



# 2022-2024 ACTION PLAN

*A roadmap for short-term implementation of priorities in SPR's 2020-2032 Strategic Plan.*



**Seattle**  
Parks & Recreation

# CONTENTS

INTRODUCTION.....	1
PLANNING APPROACH.....	1
ENGAGEMENT APPROACH & METHODS.....	2
FEEDBACK THEMES.....	3
2022–2024 PRIORITY STRATEGIES AND ACTIONS.....	6
HEALTHY PEOPLE.....	7
HEALTHY ENVIRONMENT.....	10
STRONG COMMUNITIES.....	13
ORGANIZATIONAL EXCELLENCE.....	16

# INTRODUCTION

In March 2020, after extensive public input, Seattle Parks and Recreation (SPR) released a long-range [Strategic Plan](#) to guide programming, services, and investments from 2020 to 2032. In preparation, the department led a comprehensive multi-modal engagement effort asking open-ended questions about big ideas and reaching more than **10,000** park and recreation users throughout the summer of 2019. This effort is summarized in our [2020-2032 Strategic Plan](#).

Guided by a new Pathway to Equity, a roadmap for SPR to play our part in ending institutional and structural racism in Seattle, the plan identified 40 strategies to advance SPR's mission to provide welcoming and safe opportunities to play, learn, contemplate, build community, and promote responsible stewardship of the land. These strategies are organized around our vision of promoting healthy people, a healthy environment, and strong communities while pursuing racial equity and organizational excellence. Our Strategic Plan commitments include:

## HEALTHY PEOPLE

*providing equitable programs ▪ prioritizing accessibility for all ages and abilities ▪ maintaining high-quality spaces ▪ sharing information about our services ▪ ensuring public space access ▪ connecting to nature ▪ reimagining community centers ▪ building multiuse facilities ▪ improving food access*

## HEALTHY ENVIRONMENT

*managing natural resources sustainably ▪ reducing waste ▪ reducing carbon emissions ▪ restoring urban forests ▪ preserving parkland ▪ creating climate-resilient facilities ▪ improving connectivity ▪ investing in alternative energy ▪ instilling appreciation for nature ▪ increasing equitable access to parks*

## STRONG COMMUNITIES

*providing enrichment opportunities ▪ providing childcare ▪ reducing service barriers ▪ funding community-driven programs ▪ improving park safety ▪ responding to homelessness ▪ hosting community events ▪ communicating clearly ▪ seeking economic opportunities ▪ engaging partners ▪ providing clean, safe public restrooms*

## ORGANIZATIONAL EXCELLENCE

*conducting rigorous equity analysis ▪ achieving national accreditation ▪ building a strong workforce ▪ investing in staff ▪ becoming more data-informed ▪ planning continuously ▪ challenging the status quo ▪ applying a citywide approach ▪ pursuing life-cycle maintenance ▪ streamlining community oversight*

# PLANNING APPROACH

In early 2020, SPR paused implementation of the 2020-2032 Strategic Plan when we pivoted to emergency pandemic response. Since that time, Seattle has experienced significant change. In 2021, SPR sought to reengage with communities we serve about how their needs have shifted to help shape our short-term budget priorities and operations. We needed to better understand how community needs have changed in response to four parallel crises that have caused dramatic disruption: a once-in-a-lifetime pandemic, nationwide racial reckoning, economic downturn, and increasing impacts of climate change. Our planning focused on SPR's role in addressing:



**PUBLIC HEALTH AND WELL BEING:** *Protecting staff and communities facing public health crises by addressing physical and emotional isolation exacerbated by limited access to recreational activities, which disproportionately threaten the health of people in marginalized communities.*



**RACIAL EQUITY:** *Challenging and working to change institutional barriers that perpetuate harm, including those in which our own institution has participated, to better center equity in decision-making and service.*



**ECONOMIC RECOVERY:** *Responsibly stewarding limited public resources and investing in economic opportunity for communities we serve.*



**IMPACTS OF CLIMATE CHANGE:** *Doing our part to address the global environmental crisis by reducing our carbon footprint, increasing awareness, shifting our operations and business practices, and helping the most vulnerable communities we serve adapt to more extreme conditions.*

To support response to these crises and make progress toward our overarching departmental goals, SPR recognized a need to focus on some concrete short-term steps. This three-year Action Plan is intended to identify areas of focus and specific implementation steps that advance many of the long-range strategic priorities outlined in the Strategic Plan. This helps direct SPR's staff workplans in the near term and holds us accountable to communities we serve by publicly committing to a set of discrete activities. The actions highlighted here do not comprehensively capture SPR's work, and together with these commitments, teams will continue a wide range of day-to-day activities that steward a rich parks-and-recreation system.

