

**Overview and Initial Issues Identification  
DEPARTMENT OF PARKS AND RECREATION (DPR)**

Staff: Gilliam, Moorehead, Nyland, Rehrmann, Schwab, Whitson  
Date Prepared: October 24, 2013

**Table 1: Expenditures/Revenues**

	2014 Endorsed Budget	2014 Proposed Budget	% Change Endorsed to Proposed
<b>Expenditures by BCL</b>			
Environmental Learning and Programs	1,648,000	1,484,000	-10.0%
Facility and Structure Maintenance	15,201,000	15,368,000	1.1%
Finance and Administration	8,247,000	8,455,000	2.5%
Golf	11,174,000	10,238,000	-8.4%
Judgment and Claims	652,000	652,000	0.0%
Natural Resources Management	7,170,000	7,323,000	2.1%
Park Cleaning, Landscaping, and Restoration	30,538,000	30,797,000	0.8%
Planning, Development, and Acquisition	6,194,000	6,195,000	0.0%
Policy Direction and Leadership	6,944,000	7,576,000	9.1%
Recreation Facilities and Programs	23,290,000	23,925,000	2.7%
Seattle Aquarium	3,460,000	3,228,000	-6.7%
Seattle Conservation Corps	4,051,000	4,025,000	-0.6%
Swimming, Boating, and Aquatics	9,449,000	9,287,000	-1.7%
Woodland Park Zoo	6,820,000	6,820,000	0.0%
<b>Total Expenditures</b>	<b>134,838,000</b>	<b>135,373,000</b>	<b>0.4%</b>
<b>Total FTEs</b>	<b>853.6</b>	<b>877.5</b>	<b>0.3%</b>
<b>Revenues</b>			
Charges for Services	27,037,000	25,976,000	-3.9%
General Subfund Support	90,655,000	89,014,000	-1.8%
Intergovernmental	452,000	452,000	0.0%
	5,727,000	7,105,000	24.1%
Transfer City Funds (REET, Parks Levy)	10,201,000	10,862,000	6.5%
Use of Fund Balance	765,000	1,964,000	156.7%
<b>Total Revenues</b>	<b>134,837,000</b>	<b>135,373,000</b>	<b>0.4%</b>
<b>Capital Improvement Program</b>	<b>160,699,000</b>	<b>172,399,000</b>	<b>7.3%</b>

Note: All dollar amounts rounded to the nearest \$1,000

**Introduction:**

**Operating Budget.** The 2014 Proposed Budget includes a \$135.4M operating budget for the Department of Parks and Recreation (DPR), an increase of \$600K (.4%) over the 2014 Endorsed Budget. DPR's budget includes \$89M in General Subfund (GSF) support, an increase of \$3.8M (4.5%) over the 2013 Adopted Budget, but a decrease of \$1.6M from the 2014 Endorsed Budget (-1.8%). Table 1 above shows the changes in DPR's budget by Budget Control Level (BCL), including the following changes:

- The 10% reduction in the Environmental Learning and Programs BCL is due primarily to the transfer of King County's drainage bill (\$150K) to the Recreation Division budget.
- The 8.4% reduction in the Golf BCL results from a lower than anticipated revenue forecast due to the delay in start dates of several revenue generating capital improvement projects (e.g., Jefferson and Jackson driving ranges and Jackson clubhouse renovation). Due to bids coming in over budget, the projects have been re-scoped and are being re-bid.
- The 9.1% increase in the Policy Direction and Leadership BCL is attributable to the added appropriation for Building 11 debt service, added appropriation for the new maintenance costs at Buildings 30 and 11, and funding for the proposed Be Active Together Pilot Project.
- The 6.7% decrease in the Seattle Aquarium BCL reflects the transition of two employees from DPR to the non-profit Seattle Aquarium Society (SEAS), which results in a reduction of appropriation authority for the two DPR positions.

