



OPERATIONAL OVERVIEW

FY 2015 - 2016

PARKS & RECREATION DEPARTMENT

City of Tukwila

The City of Opportunity, The Community of Choice



MISSION

The mission of the Tukwila Parks and Recreation Department (TPR) is to enhance the quality of life for residents, businesses and visitors through a quality system of public spaces, programs and events that enhance and promote opportunities for health and fitness, personal growth, relaxation, community connection, civic engagement, and environmental stewardship.

Date: January 4, 2016

TABLE OF CONTENTS

A - Parks, Trails & Open Space

Section: Park Maintenance	5
Section: Stewardship	6
Outputs & Performance Measures	7
Standards or Benchmarks	7
Anticipated Community Outcomes	7

B - Recreation, Community Services & Events

Section: Athletic & Fitness Programs	9
Section: Community Events & Volunteer Programs/Services	11
Section: Cultural Enrichment & Social Programs	13
Section: Free/Low-cost Programs & Services	14
Section: Youth & Teen Programs	16
Outputs & Performance Measures	18
Standards or Benchmarks	20
Anticipated Community Outcomes	20

C - Golf

Section: Equipment Maintenance	21
Section: Golf Maintenance	22
Section: Pro Shop	24
Outputs & Performance Measures	25
Standards or Benchmarks	25
Anticipated Community Outcomes	25

D - Facility Rentals

Section: Community Center & Maintenance	27
Section: Outdoor Facilities	28
Outputs & Performance Measures	29
Standards or Benchmarks	29
Anticipated Community Outcomes	29

E - Planning & Development

Section: Planning	31
Section: Development	32
Outputs & Performance Measures	33
Standards or Benchmarks	33
Anticipated Community Outcomes	33

F - Strategic Support

Section: Administrative Support	35
Section: Awards & Recognition	36
Section: Marketing	36
Section: Professional Development & Certification	37
Section: Technical & Financial Services	37
Outputs & Performance Measures	38
Standards or Benchmarks	38
Anticipated Community Outcomes	38

A - Parks, Trails & Open Space

The Tukwila Parks, Trails and Open Space system is comprised of 159 acres of green space, including Fort Dent Park (home of Starfire Sports Complex, Seattle Sounders FC and Sounders S2), Duwamish Hill Preserve, the Tukwila Community Center (TCC), 11 neighborhood parks, three mini parks, four fire stations, City Hall grounds, a skate park, a spray park, a Japanese Garden, 15 neighborhood foot trails (1.0 acre) and 11.7 miles (20 acres) of regional trails. A broad range of equipment and skilled workers are employed to maintain and improve the great variety of trees, shrubs, annuals, turf, irrigation systems, maintenance equipment and outdoor equipment. Parks maintenance and stewardship services provide green spaces for people to enjoy the outdoors.

SECTION: PARK MAINTENANCE

Provide for planned and demand maintenance of park system at established service levels. Service levels dictate the frequency of tasks identified below performed at the various parks, trails and open spaces.

KEY SERVICES / ACTIVITIES:

- **Planned Maintenance**
 - General - volunteer coordination and support, appropriate chemical application, paint, pressure wash, park security, coordinate with Public Works, shop and yard maintenance, worksite security, pond cleaning, flail mow, pea patch
 - Ball fields - prepare and maintain them for use, including adding infield mix as needed, drag infield, water, place bases, ground repair
 - Equipment - maintain equipment and facilities, fence/gates, signs (inventory, maintenance, repair and replace), restrooms, playground maintenance and repairs
 - Garbage - litter pick up, debris clean-up, proper disposal, hazmat, sharps, feces, abandoned vehicles, random "dumped" items, large debris, etc.
 - Inspections - conduct inspections of park sites, playgrounds and equipment
 - Irrigation - maintain irrigation system at each site, including but not limited to installation, program timer, repair
 - Landscaping & Trees - hedge, mulch, bark, weed, tree maintenance (plant, prune, remove, debris clean-up, chip, monitor health and status), leaf control (pick-up, removal, compost), brush/grub clearing, hand watering, planting, drainage
 - Picnic Shelters - prepare them for use and clean up, including pressure wash, BBQ prep, garbage removal, post and remove usage signs
 - Turf - mow, line trim, edge, fertilize, aerate, top dress, over seed

- **Demand Maintenance** - Provide appropriate maintenance response to incidents that occur outside the normal planned maintenance.
 - Assist other City department and TPR divisions, event support (banners, events, hauling), volunteer coordination (set-up, facilitating, education, clean-up)
 - Homeless/encampments, hot spots, coordinate with Public Works
 - Inclement weather response
 - Repairs (irrigation, asphalt, concrete, turf, playground equipment, signs, fencing, lights, electrical, park-site amenities, tools, power equipment)
 - Response to citizens (approx. 35 per year) and to Council requests/inquiries (approx. 15 per year)
 - Tree maintenance (plant, prune, remove, debris clean-up, chip)
 - Vandalism response, graffiti (pressure wash, clean-up, paint)

SECTION: STEWARDSHIP

KEY SERVICES / ACTIVITIES:

- **Planning** - Meetings, grant reviews and data gathering, cross-departmental coordination, interagency coordination, research, training, development, planning, reporting, budgeting, presentations, and contract management.
- **Implementation** - Volunteer use and management, events, interagency coordination, ordering supplies, scheduling, budget monitoring, and reporting.

