



Date: March 31, 2023  
To: Park District Board President Andrew Lewis and Park District Board  
From: AP Diaz, Interim Superintendent, Seattle Parks and Recreation  
Subject: Seattle Park District Cycle 2 Ramp Up & Reporting Plan  
cc: Board of Parks and Recreation Commissioners

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I'm pleased to transmit Seattle Parks and Recreation (SPR)'s Ramp Up & Reporting Plan for the Seattle Park District's Cycle 2. This deliverable responds to Council Resolution 51's accountability measure set forth in Section 2.A and seeks to:

- Articulate SPR's **public commitment** about the services we expect to deliver to residents and visitors throughout Cycle 2;
- Set **clear expectations** about SPR's approach to service delivery in 2023 as new and expanded programs and projects are launched; and
- Establish **accountability** for how we will track progress throughout Cycle 2 and know we're making a difference.

Our Cycle 2 investment plan bolsters many One Seattle goals Mayor Harrell has championed, including meaningful action on mitigating climate change, opportunities for youth to connect with mentors and explore employment pathways, investment in our historically underserved communities, restoring a safe, clean, and welcoming park and recreation system, and advancing Seattle to be a leader on national health, environmental and equity initiatives.

In our plan, you will find an emphasis on leveraging data and clear communication to remain transparent and accountable to the public and our partners as we embark on Cycle 2, and an exploration of ways to amplify our investments by building new partnerships and deepening existing connections with community and local businesses. Examples of this include the Seattle Mentors and Swim Seattle initiatives and our evolving relationships with the Seattle Park Foundation and other private/public partners.

Cycle 2 directly furthers organization vision, mission, and equity and inclusion priorities by increasing system accessibility through ADA, investing in safe gathering spaces/community centers, investing in park maintenance, enhancing programs for young people and creating a more healthy city, thriving environment and vibrant community.

I am eager to roll up my sleeves alongside SPR's team of parks and recreation professionals to begin implementing these exciting new projects, program expansions, and continued services to the community through our many lines of business.

I want to thank the City Council, acting as the Park District Board, for their steadfast leadership in positioning the City and SPR to be stewards to these important funding and capital projects., I would also like to thank and acknowledge the Office of Mayor Bruce Harrell, the Board of Parks and Recreation Commissioners, the Seattle Parks Foundation, the Associated Council of Recreation and our hardworking staff for their work and advocacy during the prioritization process and for their continued partnership and collaboration to support essential parks and recreation services as we enhance our shining park system, spotlighting the best of our city.

#SeattleShines



Contents

Organizational Affirmations..... 3

Reporting Plan..... 4

Ramp Up Plan ..... 13

Appendix 1: Intended Response To Park District Resolution 51 Deliverables ..... 26

Appendix 2: Capital Project Delivery Approach ..... 30

Appendix 3: Implementation Update on Draft BERK Evaluation Recommendations ..... 34

# Organizational Affirmations



## Seattle Parks and Recreation

### Healthy People, Thriving Environment, Vibrant Community

Public serving organizations work best when they are purpose-driven and guided by defining principles. For this reason, Seattle Parks and Recreation is proud to present organizational affirmations to drive our strategic direction and illuminate our commitment to be a shining park and recreational system for all residents and visitors. **#SeattleShines**

#### Land Acknowledgment

Seattle Parks and Recreation acknowledges and affirms the indigenous Coast Salish as the original caretakers of our waterways and landscape, who nurtured and shaped today's parkland. We honor their legacy with gratitude and appreciation and will safeguard their knowledge and stewardship as enduring treasures to promote community welfare, cultivate inclusive expressions of nature and recreation and commit to land acknowledgment for each ensuing generation.

#### Vision

Seattle Parks and Recreation envisions an accessible and sustainable park and recreation system, led by a dynamic workforce, where residents and visitors come together to play, recreate, strengthen our environment and build community; a place which fosters collaboration and where everyone is park proud!

**#ParkProudSeattle**

#### Mission

Seattle Parks and Recreation equips employees and the public for well-being as we support healthy people, a thriving environment and vibrant community. We provide safe and accessible spaces for residents and visitors to work, recreate, rejuvenate and enhance quality of life and wellness for children, teenagers, adults and seniors.