Other notable changes in the 2014 Proposed Budget include:

- \$188,000 to make permanent the addition of two new park rangers who were added during the summer of 2013 to address increased disorderly conduct and criminal activity in center city parks and Cal Anderson Park;
- \$180,000 in General Subfund support to the Conservation Corps to replace a loss of federal HUD/McKinney grant funds that the Corps has received annually since 1986.
- \$150,000 in one-time funding for the Be Active Together pilot project for High Point and Yesler Terrace residents who are immigrants and refugees to better access recreational services.
- \$110,000 to provide ongoing funding to keep both the International District/Chinatown and Magnolia community centers open 35 hours per week.
- DPR will use an additional \$1.2M in fund balance to offset General Fund support in 2014 due to a higher than anticipated fund balance in 2012 (for a total of \$2M in fund balance).
- DPR will also bring in about \$800,000 in revenue in 2014 from combined sewer outflow permits for King County's drainage and wastewater utility for use of Smith Cove Park and Lowman Beach (one-time) and Sprint Telecom's use of a portion of the Burke-Gilman Trail for fiber optic connections maintenance (10-year lease).

**Positions.** DPR's proposed 2014 budget adds a net of 23.88 FTE compared to the endorsed budget but appears to make changes to about 64 positions. Most changes are small, resulting in net zero FTE change and little or no added cost. One change adds dollars for two previously approved rangers for downtown parks without adding FTEs. Several position changes are notable, including:

"Technical" and Other O&M changes. The largest number of new positions (44 positions totaling 16.8 FTE) are labeled as no-cost technical changes for O&M of new facilities built with 2008 levy funds. DPR says that its baseline budget has been adjusted upward each year to account for the added 150 acres and 60 park



REET II funds supplement REET I funds to increase 2014 spending on DPR’s ADA Compliance project by \$278,000 compared to the 2013-2018 CIP. Combined with a new position to better integrate ADA compliance into the CIP, the added spending reflects a new focus on clearing Parks’ extensive backlog of ADA improvements. The 2014 emphasis will be on Green Lake Park. This DPR work supplements Citywide efforts coordinated by the Department of Finance and Administrative Services (FAS). With 2 new positions added in 2013, FAS has been reviewing departments’ capital projects during design and construction to promote ADA compliance. FAS also coordinates City ADA work through an inter-departmental team that includes DPR. Due to its decentralized capital responsibilities and diversity of assets, however, several recent DPR projects may not be fully ADA compliant. The new DPR position and capital funding are intended to avoid that problem in the future.

**Identified Issues:**

**1. Parks Fee Ordinance – Council Bill 117947 (Whitson)**

DPR’s proposed 2014 budget proposes a few changes to the Parks Fee Schedule, primarily for Volunteer Park and at boat ramps (Council Bill 117947). The proposed fees at Volunteer Park were piloted in 2013, with little change to attendance. Proposed fees for boat ramps are based on a rate survey that looked at fees for freshwater boat launches in other jurisdictions in the Puget Sound Region. At the Japanese Garden, fees for school classes are proposed to be adjusted to incorporate entrance fees for responsible adults into the base class fee. Fees for newly-reopened buildings at Magnuson Park are also proposed.

**Table 3: Select Fee Increases**

	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Volunteer Park Conservatory</b>		
New Youth Admission Fee	N/A	\$2
New Individual Annual Pass	N/A	\$20
New Family Annual Pass	N/A	\$30
New group rate for educational K-5 groups of up to 25 students and up to 5 adults	N/A	\$25
<b>Japanese Garden</b>		
New group rate for educational K-5 groups of up to 25 students and up to 5 adults	\$12	\$25
New group rate for 1-12 additional students and accompanying adults	\$6	\$12.50
<b>Magnuson Park</b>		
Workshop 30	\$35/hour	\$60/hour
West Wing: Admiral’s Office/Kitchen	N/A	\$80/hour

	2014 Endorsed	2014 Proposed
Hangar 30	N/A	\$150/hour weekdays \$180/hour weekends
<b>Moorage Fees</b>		
Boat ramp daily permit fee	\$10	\$12

At the Japanese Garden, fees for classes are proposed to be changed to include a fee for classes up to 25 students, and an extra lower fee for each additional 1-12 students. The fee for classes with 26-37 students would be \$37.50. The proposed fees for the Volunteer Park conservatory do not include this extra fee, meaning that classes with 26-50 students would be required to pay \$50. The Council should consider adopting the Japanese Garden’s fee structure for the Volunteer Park Conservatory.

