



PARKS & RECREATION COMMISSION REGULAR VIDEO MEETING

Thursday, March 4, 2021 at 5:30 PM

BOARD MEMBERS:

Chair Rory Westberg
Vice Chair Jodi McCarthy
Board Members: Don Cohen, Amy Richter,
Lyn Gualtieri, Sara Berkenwald, Peter Struck

LOCATION & CONTACT

Zoom Meeting
Phone: 206.275.7626 | www.mercerisland.gov

In compliance with the Americans with Disabilities Act, those requiring accommodation for meetings should notify the Staff Liaison at least 24 hours prior to the meeting at 206.275.7706.

Virtual Meeting Notice

The virtual meeting will be broadcast live on Zoom and recorded and saved on the City's [YouTube Channel](#)

Registering to Speak: Individuals wishing to speak live during Appearances will need to register their request with the staff liaison at **206.275-7871** or [email](#) and leave a message before 4 PM on the day of the Commission meeting. Please reference "Appearances" on your correspondence. Each speaker will be allowed three (3) minutes to speak.

Join by Telephone at 5:30 PM: To listen to the meeting via telephone, please call **253.215.8782** and enter Webinar ID **874 0203 9853** and Password **088846** when prompted.

Join by Internet at 5:30 PM: To watch the meeting over the internet via your computer, follow these steps:

- 1) Click [this link](#)
- 2) If the Zoom app is not installed on your computer, you will be prompted to download it.
- 3) If prompted for Webinar ID, enter **874 0203 9853** Enter Password **088846**

CALL TO ORDER & ROLL CALL - 5:30 PM

PUBLIC APPEARANCES

REGULAR BUSINESS

1. Approve the minutes of the February 4, 2021 Regular Meeting
Recommended Action: Approve minutes.
2. Luther Burbank Dock Repair/Reconfigure (LBDR) Project
Recommended Action: Receive LBDR Subcommittee status update and provide input.
3. Recreation Reset Plan (Cont.)
Recommended Action: Receive presentation and provide input as outlined in the staff report.

OTHER BUSINESS

5. Planning & Meeting Schedule Update
6. Department Report & Update (5 min)
7. Commissioner Reports/Work Plan Updates

ADJOURNMENT



PARKS & RECREATION COMMISSION REGULAR MEETING MINUTES February 4, 2021

CALL TO ORDER

Chair Westberg called the meeting to order at 5:30 pm via Zoom Online meeting.

ROLL CALL

Commissioners Rory Westberg, Don Cohen, Jodi McCarthy, Lyn Gualtieri, Sara Berkenwald, Amy Richter and Peter Struck were present.

City Council Liaison Jake Jacobson and Emily Moon, Consultant and Steve Duh, Consultant were present. Staff present were Jessi Bon, City Manager, Ryan Daly, Operations Transition Team Manager, Paul West, CIP Project Manager, Tammy Bodmer Interim HR Coordinator, Jason Kintner, Public Works Director, Katie Herzog, Recreation & Operations Coordinator and Merrill Thomas-Schadt, Recreation & Operations Coordinator.

APPEARANCES

1. Rachel Holloway spoke in favor of the Snake Hill Bike park
2. Dr. Mathew Lamb spoke in favor about the Snake Hill Bike park
3. Andy Powell spoke in favor about the Snake Hill Bike park
4. Christy Shiers spoke in favor about the Snake Hill Bike park
5. Lesleigh Watson spoke in favor about the Snake Hill Bike park
6. Beck Harrison spoke in favor about the Snake Hill Bike park
7. Jessica Crump spoke in favor about the Snake Hill Bike park
8. John Hamer spoke in support of accessibility in parks and playgrounds

REGULAR BUSINESS

1. **Approval of Minutes**

Minutes from the January 7, 2021 and January 21, 2021 meetings were presented.

MOTION:

Commissioner Cohen motioned to accept the minutes from the January 7 and January 21 meetings as presented. Commissioner McCarthy seconded the motion.

Motion passed unanimously.

2. **Code of Ethics**

Bon provided an overview of the City's Code of Ethics training and code update process.

3. **Parks, Recreation and Open Space (PROS) Plan**

Bon and Duh presented about the timeline and major tasks of the plan, highlights from the first survey, and a recap of the Joint Council Session. Bon shared that data from the Facilities Assessment is not yet ready to be shared; there is no hard deadline for the timeline of the process of when

reports are provided and other elements of the process, such as the Virtual Open House and subsequent surveys. Commissioner's Struck and Cohen highlighted the importance of providing the data. Commission will be kept updated as data becomes available.

Commissioner Cohen raised topics of seniors, Snake Hill BMX park, and accessibility as three that are crucial to consider during the PROS process.

Bon and Duh requested that Commissioners consider how to "drill down" on topics for the next survey, in order to extract the information desired.

BREAK 6:45-6:55PM

Discussion resumed about the PROS Plan.

Westberg suggested that Commissioners send additional thoughts and ideas for second survey. Bon requested that City staff receive this input by Friday, February 12. Daly offered to have direct conversations with Commissioners in addition.

4. Recreation Reset Plan

Moon presented updated draft cost recovery pyramid and topics for deliberation in order to complete the exercise. Commissioners discussed final tier placement for various items and found majority consensus on any outstanding programs/services. Commissioners discussed cost recovery targets and the process of creating fees and communicating our fee schedule.

Commissioner Berkenwald left the meeting at 7:45PM

Moon relayed next steps for the Commission at the February 25, 2021 workshop. Daly stated that staff will present an update to City Council on February 16, 2021.

5. Aubrey Davis Park Trail Safety Improvement Project Framework Recommendation

Recommended Action:

- 1.) Approve the recommended framework and;
- 2.) Authorize the chair to transmit to City Council

Westberg stated that bylaws require that the Commission send its recommendations to City Council in the form of a memo. West provided background on the scope of work approved by Commission in December, included in the proposed memo to City Council. Memo will be discussed at City Council on March 2.

MOTION:

Commissioner Cohen motioned to approve.

Commissioner McCarthy seconded.

Motion passed 6-0 (Berkenwald absent)

OTHER BUSINESS

6. Department Report & Update

Westberg requested that Daly share the report via email. Daly reminded Commission of the community meeting at Snake Hill Park on February 6th at 10:00AM.

7. Commissioner Reports/Work Plan Updates:
Nothing shared.

The next Commission meeting is a special workshop on 2/25/2021 at 5:30 pm via Zoom technology.
The next regular scheduled meeting is 3/4/2021 at 5:30 pm via Zoom technology.

ADJOURNMENT at 8:03PM

DRAFT



PARKS & RECREATION COMMISSION STAFF REPORT

Item 2
March 4, 2021
Regular Business

AGENDA ITEM INFORMATION

TITLE:	Luther Burbank Dock Draft Preferred Concept Plan	<input checked="" type="checkbox"/> Discussion Only <input type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution
RECOMMENDED ACTION:	Review plan and provide input to the Subcommittee	

PRESENTERS:	Peter Struck, Subcommittee Chair Paul West, CIP Project Manager
COUNCIL LIAISON:	Jake Jacobson
EXHIBITS:	<ol style="list-style-type: none"> Draft Preferred Concept Plan Elements of the Draft Concept Plan Draft Preferred Concept and Alternatives Analysis

SUMMARY

The Luther Burbank Dock Subcommittee has developed a draft preferred concept plan for the full Parks and Recreation Commission (PRC) to review. See Exhibits 1 and 2. The draft plan rates well on the evaluation criteria set forth by the Commission which demonstrates that the preferred concept is more beneficial overall when compared to the three concept alternatives initially proposed. See Exhibit 3. The subcommittee invites the commissioners to provide feedback on this draft product so that it can be finalized for adoption at the April 1 Parks and Recreation Commission meeting.