#### Equity & Inclusion

Seattle Parks and Recreation commits to advancing equity and social justice in our department and in every neighborhood by growing a dynamic and diverse workforce, developing strong investments, growth opportunities and beneficial partner strategies as we acknowledge and pledge to close disparities created by historical practices which often hindered workforce development, environmental justice, access to quality open spaces, programs and facilities. **#OneSeattle**

## Reporting Plan

This section of the Ramp Up & Reporting Plan is responsive to Section 2A of [Resolution 51](#) adopting the 2023-2028 (Cycle 2) funding plan, in which the Seattle Park District Board requested SPR: “Submit for review by the Park District Board (in the first quarter of 2023, but no later than March 31, 2023) performance metrics for each of the initiatives included in the six-year funding plan, including both new initiatives and those initiatives continuing from the first six-year plan... reported at the detailed line of business level.”

SPR’s commitments in Cycle 2 of the Park District build on a strong foundation of investments in Cycle 1 (2015-2022) and a comprehensive set of programming, services, and projects supported by a mix of funding streams beyond the Seattle Park District. One of the primary lessons learned described in [Appendix 4 of SPR’s Cycle-End Report](#) was that reporting on one funding source in isolation tells an incomplete story about the impact of SPR’s programs and services. In almost all cases, Park District resources amplify a base budget, so we can only truly understand the impact of these investments when viewed through a comprehensive lens. Given this, starting in Cycle 2, SPR reporting will be based on all funding sources supporting detailed lines of business. Our work in performance management reflects our continuous learning approach as a department, and we anticipate continuing to learn, refine, and improve throughout Cycle 2.

To summarize how we will evaluate progress and hold ourselves accountable to decision-makers and the public, this Reporting Plan includes the following information for each detailed line of business:

| Line of Business                              | Detailed Line of Business                                 | 2023 Budget                              | Performance Metrics                                    | Planned Reporting                                                                                            | Target (If applicable)                                            | Cycle 1 / Cycle 2                                        | Learn More & Stay Engaged                   |
|-----------------------------------------------|-----------------------------------------------------------|------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------|
| <i>Impact statement: why we do what we do</i> | <i>Description: projects, programs, services included</i> | <i>Total budget for DLOB (all funds)</i> | <i>How we will measure progress throughout Cycle 2</i> | <i>Metrics on public-facing dashboard or tracked to include in annual reports, social media, blogs, etc.</i> | <i>Operating: Average annual targets; Capital: 6-year targets</i> | <i>Continuing Cycle 1 metrics or new Cycle 2 metrics</i> | <i>Links to website and other resources</i> |

Going forward, reporting will occur across several mechanisms and at different frequencies, including:

- **Annual Reports<sup>1</sup>:** Beginning with the 2023 Annual Report (to be published in 2024), SPR will shift away from [Park District centric annual reports](#) to a departmentwide report detailing accomplishments across lines of business and funding sources.<sup>2</sup> As we proceed, SPR will consider opportunities to make these reports dynamic and interactive to best showcase the services the public receives from our investments.
- **Financial and Performance Dashboards:** In early 2022, SPR launched a set of [Financial and Performance Dashboards](#) intended to increase transparency by providing system-wide financial and performance data. These dashboards show budget and expenditure information as well as a subset of performance measures identified in this report for each detailed line of business. They will be updated on a planned semi-annual basis with some metrics being reported more frequently through other communication venues. SPR is also working towards an interactive map-based dashboard highlighting progress in our capital investments, which we anticipate launching later in Cycle 2.

Reporting Plan: Operating Lines of Business

- **Note 1:** In the “Planned Reporting” column, the “Dashboards” category includes performance metrics with clear annual targets which SPR will update twice annually on SPR’s public-facing financial and performance dashboard. SPR will report on metrics in the “Reports” column through a range of mechanisms including annual reports, blog posts, and social media, and will be able to respond to reporting requests *at least* annually.
- **Note 2:** In the “2023 Budget” column below, funds referenced include Seattle Park District (MPD), General Fund (GF), Park and Recreation Fund (PF), Payroll Expense Tax (PET), Real Estate Excise Tax (REET), King County Parks, Recreation, Trails and Open Space Levy (KC Levy), Sweetened Beverage Tax (SBT), Cumulative Reserve Subfund-Unrestricted (CRS-U), and General Bond Interest and Redemption Fund (BIRF).

