



**MINUTES OF COMMITTEE OF THE WHOLE
BOARD OF PARK COMMISSIONERS
November 5, 2018**

PRESENT: Andrea Smith, President
Aaron Pointer, Clerk
Erik Hanberg,
Tim Reid

ABSENT: Jessie K. Baines, Jr.

PLACE: Metro Parks Tacoma Headquarters

The meeting was called to order by President Smith at 5:30pm.

President Smith indicated Commissioner Baines was absent due to illness.

APPROVAL OF THE MINUTES

October 15, 2018

Commissioner Hanberg moved adoption of the minutes as presented; seconded by Commissioner Pointer and approved unanimously.

2019-20 EXECUTIVE DIRECTORS RECOMMENDED WORK PLAN AND BUDGET

Shon Sylvia stated that tonight's presentation is intended to serve as preview to the District preview 2019/20 budget.

Erwin Vidallon reviewed the budget timeline and the guidance including goals and decision-making factors given to staff as budgets were developed.

Shon Sylvia indicated that budget development goals for the biennium include:

- evaluating programs & services and review fiscal sustainability
- identifying opportunities to reprioritize our existing programs & services to better meet our strategic priorities
- honestly evaluating program/service effectiveness and assure we focus on results that matter most
- ensuring resources are used effectively and appropriately

Staff commented that the Budget Evaluation Team developed a list of factors that influenced the teams budget decision-making process. Most important is ensuring that programs/services/initiatives are in alignment with the District Strategic Master Plan, Mission-Led Comp Plan and the District's Guiding Principles and Focus Areas , and making sure the District is responsive to customer demands and program and service effectiveness.

Mr. Sylvia emphasized the three pillars of sustainability used as the foundation as outlined in the the Districts Master Plan as:

- **People: The Social Pillar of Sustainability**
Metro Parks Tacoma shall inspire our community and achieve equity in our parks, programs, service delivery, decision making, and community engagement.
- **Conservation: The environmental Pillar of Sustainability**
Metro Parks Tacoma will advance sustainability, livability and overall community for both current and future needs.”
- **Financial: The Economic Pillar of Sustainability**
Metro Parks Tacoma will prioritize fiscal responsibility and business development in an effort to prepare the agency for the future Tacoma.

Staff stated that the District focus for the 19/20 budget includes:

- Diversity, Equity and Inclusion
- Mission-Led Comprehensive Plan
- Develop Flexible Staffing Strategies
- Strengthen Community and Regional Partnerships
- Maintain Innovative and Collaborative Organizational Culture
- Evaluate New Capital Improvement Projects

Mr. Vidallon then reviewed a district wide operating budget comparison table of the current biennium and 19/20 biennium. He highlighted the variance in grants indicating that these revenues will now be moved accounted for in the donations line item. Staff then reviewed a District-wide summary table and highlighted both general fund and enterprise fund budget recommendations. Pie charts showing revenue sources for both general fund and enterprise funds were reviewed by Mr. .Vidallon. It was noted that in the area of *other expenses* there is a much higher percentage because it includes transfers to the general fund for overhead expenses and capital fund for capital projects partially funded by ZEED operating budget.

Primary 6-year forecast related to revenue drivers and assumptions was discussed including increases in property & sales tax, and increase in earned revenue. On the expense side assumptions and drivers discussed included medical & dental rates, minimum wage changes, collective bargaining agreement terms, utility rate and on-lining of new attractions.

Shon Sylvia stated that the system is being redefined and staff is looking at things differently due to many factors such as: new assets being brought on-line, expanding youth programming, the impact of homelessness in the community, adjusting hours of operation based on community demand, dealing with changes in fixed costs such as storm credits from the City of Tacoma.

Department overviews were then given by each director as follows:

Parks & Recreation Core Services

- Preserve, protect & provide safe, well-maintained parks, natural areas, attractions & facilities for our community
- Promote and adhere to conservation ethics & environmentally sustainable practices
- Promote community engagement & deliver recreational & educational programs and services supporting our mission led areas
- Facilitate water access and recreational opportunities on Puget Sound Waterways
- Provide accessible community-oriented golf experiences
- Provide recreation & community gathering opportunities through Community Centers, Recreational Facilities & Parks
- Promote and provide equitable programs and services focused on removing barriers & providing access to underserved & disadvantaged populations

Parks & Recreation Operational Highlights:

- Advance conservation engagement & environmentally responsible practices throughout district operations in collaboration with ZEED
- Emphasis on safety through collaboration with TPD, TFD and other agencies, develop strategies to support people experiencing homelessness
- Provide new assets, recreational opportunities & community spaces with Dune Peninsula, Wilson Way, & Eastside Community Center
- Work with alternative providers and partners to redefine service delivery
- Changes to Community Center hours of operation based on analysis of community usage, offer an All-Center Pass
- Modify park operations level of service
- Enhance volunteer recruitment and engagement to involve community and offset operational costs
- Implement new staffing strategies to ensure sustainable workforce
- Adjust fees & charges to ensure financial sustainability

ZEED Department Core Services:

- Connecting the Community to Animals & Nature
- Providing the Animals under our care the best welfare
- Create community awareness and facilitate action towards greater stewardship
- Ensure our financial viability through careful enterprise management

ZEED Department Operational Highlights:

- Enhance connection with SAMI and Youth Conservation Leadership (PDZA)
- Create greater capacity for donor development (NWT)
- Update site specific operational plans (ZEED)
- Identify next steps for the North Pacific Aquarium and Arctic Tundra projects (PDZA)
- Begin transition to a new tram vehicle at Northwest Trek (NWT)

- Introduce a new bald eagle exhibit at Northwest Trek (NWT)
- Facilitate and share information on urban wildlife
- Continue to expand on connecting the ZEED experience through technology (ZEED)