BACKGROUND

Principles

The subcommittee’s work was informed at the outset by the evaluation criteria that the PRC developed for this project. As the subcommittee’s work progressed, the essence of the subcommittee’s focus could be characterized by four principles:

- **Environmental Quality** – The subcommittee sought to protect environmental quality. The aquatic environment, the park environment (including trees and impervious surfaces) and the neighborhood were in mind when we discussed various elements.
- **Intensity of Use** – The subcommittee considered how different elements might affect use of the park. Our overarching concern was to respect the passive, open space character of the park.
- **Congruence with the Master Plan** (and other City plans) – The subcommittee reviewed the Luther Burbank Master Plan to understand its vision for the developed waterfront.
- **Compliment the Unique Character of the Site** – Luther Burbank’s waterfront has historical, functional and artistic elements that make it different from other waterfront areas. How can these be highlighted to work with the planned uses of the waterfront?

DESIGN RECOMMENDATIONS SUMMARY

The subcommittee spent its first meeting (January 27, 2021) discussing the commissioners' concerns and considerations with the design team. The design team developed a preliminary draft plan for the second meeting (February 10, 2021). The subcommittee went through the plan element-by-element. Its work product consists of two documents: the graphic plan (Exhibit 1: Draft Preferred Concept Plan) and a descriptive list of the recommended project elements (Exhibit 2: Elements of the Draft Concept Plan). The Elements list provides additional details that would not fit on the graphic plan. In some cases, it also provides guidance for the next phase of design.

The subcommittee was able to make recommendations on most of the design elements as follows:

- Dock Configuration – the consultant's preliminary schematic reflected the input from the subcommittee and was generally accepted at the second meeting. There were some differences of opinion about whether overwater coverage should be maximized. There were also some questions about why finger docks were needed. These concerns were resolved fairly quickly.
- ADA access to North Beach – The subcommittee agreed that ADA access to the north beach should be included, but that it should be constructed to blend in with the shoreline landscape. Access below ordinary high water would be provided by movable mats instead of a permanent ramp.
- Pavement – the subcommittee understood the need to replace the plaza paving. Selection of material and design could not be completed at this phase and was deferred to the 30% design.
- Seating – The subcommittee wanted both benches and picnic tables, but in limited numbers to avoid clutter and facilitate movement through the plaza. Additional movable picnic tables could be part of seasonal programming.
- Signage – Generally, the subcommittee understood the need for signage but wanted it located to reduce clutter and integrate with the surroundings. Interpretive signage was discussed in principle and it was agreed that one or two interpretive signs could be located on a building or at the edge of the plaza near pathways. The topics and content for those signs was left to be determined later in design.
- Lighting – The subcommittee wanted to limit lighting to that needed for safety. There was a general consensus to avoid lighting that supported nighttime activities.
- Decorative Elements – There was general consensus that decorative elements did not fit with the character of the site and could send the wrong message about the purpose of the facilities.
- Outdoor Classroom – The subcommittee was enthusiastic about the outdoor classroom on top of the restroom. This would provide boating programs a space to operate without taking over the main plaza area. It also provides an additional viewpoint for park users when it is not programmed.
- Trees in the Plaza – The subcommittee was generally supportive of replacing the trees in the plaza, given the difficulty of repairing the pavement around them and their stagnant growth condition. There was an understanding that the location and type of the trees would be worked out during 30% design in concert with decisions about the replacing the pavement.
- Concession Stand – The subcommittee understood the need for a secure retail space to support boating programs and rentals.
- Pumpout Station – as part of the design work that was funded by a Boating Facilities Program grant, the City was asked to consider siting a pumpout station at the Luther Burbank docks. This could have water quality benefits for Lake Washington. The subcommittee weighed the pros and cons of this idea and declined to include it in the concept plan.

Some elements generated more extensive discussion. By the end of the third meeting (February 22, 2021), the committee suggested strategies on three issues that will involve the PRC's review at a later date:

- Wider North Beach with rockery – The lake is highest mid-May through mid-July which overlaps with peak boating season. The beach is very narrow during this time and it is difficult to land or launch paddlecraft there. For both boating programs and general use, a somewhat wider beach would be much more useful. The concern about widening the beach is its impact on existing trees. There are two poplar trees that could be impacted depending on how the next phase of design goes. The subcommittee agreed to the wider beach in concept phase with PRC’s review of tree impacts at the 30% phase.
- Bulkhead Steps and Handsome Bollards – The landscape architect informed us that the bulkhead next to the Handsome Bollards would probably require a railing if the plaza improvements trigger permitting. He suggested that steps down to the water from the bulkhead could avoid the railing while providing seating and offer additional unprogrammed space to reduce congestion in the passage next to the Boiler Building. This element would increase the project’s overwater coverage and is likely to complicate permitting. The subcommittee members liked the steps in concept. However, they wanted to understand how the Handsome Bollards would function with the steps and they wanted to weigh the environmental impacts and costs involved. Their questions could not be answered without additional design work. It was agreed to keep the steps in the concept plan and explore permitting and Handsome Bollards integration issues during 30% design development. In addition, the subcommittee wanted to involve the Arts Council in reviewing the situation and discussing the options for the future of the Handsome Bollards. The results of these investigations would be brought to the full PRC at the 30% design review.
- Cost analysis – The subcommittee requested cost information on various options, but the design team was unable to respond. At the concept stage, it is difficult to estimate costs. The design team did explain some of the constraints on grant funding that informed the subcommittee’s decisions. The 30% design will include an estimate of probable costs for key project elements. That will be an opportunity for the PRC to adjust scope if needed to fit anticipated funding sources.

PREFERRED CONCEPT AND ALTERNATIVES ANALYSIS

Starting in November 2020, the PRC developed a set of design evaluation criteria over the course of three meetings. These criteria were created to analyze the concept alternatives. They reflected what the PRC believed were the community’s interests based on the commissioners’ knowledge of the community and input from several City-led public engagement efforts:

- The project webpage
- August 6, 2020 design charrette
- September 2020 public open house and online survey
- Email comment

The PRC ranked each evaluation criterion as a high, medium or low priority. Higher priority criteria were to be given greater consideration, meaning they merited more discussion and analysis to understand the costs and benefits of a given alternative.

Staff have prepared an analysis of the Draft Preferred Concept Plan in comparison to the original concept alternatives using the criteria. This analysis uses a five point scale to rate how well the preferred concept and each alternative perform in achieving the group criteria. A color gradient was added to provide visual interpretation of the results. See Exhibit 3. This product shows that overall the preferred concept is more beneficial than any of the alternatives. It also shows that high priority criteria in particular were well addressed by the design.

NEXT STEPS

The subcommittee will take feedback from commissioners at this meeting and determine how to incorporate it into the plan at its next meeting on March 10, 2021. It will return with a revised product at the April 1 regular PRC meeting. If the PRC supports that version of the concept plan, the subcommittee will seek a motion to approve the plan and recommend it as the preferred concept to City Council.

Once City Council approves a concept plan, the design team will begin work to produce a 30% design. This will take several months. The outstanding issues discussed above will be addressed during this process. The PRC will take up the project again in the Q3 of 2021 as this stage of design comes to completion.

RECOMMENDATION

Discuss the draft preferred concept plan. Provide the subcommittee with input for finalizing the plan.