| Line of Business                                                                              | Detailed Line of Business | 2023 Budget | Performance Metrics | Planned Reporting<br><i>Dashboards   Reports</i> |  | Annual Target<br><i>(If applicable)</i> | Cycle 1 / Cycle 2 | Learn More & Stay Engaged |
|-----------------------------------------------------------------------------------------------|---------------------------|-------------|---------------------|--------------------------------------------------|--|-----------------------------------------|-------------------|---------------------------|
| Activation: Facilitate and support events and programming to promote social engagement, build |                           |             |                     |                                                  |  |                                         |                   |                           |

| Line of Business                                                                                                                                                                | Detailed Line of Business                                                                                                                                                                                                                        | 2023 Budget                                            | Performance Metrics                     | Planned Reporting<br><i>Dashboards</i> <i>Reports</i> |   | Annual Target<br>(If applicable) | Cycle 1 / Cycle 2        | Learn More & Stay Engaged               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-----------------------------------------|-------------------------------------------------------|---|----------------------------------|--------------------------|-----------------------------------------|
|                                                                                                                                                                                 | <b>Recreation for All:</b> Support local nonprofit organizations, small businesses, community groups, and individuals to provide culturally relevant programs and events in neighborhoods where health and enrichment disparities are prevalent. | Adopted Budget: \$937,133<br><br>MPD: \$937,133 / 100% | \$ value disbursed                      | x                                                     |   | \$350,000                        | Continuing from Cycle 1. | <a href="#">Recreation For All Fund</a> |
|                                                                                                                                                                                 |                                                                                                                                                                                                                                                  |                                                        | # Community Engagement Ambassador hours | x                                                     |   | 6,000                            | New in Cycle 2.          |                                         |
|                                                                                                                                                                                 |                                                                                                                                                                                                                                                  |                                                        | # of languages (CEAs)                   |                                                       | x |                                  | New in Cycle 2.          |                                         |
| <b>Administration and Support:</b> Provide strategic leadership, effective stewardship of public resources, and operating support for SPR's direct service lines of business in |                                                                                                                                                                                                                                                  |                                                        |                                         |                                                       |   |                                  |                          |                                         |

| Line of Business | Detailed Line of Business                                                                                        | 2023 Budget               | Performance Metrics                                                                                                                                     | Planned Reporting<br><i>Dashboards</i> <i>Reports</i> |   | Annual Target<br>(If applicable) | Cycle 1 / Cycle 2 | Learn More & Stay Engaged |
|------------------|------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|---|----------------------------------|-------------------|---------------------------|
|                  |                                                                                                                  |                           | completed under 10 working days                                                                                                                         |                                                       |   |                                  |                   |                           |
|                  |                                                                                                                  |                           | <b>Pilot:</b> # of complex vandalism (non-graffiti) work orders completed (under 90 days)                                                               |                                                       | x |                                  | New in Cycle 2.   |                           |
|                  |                                                                                                                  |                           | <b>Pilot:</b> # of comfort stations closed for “extended” period (90 days +) and reasons for “extended” closures (e.g., vandalism, asset failure, etc.) |                                                       | x |                                  | New in Cycle 2.   |                           |
|                  | <b>Utility Conservation Program:</b> Increase energy efficiency and reduce carbon emissions in SPR’s operations. | Adopted Budget: \$919,816 | # facilities partially electrified                                                                                                                      | x                                                     |   | 2                                | New in Cycle 2.   |                           |
|                  |                                                                                                                  | GF                        |                                                                                                                                                         |                                                       |   |                                  |                   |                           |