The Japanese Garden also proposes to rename its “Family Annual Pass” the “Family/Dual Annual Pass,” reflecting that unmarried couples, roommates and friends might also want get a shared membership to the Garden. The Council should consider renaming the Annual pass for the Volunteer Park Conservatory to the more inclusive “Family/Dual Annual Pass.”

**Options:**

1. Adopt the proposed Parks Fee Ordinance. Add a fee for additional 1-12 students at the Volunteer Park Conservatory and rename “Family Annual Pass” to “Family/Dual Annual Pass.”
2. Adopt the Mayor’s Proposed 2014 Parks Fee Ordinance as proposed.

**2. Lakewood and Leschi Moorages (Gilliam)**

DPR owns two moorages on Lake Washington -- Lakewood Moorage (138 wet moorage slips) and Leschi Moorage (214 wet and 119 dry moorage slips). The moorages were created in the mid-20th century as a response to the post-war boom in boating and are operated using a concession model, meaning a private operator runs day-to-day operations, but does not perform major maintenance. Over the years, dock conditions have deteriorated, rendering 26 wet slips in South Leschi unusable. DPR invested approximately \$2 million in 2007 to repair the breakwater at Leschi, but otherwise no major repairs have been made. The current concessionaire’s contract was set to expire in 2013 giving DPR the opportunity to solicit competitive bids from potential concessionaires who might be able to both invest private funds in dock repair and upgrade the level of services and day-to-day attention at both marinas.

In mid-2013 DPR issued an RFP process for contractors to operate Lakewood and Leschi marinas. The RFP asked bidders to be “creative” in thinking about how to generate activity and revenue at the marinas. Marina tenants (slip holders) were not involved in a pre-RFP discussion about the vision for the two marinas or the needs of users. Soon after the RFP was issued several marina tenants and neighborhood residents informed DPR that the

RFP process did not address marina tenant or community concerns. Concerns include, but are not limited to, poor dock conditions, a desire to maintain space for smaller boats, connections with neighborhoods and public usage, affordability of moorages, Parks investment in the moorages, and additional amenities at each marina. As a result, DPR halted the RFP process in order to regroup and gather community input. DPR is in the early stages of community involvement in a long-term vision and new RFP for both marinas. This community involvement will take several months, during which time the dock conditions at Leschi, the South moorage in particular, are argued to be unsustainable without immediate investment.

The 2014 DPR CIP includes \$4 million over the next two years to renovate the South Leschi Moorage. As the budget states, "This project may include replacing the pilings, floats, docks, electrical system, and related repairs within the existing moorage footprint/boundaries."

**Option:**

1. Statement of Legislative Intent

Before proceeding with an RFP process for management of either or both marinas, DPR should provide a report to the Parks and Neighborhoods Committee of City Council detailing a long-term plan for the Lakewood and Leschi Marinas. This report should include:

- Detailed report on the progress of immediate moorage repairs at Leschi's South Moorage
- A report on the vision and plan for the future of the two marinas, as informed by the Project Advisory Teams; DPR revenue, management and public access priorities; and marina market analysis. This report should include detail on marina management structure (concession vs. in-house DPR management vs. privatization vs. other options)
- A plan for ongoing community involvement in the future RFP process and oversight of the marinas
- A plan (including timeline) for renovations at both marinas

**3. Community Centers (Nyland)**

Community Centers Background

In the fall of 2010, City Council adopted Statement of Legislative Intent (SLI) 101-1-A-1, also known as the Community Center Partnership and Planning Analysis. This SLI requested that DPR examine new models of operation and management for the community center system. An alternative geographic management and staffing model for the City's community centers was announced in the summer of 2011. The geographic management of community centers created five teams within the city and each team has tiered service levels for its community centers. Geographic team managers can adjust

hours and programming at individual centers to meet the demand and need of different centers within a cluster.