Business & Innovation Core Services

- Responsible and accountable stewardship of the District's financial resources;
- Encourage experimentation, innovation and continuous improvement while identifying and mitigating risks
- Recruit, retain and reward an exceptional workforce in service to District constituents;
- Deploy geospatial and technology solutions advancing District business units and customer interactions
- Inform and engage all sectors of the community to increase awareness surrounding MPT programs and services
- To create exceptional places to play, learn and grow through community and governmental partnerships
- To cultivate relationships yielding significant fiscal contributions enabling greater connections with our community

Operational Highlights

- Responsible and accountable stewardship of the District's financial resources
- Encourage experimentation, innovation and continuous improvement while identifying and mitigating risks
- Recruit, retain and reward an exceptional workforce in service to District constituents;
- Deploy geospatial and technology solutions advancing District business units and customer interactions
- Inform and engage all sectors of the community to increase awareness surrounding MPT programs and services
- To create exceptional places to play, learn and grow through community and governmental partnerships
- To cultivate relationships yielding significant fiscal contributions enabling greater connections with our community
- Planning for wise investments in District-wide technology
- Advancing the District's diversity, equity and inclusion values
- Leveraging the District's human capital through strategic investments
- Preparing, planning and responding to emergencies to minimize service disruptions
- Identifying sustainable revenue strategies and developing a feasibility and implementation plan
- Optimizing the District's foundations
- Leveraging and monetizing the District's asset portfolio through improved brand identity
- Re-aligning park properties, programs and services between MPT, City of Tacoma and Tacoma Public Schools
- Reimagining how Tacoma's public spaces can be better leveraged to maximize shared value

- Deploying best practices in procurement and general purchasing to assure services are legally compliant while exceeding customer expectations
- Pursuing strategies, programs and services to improve health outcomes, increase resiliency and provide greater social connections

Governance & Direction Core Services

- Supporting the work plan of the Board of Park Commissioners
- Oversight and management of 19-20 budget and work plan
- Oversight of Capital work plan/ including projects & planning
- Advance legislative activities and priorities
- Development and management of inter-local agreements with other government jurisdictions
- Support directives of the District as outlined in the Strategic Plan & Mission Led Comprehensive Plan
- Support the Executive Cabinet in executing department work plans
- Support the development of sustainable revenue

Governance & Direction Operational Highlights

- Develop a comprehensive diversity, equity and inclusion approach
- Engage community partners in evaluating the feasibility of the Heidelberg Sports Village concept
- Conduct a District-wide Level of Service Study (LOS) to inform future facility and program planning
- Develop and implement a comprehensive legislative advocacy program
- Facilitate community-wide visioning across multiple sectors to reimagine Ruston Way
- Pursue opportunities to develop a joint maintenance facility with Tacoma Public Schools
- Champion District-wide conservation engagement initiatives

Planning & Development Department Core Services:

- Provide local and regional leadership in the implementation of sustainable planning & development practices
- Activate strategic planning and development initiatives involving parks, facilities, real property, cultural, and historic assets
- Provide planning, project management and capital contract coordination
- Integrate asset management planning and implementation efforts across MPT Departments
- In collaboration with partner agencies (COT, TPS, Port of Tacoma, Pierce Transit, TPCHD), plan to provide a system of parks, open space, trails, and facilities that support community development goals

Planning & Development Operational Highlights

- Expand outreach to underserved populations
- Geographic equity
- MWBE utilization

- Update the district-wide Sustainability Plan
- Data-driven decision making—sea level rise
- Improve real property data and management strategies
- Incorporate JMAC and LOS studies to address gaps
- Shift CIP towards community/neighborhood scale projects
- Cross-departmental team-based planning & coordination
- Adjust funding strategies for project delivery
- Reflect sub-category shifts required to fulfill major projects

Department Capital Budget Highlights:

- Point Defiance
- WFPH1—finalize and close out
- Owen Beach improvements
- Loop Trail improvements
- Water/sewer infrastructure Assessment
- Camp Six/Baker Tract Planning (off leash dog area, maint facility etc.)
- Interim parking lot at Triangle
- Waterfront/Marina Planning (failing infrastructure etc.)
- TPS coordination for future SAMI facilities
- Sports Comp & Athletic Fields
- Foss Softball Field Contribution
- Peck Field improvements
- Heidelberg improvements
- System Efficiencies
- Asset Management system
- Technology improvements to increase operational efficiency
- Joint Maintenance Facility—partnership with TPS
- Waterfront Parks & Facilities
- Dash Point
- Dickman Mill
- Foss Waterway
- Point Defiance Marina
- Technology improvements to increase operational efficiency
- Joint Maintenance Facility—partnership with TPS
- Waterfront Parks & Facilities
- Dash Point
- Dickman Mill
- Foss Waterway
- Point Defiance Marina improvements
- Ruston Way
- Titlow Park

Ms. Terwilleger then reviewed the proposed 6-year capital fund budget. The two year proposed capital budget was also discussed, it was noted the total 19/20 biennium equates to \$55M in capital funding. Commissioner Hanberg voiced interest about interim temporary parking at Point Defiance happen sooner than later. Commissioner Reid commented that he would like to see the herring pen project be finished.

Mr. Vidallon outlined next steps including:

November 13 th	Public Hearing #1- 2019-20 Proposed Budget; First Readings Regular and Excess Taxes Resolutions
November 26	Public Hearing #2- 2019-20 Proposed Budget; First Reading Budget Resolution; Second Readings Regular and Excess Taxes Resolutions
December 10	Second Reading Budget Resolution and Adoption

ADJOURNMENT

Being no further business, President Smith adjourned the meeting at 7:30 p.m.

APPROVED:

President

Clerk

Submitted by:
Jennifer Bowman, Secretary