Luther Burbank Docks Reconfiguration

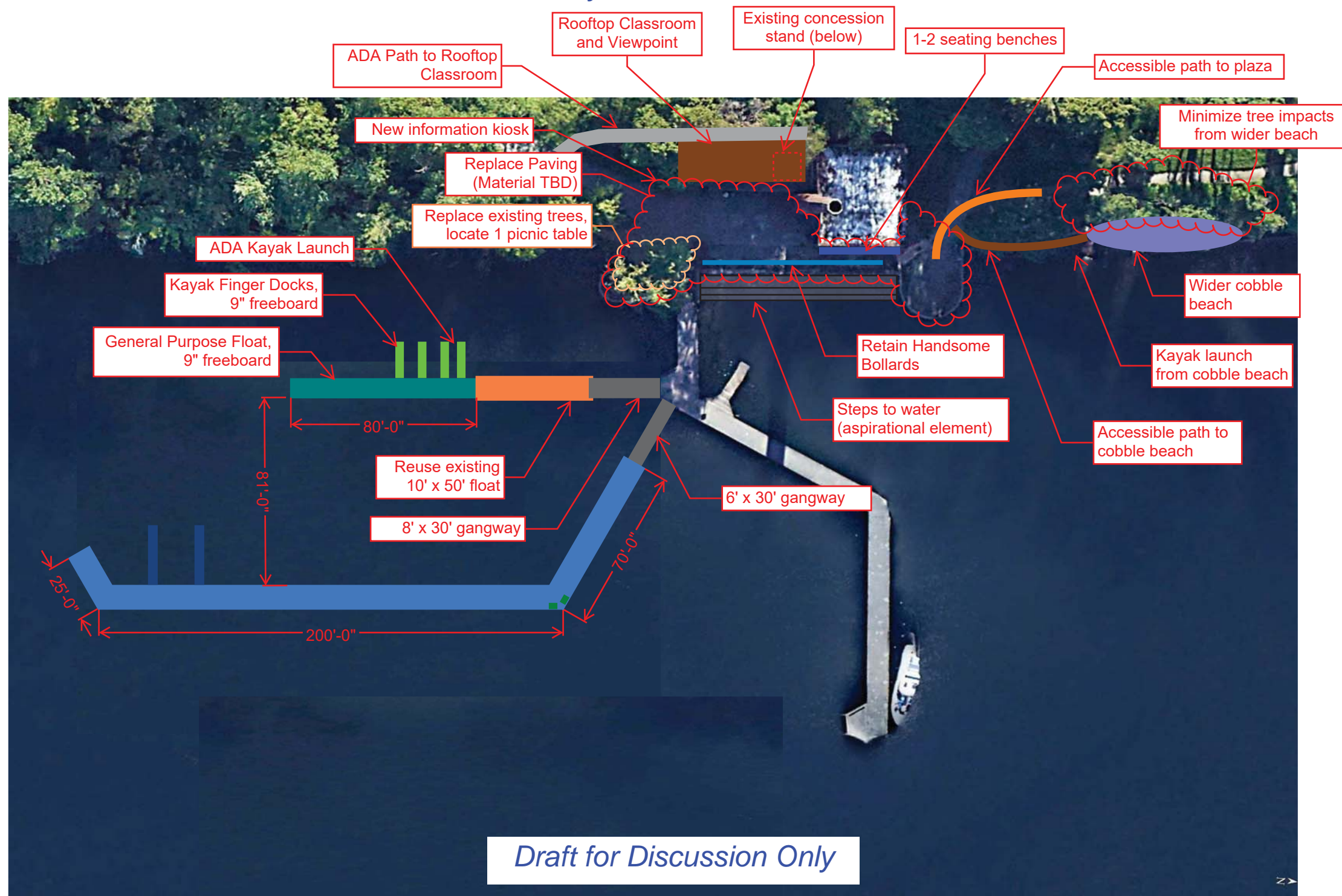
Draft for Discussion Only

Additional Plaza Elements

- Re-use / re-purpose Boiler Building (separate project)
- Add wayfinding and 1-2 interpretive signs in unobtrusive location, consistent with styles in the rest of the park.
- Remove existing kiosk, replace with new style in unobtrusive location.
- Provide lighting for safety only. No intent to have evening programs.
- Provide planters and hanging baskets as an operational program.

Additional Beach Elements

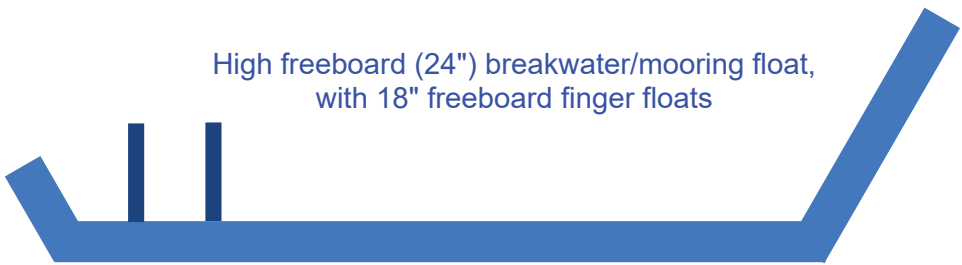
- Provide movable mats at cobble beach for seasonal water access.
- Locate naturalistic seating (e.g. log) at beach.



Draft for Discussion Only

Removed overwater structures: 4,950 SF
New Overwater structures: 4,945 SF

Scale: 1" = 50'



**Luther Burbank Docks
Elements in Draft Preferred Concept Plan 2/25/21**

Dock Elements	Status	Considerations
Overwater Coverage	Maximized to match current overwater coverage.	New floating docks should better meet boaters' needs and result in an increase in use; grated decking reduces environmental impact.
Breakwater Width/Effectiveness	Segmented breakwater as shown in concept plan	Angled ends of breakwater improve wave protection function.
Point of Floating Dock Access	Two points of access with two gangways	Two gangways improve traffic flow on and off the docks. Wider gangway needed for carrying paddlecraft.
Small Power Boat (<26') Capacity	Moorage along the perimeter of the breakwater plus two finger docks	Increase from existing capacity. Fingers improve ADA access and provide security for longer visits.
Non-power Boat Capacity	16" height for sailing, 9" height for paddlecraft, plus four finger docks	Accommodates both programs and general users. Fingers improve ADA access.
Fits within BFP grant program policies	Pro-ration of breakwater cost is estimated to be 55% for small powerboats, 45% for non-motorized boat capacity.	Reuse of existing 10x50' float will reduce compliance issues with boating grant programs
Shoreline Elements		
ADA access to North Beach	ADA accessible path to OMHW level, designed with naturalistic materials as much as possible; moveable mats for seasonal access	Design path to blend with natural shoreline; a permanent ramp would get slippery
Non-power landing/launching	Wider beach with rockery; minimize tree impacts; PRC review impacts at 30% design	Wider beach allows boat launching at high water which is peak season (mid-May thru July); expect 2 small trees to be impacted
Additional water access	Bulkhead step will be shown, explored for design and permit feasibility in 30% design; naturalistic seating (logs, but no concrete bench) at beach	Subcommittee could not determine how bollards would interact with steps, how chain barrier would be modified, what parts are integral to the art piece.
Plaza Elements		
Pavement	holistic replacement is necessary; look at alternative styles and materials at 30% design along with tree replacement.	Existing plaza is a patchwork of gravel, asphalt, concrete and unit pavers; pavement has settled, and pavers are breaking and heaving.
Individual seating (chairs, benches, etc.)	One or two benches located to maintain open character	Preliminary location is on the east side of the boiler building.
Group seating (picnic tables, etc.)	One fixed table, 1-2 other tables that can be secured but moved seasonally	Preliminary location is in tree grove in the SE quarter of the plaza.
Interpretive signage (historical/educational panels, etc.)	One (at most two) unobtrusive interpretive element(s) located to integrate with existing surroundings, e.g. on building or alongside of the trail	Maintain open character of the plaza.

Plaza Elements	Status	Considerations
Informational signage (programs, wayfinding, etc.)	Design and locate to maintain open circulation and integrate with existing surroundings; use a style consistent with other park furnishings.	Replace existing metal kiosk with new style at a location south of restrooms and north of the driveway along the edge of the plaza.
Exterior lighting	Lighting for safety purposes only, not for programming, avoid casting on the water; prefer mounted on building	At 30% design explore light coverage needs; explore removing pole(s); coordinate with Architect.
Decorative elements (flags, archway, etc.)	De-emphasize decorative elements	Maintain the simple open character of the site.
Public art	Retain Handsome Bollards if bulkhead steps are feasible; repurpose artwork in a new installation if a railing must be installed.	See notes above; coordinate with Arts Council in 30% design.
Viewing decks/viewpoints	Maintain two semi-circular plaza extensions as exist. Docks as shown provide additional opportunities.	Outdoor classroom also provides additional viewing site when not programmed.
Outdoor classroom	On the roof of the restrooms with an ADA ramp from plaza	Ramp integrates with future plans for ADA access to the Boiler Building.
Landscaping	Replace 3 existing trees with 3 new; location TBD in 30% design; note hanging baskets or other temporary containers as operational decision.	Existing trees are not healthy and would complicate pavement replacement; new trees could mature larger with correct planting; look at trees holistically with new pavement options.
Other	Concession stand will be as-is, with minor tenant improvements to support a boating class and rental concession.	Boating programs need secure indoor retail space to operate.