The funding and staffing required to implement this model was included in the 2012 Adopted Budget. Because the geographic management model of operation is based on proven demand and need, Council included \$205,000 funding in the 2012 Adopted Budget so DPR could purchase and install infrared “people counters” at each center. This data will be used to support allocation of hours in a systematic user-based approach to programming.

The 2014 Proposed Budget includes funding for both additional hours at both the International District/Chinatown and Magnolia community center. The \$110,270 would increase the hours from 25 hours per week to 35 hours. The funding would also increase the recreation center coordination and recreation attendant positions from 0.5 FTE to 0.75 FTE at both centers.

The other community center add is for three “Floater” positions. These positions, a .5 FTE Recreation Attendant and two .5 FTE Maintenance Laborer, would float between community centers and provide additional staff support and coverage where needed.

In addition to the 2014 proposed budget, there is also an ongoing conversation within the Parks Legacy Citizens Advisory Committee about operation and maintenance of DPR’s community centers. This is the group that was created to explore a possible ballot measure for DPR in 2014. One of the Investment Initiatives being forwarded by DPR is an ask for \$2.6M annually that would expand public hours at 2a and 2b sites to an average of 50-65 hours per week.

## ISSUES

- A. Maintaining additional hours for International District/Chinatown and Magnolia community centers
- B. Staffing and funding for Belltown community center

### A. Maintaining Additional Community Center Hours at Chinatown/ID and Magnolia Community Centers

The 2013 Adopted Budget included one-time funding for International District/Chinatown community center to remain open 35 hours per week, a 10-hour increase from the allotted 25 hours to 2b sites. The City Council also directed to keep the Magnolia community center open 35 hours per week but did not provide funding.

Council did not include funding in the 2014 for additional hours at either Chinatown/ID or Magnolia community center because DPR can use data collected from the people counters to adjust hours and programming at individual centers to meet the demand and need of different centers within a cluster.

The Mayor's 2014 proposed budget includes \$110,270 to provide ten additional hours of drop in time at the International District and Magnolia community centers. This funding allows both 2b centers to remain open from 25 to 35 hours per week in 2014. The funding also supports an increase in the recreation center coordination and recreation attendant positions from 0.5 FTE to 0.75 FTE at both centers.

**Options:**

1. Do not approve funding in 2014 to provide additional hours to Magnolia and Chinatown/ID. Request DPR to make adjustments within Geo 1 and Geo 4 sectors to add hours to Magnolia and Chinatown/ID, respectively.
2. Similar to the 2013 adopted budget, approve \$50,000 in funding in 2014 to provide 10 additional hours of drop-in at the International District/Chinatown community center. Request DPR make adjustments within the Geo 1 sector to add hours for Magnolia community center.
3. Adopt Mayor's Proposed 2014 Budget providing 10 additional hours of service to International District/Chinatown and Magnolia community centers.

**B. Belltown Community Center**

The 1999 Community Center Levy provided nearly \$2 million for a new community center for the Belltown community. Because of scarce real estate and high acquisition costs, the center didn't come online until September 2012. The City was able to negotiate a seven year, 6000 square foot lease for a facility that provided rooms for public meetings, classes and rentals. The lease agreement for the Belltown Community Center, located at the southwest corner of 5th Ave and Bell St, 415 Bell Street, was presented to the Parks and Seattle Center Committee for approval on November 17, 2011, where it was approved, it was subsequently approved by Full Council in December 2011. The agreement is for a seven year lease, with an option to renew.

The Belltown Community Center operates differently than more traditional community centers. Parks worked with potential partners, such as the Associated Recreation Council, to operate the facility, making sure to incorporate the needs and desires of the community in those discussions. Parks also incorporated a mechanism for community members to be involved in future operations and programming decisions related to the center.

Based on "people counter" data, the site with the fewest visits is Belltown. It is a small, temporary, center, without a gymnasium. Belltown opened in September 2012. As such, this data includes three program quarters for Belltown (four for the other sites). In addition, the position authority for the site was included in the 2013 budget so the site had a somewhat soft opening without the regular staff team assigned. Staff are working to establish an advisory council to help build programs to serve the surrounding community at the northern edge of the urban core.