OUTPUTS & PERFORMANCE MEASURES

MEASURE	METRIC
Adherence to Parks Maintenance Standards	>98%
Level of public satisfaction	>95%
Parks, trails, and open space level of availability	98%
Percent of demand maintenance that could have been prevented	<5%
Percentage of population utilizing parks, trails, and open space	>98%

STANDARDS OR BENCHMARKS

- City of Tukwila internal standards and policies
- City of Tukwila *Parks Maintenance Service Level Standards*
- National Recreation and Park Association *Resource Management Plan Maintenance Standards*
- Washington State Dept. of Agriculture *Pesticide Certifications*

ANTICIPATED COMMUNITY OUTCOMES

- Maintains high quality of life for community
- Provides excellent environment to attract business and visitors
- Preserves 159 acres of urban green space that promotes a healthy environment
- Provides community with variety of parks, healthy amenities, and recreational opportunities
- Trail system that connects regionally
- Restoration work of green spaces and along the Duwamish Riverbank

B - Recreation, Community Services & Events

This core service area includes recreation programs, events, and essential services that contribute to the overall development and well-being of individuals by enhancing their physical, mental and social pursuits. Trained and skilled workers along with volunteers provide these services.

SECTION: ATHLETICS & FITNESS PROGRAMS

Athletic and fitness programs offer opportunities for community members and visitors to participate in physical exercise, sports and wellness activities while meeting new people, enjoying social interaction, and building community. TPR designs programs and activities for participants at all levels of experience, ability, knowledge, and interest.

KEY SERVICES / ACTIVITIES:

- **Athletic Programs**
 - Volleyball Leagues - Year-round opportunities for open-gym and league play for adults and seniors. These co-ed leagues emphasize skill development and social engagement.
 - Youth Basketball League - A youth basketball league for grades K-6 that promotes physical and social skill development in a fun, participatory and safe environment under the guidance of knowledgeable and supportive coaches. Tukwila School District is a key partner in this program. Sponsorships from community partners, local businesses and service organizations, help offset program costs.
 - Youth Sports Clinics - Various sports clinics are offered throughout the year and provide preschool and school aged children with skill development and a positive sports experience.

- **Fitness Programs**
 - Fitness Room, Racquetball and Open Gym - Drop-in fitness opportunities for all ages.
 - Membership Program - Comprehensive program provides the opportunity to participate in a variety of fitness classes and use of the fitness room at TCC. Classes are offered at various times Monday - Saturday.
 - Personal Training - Personal training services for individuals and small groups.
 - Senior Fitness/Wellness - Weekly classes in two highly regarded programs designed for age 55+. Silver Sneakers, a fully funded Medicare exercise program for older adults (age 65+) is free with qualifying insurance plans. Enhance Fitness is available for free to Group Health members. Free use of the TCC Fitness Room for senior residents age 50 and older is offered three times each week.

- Tukwila Healthy Employees - Support City employee health initiatives and encourage participation and use of the TCC Fitness Room, class offerings, and personal training.
- Tukwila Trailers - A women's hiking group open to all ages and abilities. This group meets weekly for fitness and socialization.
- Wellness Packages - TPR works with local employers and community organizations to create customized packages to the Membership Program at TCC. Program participants include BECU, Global 2 Local, Sea Mar, Tukwila School District and PSF Mechanical.
- Women's Only Fitness - Gender specific fitness programming includes usage of the TCC Fitness Room as well as fitness class instruction. Global to Local is a key partner in this program.

SECTION: COMMUNITY EVENTS & VOLUNTEER PROGRAMS/SERVICES

Community events and volunteer programs and services provide opportunities for connections between city staff, Tukwila residents, community organizations and local businesses through the provision of community events and volunteer opportunities.

KEY SERVICES / ACTIVITIES:

- **Community Events**

- Autumn Harvest Carnival - An annual carnival event for elementary age youth featuring games, carnival booths, costumes and festive activities. The Tukwila Library Advisory Board is a key partner for this event. Approximately 750 people attend this event.
- Backyard Wildlife Festival - An annual event providing education and resources for attracting wildlife to your yard or garden. The National Wildlife Federation is a key event partner. The event features a variety of informational and educational speakers and booths, entertainment, arts and craft vendors, and kids gardening and wildlife activities. This event also includes an annual Art Show and Competition featuring a juried art display which is sponsored by the Tukwila Arts Commission. 500 people attend this.
- Dr. Seuss Literacy Night - An annual event celebrating Dr. Seuss' birthday. Activities are focused around literacy education. There are typically 18-20 community organizations on-site to provide informational resources and referral services. The Tukwila Library Advisory Board, Tukwila Library and Tukwila School District are key partners for this event. Approximately 500 people attend this event.
- Family Fourth at the Fort - An annual Independence Day celebration featuring games and activities, roving and stage performances, food booths and concluding with a fireworks display. Entertainment is sponsored in part by 4Culture. Over 5,000 attendees attend this event.
- Family Outdoor Cinema Series - Free family movies at TCC for kids and families during the summer. Sound Credit Union is a community partner on this event. Approximately 400 people attend this movie series.
- Healthy Earth, Healthy You 5K and the Socktoberfest 5K – Fun runs encourage runners and walkers of all ages and abilities the opportunity to exercise and socialize. BECU is a key event partner for the Healthy Earth, Healthy You 5K. The 5K events attract between 50-150 participants each.
- Peanut Butter & Jam Summer Concert Series - A free outdoor summer concert series for kids and families sponsored in part by 4Culture. Approximately 900 people attend this concert series.
- See You in the Park - Launched in 2015, five community outreach events were established to support the Park Watch program. Events included informational