LBDR Preferred Concept and Alternatives Analysis 2/25/21

Criteria	Priority	Alternatives			Preferred Concept	Primary Considerations
		1	2	3		
REQUIRED CRITERIA						
ADA Compliance	High	2	3	5	4	
<i>Dock access</i>	High	2	3	5	5	finger docks +
<i>Shoreline access</i>	Med	3	4	5	4	beach ramp
Environmental Impact - Permitting	High	5	4	4	4	
<i>Aquatic environment - JARPA</i>	High	3	2	2	2	overwater coverage
<i>Impact on the neighborhood - SEPA</i>	High	5	5	4	5	destination elm'ts
<i>Increase in impervious surface- CAO/SMP</i>	Med	4	4	4	4	all have minor add.
<i>Impact on tree canopy - Land Use</i>	High	5	3	4	4	# trees lost
Funding Feasibility	High	4	4	3	4	
<i>Alignment with RCO Grant Criteria</i>	High	5	4	3	4	size of phase 2
<i>Potential for Levy Funding</i>	High	4	3	2	4	public support
Consistency with Luther Burbank Park Master Plan objectives	High	4	4	5	5	
<i>Restore north pier, convert south pier to floating docks for small powerboats and paddlecraft</i>	High	5	5	5	5	aligns with scope of work
<i>Provide facilities for non-motorized boating programs and rentals</i>	High	3	4	5	5	non-motorized capacity
<i>Improve access to the shoreline with an aggregate beach for boat launching</i>	Med	2	2	4	4	wider beach allows peak season launching
<i>Upgrade existing restrooms</i>	Med	not determined				
NON-REQUIRED CRITERIA						
Improved safety & security	Med	4	4	4	4	
<i>Lighting of the plaza area</i>	Med	2	3	5	3	extent of lighting
<i>Breakwater performance (Meet wave height criteria)</i>	High	3	4	4	5	segmented breakwater
<i>Social Distancing Protocols</i>	Low	5	2	4	5	seating spacing
Fits Park Character	High	4	4	2	4	
<i>Compatible with fishing, sunbathing and other existing passive uses</i>	High	4	4	3	4	area of fixed pier and breakwater
<i>Impact on existing park areas & activities</i>	High	5	5	4	5	destination elm'ts
<i>Noise & Traffic</i>	High	5	3	2	4	dock capacity
<i>Parking</i>	Med	3	3	2	3	destination elm'ts
<i>Intensity of use</i>	High	4	3	2	3	dock capacity
Local Benefits	Med	2	3	5	5	
<i>Educational, youth oriented</i>	High	2	3	5	5	program spaces
<i>Power boat access</i>	Med	3	4	5	4	dock capacity
<i>Non-power boat access</i>	High	2	4	5	5	dock capacity
Revenue Generation (rentals, programs, moorage fees)	Med	1	2	3	3	
<i>Food Concession</i>	Low	1	1	1	1	
Seasonality, benefits/impacts of extending	Low	1	2	3	3	program spaces
Allocation of moorage capacity	Med	3	2	4	4	non-motorized capacity

Group rating reflects both the rating of subordinate criteria and other relevant design aspects



**PARKS & RECREATION COMMISSION
STAFF REPORT**

**Item 3
March 4, 2021
Regular Business**

AGENDA ITEM INFORMATION

TITLE:	Recreation Reset / Recovery Planning (Cont.)	<input checked="" type="checkbox"/> Discussion Only <input type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution
RECOMMENDED ACTION:	Discuss and provide input to planning process.	

STAFF:	Ryan Daly / Emily Moon (Consultant)
COUNCIL LIAISON:	Jake Jacobson
EXHIBITS:	Exhibit 1: Long-term Reset Phasing Plan – list format Exhibit 2: Long-term Reset Phasing Plan – Cost Recovery Pyramid format Exhibit 3: Resource Plan for Phase 1 Exhibit 4: Policies, Procedures and Program Development “To Do” List Exhibit 5: Current Project Meetings Schedule Exhibit 6: Reset Project Architecture

SUMMARY

The Parks and Recreation Commission held a Special Meeting workshop on February 25, 2021 where the Recreation and Mercer Island Community and Event Center Reset Project was the focus. During the workshop, the Reset Team described how it was designing a phasing plan for implementing programs and services; the Reset Team sought input from the Commission on those considerations.

During tonight’s meeting, the Reset Team will present the proposed phasing plan. The plan reflects:

- Feedback received from the Let’s Talk survey regarding community values and interests.
- The cost recovery and resource allocation philosophy.
- A desire to build back programs and services in a manner that is feasible and well-planned.
- A goal of commencing and running a manageable number of programs and services successfully before starting others.
- A need to enhance the stewardship capacity within the Recreation Division by reserving staff resources for creating program development and evaluation tools, ensuring maintenance of building and equipment, establishing and tracking program-level budgets, and reporting on goals.

The phasing plan outlines three phases: Phase 1: April 2021 to December 2021; Phase 2: January 2022 to December 2022; and Phase 3: January 2023 to December 2023. Programs and services that reflect the “social/public good” and some found in the “business sustainability” core are typically offered in earlier phases while programs that are found in the middle tiers of the cost recovery (benefits) model or that are more resource-intensive may be sequenced in later phases.

While the Reset Team has placed all the “past and potential” categories of programs and services that were listed in the cost recovery model in the phasing plan, the City may not offer every specific program nor every category of program in the future. Individual program offerings will be determined as each phase is further developed. Actual program offerings will be the result of several factors, including an assessment of trends and program life cycle stage, competition and duplication in the community or area, desired program outcomes, partnership and cooperation possibilities, commitment level of potential participants, availability of resources, and consistency with the cost recovery and resource allocation philosophy. Please see the attached Long-term Reset Phasing Plan for more detail (see Exhibits 1 and 2).

Tonight’s meeting will also include sharing a draft resourcing plan for Phase 1, which identifies the budget and staffing needed to implement the services and programs found in the first phase of the Reset (see Exhibit 3).

Lastly, the Reset Team will present a list of program development tasks, policies and procedures that will require attention over the next few years to ensure consistency with the Reset Plan. The team has identified which of these items may be future Parks and Recreation Commission workplan items (see Exhibit 4).

As an aid to the Parks and Recreation Commission, the Reset Team has also attached the current project meetings schedule (see Exhibit 5) and a graphic depicting how the project’s pieces connect with each other (see Exhibit 6).

RECOMMENDATION

Review and provide comment on:

- The draft Long-term Reset Phasing Plan
- The Resource Plan for Phase 1
- The list of policies, procedures, and program development (specifically sequencing and items that will be part of the Parks and Recreation Commission’s future workplans)

The Reset Team will attempt to incorporate the Commission’s feedback into final versions of these documents and into the comprehensive strategy for the Reset. The Reset Team anticipates presenting the draft comprehensive strategy during a Special Meeting of the Parks and Recreation Commission on March 18, 2021.

RECREATION AND MICEC RESET ROADMAP

Phases are cumulative (i.e., programs and services offered in earlier phases are likely to be offered in subsequent phases).

IMMEDIATE ACTION PLAN

January 2021 - September 2021

- Contractor-led summer camps
- Long-term reset planning
- Policy/procedure development

Note: The Recreation Division has been and will continue to provide field rentals, boat launch permits, private lease of the Annex, P-Patch use and approvals for special use of parks.

LONGER-TERM ACTION PLAN

Phase 1: April 2021 – December 2021

- Maintenance/custodial services
- Administrative services
 - Policies/procedures development (see Policies, Procedures and Program Development “To Do” List)
 - Marketing
 - Front desk and Phase 1 services’ support
 - Resourcing plans for next phases
 - Evaluation of contractor-led summer camps and recommendation for 2022 delivery method
- Gym rentals
- Community and Event Center facility rentals (exclusive use; partial scale)

Note: Vending and other types of sales and equipment rentals may be offered during this phase.