Planning and engagement activities throughout 2021 were split into three primary phases, with activities under each as summarized below.



## ENGAGEMENT APPROACH & METHODS

From August to November 2021, SPR conducted a range of engagement activities to reconnect with communities we serve:

- **Listening Sessions** - Superintendent Jesús Aguirre and planning team staff facilitated **9** listening sessions with community organizations primarily serving Black, Indigenous, and People of Color (BIPOC) or other minority communities. These sessions reached **165** participants representing **27** organizations.
- **Online Open House** - SPR hosted an [online open house](#) with key information about the Strategic Plan implementation process and a survey available August 27-October 13, 2021, during which time **7,008** people visited the open house and **3,660** completed the survey. Respondent demographics are included in the separate appendix summarizing engagement activities.
- **Park Ambassador Surveys** - Members of SPR's Park Ambassador team conducted **868** intercept surveys using questions from the online open house with park visitors at Golden Gardens, Green Lake, Gas Works, Magnuson, Alki Beach, and Seward Park. Park Ambassadors are deployed at busy regional parks to monitor activity levels and serve as a resource for park visitors. Respondent demographics are included in the separate appendix summarizing engagement activities.
- **Community Engagement Ambassador Surveys** - Members of SPR's Community Engagement Ambassador team asked a selection of questions from the online open house survey at **10** community events held virtually and in-person throughout Seattle. Community Engagement Ambassadors offer in-language outreach and engagement support to underrepresented Seattle residents.
- **Line of Business Engagement Activities** - Members of SPR lines-of-business teams conducted engagement activities to ask more detailed questions pertinent to their work. Staff representing Administration & Support, Capital & Facilities, Green Seattle Partnership, Grounds Maintenance, and Recreation conducted engagement activities

specific to Strategic Plan implementation, which ranged from in-person and virtual survey work to facilitating focus groups to tabling at community events. In total, these activities reached at least **797** community members and SPR staff.

- **Central Email Address** - SPR hosted a central email address for people to submit suggestions, questions, and concerns: [PKS\\_SPRStrategicPlan@seattle.gov](mailto:PKS_SPRStrategicPlan@seattle.gov). SPR received and responded to **298** emails.

Through these efforts, SPR reached a total of more than **9,000** parks and recreation users. A more comprehensive summary of this engagement—including a summary of all engagement activities, participation, and organizations reached—is included in the Action Plan appendix.

Recognizing that the events preventing SPR from implementing the Strategic Plan in 2020 disproportionately impacted communities of color and other historically marginalized groups, the planning team sought to prioritize this second round of engagement in 2021 by connecting with those most affected by the pandemic and associated impacts. The table below summarizes how SPR prioritized the feedback received to center equity and elevate the voices of historically minoritized populations.

Priority Level/Audience	Engagement Methods to Reach Each Audience
<p><b>Priority 1:</b> <i>Black, Indigenous, and People of Color (BIPOC) and other marginalized communities</i></p>	<ul style="list-style-type: none"> <li>• Listening sessions with BIPOC and other minority community-serving organizations and City commissions</li> <li>• Online Open House survey responses by BIPOC-identified individuals or non-English speakers (survey was available in City’s top 7 languages)</li> <li>• Park Ambassador survey responses by BIPOC-identified individuals</li> <li>• Community Engagement Ambassador survey responses</li> <li>• Line-of-business-led engagement responses from BIPOC-identified individuals</li> </ul>
<p><b>Priority 2:</b> <i>Current and potential SPR participants</i></p>	<ul style="list-style-type: none"> <li>• Online Open House survey responses by individuals identified as white</li> <li>• Park Ambassador surveys by individuals identified as white</li> <li>• Line-of-business-led engagement results from individuals identified as white or not disaggregated</li> </ul>
<p><b>Priority 3:</b> <i>Organized groups or groups that have partnered with SPR for 4 or more years (historic access to power)</i></p>	<ul style="list-style-type: none"> <li>• Partner meeting responses</li> <li>• Emails received through <a href="mailto:PKS_SPRStrategicPlan@seattle.gov">PKS_SPRStrategicPlan@seattle.gov</a></li> </ul>

## FEEDBACK THEMES

Below is a summary of high-level themes distilled across engagement methods organized by SPR’s major lines of business. A more detailed description of SPR’s lines of business is included in the Action Plan appendix.