**Options:**

1. Provide General Subfund support for Belltown community center in the 2014 budget.

2. Do not provide General Subfund support in the 2014 budget. Pass a Statement of Legislative Intent requesting that DPR provide a report to the Parks and Neighborhood Committee (or its 2014 equivalent) outlining a long-term strategy plan that would better integrate the Belltown Community Center into the community center management model. This report should include:
  - Detailed report on the attendance and usage of the Belltown community center.
  - A report on the vision and plan for the future of the Belltown community center, including details on staffing models and partnerships, and how might this change if a future funding source (i.e. Levy) is identified.
3. Take no action.

#### **4. Athletic Fields (Nyland)**

The Department of Parks and Recreation manages and maintains 197 athletic fields. This includes 37 synthetic fields and 160 grass fields. Grass fields are only scheduled from spring through early fall: they are closed to prevent damage from mid-November through February. Synthetic turf fields provide year round play and a higher quality of play.

Synthetic fields are used more than five times as much during the year as grass fields. Use of the athletic fields is very popular in Seattle for sports ranging from soccer and baseball to cricket and track and field, and there is an ever-increasing demand for scheduled field time. DPR recognizes the need for increasing capacity of playfields. This is evident by the 2008 Parks and Open Space Levy where \$10.5M was allocated to athletic field improvement.

#### **Option:**

1. Statement of Legislative Intent. Before another revenue stream is identified (such as a future Parks Levy), the Department of Parks and Recreations should provide a report to the Parks and Neighborhoods Committee (or its equivalent) of City Council detailing a long term plan for athletic field improvement projects. This report should include:
  - Detailed report on the progress of projects identified, initiated, and completed through the 2008 Parks and Open Space Levy.
  - A report on the vision and plan for future field acquisition and development of athletic fields, including conversion of grass fields to synthetic turf fields.
  - A detailed report on the renovation and replacement cycle of current synthetic turf.

#### **5. Off-Leash Areas (Rehrmann)**

The Department of Parks and Recreation (DPR) provides and maintains 14 off-leash areas (OLA) on city parkland for use by dogs and their owners. The first OLA, Woodland Park, was created in 1998 and the two most recent OLAs, Magnolia Manor Park and Lower

Kinnear Park, opened in 2012 and 2013 respectively, with funds from the 2008 Parks and Green Spaces Levy.

In June 1996, Citizens for Off Leash Areas (COLA), a volunteer non-profit, entered into a formal agreement with the City of Seattle to steward Seattle's off-leash areas. In September 1997, the Seattle City Council voted 9-0 to establish permanent off-leash dog areas, giving COLA the responsibility of stewarding the sites for the Department of Parks and Recreation. Today, all but Magnuson Park are operated by Citizens for Off-Leash Areas (COLA).

DPR acknowledges the importance of OLAs by including guidelines in its Development Plan, "...an OLA is desirable in each sector of the city, included possible improved amenities for each OLA, and determined that public properties besides parklands were desirable for new OLAs. "

**Option:**

1. Statement of Legislative Intent. Before another revenue stream is identified (such as a future Parks Levy), DPR should provide a report to the Parks and Neighborhoods Committee (its equivalent) of City Council detailing a long term plan for off-leash area expansion and maintenance projects. This report should include:
  - A comprehensive analysis and report on establishing a stable funding source for improved operations and maintenance of the City's OLAs.
  - A report on the vision and plan for future OLA acquisitions and development.
  - A report on the current maintenance and renovation needs for the existing OLAs.

**Potential Issues Under Assessment:**

**1. Be Active Together (Whitson)**

The Mayor's 2014 Proposed Budget includes \$150,000 to backfill an existing program that provides recreation services and community organizing for immigrant women in two communities. The Be Active Together (BAT) program, managed by Neighborhood House, has been running in the High Point and Greenbridge (White Center) public housing communities since 2008 through a grant from the National Institutes of Health, which ends in 2013. DPR's budget includes funding to continue the program at the High Point and Yesler Terrace community centers for 2014.

