership Major Maintenance
1.6	One-Time Utility Funding	Grounds Maintenance	N/A
1.7	One-Time Utility Funding	Aquatics Facility Maintenance	N/A
2.1	Increase Preventative Maintenance	Aquatics Facility Maintenance	N/A
2.2	Provide Clean, Safe, Welcoming Parks	Facility Maintenance Grounds Maintenance Natural Resource Maintenance Seattle Conservation Corps	N/A
2.4	Make Parks Safer	Emergency Management & Security Services	N/A
2.5	Improve Dog Off-Leash Areas	Partnerships	Asset Management & Life Cycle Program • Park Features, Park Improvements
2.6	Rejuvenate Our P-Patches	Partnerships	Asset Management & Life Cycle Program • Park Features
3.1	Restore Community Center Operations	Community Center Operations and Programs Facility Maintenance Recreation Programming Scholarships & Capacity Building Youth Learning & Academics Scholarships & Capacity Building	N/A
3.2	Recreation Opportunities for All	Activation	N/A

	Park District Initiative	Operating Lines of Business (AS OF 6/21)	Capital Lines of Business (AS OF 6/21)
3.3	Better Programs for Young People – Seattle’s Future	Athletics (Youth) Community Center Operations and Programs Teen Programming Recreation Programming	N/A
3.4	Meeting the Needs of People with Disabilities	Recreation Programming	N/A
3.5	More Programs for Older Adults	Athletics (Adult) Community Center Operations and Programs Recreation Programming	N/A
3.6	Put Art in the Parks	Activation	N/A
3.7	Get Moving Fund	Activation	N/A
3.8	Customer Service and Technology	Administration and Support	N/A
4.1	Park Land Acquisition Fund	N/A	Acquisition
4.2	Major Projects Challenge Fund	N/A	Capital Development & Improvement • Major Projects Challenge Fund
4.3	Maintain & Activate Waterfront Park	Grounds Maintenance	Capital Development & Improvement • Waterfront Redevelopment
4.4 / 4.5	Develop/Maintain 14 New Parks at Land-Banked Sites	Grounds Maintenance	Capital Development & Improvement • Land-Banked Site Development
4.6 / 4.7	Develop/Maintain Smith Cove Park	Grounds Maintenance	Capital Development & Improvement • Park Improvements
4.8	Connecting to Greenways	N/A	Capital Development & Improvement • Park Improvements
4.9	Performance Monitoring and Strategic Management	Grounds Maintenance Recreation Programming Administration and Support	N/A
4.10	Urban Parks Partnership	Activation	N/A
4.11	RDA Relocation	N/A (one-time only)	N/A (one-time only)



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