- booths for City services and community organization, games and activities, and free food. Over 750 community members attended the event series.
- Taste of Tukwila: A Heritage and Culture Celebration - An annual event that celebrates the diversity of Tukwila through cultural and ethnic food, displays and entertainment. Project Feast is a key event partner. Key partners include Project Feast and the Tukwila Equity & Diversity Commission. Approximately 150 people attend this event.
 - Teen Summer Kick-off Festival - An end of school summer kick-off event for middle and high school students. A variety of events, activities and informational resources for students and their families. The Tukwila School District is a key partner for this event. Additionally, 25 community organizations are on-site providing information and referral services. Approximately 600 teens attend this event.
 - Thanksgiving Dinner for Seniors - A free Thanksgiving meal for Tukwila area seniors. Key event partners include DoubleTree Guest Suites, California Pizza Kitchen, Starbucks and Southcenter Rotary. Nearly 50 City staff and community volunteers assist with this event. Approximately 160 seniors attend the event.
 - Touch-A-Truck Safety and Emergency Fair - A free annual event for families in the Tukwila area that showcases big rigs, specialized trucks and equipment, educational and informational booths. Key event partners include Westfield Southcenter and the 15-20 exhibitors. Approximately 1,000 attend this event.
 - Tukwila Kids Festival - A free annual event for kids and families that includes entertainment, food, and informational booths and resources from community organizations and businesses. Approximately 1,000 people attend this event.
- **Volunteer Services**
 - Coordinate and support citywide volunteer opportunities including recruiting, screening and placing volunteers with City departments, tracking and reporting all volunteer hours. Additionally, supports the volunteer recruitment for citywide stewardship opportunities at identified restoration sites throughout Tukwila and work closely with various partners such as Forterra, Earth Corp and BECU on designated sites.

SECTION: CULTURAL ENRICHMENT & SOCIAL PROGRAMS

Cultural and social programs, services and events are offered as a way to connect with our diverse community, learn new skills, and gain knowledge through social and educational programs, activities and events.

KEY SERVICES / ACTIVITIES:

- **Community Kitchen** - Offered annually as an opportunity to learn about culture and cuisine through cooking. Participants share the culture, good food and connections with new friends gained from the Community Kitchen experience.
- **Community Open House “A Taste of Culture”** - Offered several times per year to showcase the diverse cultural offerings from ethnic communities in Tukwila. Events typically feature cuisine, examples of culture (textiles, art, literature and entertainment) and personal stories from community members about their country of origin.
- **Extended Travel Trips** - Opportunities for individuals of all ages to travel nationally and internationally as part of an educational tour.
- **International Cooking Classes** - Monthly international cooking classes featuring a variety of ethnic foods. 100 people per year participate in the classes which provide an opportunity for people with similar interests to gather and learn new recipes from around the world.
- **Martial Arts (Yoshukai Karate, Tae Kwon Do)** - Twice weekly instruction that is open to students ages 5 and up which focuses on individual development of skill, coordination, balance and stamina.
- **Open Studio Painting** - Weekly opportunity for socialization and beginning to advanced instruction.
- **Senior Trips & Tours** - Weekly opportunity for socialization and cultural education.
- **Social Activities for Seniors** - Special events, parties, special interest group activities.
- **Special Interest Classes** - Educational opportunities for personal growth in a variety of areas including piano, ballet dance, jazz dance, line dancing, knitting, basketry, etc.
- **West African Dance** - Weekly dance classes that provide a unique exercising opportunity and include cultural learning through kinesthetic dance and travel stories.

SECTION: FREE/LOW-COST PROGRAMS & SERVICES

Free and low-cost programs and services to our most vulnerable populations enhance their quality of life, and allow them to socialize with others while receiving support services. Senior programs provide support which allows them to age in place and remain independent so they can continue to live in the community.

KEY SERVICES / ACTIVITIES:

- **Free and Low Cost Programs**

- Commercial Kitchen Basics Training - Project Feast provides free kitchen skills training for local refugees and immigrants utilizing the kitchen at TCC.
- English as a Second Language (ESL) Classes - In partnership with Literacy Source, a free class for adults is offered to help increase their English language skills.
- Health and Hygiene Programs and Services - Includes programs such as senior foot care, free weekly fitness room access for senior citizens. Free shower usage and homeless information and referral are provided regularly by TPR. Sound Mental Health and Tukwila Human Services are key partners.
- Scholarship Program - The HERO (Help Encourage Recreation Opportunities) Fund provides scholarships to Tukwila residents that meet eligibility requirements. Full and partial fee reductions are available to youth and seniors for most programs offered.
- Human Service Assistance - Referral and assistance for a variety of human service related needs including social and health services, energy assistance and minor home repair.
- Spirit of Giving - A holiday giving program for local families in need. Includes a variety of donation drives, collections events and a shopping experience for selected families. Coordinated by TPR staff, but in partnership with all City Departments, Tukwila School District, Tukwila Parks Commission, Tukwila Library Advisory Board, local businesses and community organizations. Strong-Bridge, LLC is a key partner for this program.
- Summer Sack Lunch Program - Provides free healthy lunches and snacks for ages one to 18, eight weeks during the summer at two community sites. The meals and snacks are provided through the City of Seattle.
- Tax Preparation Services - In partnership with United Way of King County, participants can receive free assistance with tax preparation, assistance with healthcare enrollment, receive credit reports, and access to other benefits.