BAT is intended to address multiple barriers that diverse, low income residents have articulated that affect access to programs at Parks' facilities. These barriers include: lack of knowledge of services available at community centers, programming that does not address cultural or language needs, cost of programs and lack of knowledge or difficulty applying for scholarships. Parks is currently working with Neighborhood House to develop a shared vision of success for the program and to develop measurable outcomes upon which to evaluate that success. In 2014, Parks will review the BAT program, and determine whether and how the program will be funded in the future. Parks has committed to sharing the results of their work with Neighborhood House with the Council.

**2. Urban Forest Stewardship Plan (UFSP) Implementation (Moorehead)**

DPR has an important role in implementing the UFSP and the proposed budget adds 1.5 FTE and \$165,000 in DPR to bolster the Green Seattle Partnership's restoration of park forestlands. Because the UFSP involves multiple departments, it is addressed under the Overview of Cross-Cutting Issues and Departments Without Identified Issues.

**3. Leaf Blowers (Moorehead)**

Managing fallen leaves, twigs and debris in the Seattle can be a challenge. To keep up, many gardeners, landscape workers and DPR maintenance staff rely on power tools such as leaf blowers. The labor-saving benefits of these tools, however, can be accompanied by unwanted noise and emissions. Although leaf blowers must meet federal emissions standards and operators must comply with City noise ordinances, concerns about leaf blower noise and emissions continue to be raised, particularly in autumn. The issue could be addressed through further changes to DPR's leaf blower purchase and operations policy, and changes to City ordinances and programs to prohibit or restrict use of leaf blowers in City boundaries.

**4. Pratt Center Major Maintenance (Schwab)**

In a June 2013 letter CM Rasmussen requested that DPR include major maintenance for the Pratt Fine Arts Center in its proposed 2014 budget and CIP. That maintenance is not in the proposed budget. DPR is conducting an assessment of major maintenance needs at the Center and plans to include the results in its mid-2014 update of the department's

Asset Management Plan. The priority given to the Center in the Plan update will determine when a maintenance project would be added to future CIPs.

## **5. Recreation Program Scholarships (Schwab)**

The Parks Department offers scholarships for licensed school age care to youth ages 6-12 participating in Before School, After School, Summer Camp and School Break Camp Programs. In 2012, Parks offered \$1.3M in such scholarships. The Associated Recreation Council (ARC) offers scholarships for participants in a range of its recreation programs determined by the local advisory council including basketball, track, rowing, piano, dance, karate, art and music. Scholarships are also available for swimming pool, small crafts/boating, and lifelong recreation programs. Each ARC advisory council determines how scholarships are allocated. There were approximately \$145,000 in ARC scholarships in 2012. Full or partial scholarships (or reduced fees) are offered on a sliding scale based on income.

All applications and eligibility for Parks and ARC scholarships are handled by the Parks Department Scholarships Office. Eligibility is usually determined at the beginning of summer because Parks verifies income based primarily on 1040 Tax Forms submitted in the spring. Allocations of scholarships are tied to the registration schedules for particular program offerings. The Scholarship Office communicates eligibility with the program site which is then responsible for communicating with and registering the participant in programs. Typical processing time for applications is about two to three weeks from the time the Scholarship Office receives a complete application. However, the process for completing applications is decentralized across the multiple locations where programs are offered. Often times, youth are responsible for shepherding application forms and supporting documents to community center and other staff. As a result, the time to prepare complete applications can vary widely. Each year, Parks offers a scholarship night at several community centers where staff can assist with application completion.

Each year Parks reaches out to HSD and the city utilities in an effort to use similar income eligibility thresholds, but timelines for applications do not align so differences do occur at times. At this time, Parks believes all City agencies are using the 200% of Federal Poverty threshold. Parks does not have a system in place to accept income verification from sister City agencies. According to Parks staff, this might be doable through a Memorandum of Agreement if confidentiality and auditing requirements could be addressed. Parks has attempted in the past to obtain information from the Seattle Public Schools (SPS) on their free and reduced lunch program participants, but has had difficulty in getting information from SPS.