Parallel Crises				Strategic Plan Sections
 <p>Public Health &amp; Well-Being</p>	 <p>Racial Equity</p>	 <p>Economic Recovery</p>	 <p>Climate Change</p>	<p><b>Healthy People (HP)</b>  <b>Healthy Environment (HE)</b>  <b>Strong Communities (SC)</b>  <b>Organizational Excellence (OE)</b></p>

Activation, Recreation Facility Operations, Recreation Programs	Audience Priority	Crisis	2020-2032 Strategy	2022-2024 Action
Change community center operating hours to better align with community needs.	2		HP7	5
Increase awareness of program offerings at SPR recreation facilities.	1, 2		HP1 HP4	4
Increase access to environmental education opportunities. Prioritize offerings relevant to persons with disabilities and BIPOC community members.	1, 2		HP9 HE9	13
Continue to increase access to welcoming and relevant recreation opportunities for BIPOC, LGBTQIA+, and people with disabilities.	1, 2		HP1 HP4 SC4	1

Administration & Support	Audience Priority	Crisis	2020-2032 Strategy	2022-2024 Action
Establish meaningful and ongoing relationships with BIPOC community by clarifying decision-making processes and increasing community engagement.	1, 2		OE6 SC4	15
Center equity in budgeting practices by meaningfully and visibly reprioritizing resources to serve BIPOC community.	1		OE1 OE7	15 22
Reduce barriers to partnering with SPR (volunteer activities, small business permitting/contracting).	1, 2		SC9 OE5	14
Partner with program staff to improve and enhance marketing practices.	1		HP4 SC8	4
Focus staff recruitment on BIPOC, including a focus on hiring from within communities being served.	1, 2		OE3	21
Enhance career pathways through additional internships and job training opportunities.	1, 2, 3		SC10	11 18

Capital & Facilities	Audience Priority	Crisis	2020-2032 Strategy	2022-2024 Action
Improve pathways for BIPOC community to meaningfully participate in co-design and prioritization of capital project development and delivery.	1		OE6 SC4	15
Improve connections to/collaboration with other City agencies with the goal of creating a more seamless experience for users.	1, 2		HE7	24
Maximize usability and flexibility of existing park spaces through trail and pathway upgrades and enhancements.	1, 2, 3		HE7	12
Make strategic investments to balance climate adaptation and mitigation (adding air conditioning to provide respite from heat while investing in alternative energy and enhancing facilities' energy efficiency).	1, 2		HE3 HE6 HE8	9
Enhance and maintain the system we already have, with a focus on enhancements in historically underserved areas.	1, 2		HP3 OE9	3 15

Emergency Management & Security Services	Audience Priority	Crisis	2020-2032 Strategy	2022-2024 Action
Improve safety and security at parks and facilities.	1, 2		SC5	16
Increase enforcement of leash and scoop laws, especially in smaller parks in dense and historically underserved areas with few other outdoor options.	1		SC5	16

Golf	Audience Priority	Crisis	2020-2032 Strategy	2022-2024 Action
Enhance use of golf courses for additional public uses.	1		HP6 HP8	24
Grounds Maintenance	Audience Priority	Crisis	2020-2032 Strategy	2022-2024 Action
Prioritize addressing the impacts of homelessness in parks.	1, 2		SC6 OE8	17
Improve park cleanliness with an emphasis on increasing access to clean comfort stations.	1, 2, 3		SC11	19
Address issues with park safety and accessibility, using interventions like Crime Prevention Through Environmental Design (CPTED), ADA improvements, signage, and SPR staff presence that reflect the community.	1, 2		SC5	3 12 16
Decrease SPR's impact on climate change by using electric equipment, environmentally preferred land management practices, and composting/recycling.	1, 2, 3		HE1 HE2 HE3 HE8	7 8
Natural Resource Maintenance & Green Seattle Partnership	Audience Priority	Crisis	2020-2032 Strategy	2022-2024 Action
Prioritize actions that leverage Seattle's tree canopy in mitigating the impacts of climate change.	1, 2, 3		HE3 HE4	10
Increase access to food and urban agriculture opportunities.	1		HP9	6
Coordinate approach to citywide planning and to trail and natural space maintenance. Enhance usability for pedestrians.	2		HP4 HE7	12 24
Pursue pathways to provide compensation or job training to build skills in roles historically performed by volunteers, with a priority on BIPOC communities.	1		SC9 SC10	11
Partner with other departments and institutions to create long-range plans for urban canopy restoration.	1, 2		HE4	10
Identify opportunities to connect Green Seattle Partnership work to environmental education programming.	1		HP6 HE9	11