- **Senior and Disabled Programs**

- Duwamish Curve Café - A low-cost lunch program for Tukwila area seniors, offered twice weekly and offering opportunities for socialization.

- Hyde Shuttle Transportation - A free van service for seniors and people with disabilities living in Tukwila provided by Sound Generations. Transportation is available anywhere within the service area.
- Meals on Wheels - A weekly meal service delivered to area homebound seniors or people with disabilities living in Tukwila.
- Pet food program - Qualifying participants can receive free monthly pet food deliveries for their cats or dogs. Humane Society for Seattle/King County provides food donations.
- Senior transportation services - Free transportation to TCC for Tukwila seniors to participate in senior programs, services and events.

SECTION: YOUTH & TEEN PROGRAMS

Youth and teen programs and services provide local youth, teens and families a foundation for a well-rounded, balanced life by offering activities and programs to build healthy active lifestyles. These programs keep youth and teens busy and safe during out of school hours and foster relationships to last a lifetime.

KEY SERVICES / ACTIVITIES:

- **General**
 - Early Birds - Before school recreation program for grades K-5. Tukwila School District provides transportation from TCC to all three Tukwila elementary schools and Showalter Middle School.
 - Playground Program - A summer drop-in program at Cascade View Park that operates for 6-8 weeks during the summer (July-August). On-site staff organizes games and activities, provide general supervision and distribute free lunch as part of the Summer Sack Lunch Program.

- **Youth Programs**
 - After School Activities Program (ASAP) - Provide a healthy, active lifestyles after-school enrichment program for grades K-5. This recreation-based program provides crafts, games, special activities, nutrition, and homework time. Tukwila School District provides transportation from all three Tukwila elementary schools to TCC.
 - Camp Tukwilly - Summer day camp program for grades K-5 provides positive experiences and activities during the summer months to keep the youth active and engaged.
 - No School Camps - Fun, recreational programs on no school days and school breaks, including Spring Break, Winter Break Camps, Parents Night Out, No School and Early Release Days.
 - Preschool - A recreation-based preschool program for ages 3-5. Programs meet 2-3 times per week for 10 months. Camps and special programs are offered during the summer months.
 - REACH - After School Academics, Recreation and Enrichment Program at three Tukwila elementary schools feature academic support (literacy, math and stem), recreation activities and games, and homework assistance. TPR uses the SPARK curriculum activities to get kids moving, improve social skills, and teach them the value of teamwork. This free program is available for 70 students from each school. This is a collaborative partnership with Tukwila School District and YMCA (Matt Griffin). Lens Crafters provides participants with eye exams and glasses.
 - RecTime Summer School Recreation and Enrichment Program - In collaboration with the Tukwila School District, TPR provides 30 minutes of recreation activities (sports, games and movement) to students attending the districts summer school

program. RecTime also offers an extended day program for students after the summer school day ends. This free “playground” program includes organized sports and games, entertainers and free play opportunities for two extra hours per day.

- **Teen Programs**

- After School Teen Room - A drop in program focused on giving teens a safe place to hang out after school. Tukwila School District provides transportation from Showalter Middle School to TCC.
- Foster High School Career Fair - A collaborative partnership event with Foster High School aimed at providing high school students with information on post-high-school opportunities. The event includes presentations by private companies, government agencies and local universities as well as information and resource booths. As many as 50 guest speakers and 40 informational resource vendors participate in this event.
- Teens for Tukwila - A leadership development group for teens that focuses on helping them prepare for their future. The major areas of focus are college preparation, community service projects and leadership development. TPR serves as an advisor to this youth led group and help coordinate activities and foster a partnership with the Tukwila City Council. World Vision is a key partner for this program.
- Teen Late Night - A drop in program focused on giving teens a safe place to hang out and engage with each other and staff on Friday nights. Held on Friday nights at TCC.
- Teen Open Gym - Organized drop-in play after school and during the summer.
- TeenVenture Camp - Summer day camp for grades 6-8, provides new and positive experiences for teens during the summer months to keep them active and engaged.

OUTPUTS & PERFORMANCE MEASURES

MEASURE	METRIC
After School Activity Program participants	450
Ballet dance participants	108
Before School Program participants	325
Boards and Commission volunteer hours	>454
Camp Tukwilly hours of programming	575
Camp Tukwilly participants	1,250
Children served in annual Spirit of Giving holiday campaign	>450
City department volunteer hours	>5,532
Citywide volunteer participation hours	>7,805
Community Special Event participation	>13,000
Duwamish Curve Café meals served	>2,800
Fee reductions for Parks & Recreation programs	\$13,068
Fitness class visits	7,607
Fitness Membership Pass – unduplicated user visits	1,157
Fitness Membership Pass - visits	27,000
Fitness Memberships sold	1,827
Fitness Room usage for treadmills and elliptical machines	16,355 miles
Free books distributed at Dr. Seuss Night	300
Free showers for homeless	2,664
Group volunteer project participation	>1,800
Hyde Shuttle one-way trips in Tukwila	132
Hyde Shuttle vehicle miles in Tukwila	1,915
Hygiene packs distributed	>250
Martial Arts participants	3061
Meals-on-Wheels meals delivered	>8,700
Open Studio participants	80