### **Other Changes that Do Not Warrant Analysis as “Issues”:**

#### **1. Park Rangers (Schwab)**

The 2014 Proposed Budget adds \$188K to make permanent the addition of two full-time Park Ranger positions and temporary peak season staff added in August 2012 via the 2nd quarter supplemental budget ordinance. Staff was added in response to increased

disorderly conduct and criminal activity in Seattle city center parks and Cal Anderson Park. The increase results in a total of 10 Park Rangers year-round scheduled to work in teams of two for a total of five teams. Rangers work in teams to provide a greater presence in the park as well as safety for Rangers during enforcement and welfare contacts. Schedules are set to have greater presence during high use times, weekends, and special events. See attached Chart 1 showing schedules before and after the budget add. A separate budget increment for three police officers dedicated to city center park patrols is discussed in the Seattle Police Department (SPD) Overview and Issues Identification paper.

In light of the above increments, Councilmembers have asked for more information about what Park Rangers do. The Parks Department has an incident encounter system that tracks the work of Rangers. Table 4 shows the various encounter types which are grouped into four larger categories: Positive Encounters, Property Encounters, Enforcement Actions, and Patrol. The Park Ranger program was started in 2008 to provide a uniformed presence, principally in 9 center city parks – City Hall, Freeway, Hing Hay, Occidental Square, Pier 62-63, South Lake Union, Victor Steinbrueck, Waterfront and Westlake – and at Cal Anderson Park. Park Rangers do serve many parks throughout the system, but about 75 % of their effort is in these 10 parks as shown in Table 5.

When the program started, Park Rangers were only able to enforce laws verbally. In September 2008, Park Rangers were given the ability to write park exclusions, and in 2009 the ability to write citations for any Parks Code violation. Even so, as the attached Table 5 shows, the Park Rangers spend only a fraction of their time enforcing the Park Code. They spend significantly more time promoting safety through patrols, community building and outreach efforts, as well as providing social service assistance and information to destitute individuals and support for special events. Rangers employ both random patrols (varied times so park users don't know exactly when they'll be in the park) and directed, emphasis patrols to address chronic problems or for special events, rallies, or protests.

Table 5 shows data collected between June 2008 and June 2013 for the four categories of encounters by each of the 10 emphasis parks as well as for all other parks. Note that Ranger enforcement actions are only 8.8% of all encounters in center city parks and Cal Anderson Park, slightly above the rate of 5.7% in all other parks. The parks with the highest numbers of enforcement actions are Cal Anderson, Occidental Square, Victor Steinbrueck and Westlake. Also, note that Rangers spend more of their time on positive encounters in the emphasis parks than in the other parks (48.6% vs 41.8%), which includes welfare checks and contact with human services agencies, and less of their time in emphasis parks on general patrol than in other parks (37.6% vs. 48.1%).

Park Rangers are trained to deescalate situations and encounters. They use a progressive system of issuing verbal warnings, citations, and park exclusion orders. When necessary, such as when confrontational or dangerous situations arise or a medical necessity occurs, the Rangers will contact Seattle Police Department (SPD) for assistance and enforcement of the Park Code or criminal code. Table X shows the types of situations when SPD is contacted for assistance. However, Parks does not maintain data on the numbers of calls made to SPD for assistance. Parks staff notes that SPD's responses to Ranger requests are prioritized through SPD's 911 system so SPD response often may not be timely.