# 2022–2024 PRIORITY STRATEGIES AND ACTIONS

These specific actions and implementation steps, identified by SPR staff for the next three years, incorporate community feedback. Each action is listed under the Strategic Plan strategy or strategies it supports, includes annual benchmarks for 2022-2024 to track progress, and indicates which SPR lines of business will support implementation. For reference, a detailed description of SPR’s operating and capital lines of business is included in the appendix.

Actions are formatted as follows:

**2020-2032 Strategy #: Strategy as written in 2020-2032 Strategic Plan.**

**Action #:** Overarching goal statement.

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Key milestones and activities planned for 2022.</li></ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Key milestones and activities planned for 2023.</li></ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Key milestones and activities planned for 2024.</li></ul>

**Related Lines of Business:** *SPR lines of business involved in implementation of this goal.*

SPR will continue delivering core services across our lines of business through a host of activities and programs that align with our vision and with what communities have shared with us. These Action Plan priorities support Strategic Plan implementation and complement the provision of day-to-day parks and recreation services.

To do our work well, we must recognize that we can’t do it all, and we can’t do it alone. SPR will continue to operate in close partnership with other City departments and other organizations (Associated Recreation Council, Seattle Parks Foundation, community-based organizations, building tenants, and many others) to expand our reach, and to avoid duplicating services with other providers.

SPR plans to revisit and update the annual benchmarks in this Action Plan each year, and report on accomplishments as part of our annual reporting process. Future Action Plan iterations (2025-2027) will address additional Strategic Plan strategies. Some actions identified below will be impacted by the process of prioritizing funding for the 2023-2028 Park District cycle. The first of SPR’s annual Action Plan updates will reflect Park District funding decisions, which the Seattle City Council acting as the Seattle Park District Board will make in November 2022.



# HEALTHY PEOPLE

**HP1:** Provide a comprehensive and equitable portfolio of programs and activities that promote physical and mental wellness for children, youth, adults, seniors, and people with disabilities.

**Action 1:** Partner with community to identify responsive, equity-centered recreation programs resulting in a comprehensive recreation program plan grounded in industry best practices.

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Establish shared definitions and desired outcomes for recreation programming, assess Commission for Accreditation of Park and Recreation Agencies (CAPRA) <a href="#">standards</a> for a Recreation Program Plan, and identify alignment needs.</li><li>• Complete an inventory of current recreation programming, assess program alignment with desired outcomes, and analyze recent community feedback to identify service gaps.</li><li>• Consider respective roles of built facilities and mobile recreation services to expand service footprint.</li></ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Establish a protocol for ongoing engagement with community on a regular and consistent basis.</li><li>• Identify additional recreation program-related CAPRA standards for focus in 2023 and 2024.</li><li>• Begin the development of a comprehensive recreation program plan.</li></ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Discontinue programming that is not meeting desired program outcomes, introduce new programming that better fits these criteria, and ensure that service changes are clearly communicated to community. Continue updating suite of programs to meet CAPRA standards.</li><li>• Re-evaluate programming and re-engage community for any adjustments to ensure that continued programming aligns with community desires and needs. Update programming plan to reflect changes.</li><li>• Finalize and publish SPR's comprehensive recreation program plan.</li></ul>

**Related Lines of Business:** *Activation, Athletics, Aquatics, Community Center Operations, Recreation Programming, Scholarships, Teen Programming, Youth Learning & Academics.*

**HP2:** Make all parks, facilities, and programs accessible and inclusive, utilizing universal design principles with the goal of including people of all ages and abilities.

**Action 2:** Expand community access to athletic fields while reevaluating athletic field scheduling practices through an equity lens.