| Line of Business | Detailed Line of Business                                                                                                               | 2023 Budget                                                                                                                      | Performance Metrics                                                               | Planned Reporting |         | Annual Target<br>(If applicable) | Cycle 1 / Cycle 2        | Learn More & Stay Engaged                                         |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------|---------|----------------------------------|--------------------------|-------------------------------------------------------------------|
|                  |                                                                                                                                         |                                                                                                                                  |                                                                                   | Dashboards        | Reports |                                  |                          |                                                                   |
|                  |                                                                                                                                         | MPD: \$415,926 / 22%                                                                                                             |                                                                                   |                   |         |                                  |                          |                                                                   |
|                  | <b>Specialized Programming:</b> Provide recreational opportunities for people with a range of cognitive and physical disabilities.      | Adopted Budget: \$1,345,871                                                                                                      | # program hours planned                                                           | x                 |         | 2,950                            | n/a                      | <a href="#">Specialized Programs for People with Disabilities</a> |
|                  |                                                                                                                                         | MPD: \$1,345,871 / 100%                                                                                                          | # program participants (including drop-in)                                        |                   | x       |                                  | Continuing from Cycle 1. |                                                                   |
|                  | <b>Teen Programming:</b> Provide safe and welcoming places for teens to recreate, gain life skills, and experience positive mentorship. | Adopted Budget: \$5,137,431<br><br>GF: \$1,572,901 / 30%<br>SBT: \$239,995 / 5%<br>PF: \$504,130 / 10%<br>MPD: \$2,820,405 / 55% | # Teen Center operating hours (excluding Late Night operating hours) <sup>6</sup> | x                 |         | 3,796                            | New in Cycle 2.          | <a href="#">Teen &amp; Youth Development</a>                      |
|                  |                                                                                                                                         |                                                                                                                                  | # Late Night operating hours                                                      |                   |         | 4,056                            | n/a                      |                                                                   |
|                  |                                                                                                                                         |                                                                                                                                  | # teen programming participants                                                   |                   | x       |                                  | n/a                      |                                                                   |
|                  |                                                                                                                                         |                                                                                                                                  | # youth employed                                                                  | x                 |         | 80                               | New in Cycle 2.          |                                                                   |
|                  |                                                                                                                                         |                                                                                                                                  | # hours employed youth work                                                       | x                 |         | 20,000                           | New in Cycle 2.          |                                                                   |
|                  |                                                                                                                                         |                                                                                                                                  | # job placements, internships, and other experiences (paid and unpaid)            |                   | x       |                                  | New in Cycle 2.          |                                                                   |
|                  |                                                                                                                                         |                                                                                                                                  | # meals served to children during summer at SPR drop-in sites                     |                   | x       |                                  | n/a                      |                                                                   |
|                  |                                                                                                                                         |                                                                                                                                  | \$ Youth Opportunity Funds disbursed to community organizations                   |                   | x       |                                  | New in Cycle 2.          |                                                                   |
|                  |                                                                                                                                         |                                                                                                                                  | Seattle Mentors Metric (to be developed 2023)                                     | TBD               | TBD     |                                  |                          |                                                                   |





| Line of Business | Detailed Line of Business                                                                                                              | 2023 Budget                                                | Performance Metrics                                                                                                                                                               | Planned Reporting |         | Six-Year Target<br>(if applicable) | Cycle 1 / Cycle 2     | Learn More & Stay Engaged |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------|------------------------------------|-----------------------|---------------------------|
|                  |                                                                                                                                        |                                                            |                                                                                                                                                                                   | Dashboards        | Reports |                                    |                       |                           |
|                  | history of racial disparities in access to green space and in safety from environmental harms.                                         |                                                            | Play Area and Garfield Superblock<br><i>Additional metrics TBD once program established.</i>                                                                                      |                   |         |                                    |                       |                           |
|                  | <b>New Park Development:</b> Develop existing SPR parcels (land-banked sites) into full-service parks for the public to use and enjoy. | Adopted Budget: \$4,297,120<br><br>MPD: \$4,297,120 / 100% | Project status & progress: Cycle 1 sites (West Seattle Junction, 48th and Charlestown, Morgan Junction, Wedgwood, A.B. Ernst, North Rainier, South Park Plaza, and Little Saigon) |                   | x       |                                    | Continuing from Cycle |                           |

## Ramp Up Plan

Cycle 2 of the Park District provided a significant influx of resources across many SPR services and programs and therefore scaling up to full service requires time and intentional planning. Some new investments expand existing successful programs, and some investments support new efforts which requires program design, alignment to existing efforts, and in some cases additional community engagement.

Similar to Cycle 1, SPR recognized the need for and planned for ramp-up. In addition to covering direct ramp-up expenses like one-time purchases of new equipment, vehicles, and software to support expanded bodies of work, SPR planned for additional ramp up savings in Cycle 2 and allocated it to support the development of a dedicated pickleball facility.