Phase 2: January 2022 – December 2022

- Community and Event Center facility rentals (exclusive use; full scale)
- Fitness center and drop-in/self-directed sports
- Youth camps, before and after school and school break programming
- Preschool-aged programming
- Adult beginner/intermediate programs for seniors that are social service-focused (fewer resource needs)
- Park shelter rentals
- Inclusion services

- Scholarship program
- Volunteer program
- Community-wide special events or open special programs (no pre-registration)
- Administrative services
 - Policies/procedures development (see Policies, Procedures and Program Development “To Do” List)
 - Phase 2 services’ support
 - Developing biennial budget and resourcing plans for next phase

Note:

Drop-in during Phase 2 should be offered only when the facility’s other planned uses allow for shared and efficient use of staff.

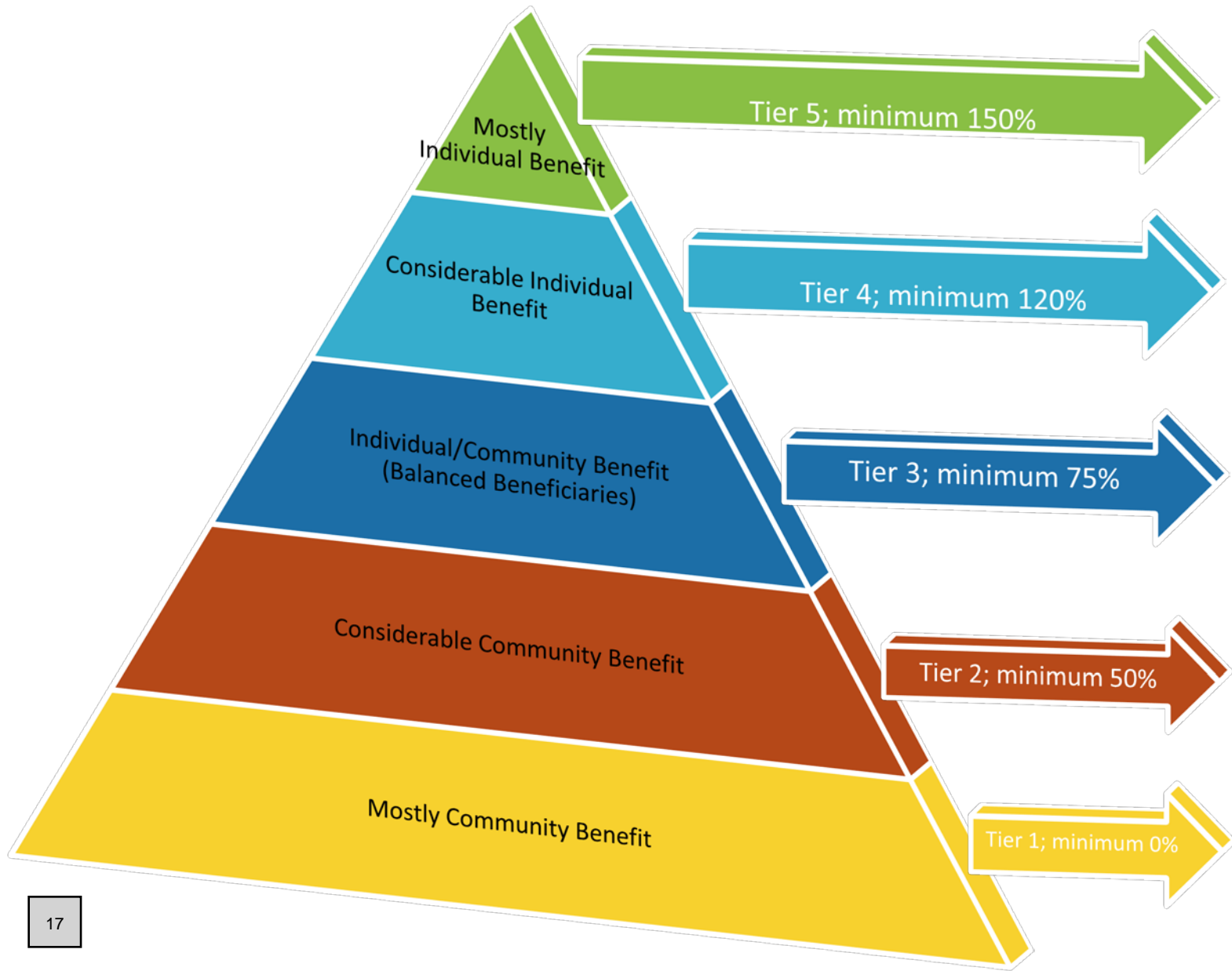
Phase 3: January 2023 – December 2023

- Administrative services
 - Policies/procedures development (see Policies, Procedures and Program Development “To Do” List)
 - Phase 3 services’ support
- Therapeutic/adaptive/specialized recreation services
- Work study/internship/community service
- Adult beginner/intermediate programs, possibly including programs for seniors that are human service-focused (more resource needs)
- Youth beginner/intermediate programs
- Senior transportation
- Mixed age/family programs
- Adult advanced/competitive programs
- Youth advanced/competitive programs
- Tournaments
- Trips
- Private/semi-private lessons, taught by City instructors/contractors
- Special events (not City-sponsored/external party; substantial)

Note:

The programs and services listed above represent past and potential offerings. The City will decide which to allocate resources to and offer in the future, and in what order and in what quantity to deliver each. However, the City will consider adding “Therapeutic, adaptive, specialized recreation services,” a Cost Recovery Tier 2 program, in Phase 3 before adding Tier 3 and 4 programs.