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Analyze existing field use to identify primary field users and document use patterns over time.</li><li>• Conduct equity analysis on current practices, processes, and priorities for field scheduling.</li><li>• Engage SPR leadership on findings and considerations for potential revisions to SPR field use policy.</li><li>• Formalize pilot program that provides community members with the opportunity to drop-in for free at designated athletic fields to play unscheduled games with their friends and family.</li></ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Initiate and complete Racial Equity Toolkit by engaging with the community: conducting surveys, holding meetings with field users, and in other ways identifying existing barriers to access and potential improvements.</li><li>• Develop alternative field use scheduling models: assess revenue impacts and associated revisions to SPR field use policy.</li><li>• Engage SPR leadership on results and determine policy direction.</li><li>• Implement policy direction.</li></ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Evaluate implementation of policy direction and codify related updates to SPR scheduling policy.</li></ul>

**Related Lines of Business:** *Activation, Administration & Support (Budget, Policy).*

**HP3:** Maintain a high-quality system of spaces and facilities for community to gather, learn, recreate, and become healthy.

**Action 3:** Steward all SPR facilities through a life cycle-based approach, prioritizing service in the most historically disadvantaged areas.

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Inventory facilities, systems, and teams responsible for maintenance work, including assessing interdependencies and identifying gaps.</li><li>• Ensure all new facilities commissioned have preventative and life cycle maintenance plans.</li><li>• Begin developing operation and maintenance standards where gaps are identified.</li></ul>
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	<ul style="list-style-type: none"> <li>Establish standards for performance and accountability, focused on reducing asset failure rate, keeping key public assets in service, and completing preventative maintenance workorders on time.</li> </ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Continue developing operations and maintenance standards as needed, including conducting regular check-ins with program staff about park and facility usability.</li> <li>Integrate new standards into Asset Management and Work Order (AMWO) system.</li> <li>Implement process improvements related to established performance standards.</li> </ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Create dashboards to monitor progress and ensure equitable distribution of resources.</li> <li>Implement process improvements related to established performance standards.</li> </ul>

**Related Lines of Business:** Administration & Support (AMWO Team), Asset Management & Life Cycle Program, Capital Planning, Facility Maintenance, Grounds Maintenance.

**Note:** This action also supports Organizational Excellence Strategy #9.

**HP4:** Ensure residents and visitors know about the different ways they can get moving and be active in our parks, natural areas, trails, pools, and community centers.

**Action 4: Increase the community awareness of SPR programs and services through video, web, and printed content.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Develop a marketing plan for SPR’s programs and services, based on consumer insights and analytics, including setting targets for 2023.</li> <li>Increase the promotion of SPR programs and services in partnership with BIPOC-focused media outlets.</li> <li>Continue to expand information available in multiple languages and awareness of these resources in alignment with the City's language access plan.</li> </ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Use the findings from SPR’s marketing plan to improve the reach of social media, web ads, bus ads, and radio/podcast ads.</li> <li>Create professionally designed videos, web, and print content that illustrate the benefit of SPR programs and services.</li> <li>Assess progress toward targets set in 2023 marketing plan and set targets for 2024.</li> </ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Assess progress toward targets set in 2024 marketing plan and set targets for 2025.</li> </ul>

**Related Lines of Business:** Administration & Support (Communications), all.

**HP7:** Improve equity and effectiveness across our community center system by redesigning our community center operations and programming and re-examining our current approach to geographic placement of community centers.

**Action 5: Shift community center operating hours to address community need for evening and weekend hours.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Establish baseline of funded hours of operation and develop plan to enhance community center services, including evening and weekend opportunities, using Equity and Priority Populations Index (EPPI) to support prioritization.</li> <li>Seek additional resources through 2023-2028 Park District cycle to increase community center services, including evening and weekend opportunities, expand mobile recreation services to supplement community center programming, and plan for additional services and operating hours at Lake City Community Center as well as the community center to be developed as a public benefit from the sale of the Mercer Mega Block.</li> <li>Shift existing community center hours to increase weekend and evening operations by September 2022.</li> </ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Pending resources, increase community center services, including evening and weekend operations, by September 2023.</li> <li>Establish baseline and set key performance indicators (KPIs) for 2024.</li> </ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Evaluate baseline data for program quality and customer utilization—by days and hours and customer demographics—to understand equity-seeking populations’ community center use. Re-engage community to ensure continued alignment of needs across the system.</li> <li>Continue to assess community center staffing needs and adjust as necessary.</li> </ul>

**Related Lines of Business:** Aquatics, Community Center Operations.

**HP9:** Build food security and enhance the resilience of our urban food system by creatively using our spaces and programming to increase access to and distribution of fresh, affordable food as well as nutrition education.

