

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

## Phase 1: April 2021 – December 2021

Complete prior to offering program/service:

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

## 9. Contractor agreements

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

## 10. Review partner agency/department facility use policy

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

## 11. Donations \*

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

May complete concurrent with offering program/service

### 1. Develop program evaluation protocols and tools.

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

### 2. Create volunteer program

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

### 3. Marketing program design and protocols

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

### 4. Senior services assessment and program design

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

## Phase 2: January 2022 – December 2022

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

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

Q3 and Q4 work

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

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

### Phase 3: January 2023 – December 2023

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

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