**TABLE 4: ENCOUNTER TYPES FROM INCIDENT REPORTS 2009-2012**

	<i>Parks Conduct Code Violation</i>	<i>Report to or Assist from SPD</i>	<b>Tracked Incident Data</b>			
			Positive Encounter	Property Encounter	Ranger Enforcement Action	Ranger Patrol
Alcohol/Drunkenness	X	X			X	
Disturbance	X	X			X	
Dog Off-Leash	X				X	
Drugs	X	X			X	
Event Support	X		X		X	
Feeding Program				X	X	
Graffiti				X		
Maintenance Problem				X		
Medical Assistance		X	X			
Park General Comments			X			
Patrol						X
Positive Contact – Assist Other Agency			X			
Positive Contact - Business			X			
Positive Contact – Human Services			X			
Positive Contact - Resident			X			
Positive Contact – Tourist			X			
Property Damage		X		X	X	
Skateboarding	X			X	X	
Strange Behavior	X	X			X	
Suspicious Activity	X	X			X	
Threat/Harassment	X	X			X	
Training			X			
Trespass	X	X			X	
Unlawful Camping	X	X		X	X	
Urinating/Defecating	X	X			X	
Welfare Check			X			

**TABLE 5: PARK RANGER ENCOUNTER DATA**

<b>Park Ranger Encounter Data Mid-2008 - Mid-2013</b>					
	<b><i>Ranger Incident Data Categories</i></b>				
<b><u>Park Name</u></b>	<b><u>Positive Encounters</u></b>	<b><u>Property Encounters</u></b>	<b><u>Enforcement Actions</u></b>	<b><u>Patrol</u></b>	<b><u>TOTAL</u></b>
Cal Anderson Park	4105	413	1498	3060	9076
City Hall Park	1272	156	270	1683	3381
Freeway Park	1129	220	291	1408	3048
Hing Hay Park	1721	9	485	2758	4973
Lake Union Park	981	60	278	1486	2805
Occidental Square	4412	265	925	3306	8908
Piers 62&63	731	56	77	1171	2035
Victor Steinbrueck Park	7609	205	1454	3922	13190
Waterfront Park	2342	1400	128	1950	5820
Westlake Park	8562	645	523	4691	14421
<b>SUBTOTAL CENTER CITY PARKS</b>	<b>32864</b>	<b>3429</b>	<b>5929</b>	<b>25435</b>	<b>67657</b>
Other Parks	10251	1088	1387	11791	24517
<b>ALL CITY PARKS</b>	<b>43115</b>	<b>4517</b>	<b>7316</b>	<b>37226</b>	<b>92174</b>
<b>% Center City Parks Incidents of All Parks Incidents By Category</b>	76.2%	75.9%	81.0%	68.3%	73.4%
<b>% of all Center City Parks Incidents by Category</b>	48.6%	5.1%	8.8%	37.6%	100.0%
<b>% of Other Parks Incidents by Category</b>	41.8%	4.4%	5.7%	48.1%	100.0%

## Chart 1

### Former Ranger Schedule-June 2013

Team	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Team One = 2 Rangers	0630-1500	1300-2130	1300-2130			0630-1500	0630-1500	80
Team Two = 2 Rangers	0630-1500		1300-2130	6:30AM-3:00PM	6:30AM-3:00PM		1300-2130	80
Team Three = 1 Ranger		0630-1500	0630-1500	1300-2130	1300-2130	1300-2130		40
Team Four = 1 Ranger	1300-2130			1300-2130	1300-2130	1300-2130	1300-2130	40
	24	16	24	24	24	24	24	240

### New Ranger Schedule-August 2013

Team	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Team One = 2 Rangers	0630-1500	1300-2130	1300-2130			0630-1500	0630-1500	80
Team Two = 2 Rangers	0630-1500		1300-2130	6:30AM-3:00PM	6:30AM-3:00PM		1300-2130	80
Team Three = 2 Rangers		0630-1500	0630-1500	1300-2130	1300-2130	1300-2130		80
Team Four = 2 Rangers	1300-2130			1300-2130	1300-2130	1300-2130	1300-2130	80
Peak season temp		1300-2130	1300-2130	1300-2130	1300-2130	1300-2130		40
Peak season temp	0630-1500	0630-1500	0630-1500	0630-1500			0630-1500	40
	32	32	40	40	32	32	32	400

Day Shift - 0630-1500	Rangers will be in the parks from 0700-1430, schedules will be seasonally/light adjusted.
Evening Shift - 1300-2130	Rangers will be in the parks from 1330-2100, schedules will be seasonally/light adjusted.