A key ramp up consideration across all new investments, is the significant number of new positions to be hired, trained, and onboarded. Hiring processes for some new positions are contingent on resolution of classification issues and/or bargaining with SPR's labor partners. Some SPR lines of business are also still recovering to pre-pandemic operations, and we are focusing on filling vacancies for our baseline services in addition to new / expanded services.

To summarize how we will scale up our operations in 2023 to get to full service (for operating lines of business) and to show the level of service we're planning to deliver throughout Cycle 2 (for capital lines of business), this ramp up plan includes the following information for operating and capital lines of business that either received Cycle 2 resources or are ramping back up to pre-pandemic level of service:

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| Line of Business | Detailed Line of Business | New Investments: Cycle 2                                                                                                                                                                                                                              | Implementation Approach                                                                                                                                                                                                                                                                                                                                                                                                                         | 6-Year Planning Horizon                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |             |
|------------------|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|                  |                           |                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2023 - 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2026 - 2028 |
| Debt Service     | <i>Debt Service</i>       | Several of the new investments funded in Cycle 2 (community center renovations projects, climate conscious buildings, URM) are assumed to be debt financed. This investment provides an estimate of debt service to be paid following bond issuances. | Several of the capital projects funded in Cycle 2 assume debt financing. These projects will leverage the City of Seattle’s debt capacity and use Park District revenue to pay debt service. SPR budget and finance staff will work closely with the City Budget Office (CBO) and Facilities and Administrative Services (FAS) to ensure projects assuming debt financing meet requirements and timelines for the City’s debt issuance process. | <p>SPR will focus in 2023 on mapping the debt issuance process in coordination with CBO and FAS and developing internal process for Cycle 2 projects assuming debt financing.</p> <p>The 2023-2028 funding plan assumes debt will be issued in 2025 for: Lake City Community Center redevelopment (\$29M), Green Lake Community Center renovation (\$56M), Queen Anne Community Center renovation (\$16.9M), with a \$15M contingency understanding that project cost estimates are likely to change before debt is issued.</p> <p>SPR also assumed \$17M of debt would be issued to fund tenant improvements at Mercer Community Center in 2025, but given the developer pause on that project,</p> |             |







| Res 51<br>Section | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Deliverable                                               | Planned Response<br>Timeline <sup>11</sup> |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------|
|                   | to identify the recognized national best practice life cycle of replacing park assets and develop metrics that track performance of maintenance and replacement of those assets against that standard. The Park District Board requests that the performance metrics be submitted in the first quarter of 2023, but no later than March 31, 2023.                                                                                                                                                                                                                                                                                                 |                                                           |                                            |
| <b>B</b>          | As included in Section 4.4 of the interlocal agreement (ILA) between the City of Seattle and Seattle Park District, the Park District Board intends to review the annual report for the Seattle Park District that includes an assessment of performance measures established for the allocations included in the six-year spending plan and will use this report and recommendations from the Board of Parks and Recreation Commission in determining whether any changes are required to planned expenditures, including considering whether to amend the plan to reduce or reallocate total spending in light of underspend in the prior year. | Annual report including evaluation of performance metrics |                                            |

## Appendix 2: Capital Project Delivery Approach

### Overview

Capital project delivery is among Seattle Parks and Recreation (SPR)'s primary Cycle 2 focus. In preparation for Cycle 2, SPR's Planning and Capital Development (PCD) branch is taking lessons learned in Cycle 1 (outlined in the Cycle 1 [Mid-Cycle Report](#) and [Cycle-End report appendices](#)) to develop a project delivery approach to instill confidence in the community and among elected officials for timely and quality project delivery. This approach also incorporates findings, recommendations, and action steps resulting from the 2020 BERK Consulting draft evaluation of the Planning & Development Division (now PCD) – for an update on SPR's response to this evaluation (previously shared June 2021), see Appendix 3.