MEASURE	METRIC
Participation in cultural cooking programs and events	>650
Personal training clients	40
Personal training hours	325
Piano participants	582
Playground Program participants	1,920
Preschool hours of programming	300
Racquetball uses	264
REACH participants	210
RecTime minutes of activity per child	750
Senior Trips, Tours and Events participants	>1000
Silver Sneakers Memberships	105
Students served in REACH partnership with Lens Crafters	40
Summer Sack Lunch free lunches/snacks distributed	11,940
Teen Late Night hours of programming	120
Teen Late Night participants	6,000
Teen Open Gym participants	2,000
Teen Room visits	3,600
TeenVenture Camp enrollments	350
Tukwila Healthy Employee pass holders	79
Tukwila Healthy Employee visits	1,785
Tukwila Senior Free Fitness Pass holders	152
Tukwila Trailers average miles logged	168
Value of citywide volunteers	>\$179,905
Volunteer participation hours in restoration stewardship projects	>1,819
West African Dance participants	70
Youth Basketball league participants	350
Youth receiving scholarships	>175

STANDARDS OR BENCHMARKS

- Area Agency on Aging policies and procedures
- Association of Washington Cities Employee Benefit Trust standards
- City of Tukwila internal standards and policies
- Housing and Urban Development standards
- National Afterschool Association Program Standards
- National Alliance for Youth Sports standards
- National Association of Young Children
- National Council on Aging
- National “Let’s Move” campaign
- National Recreation and Parks Association *Guidelines for Credentialing Volunteers*
- Nationally recognized group fitness and personal training certifications
- Southeastern Security Consultants Inc. volunteer background screening services
- Tukwila School District *Free and Reduced Lunch Guidelines*
- Tukwila School District Headstart/ECEAP
- Volunteer Matters database management
- Washington Festivals and Events Association best practices
- Washington Parks & Recreation Association Core Values and Cultural Competency
- Washington State Office of Superintendent of Public Instruction *Child Adult Care Food Program (CACFP)*
- Washington State Office of Superintendent of Public Instruction *Summer Feeding Guidelines*
- Washington Recreation and Parks Association Risk Management School
- Youth Empowerment Institute
- Youth Program Quality Initiative

ANTICIPATED COMMUNITY OUTCOMES

- Access to Parks and Recreation programs and services
- Healthy community where residents and visitor are engaged in the use of premier facilities, trails, and recreation programs
- Opportunities for increased awareness about ethnic cultures
- Opportunities for personal growth and development
- Promote active and healthy engagement for youth, teens and families
- Provide seniors with services, tools and knowledge needed to continue living independent lives
- Safe and active community
- Bring the diverse populations of the community together to achieve a stronger more connected community

C - Golf

Foster Golf Links (FGL) is an 18-hole PGA-rated golf course owned and operated by the City that encompasses nearly 60 acres of green space and includes a pro shop, restaurant, and banquet space. FGL provides a quality golfing experience for those that live, work, and play in Tukwila. The golf course is operated as an enterprise fund with revenues covering all maintenance, pro shop services, and capital costs. This division includes skilled and trained staff that works in the pro shop and golf maintenance to provide customer service, manage play, and maintain the course and equipment.

SECTION: EQUIPMENT MAINTENANCE

Maintain the tools and equipment used to care for the Foster Golf Links.

KEY SERVICES / ACTIVITIES:

- **General Maintenance** - Mechanic work on FGL's 13 riding mowers, 10 carts, two tractors, two trucks, 10 pieces of walk-behind power equipment, 22 hand-held pieces of power equipment and 30 miscellaneous pieces of equipment (trailers, fertilizer spreaders, sprayers, top-dressers, core harvester, drag mats, water pumps, generators, gas powered blowers, Power Take-Off driven attachments, cement mixer, hose reel trailers, gas powered bunker rake, gas powered greens brush, and pressure washers).
- **Mower Maintenance** - Care and maintenance of the mowers used for the turf management.
 - Annual grinding of reel mower cutting units includes removing cutting units from mower, make repairs to cutting units and mower, deliver cutting units to vendor for grinding, pickup and re-install cutting units on mower
 - Inspect mower, adjust reel mower cutting units, maintain the bed-knife to reel gap, check and adjust the height of cut, grease zerk fittings, maintain tire pressure
- **Preventive maintenance** - Inspect equipment and tools, change oils (engine, hydraulic, axles), replace filters (engine oil, hydraulic, air, fuel), replace sparkplugs, grease zerk fittings, check tire pressure, inspect battery fluid levels, check for oil leaks, visual, and test equipment.
 - Troubleshoot and repair equipment (electrical, hydraulic, and mechanical), outfit new equipment (protective screening, decals, work lights)

SECTION: GOLF MAINTENANCE

Maintain 60 acres at varying established golf standards; specific areas of the course dictate the frequency of the tasks.