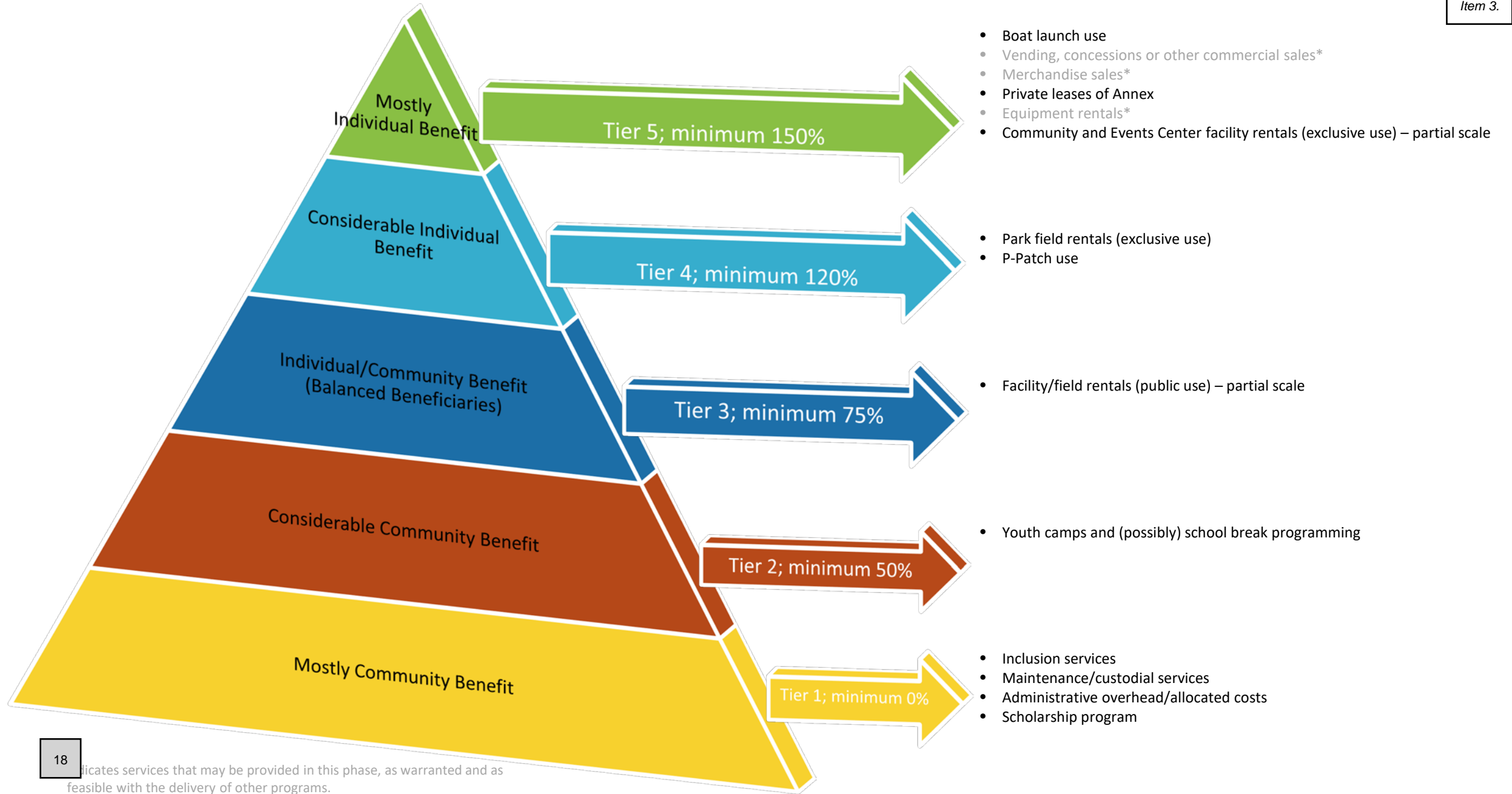
PRC's Recommended Cost Recovery Pyramid



- Boat launch use
 - Vending, concessions or other commercial sales
 - Merchandise sales
 - Private leases of Annex
 - Equipment rentals
 - Private/semi-private lessons, taught by City instructors/contractors
 - Special events (not City-sponsored/external party; substantial)
 - Community and Events Center facility rentals (exclusive use)
 - Fitness center use
-
- Adult advanced/competitive programs
 - Youth advanced/competitive programs
 - Tournaments
 - Trips
 - Park shelter/field rentals (exclusive use)
 - P-Patch use
-
- Adult beginner/intermediate programs
 - Facility/park shelter/field rentals (public use)
 - Drop-in, self-directed sports
 - Youth beginner/intermediate programs
 - Senior transportation
 - Mixed age/family programs
-
- Preschool-age programming
 - Therapeutic/Adaptive/Specialized Recreation Services
 - Work study/internship/community service
 - Community-wide special events or open special programs (no pre-registration)
 - Youth camps, before and after school, school break programming
-
- Inclusion services
 - Maintenance/custodial services
 - Administrative overhead/allocated costs
 - Social or human services
 - Scholarship program
 - Volunteer program

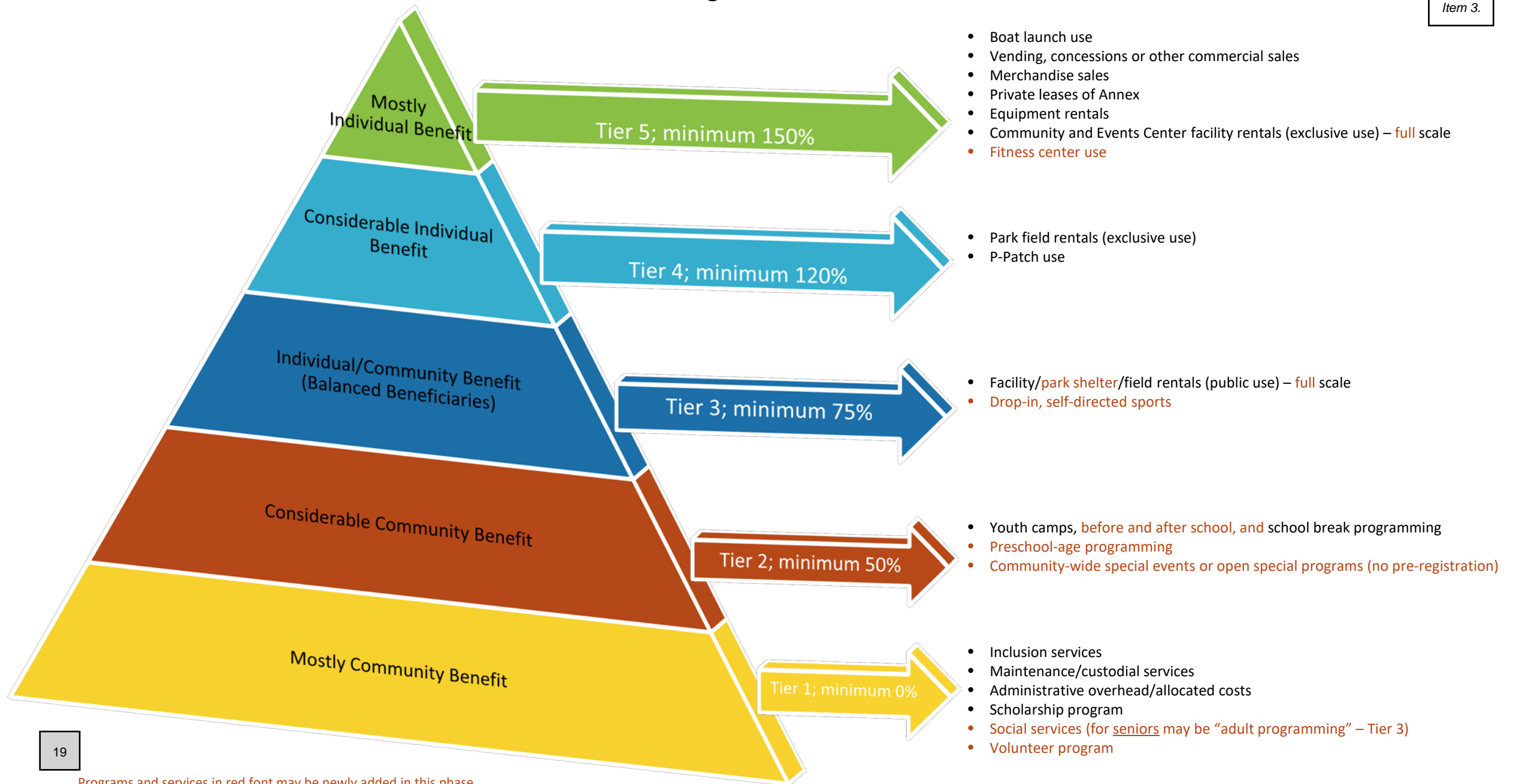
Immediate Action Plan and Phase 1 Potential Programs and Services

Item 3.



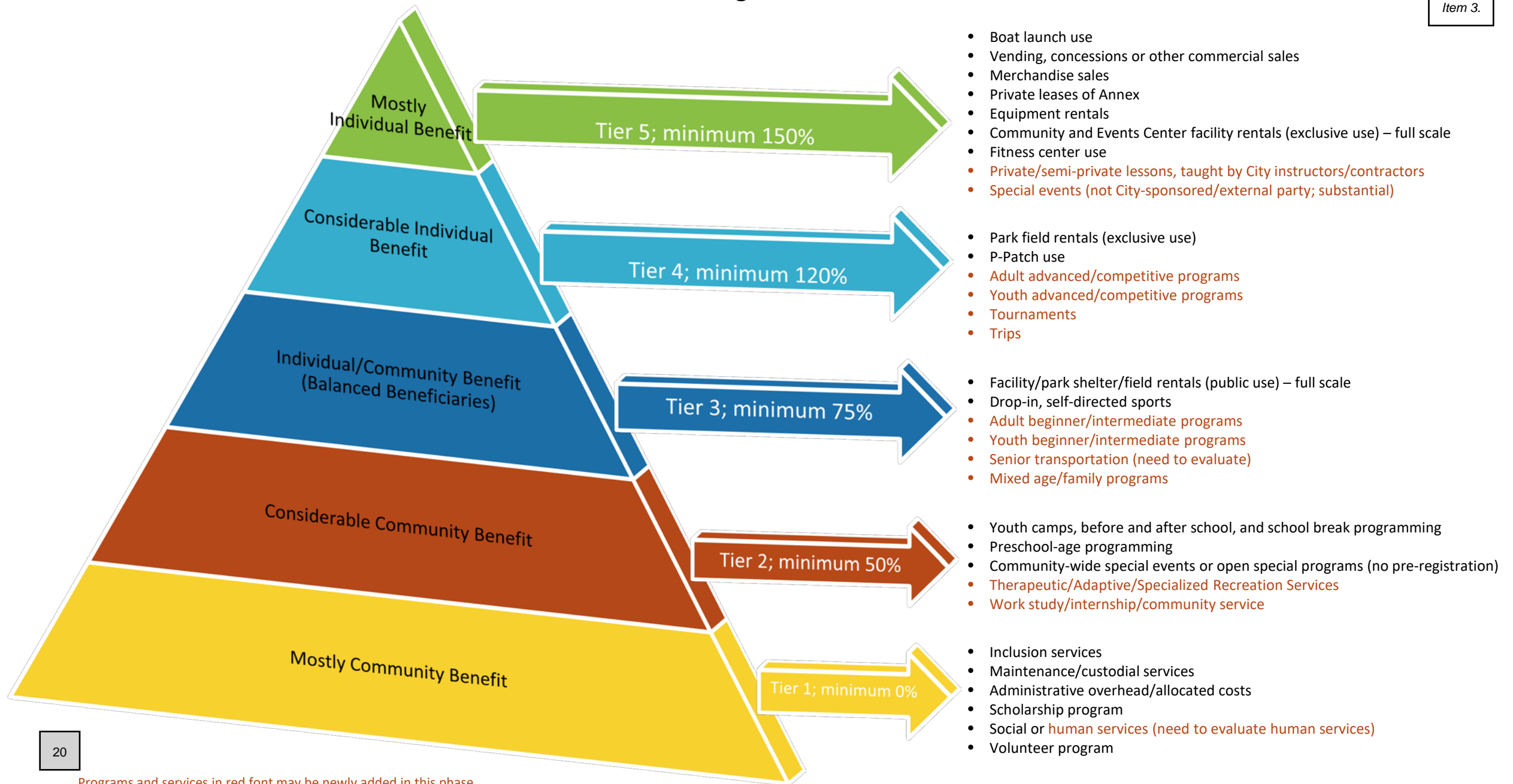
Immediate Action Plan & Phases 1 & 2 Potential Programs and Services