Our plan focuses on early identification and creation of project-specific plans to set budgets, timelines, address roadblocks, alleviate long lead times and mitigate potential known and unknown risks as well as:

- Establishing teams of staff and outside professionals to provide consistency and support innovation
- Creating project packages for reduced costs, improved efficiency, and lessened community impacts
- Investigating and implementing alternative contracting options to reduce costs/procurement timing
- Streamlining internal City processes where possible to reduce lead time/review and creating interdepartmental MOAs for Park District efficiencies as applicable
- Developing more internal accountability for project management
- Inst

## Procurement

Some large projects and programs funded in Cycle 2 may lend themselves to alternative delivery methods such as Design-Build (DB) or General Contractor / Construction Manager (GC / CM) versus a more traditional Design-Bid-Build (DBB) contracting method which is the city standard for most public works projects. The City of Seattle Purchasing and Contracting (PC) (within the Department of Facilities and Administrative Services (FAS)) makes the final determination on projects allowed to pursue alternative delivery methods and PCD is discussing a pre-approval list of projects to avoid time delays and individual approval requests. This process involves subject matter experts and partners.

## Packaging

Bid packages to streamline the bidding process generally fall into the three categories below.

### Construction Procurement Methods

- **B-contracts (<\$35-75K) & Direct Vouchers (<\$10K)** – *not bid, small projects*
- **Seattle Conservation Corps** (in-house) - *not bid, small projects*
- **Design-Bid-Build (DBB)** – *most used option across all city departments*
- **Job Order Contracts (JOC)** – *used for select project types (<\$500K)*
- **Design-Build (DB)** – *new option for SPR, requires approval from FAS*



## Performance Management & Life Cycle Approach

In the Cycle 2 Reporting Plan, SPR has identified a slate of performance measures associated with each capital detailed line of business. This approach adds a significantly greater level of accountability than performance measurement in Cycle 1, particularly for the Asset Management and Life Cycle program, which now includes performance measures and project counts for a range of specific asset categories. One of the primary benefits of this level of transparency in reporting is the ability to clearly articulate impacts of any future shifts in funding to SPR's anticipated Cycle 2 accomplishments.

Beyond adding these performance measures to SPR's existing [financial and performance dashboards](#), the PCD team is collaborating with Seattle IT's GIS team in 2023 to develop a systemwide layer of assets in GIS which will enable PCD to map projects. SPR will then work to develop a public-facing map based dashboard.

In [Resolution 51](#) adopting the 2023-2028 Park District funding plan, Accountability Measure A requested SPR *"...identify the recognized national best practice life cycle of replacing park assets and develop metrics that track performance of maintenance and replacement of those assets against that standard."*

SPR applies a preventative maintenance approach to all our asset management work, and PCD coordinates closely with the Facility Maintenance division to conduct planned maintenance to prevent asset failure and extend the lifespan of our assets as long as possible, and coordinates with our Parks & Environment and Recreation divisions to understand level of use at certain facilities as one factor affecting life cycle. Facility



Recommendations within Seattle Parks and Recreation’s Control

| BERK Evaluation Draft Findings & Recommendations<br>(As of April 2020 Evaluation Draft) |                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                    | SPR Action Steps<br>(As of February 2023)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Status   |
|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| #                                                                                       | Findings                                                                                                                                                                                                                                                                                            | Recommendations                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |          |
| 1.1.1                                                                                   | There are units within PDD that are not directly related to its mission, specifically the Seattle Conservation Corps, Property Management, and Survey. These units are tangential to the primary objectives of PDD, resulting in less attention for these units and diverting management resources. | Reorganize PDD, either adding management resources for auxiliary units or reassigning these units to divisions that have a more direct relationship to their work. | <b>People (Governance):</b> <ul style="list-style-type: none"><li>Move Property &amp; Acquisition work unit to the Policy &amp; Finance Branch.</li><li>Explore realignment of Seattle Conservation Corps.<sup>12</sup></li><li>Retain Survey within PCD, as nearly all projects require a detailed site survey and keeping this team in the Branch facilitates this critical early step in the capital project delivery process.</li><li>Introduce Deputy Director position to create stronger bridge between work units, other divisions, and departments.</li><li>Introduce Senior CIP Manager position to introduce Project Management Professional (PMP) best management practices including a stage gating process as a scope, schedule, and budget control.</li></ul> | Complete |
| 1.1.2                                                                                   | PDSs (Planning & Development Specialists) and CPCs (Capital project Coordinators) overlap in project management responsibilities, resulting in conflicts managing project budgets and duplicative project oversight                                                                                 |                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |          |