KEY SERVICES / ACTIVITIES:

- **General** - Maintenance tasks that are not specific to any single one area of the course include tree maintenance (plant, prune, remove, debris clean-up, chip, monitor health and status of 1,061 trees), trash pick-up, leaf clean-up, manage drainage, shop and yard maintenance, perform inventory, staff meetings, add/maintain fencing, riverbank maintenance, waterfowl management, inclement weather response, portable toilets.
- **Cart Paths** - 3.14 miles of 5-ft wide asphalt cart paths are maintained daily including blow edge, brush.
- **Course Accessories** - Maintain 18 marble tee signs, 18 metal benches, 43 in-ground yardage markers, 10 ball washing units, 22 garbage cans, 36 sand trap rakes, 72 painted rock tee markers, one portable water station, one air compressor, and 43 light fixtures.
- **Irrigation** - Maintain an irrigation system that includes miles of underground pipe, 215 valves, 601 sprinkler heads, four pumps, a weather station and computerized control system. Functions include set-up and program computer, manage controls, monitor system, maintain mechanical equipment, adjust spray patterns, repairs damaged equipment (valves, heads, pipes, pumps, calibration), and build in new sections of the system.
- **Landscape** - Clean, prune, weed, bark, hedge, edge, irrigate, mow, plant, pick-up litter, apply chemicals in various landscape beds in and around the course. Perform parking lot maintenance (cleaning, striping, and lighting, repairs). Maintain two water fountain features (troubleshoot issues, equipment maintenance and replacement, clean filters, drain, clean pools, add water, add chemicals), maintain water holding pond (monitor for water health, clean weeds).
- **Sand Bunkers** - 24 sand bunkers are maintained 2-3 times per week including rake and groom, edge, fill, and pump out water.
- **Set Course** - Set tee markers and set pin location daily for all 18 holes, mark lines (i.e. out of bounds, hazard) as needed.

- **Turf** - Mow, line trim, fertilize, roll, aerate, over seed, top dress, fill divots, remove debris, apply chemicals, mole management and make repairs.
 - Fairways - 24 acres maintained at 5/8 in. height; mowed 2-3 times per week
 - Greens - 128,000 sq. ft. maintained at 1/8 in. height; mowed 6-7 times per week
 - Rough - 30 acres maintained at 2½ in. height; mowed 1 time per week
 - Surrounds - 130,000 sq. ft. maintained at 1/2 in. height; mowed 2-3 times per week
 - Tees - 125,000 sq. ft. maintained at 1/2 in. height; mowed 2-3 times per week

SECTION: PRO SHOP

Coordinate and manage the play of Foster Golf Links, including scheduled, drop-in, tournaments, lessons and events; and operate merchandise program.

KEY SERVICES / ACTIVITIES:

- **Concessionaire** - Liaison with restaurant concessionaire to meet the needs of the golfers and the general public.
- **Golf Play** - Manage and coordinate play on the course for golf and Foot Golf, manage Pro Shop operations including opening and closing facility, reserve tee times for customers, register participants, collect payment, coordinate times, start golfers, resolve disputes, manage times and rates, collect fees, set-up and take down Foot Golf course, perform light custodial work in Pro Shop including cleaning restrooms, empty trash, vacuum, re-stock paper products, etc.
- **Merchandise** - Maintain inventory, order, stock, display, promote, and sell merchandise to customers, including apparel, clubs, balls, and other equipment, provide golf ball and club fitting services for customers, process gift cards and nearly 400 Member Rewards cards.
- **Player Development** - Engage golfers to engage in fun and innovative ways, promote camps, groups, and individual lessons to individuals, provide instruction during group and individual lessons, provide opportunity to junior golfers through the Foster Junior Program (PGA Jr Golf Leagues), and prepare junior golfers for high school golf and beyond.
- **Rental Services** - Coordinate, schedule, and maintain fleet of 72 motorized golf carts, and 24 pull carts, coordinate and maintain 36 sets of rental clubs.
- **Tournaments and Events** - Provide information and updated agreement forms to coordinate and reserve times for events, leagues, and tournaments, coordinate play and events with FGL Men's/Ladies Clubs and leagues. Serve as liaison between tournaments/events and restaurant vendor.

OUTPUTS & PERFORMANCE MEASURES

MEASURE	METRIC
Community/User satisfaction	>90%
Enterprise cost coverage	100%
Golf Cart Rentals	>14,500
Increased course playability in shoulder months	+10%
Lessons Taught	>225
Players Engaged	>1,000
Program usage level (all services)	>95%
Rounds of Golf	>45,000
Tournaments Held	>50

STANDARDS OR BENCHMARKS

- City of Tukwila internal standards and policies
- Golf Course Superintendent's Association of America regulations and guidelines
- Greenskeeper Association regulations and guidelines
- National Golf Federation regulations and guidelines
- Professional Golf Association of America (PGA) rules and regulations
- Washington State Dept. of Agriculture *Pesticide Certifications*

ANTICIPATED COMMUNITY OUTCOMES

- Adds to the high quality of recreational life for residents and is a attractor for business and visitors
- Community has access to a high-quality, well-maintained facility that offers a variety of programs
- Preserves nearly 80 acres of urban green space as a major community asset
- Provides the community with a high-quality, locally-owned restaurant partner

D - Facility Rentals

Facility Rentals promotes and schedules use of over 20 rental facilities throughout the Parks and Recreation system. Skilled and trained staff provides customer service and coordinate all rental use of system-wide facilities including the Community Center, picnic shelters, ball fields, and rental services (equipment rental).

SECTION: COMMUNITY CENTER & MAINTENANCE

Manage rental events at the Tukwila Community Center (TCC) including coordinating use with program and custodial staff, and perform routine maintenance throughout the system.