Item 3.



Immediate Action Plan & Phases 1, 2 & 3 Potential Programs and Services

Item 3.



(DRAFT)

Resource Plan for Phase 1

The Reset Team has developed a recommended approach to implement and restore recreation services. This recommendation is accompanied by a resource request.

PHASE 1 SERVICES & PROGRAMS (APRIL – DECEMBER 2021)

Community and Events Center facility rentals (exclusive use) – partial scale (Tier 5):

Staff intends to resources to offer limited facility rentals at the MICEC. A lead time of approximately 2 months (ahead of offering rentals) is needed to on-board staff, develop marketing information, and implement booking procedures.

- Recruit, Hire, Train Staff: June 2021
- Accept *new* Reservations: August 2021 – future
- Implement Rentals: September 2021 – future

Annex Leases (Tier 5):

MICEC annex leases for current tenants expire September of 2021. The Recreation Manager will continue to manage the current contract and evaluate options for potential extension. The Recreation Manager will engage capital planning staff to identify ongoing capital and operational needs.

- Continue implementation with current resources.

Field Rentals (Tier 3 & 4):

Currently implemented by the Recreation & Operations Coordinator, this service would be transitioned to the Facility Coordinator and Reservation Specialist.

- Implement transition of service: July 2021

Youth Camps (Tier 2):

City Council approved the funding of a limited-term Recreation Specialist to coordinate and implement summer camp programs.

- Summer Camps have been scheduled and staff is awaiting the start of the Recreation Specialist to create protocols and implement programing.
 - Recreation Specialist to start: March 2021
 - Implement Summer Camp programing: late June - August

Inclusion Services (Tier 1):

Reset Team to immediately develop and update required services.

- Implement: March 2021

Maintenance/Custodial (Tier 1):

Management staff to update existing vendor contracts and custodial schedules.

- Implement: June 2021

Scholarship Program (Tier 1):

Review, evaluate, and implement program. Market the opportunity with support from the Youth and Family Services Dept.

- Implement: April 2021

RESOURCE ALLOCATION**Current Approved Staffing Resources (not included in request):**

- Transition Team Manger (1.0 LTE)
- Recreation and Operations Coordinator (1.0 LTE)
- Recreation and Operations Coordinator (.75 FTE)
- Recreation Specialist (1.0 LTE)
 - In hiring process as of March 1, 2021

Additional Staffing Resources to Implement Phase 1:

- Facility Coordinator (1.0 FTE)
 - Recruit/Hire: June 2021
- Reservation Specialist (.75 FTE)
 - Recruit/Hire: July 2021
- Recreation Attendant (Casual Labor 8-20 hrs. per week)
 - Recruit/Hire August 2021

Total resource request to implement Phase 1:

- Salary/Benefits: \$122,000
- Marketing: \$5,000
- Scholarship Program: \$3,000

Total Request for Phase 1 (estimate): \$130,000

Policies, Procedures and Program Development “To Do” List by Reset Phase

Phase 1: April 2021 – December 2021

Complete prior to offering program/service:

1. COVID protocols
 - New protocols are needed to ensure that staff and facility users are adhering to public health guidance, including occupancy and hygiene requirements.
2. Fee schedule and related policies, including differential pricing and user group definitions and priorities *
 - This will entail ensuring everything is ready before offering user fee-based programs and that all fees and policies are \neq consistent with the new pricing strategy.
3. Procedure for establishing programs’ direct costs budgets and actuals, and for reporting achieved cost recovery
 - Staff needs instructions and tools to successfully perform the cost accounting that is necessary to maintain the new comprehensive strategy.
4. Facility reservation and use policy *
 - Policies and procedures are needed to ensure that the allocation/reservation of facility space is fair and consistent with the comprehensive strategy. This will address questions of how frequently one group can reserve the facility for exclusive use, which groups may have priority, whether reservations should be handled as “first come first served” or by lottery or another means, and if certain hours or days should be set aside for certain uses.
5. Park and facility use adverse conditions, inclement weather and safety
 - Staff will establish a process for cancelling programs or closing facilities to rentals due to inclement weather, safety concerns, health guidelines
6. Facility rental packages
 - Staff will examine if the past way of offering facility rentals should be modified to better streamline processes, reduce inefficiencies from customization, create clarity for users, and more.
7. Special Use Permit Policy – Parks *
 - Staff will draft a policy to govern atypical uses of public facilities or spaces (for example, film permits, orienteering, parking lot use, 5ks)
8. Facility booking procedure
 - Staff will document the procedure for both employees and users, looking to improve clarity and enhance efficiency.

9. Contractor agreements

- Staff will create standardized templates for professional services contracts, and establish a schedule and protocol for reviewing contracts.

10. Review partner agency/department facility use policy

- Staff will define this user group, identify the benefits of allowing this user group to reserve the facility, and establish “level of service” expectations for this no-to-low fee user group.

11. Donations *

- A formal, consistent, and manageable policy is needed to evaluate and govern potential donations. The policy would include requirements for solicitation, acceptance, locations, associated expenses and amenity options.

May complete concurrent with offering program/service

1. Develop program evaluation protocols and tools.

- Staff needs a more formal approach to both (1) program assessment for ongoing programs after they are conducted and (2) for selecting and piloting new programs and appraising them.

2. Create volunteer program

- The Recreation Division can enhance service delivery to the public and engage residents effectively through a well-run volunteer program. The City may choose to create a citywide program, of which Recreation would be a customer and volunteer placement site. If that effort is not undertaken, Recreation should design its own volunteer program. The program should include purpose, objectives, parameters, recruitment, selection, training, supervision, recognition, and evaluation.

3. Marketing program design and protocols

- Staff will design a marketing program for the facility and its programs/services. The program will need to express outcome goals, target audiences, the level of resource that should be put toward marketing and divided amongst programs, consistency in messaging, and more. Program protocols should express the “when, how and who” responsibilities for implementing the marketing program.

4. Senior services assessment and program design

- An assessment of Mercer Island senior services’ needs, available providers and resources, and what the Recreation Division might be most capable of providing or the most appropriate provider of, is needed before the Division commences with offering senior services (particularly those for seniors with special needs).