| BERK Evaluation Draft Findings & Recommendations<br>(As of April 2020 Evaluation Draft) |                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                               | SPR Action Steps<br>(As of February 2023)                                                                                                                                                                                                                                                                                                                                                                                                    | Status |
|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| #                                                                                       | Findings                                                                                                                                                                                                                           | Recommendations                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |
|                                                                                         | difficulty of securing permanent, full-time positions. Term-limited employees must (and do) seek permanent employment elsewhere, resulting in turnover in these position types.                                                    | <p>increased use of bundled projects and include enough FTE for redundancy in staff.</p> <ul style="list-style-type: none"> <li>As an interim recommendation, use TLT labor to fill immediate needs.</li> </ul>                                                                                                                                                                               | additional staffing through the 2024 budget process to support a higher level of work associated with Park District Cycle 2 commitments now that policy direction is set through the adopted six-year funding plan. Personnel rule 11.0 defines term-limited temporary (TLT) positions as project work outside the routine requiring skills and qualifications that are not typical, as such this is not a viable path to increase capacity. |        |
| 1.2.2                                                                                   | CPCs and most PDSs must bill 100% of their time to projects. This creates challenges, including that these employees do not have time for administrative tasks, professional development activities, or interdepartmental efforts. | <p><b>Revise billability expectations to accommodate non-project responsibilities.</b></p> <ul style="list-style-type: none"> <li>Use industry-standard billing targets as a base (75-85% for entry-level project managers). This will likely result in a need for more staff and changes to the way to SPR creates PDD's budget.</li> <li>Explore the possibility of lower billing</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |

| BERK Evaluation Draft Findings & Recommendations<br>(As of April 2020 Evaluation Draft) |                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                 | SPR Action Steps<br>(As of February 2023)                                                                                                                                                                                                                                                                       | Status                        |
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| #                                                                                       | Findings                                                                                                                                                                                                                                                                                                                                                                                         | Recommendations                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                 |                               |
|                                                                                         | <i>Business Administration, Urban Planning, or related field” with a desired qualification of a professional license in one of those disciplines.</i>                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                 |                               |
| 1.3.4                                                                                   | <i>SPR and PDD are not specifically pursuing any additional organizational efforts to increase the diversity of its workforce.</i>                                                                                                                                                                                                                                                               | <b>Collaborate with Department and City HR functions to devise a way to recruit under-represented and marginalized groups as part of a long-term effort to ensure PDD personnel better reflect the diversity of the communities they serve.</b> | <b>People (Staff):</b> Closely collaborate with SPR Human Resources and SDHR to recruit under-represented and marginalized groups to open positions to better reflect diversity of communities they serve. This approach has resulted in significant successes in diversifying PCD’s workforce in recent years. | <b>Continuous Improvement</b> |
| 2.1.1                                                                                   | <i>PDD projects may include many disparate elements in an effort to appease multiple stakeholder groups, resulting in designs and builds that are less innovative and more utilitarian.<br/>Without an over-arching vision for the parks system, each park is designed in a bespoke process, which siphons resources away from unique design opportunities to redesigning standard elements.</i> | <i>n/a – recommendation not specified in draft evaluation.</i>                                                                                                                                                                                  | <b>Process:</b> Heighten community values in project design. Prioritize culture of community through human centered design and co-design with community lead.                                                                                                                                                   | <b>Complete</b>               |
|                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                 |                               |

| BERK Evaluation Draft Findings & Recommendations<br>(As of April 2020 Evaluation Draft) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                           | SPR Action Steps<br>(As of February 2023)                                                                                           | Status          |
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| #                                                                                       | Findings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Recommendations                                                                                                                                                                                                                                                                                                           |                                                                                                                                     |                 |
|                                                                                         | Builder, multiple copies of an Excel-based management tool, and personal records to track and manage projects.                                                                                                                                                                                                                                                                                                                                                                                                                                       | investment in any solution is unlikely to resolve the current situation.                                                                                                                                                                                                                                                  |                                                                                                                                     |                 |
| 2.2.2                                                                                   | Lack of integration between PeopleSoft, the City's financial system, and e-Builder results in the manual entry that an inefficient use of staff time and is a possible source errors.                                                                                                                                                                                                                                                                                                                                                                | <b>Ensure that e-Builder or its replacement is fully integrated or allows efficient data transfers with other systems.</b> <ul style="list-style-type: none"> <li>Any project management system solution should include mechanisms to move data between project management, financial, GIS, and other systems.</li> </ul> | <b>Technology:</b> Procure and implement integration software to facilitate automatic transfer of data from PeopleSoft and ProCore. | <b>Complete</b> |
| 2.2.3                                                                                   | ProView is well-organized, messaged, and managed. However, stakeholders may provide feedback at any level of detail at any ProView, with the result that stakeholder feedback that could have been easily incorporated in early project phases must be incorporated even at late stages of project development and design, when changes result in delays and other complications.<br>The number of rounds of review disincentivizes subject matter experts to scrutinize plans as they know they will have future opportunities to provide feedback. | <b>Streamline the design review process and maintain a record of issues that have been resolved.</b> <ul style="list-style-type: none"> <li>Limit the number of times a subject matter</li></ul>                                                                                                                          |                                                                                                                                     |                 |