KEY SERVICES / ACTIVITIES:

- **General** - Manage 1,600 rental events per year at TCC including coordinate use with program and custodial staff, review and process event set-up and alcohol request forms, perform event set-up, schedule and provide for on-site staff during event, perform check-in before event, monitor the event, conduct post-event inspection and check-out with group; enforce rules and regulations.
 - Business Events - TCC is an attractive meeting space for businesses due to its location (easy access for local businesses, close to major freeways and airport), free parking, superb service and amenities.
 - Community Service Events - Rental services provides complimentary use for City department training programs and Tukwila-based nonprofit groups. Non-Tukwila based nonprofits may be eligible for discounted use.
 - Customer Service - Field nearly 4,800 rental inquiries per year via phone-in, walk-in, or email; troubleshoot audio/visual issues; coordinate with internal resources and external vendors to provide Rental Services and Supplies, including linens, audio/visual equipment, and 3rd party equipment.
 - Trade Show Events - These events are hosted for a variety of organizations, most of which are their marquee event. These draw thousands of guests to the Center and bring economic benefit to the City by creating hotel stays, dining and shopping purchases.
 - Wedding Events - A well-maintained building, nice wood floors, beautiful grounds, and great value makes TCC a favorite location for wedding events. The majority of events are held between June and August.
- **Facility Maintenance** - Perform routine facility inspections at the Community Center; conduct maintenance and equipment repairs at Community Center and FGL Clubhouse; track repairs and maintenance work; contract and coordinate preventive maintenance and repairs on fitness room equipment; coordinate contracted maintenance and repairs at the Community Center and at FGL Clubhouse.

SECTION: OUTDOOR FACILITIES

Manage rental events and field inquiries for outdoor facilities in the system including ball fields, pea patch community garden, shelters, and coordinating use with program and parks staff.

KEY SERVICES / ACTIVITIES:

- **Ball fields** - Manage rental inquiries and coordinate reservation applications for use of the City's five ball fields. Assist youth sports associations with their field scheduling; manage rental contracts and coordinate schedule with park maintenance staff.
- **Pea Patch Community Garden** - Community-based program design to provide gardeners with an opportunity to grow fruits, vegetables, and flowers for their own personal enjoyment. Named "Gully Gardens" in 2014 after Paul and Betty Gully for their contributions to the Tukwila Community Garden effort. Gully Gardens is located at Riverton Park. Plot size is 400 square feet, with 24 separate plots.
- **Picnic Shelters** - Manage inquiries and coordinate use of the City's six different shelters; field nearly 450 rental inquiries annually via phone-in, walk-in, and email (primarily taken during May – September), coordinate reservation applications, manage 100 rental contracts per year, coordinate schedule with park maintenance staff.

OUTPUTS & PERFORMANCE MEASURES

MEASURE	METRIC
Ball field rentals	75
Ball field rental attendees	6,000
Business events	450
Community Service events	105
Community Service event fees reduced	\$31,000
Level of public satisfaction	>98%
Pea Patch participants	12
Shelter rentals	100
Shelter rental attendees	5,300
TCC rentals	1,600
TCC rental attendees	93,000
Trade Show events	12
Wedding events	22

STANDARDS OR BENCHMARKS

- City of Tukwila internal standards and policies
- City of Tukwila Parks and Recreation *TCC Rental Rules and Regulations*
- City of Tukwila Parks and Recreation *Picnic Shelter and Athletic Field Information Packet*
- Washington State Liquor Control Board

ANTICIPATED COMMUNITY OUTCOMES

- Promotion of resources and opportunities in Tukwila
- Provides Economic Vitality by attracting out-of-town visitor for hotel stays and shopping
- Reflects a positive city image and provides access to scenic viewpoints
- Residents and visitors have convenient access to a premier facility to hold their event(s)

E - Planning & Development

Planning for the City's parks, trails and open spaces helps to ensure quality development and facilities for the community to enjoy. Services include protection of open spaces; management and implementation of the Capital Improvement Program; and the oversight of parks, trails, open space, and art projects.

SECTION: PLANNING

KEY SERVICES / ACTIVITIES:

- Confer with the community and other public and private sector representatives on park and facility planning issues including project design and coordination.
- Coordinate with other agencies on regional planning initiatives.
- Develop Master Plans and construction documents for various projects throughout the Department.
- Manage the Department's Capital Improvement Program. Provide expertise and assistance putting together scopes of work and bid documents for projects within the department.
- Review project plans, designs, and specifications and ensure adherence to standardized design guidelines and the intended design.
- Update the City's *Parks, Recreation, and Open Space (PROS) Plan* and assist in updating the City's *Comprehensive Land Use Plan*.

SECTION: DEVELOPMENT

KEY SERVICES / ACTIVITIES:

- Coordinate the development and implementation of park and facility plans from initial planning documents through the oversight of construction activities.
- Ensure that projects are following contractual obligations which can include contract for design consultants, contractors, funding sources, developers, etc.
- Implement City's "1% for the Arts" program.
- Represent the Parks and Recreation Department as a primary source of contact during the construction phase of park projects. Conduct construction site visits to ensure compliance with the intended design.