Phase 2: January 2022 – December 2022

Q1 and Q2 work (may include those with budget or fee schedule implications)

1. Capital plan for the Annex *
 - As the lease term ends, the City needs to determine the long-term plan for this facility and, if the building remains, contemplate how the City can maximize its use or its relationship with a tenant for the benefit of Mercer Island residents.
2. Integration of parks maintenance costs into fee structure
 - The Recreation and MICEC Reset did not evaluate park maintenance costs and cost recovery goals. These factors should be included in future fees for field rentals and some other services.
3. Long-term and annual maintenance schedule for MICEC and the Annex
4. Special events *
 - The Recreation and Parks Divisions would benefit from having a policy that describes which events/ceremonies could receive Division support and to what degree.

Q3 and Q4 work

1. P-Patch access *
 - Staff will evaluate the need to alter the way in which P-Patch access is currently given, for what duration of time, with what conditions.
2. Storage at field/park facilities
 - Staff will draft a policy to establish procedure to process storage requests, evaluate community benefit of user group storage, evaluate site suitability and design guidelines and create a fee structure.
3. Appropriate/accepted use of park spaces *
 - Staff will draft a policy to clarify what is condoned, informal use of public park spaces and what is not condoned (or is commercial/private use that will require a permit or City sponsorship). This could include addressing activities such as running organized sports at parks or open spaces not designed for that purpose, personal training, laser tag, etc.
4. Work order flow and communication between Rec/MICEC and Parks Maintenance
 - Staff will create procedures to improve how work orders are generated and delivered between divisions.
5. Field maintenance support policy

- Staff will establish a policy for the level of service provided for athletic field users and which defines field services that users may perform themselves.

Phase 3: January 2023 – December 2023

1. Enhance automation and consistency
 - Staff will examine ways to improve processes or augment existing policies to reduce inefficiencies resulting from exceptions, the need for one-time decisions, and customizing.
2. Partnerships, sponsorships and promotions ^{*}
 - Staff will add or improve policies that formalize recognized partnerships (and reciprocal benefits); create sponsorship requirements, limits and benefits; and govern promotional use of the facility.

^{*} = Anticipated involvement of Parks and Recreation Commission; may include recommending policy to City Council for adoption; may be incorporated into Commission workplan. Staff may consult or inform the Commission on all other (non-asterisked) topics.

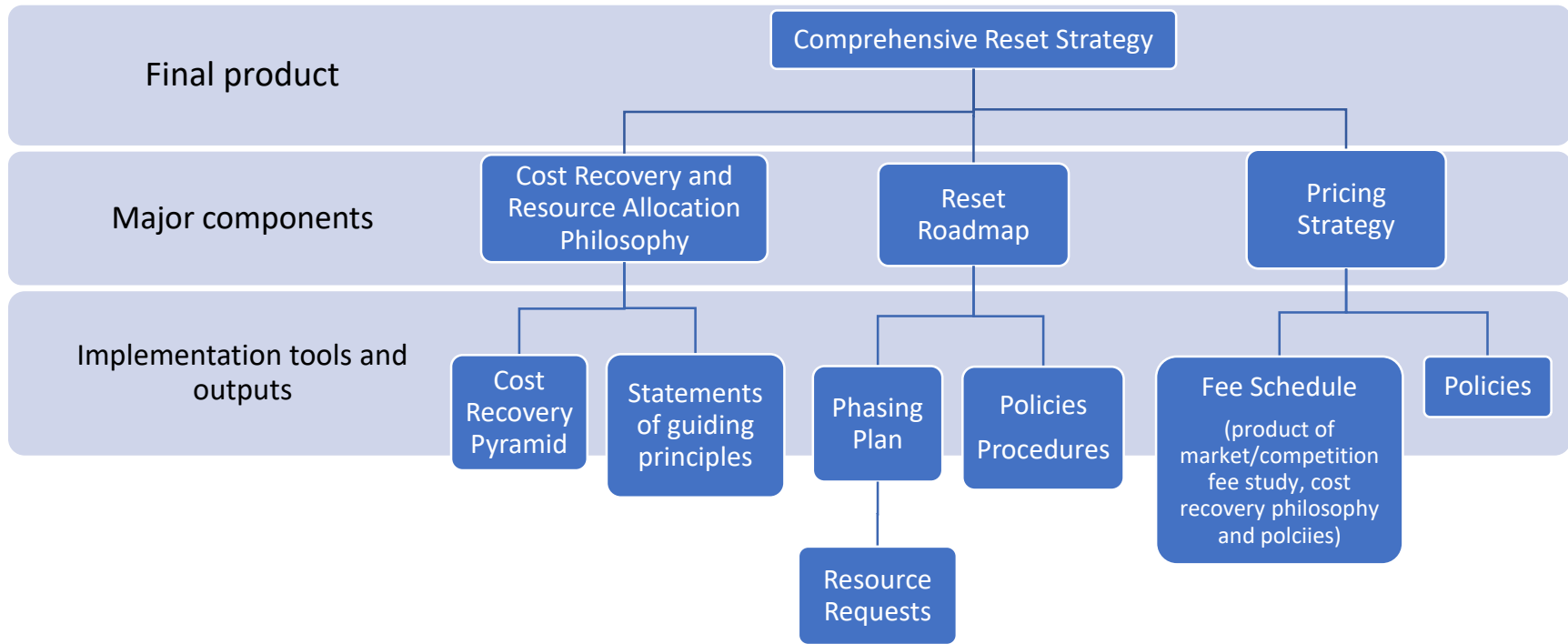
Rec/MICEC/Arts Reset Project Timeline

As of February 23, 2021

Date	Body - Event	Purpose – “Ask”
2/23	Arts Council Special Meeting Workshop	Review member survey results; generate Immediate Action Plan ideas
2/25	Parks & Rec Commission Special Meeting Workshop	Review Let’s Talk survey results and share thoughts on the community input; learn about pricing strategy and fee study and share any feedback/ask questions; hear how Team is thinking about beginning service/program offerings and share thoughts.
3/4	Parks & Rec Commission Regular Meeting	Review Reset phases’ list of potential program/service offerings and share any feedback/ask questions; provide feedback on Phase 1 resourcing plan; review list of policies that need attention
3/10	Arts Council - Regular Meeting	Review Immediate Action Plan ideas; select ideas and discuss resourcing needs
3/18	Parks & Rec Commission Special Meeting Workshop	Receive fee schedule and any feedback/ask questions; provide input on differential pricing policy and classifications of beneficiaries; provide input on draft comprehensive Reset strategy (which will incorporate the cost recovery and resource allocation philosophy, the pricing strategy and the Reset roadmap’s phasing plan and list of policies/procedures that need attention)
March X ?	Arts Council Special Meeting Workshop	TBD – Finalize recommendations to City Council on Immediate Action Plan; possibly work on longer-term Reset plan
4/1	Parks & Rec Commission Regular Meeting	Approve comprehensive Reset strategy and request for Phase 1 resources for forwarding to City Council
4/14	Arts Council Regular Meeting	TBD - Possibly work on longer-term Reset plan
4/20	City Council Special Meeting, joint with PRC and AC (?)	Present the comprehensive Reset strategy for Recreation and MICEC and the Phase 1 resources request. Discuss and seek City Council’s input. Possibly present the Arts Council’s Immediate Action Plan and resources request (may do this at a regular meeting of the City Council).

5/6	Parks & Rec Commission Regular Meeting	Discuss City Council's input on the Reset strategy and the Phase 1 plan. Staff will make any needed adjustments to the strategy and Phase 1 plan following this meeting and prior to the City Council's May 18 meeting.
5/12	Arts Council Regular Meeting	TBD - Possibly discuss City Council's input on the Immediate Action Plan
5/18	City Council Regular Meeting	Present comprehensive Reset strategy for Recreation and MICEC and Phase 1 request for Council approval. (This action may take place at the June 1 meeting, if delayed.)

Reset Plan Architecture



Parks and Recreation Commission's Initial Steps: Provide input on the cost recovery and resource allocation philosophy (including helping to develop the cost recovery pyramid), provide input and approve of the reset road map's phasing plan, learn of potential policies that will be on the PRC's future workplans, review and recommend the Phase 1 resourcing plan, provide input on the pricing strategy including related policies such as differential pricing.

PRC's ultimate action: Approve and recommend the Comprehensive Reset Strategy to the City Council and assist with implementing the strategy.