| BERK Evaluation Draft Findings & Recommendations<br>(As of April 2020 Evaluation Draft) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | SPR Action Steps<br>(As of February 2023)                                                                                                              | Status          |
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| #                                                                                       | Findings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                        |                 |
| 2.3.1                                                                                   | Excel-based budgeting tools and e-Builder include outdated and/or incorrect information about project elements and costs. This leads to under-resourced project budgets, but billing requirements have led to a common practice of “forced balancing,” where project managers use resources from over-budgeted projects to fill funding gaps in under-budgeted projects. This practice has distorted reported project costs as under-funded projects do not register as under resourced with management. Because historical budgets are used to estimate similar projects, this practice perpetuates the need to force balance. | <b>Change culture and processes to capture accurate project cost data.</b><br>This will involve several interrelated efforts: <ul style="list-style-type: none"> <li>▪ Communicate the importance of capturing accurate project cost and timeline information.</li> <li>▪ Remove disincentives that might discourage staff from recording accurate information.</li> <li>▪ Reset data collection.</li> <li>▪ Update assumptions in the Excel-based Project &amp; Contract Forms Workbook using the best available information from recently completed projects.</li> <li>▪ Continue to refine these estimates through ongoing analysis as additional projects are completed.</li> </ul> | <b>Process:</b> Implement Stage Gates 1-5 to capture accurate project data (including cost and schedule) to determine need to pivot project direction. | <b>Complete</b> |
| 2.3.2                                                                                   | Cost percentages assumed in budgets are outdated and incorrect, which is exacerbated by the practice of forced balancing. Some activities are required for every project and do not scale based on a projects                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                        |                 |





| BERK Evaluation Draft Findings & Recommendations<br>(As of April 2020 Evaluation Draft) |                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                | SPR Action Steps<br>(As of February 2023)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Status          |
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| #                                                                                       | Findings                                                                                                                                                                                                                                                                                                                                                       | Recommendations                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |
| 4.1.4                                                                                   | <i>PDD has experienced specific coordination issues with other City Departments (e.g., creation of Divisions 00 and 01 with FAS and evaluation). In 2018, PDD management identified an effort to implement contract templates as a success. Both PDD project managers and FAS staff identified issues around the boilerplate language used in contracting.</i> | <b>Streamline contracting processes.</b><br><i>Create standard Division 00 and 01 documents in collaboration with FAS.</i>                                                                                                                                                                                                                                                                     | <b>Governance:</b> Create standard Division 00 and 01 documents in partnership with FAS to streamline contracting processes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Complete</b> |
| 4.2.1                                                                                   | <i>The shrinking contractor pool increases contractors' negotiating powers and reduces PDD's options.</i>                                                                                                                                                                                                                                                      | <b>Streamline contractor administrative requirements.</b><br><i>Work with the Public Engagement Services Team located in City of Seattle IT to create and implement a streamlined service blueprint for fulfilling contractor administrative requirements to increase the ease with which contractors move through the various administrative requirements when working on Parks projects.</i> | <b>Process:</b> The relevance of this finding fluctuates with economic activity. FAS controls the social equity components of administrative requirements for contractors and SPR controls the qualifications. To streamline, SPR is moving away from requiring prior work at certain cost thresholds and instead focusing on quality of work. SPR is also proactively engaging contractors to provide advance notice about projects coming out to bid to mitigate this issue and advertising projects in multiple media outlets. PCD staff also partner with potential contractors to explain the social equity components of |                 |