**Action 6: Harvest and distribute food grown on SPR land in partnership with organizations that build the capacity of BIPOC communities to engage in food systems programming.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Work with community stakeholders to develop and activate 3 new garden or farm sites.</li><li>• Develop an inventory of BIPOC stakeholders receiving harvest produce and accessing garden sites.</li><li>• Harvest and distribute 15,000 pounds of produce by the end of the 4th quarter.</li></ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Work with community stakeholders to develop and activate 3 new orchard sites. Increase BIPOC stakeholders' access to produce grown on SPR land and/or use of farm sites over 2022 baseline by 10%.</li><li>• Harvest and distribute 15,000 pounds of produce by the end of the 4th quarter.</li></ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Work with SPR teams and community stakeholders to build maintenance, harvesting, and distribution capacity.</li><li>• Increase BIPOC stakeholders' access to produce and/or farm sites over 2023 levels by 15%.</li><li>• Harvest and distribute 20,000 pounds of produce by the end of the 4th quarter.</li></ul>

**Related Lines of Business:** *Activation, Natural Resource Maintenance.*

# HEALTHY ENVIRONMENT

**HE1:** Manage our water resources sustainably in the face of climate change impacts through smart irrigation, stormwater management, preventative maintenance, water conservation and reuse, plant selection, and landscape management.

**Action 7: Adopt landscape management practices that increase carbon sequestration, improve soil fertility, and increase water retention.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Train grounds maintenance staff in organic matter retention practices to preserve vegetation and reduce maintenance needs. Purchase equipment needed to implement these practices.</li><li>• Prioritize implementation in areas in each district with low tree canopy, high heat index, and lower maintenance hours identified through equity analysis of SPR's Asset Management and Work Order (AWMO) system.</li><li>• Identify drought-vulnerable trees using the <a href="#">SPR Vulnerable Trees Analysis Tool</a>.</li></ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Continue implementing organic matter retention practices.</li><li>• Develop outreach materials informing the public how to apply these ecosystem sustaining tactics at home.</li></ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Continue implementing organic matter retention practices.</li></ul>

**Related Lines of Business:** *Grounds Maintenance.*

**HE2:** Reduce waste through recycling, composting, and responsible sourcing at SPR facilities, and promote education and programming encouraging waste reduction efforts for our tenants, partners, and community.

**Action 8: Improve waste diversion in high-use and historically underserved parks.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Conduct final waste audit of athletic field pilot sites launched in 2021.</li><li>• Create comprehensive inventory of waste and recycling bins across SPR system.</li><li>• Develop a waste diversion plan that identifies priority park sites for implementation, and present plan to department leadership. Consider associated signage and educational outreach to support successful implementation.</li></ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Implement waste diversion plan including purchase and placement of new bins and launch of education campaign.</li></ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Evaluate waste diversion plan implementation.</li></ul>

**Related Lines of Business:** *Administration & Support (Policy), Grounds Maintenance.*

**HE3:** Drive toward operating a carbon-neutral park and recreation system by 2050 by implementing Seattle's Climate Action Plan, including investing in decarbonization infrastructure and reducing pollution and energy use in our parks, recreation facilities, pools, and construction projects.

**HE6:** Work to make SPR's facilities available year-round in response to climate change impacts such as extreme heat, smoke, and snow.

**HE8:** Innovate and investigate strategies and technologies, such as solar panels and geothermal wells to support resiliency and further combat effects of climate change.