OUTPUTS & PERFORMANCE MEASURES

MEASURE	METRIC
Community satisfaction levels with planning & projects	>95%
Level of project compliance	100%
Number of park projects implemented as planned	>95%
Percent of park planning documents completed on time	100%

STANDARDS OR BENCHMARKS

- Americans with Disabilities Act (ADA) guidelines
- City of Tukwila internal standards and policies
- City of Tukwila *Parks, Recreation and Open Space (PROS) Plan*
- City of Tukwila *Comprehensive Land Use Plan*
- Leadership in Energy and Environmental Design (LEED) guidelines
- National Recreation and Park Association (NRPA) service area standards

ANTICIPATED COMMUNITY OUTCOMES

- Convenient and connected Parks and Recreation System
- Consistently safe, well maintained and clean facilities and spaces
- Healthy community with active lifestyles
- Improve community cohesion
- Increasing number of opportunities and services for all ages, abilities and cultures
- Strong community environment that generates economic vitality

F - Strategic Support

Strategic support includes marketing, resource development, and administrative support functions for the department. This core service supports the strategic direction of the department through the Parks, Recreation and Open Space Plan, and annual budget performance programs in line with overall City strategic objectives. This core service also facilitates and maximizes delivery of the department's other core services.

SECTION: ADMINISTRATIVE SUPPORT

KEY SERVICES / ACTIVITIES:

- **General**
 - Conduct operational audits regarding proper department procedures.
 - Coordinate and support meetings for three City advisory boards and commissions.
 - Distribute the bi-weekly payroll for 35 full-time and over 150 part-time department employees.
 - Plan, review and monitor the department's \$6 million annual operating budget (including Golf Enterprise Fund).
 - Prepare various enrollment, attendance and financial reports monthly to assist management in operational and strategic planning.
 - Recruit, accept and process over 150 part-time and seasonal employee applications to staff recreation, rentals, parks and maintenance divisions annually.

- **Emergency Management** - Serve as primary representative for citywide Shelter Operation during emergencies. Provide emergency response for localized shelter needs at the Community Center in partnership with American Red Cross.

SECTION: AWARDS & RECOGNITION

KEY SERVICES / ACTIVITIES:

- Active member in National Recreation and Park Association (NRPA) and Washington Recreation and Park Association (WRPA).
- Prepare and submit application and backup information in order for the City of Tukwila to be designated as a Tree City USA community which it has been since 2003.
- Provide program information to American Heart Association and share best practices in order to become recognized as a Platinum level Fit-Friendly worksite, which the City of Tukwila has been recognized as since 2008. We also received the Community Fitness Innovation Award.
- Submit nominations to Washington Recreation and Park Association for excellence in parks and recreation. The City of Tukwila has received numerous awards in Program, Facility, and Professional Excellence.

SECTION: MARKETING

KEY SERVICES / ACTIVITIES:

- Create, review and distribute 36,000 printed copies of the department's *Activities Guide* annually.
- Create, review and distribute 5,000 printed copies of the department's *Summer Camp Guide* annually.
- Design and prepare promotional materials to advertise department events, programs, facilities, and services throughout the year.
- Integrate social media internet sites into marketing plan to promote and inform city residents.
- Manage advertisements, media outlet distribution, e-communications and community surveys.
- Serve on the City's Communications Team.

SECTION: PROFESSIONAL DEVELOPMENT & CERTIFICATION

KEY SERVICES / ACTIVITIES:

- Encourage, support, and/or train employees in methods to provide the highest level of customer service to patrons, ensure safety, and professional/personal development. Training may include, but is not limited to:
 - Certification
 - CPR, First-Aid, AED, Blood Borne Pathogens
 - Heat Exposure, Audiology (hearing protection)
 - Pesticide, Pruning, Chainsaw Safety, Equipment Safety, Driving (i.e. Defensive Driving, Commercial Driver's License)
 - Professional Development
 - Department Leadership Team, Emergency Response
 - High Performing Organization, Succession Planning, Supervisor Training
 - Risk Management Training
- Manage department's safety training and tracking for all employees.
- Prepare newly hired employees with departmental training prior to beginning assignments.

SECTION: TECHNICAL & FINANCIAL SERVICES

KEY SERVICES / ACTIVITIES:

- Conduct and monitor approximately 79,000 payment transactions totaling over \$2.47 million in revenue.
- Coordinate with City's Technical Services Department to manage the department's software and hardware technical needs for telephones, computers, cell phones, assorted mobile devices and growing Wi-Fi needs.
- Create, manage and revise vendor, instructor and other contracts for the department.
- Manage over 20,000 patron accounts within the department's software system.
- Prepare and process approximately 400 refunds annually.
- Prepare daily deposit for Community Center and Foster Golf Links.
- Process and approve PCARD purchases for 27 accounts.

OUTPUTS & PERFORMANCE MEASURES

MEASURE	METRIC
Accuracy rate of financial transactions	>99%
Avg. business days to complete new employee orientation	<14 days
Employee injuries resulting in lost work or cost to the City	<5
Full-time employee retention rate	>95%
Percent of cash handling/audit requiring investigation	<5%
Percent of employees receiving Professional Development	>90%

STANDARDS OR BENCHMARKS

- American Heart Association Fit Friendly Program
- The Arbor Day Foundation and the National Association of State Forester's *Tree City USA standards*
- City of Tukwila internal standards and policies

ANTICIPATED COMMUNITY OUTCOMES

- Community is well informed of the department's facilities and services from media outreach
- Exceptional Return-on-Investment for all department programs
- Greater efficiency and productivity throughout the department
- Residents enjoy premier facilities and recreation programs from a state-wide recognized department
- Residents receive a city government that is fiscally responsible and attains the highest levels of organizational excellence