**Action 9: Pursue electrification, cooling, and renewable energy projects at SPR buildings, prioritizing facilities in equity zones and implementing systems that support new ways of operating buildings.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Hire consultant to develop a SPR Climate-Conscious Buildings Assessment and Implementation Plan assessing and categorizing heating and cooling system types, identifying renewable energy opportunities, developing utility cost projections, and making recommendations for facility prioritization with a focus on investments in equity zones.</li></ul>
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	<ul style="list-style-type: none"> <li>Seek additional resources through 2023-2028 Park District cycle for facility electrification and pursue grant opportunities to support small and large projects, including collaborating with the Office of Sustainability and Environment and the Office of Intergovernmental Relations to explore state and federal funding opportunities.</li> </ul>
2023 Benchmarks:	<ul style="list-style-type: none"> <li>Finalize SPR Climate-Conscious Buildings Assessment and Implementation Plan.</li> <li>Pending resources, complete 2 small-scale electrifications and begin design for full electrification and renewable energy installation at 2 other SPR facilities.</li> <li>Continue pursuing grants to support projects.</li> </ul>
2024 Benchmarks:	<ul style="list-style-type: none"> <li>Pending resources, complete construction documents for full electrification and renewable energy installation at the 2 identified facilities and complete 3 additional small-scale electrifications.</li> </ul>

**Related Lines of Business:** *Aquatics, Capital Planning, Community Center Operations, Facility Maintenance.*

**HE4:** Develop new targets as we approach the Green Seattle Partnership's urban forest restoration goal, establishing a sustainable balance between restoration and maintenance of forests, forest canopy, natural areas, open spaces and ecological functions with a focus on wildlife habitat.

**Action 10: Increase tree canopy, focusing on historically underserved areas disproportionately impacted by summer heat, by piloting a tree grove planting program.**

2022 Benchmarks:	<ul style="list-style-type: none"> <li>Identify 4 locations with limited tree canopy in areas that are disproportionately impacted by summer heat using results of King County and City of Seattle's <a href="#">heat mapping project</a>, aerial maps, and <a href="#">Washington Environmental Health Disparities Map</a>.</li> <li>Plan and install 4 tree groves and identify and implement an appropriate watering system.</li> <li>Participate in Citywide strategic efforts to increase tree canopy across City-owned properties.</li> </ul>
2023 Benchmarks:	<ul style="list-style-type: none"> <li>Explore strategies for ongoing maintenance of new groves, including a role for community volunteers to support summer watering and annual mulching at newly established tree groves.</li> <li>Create a system to gather and track metrics on volunteer activities.</li> <li>Create a centralized repository for community input related to this program.</li> </ul>
2024 Benchmarks:	<ul style="list-style-type: none"> <li>Share program information and community input with other City of Seattle departments that have expressed interest in pursuing similar efforts.</li> </ul>

**Related Lines of Business:** *Capital Planning, Natural Resource Maintenance, Partnerships.*

**Note:** *This action also supports Strong Communities Strategy #9.*

**Action 11: Develop community-driven forest stewardship opportunities for BIPOC, including for youth, by providing annual paid job training experiences that focus on promoting ecological repair, building relationship with the land, and sharing skills to institutionalize climate change adaptation and human well-being in parks.**

2022 Benchmarks:	<ul style="list-style-type: none"> <li>Provide funding for job training opportunities in 2022 through partnerships with new and established nonprofit service providers, incorporating trails projects and outdoor experiential learning opportunities as feasible.</li> <li>Develop standard skills training, develop desired outcomes of stewardship opportunities, and explore strategies to offer participants a meaningful wage.</li> </ul>
2023 Benchmarks:	<ul style="list-style-type: none"> <li>Provide funding for job training opportunities in 2023 through partnerships with new and established nonprofit service providers.</li> </ul>
2024 Benchmarks:	<ul style="list-style-type: none"> <li>Provide funding for job training opportunities in 2024 through partnerships with new and established nonprofit service providers.</li> <li>Review accomplishments from previous two years and adapt programming to address participant feedback and outcomes.</li> <li>Explore career pathways for program participants within City of Seattle or SPR.</li> </ul>

**Related Lines of Business:** *Administration & Support (Human Resources), Green Seattle Partnership.*

**Note:** *This action also supports Strong Communities Strategy #10.*

**HE7:** Improve connectivity in our system by enhancing parks, open space, and trails in partnership with other City agencies and community organizations.

**Action 12: Improve access to trails in underserved communities through enhanced maintenance and condition assessments to improve safety, access, and park aesthetics, creating a welcoming environment.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Identify 10 trailheads to provide 100 linear feet of maintenance at the trailhead, including Crime Prevention Through Environmental Design (CPTED) pruning, corridor maintenance, and trail resurfacing.</li><li>• Begin mapping arterial trails to develop comprehensive trail map resource, starting in underserved communities, utilizing the City's <a href="#">Racial and Social Equity Index</a>.</li><li>• Seek additional resources through 2023-2028 Park District cycle to support ongoing trail maintenance, capital investment on existing trails, and building new trails and increasing connections to existing natural areas.</li></ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Pending resources, expand trail maintenance, capital improvements, and new connections.</li><li>• Identify 10 trailheads to provide 100 linear feet of maintenance at the trailhead.</li><li>• Complete 80,000 linear feet of trail mapping.</li></ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Pending resources, continue expanded trail maintenance, capital improvements, and new connections.</li><li>• Identify 10 trailheads to provide 100 linear feet of maintenance at the trailhead.</li><li>• Map an additional 80,000 linear feet of trails.</li></ul>

**Related Lines of Business:** *Emergency Management & Security Services, Natural Resource Maintenance, Green Seattle Partnership.*

**HE9:** Instill an appreciation of the natural environment through programming, events, and volunteerism to ensure future generations benefit from our natural assets and continue to steward them.

**Action 13: Increase outdoor learning experiences for youth in SPR after-school, summer, and teen programs to build an appreciation of the natural world, foster welcoming park spaces, and encourage stewardship.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Plan and develop training materials, curriculum, and activities informed by the application of a Racial Equity Toolkit.</li><li>• Pilot training program in partnership with Associated Recreation Council afterschool program leaders at three community centers in fall 2022, selecting from areas at high disadvantage on the City's <a href="#">Racial and Social Equity Index</a> with the goal of spending 2-4 hours per week outside.</li><li>• Establish a baseline dataset reflecting current level of environmental education within existing SPR recreation programs.</li><li>• Seek additional resources to support this work.</li></ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Pending resources, expand training to lead environmental education and outdoor learning activities in additional after-school and summer programs.</li><li>• Develop a measurement tool for staff to log hours outside with youth and track training hours. Report metrics for 2023.</li></ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Continue to train and support staff in meeting goals. Once programming established at after-school and summer programs, expand training to include teen programming.</li><li>• Begin to evaluate the program by distributing and collecting post-program participant evaluations, focusing on whether youth show increased appreciation of the natural world and feel more welcome in SPR spaces.</li></ul>

**Related Lines of Business:** *Activation, Recreation Programming, Teen Programming, Youth Learning & Academics.*

# STRONG COMMUNITIES

**SC4:** Leverage our grant-making programs as opportunities to build community capacity in historically underserved areas and identify pathways to funding community-driven programs and projects.

**Action 14: Expand grants supporting community-led programming, expand technical tools, and streamline business practices.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Seek additional resources through 2023-2028 Park District cycle to increase grant allocations and awards and support grant administration.</li><li>• Begin aligning internal business processes including permitting, payment, data gathering, engagement, and marketing to better serve grantees.</li></ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Create overarching SPR grant guide that compiles information about accessing SPR grants for program implementation and translate into several languages.</li><li>• Create external website for SPR grants that includes new grant guide, individual grant process guidelines, and key annual dates. Ensure alignment with new SPR equity fund (see Action 15).</li></ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Complete alignment of permitting, payment, data gathering, engagement, and marketing to simplify grant access across grant programs.</li><li>• Explore opportunities to move grant awardees into sustained partnership relationships with SPR.</li></ul>

**Related Lines of Business:** *Activation, Administration & Support (Budget, Business Service Center, Accounting).*

**Action 15: Provide a clear and equitable pathway for community-initiated projects by implementing a new equity fund.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Transition former Major Projects Challenge Fund to a new Equitable Development Fund, as specified in 2022 Adopted Budget.</li><li>• Onboard new positions established in 2022 Adopted Budget for dedicated staff to develop an implementation plan and establish a feedback loop with community.</li><li>• Coordinate across SPR divisions to identify opportunities to implement community ideas for both operating and capital projects.</li><li>• Seek additional resources through 2023-2028 Park District cycle to enhance equity fund implementation.</li></ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Continue following the implementation plan to launch the program, with a focus on continuing to build relationship with community through engagement and capacity building.</li><li>• Per interlocal agreement establishing the Seattle Park District, collaborate with the Board of Parks and Recreation Commissioners to design and implement a project prioritization and selection process for the Equitable Development Fund.</li></ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Complete implementation of Equitable Development Fund project prioritization and selection process, and report on activities funded in 2024 SPR annual report.</li><li>• Continue building and deepening relationship with community through engagement and capacity building.</li></ul>

**Related Lines of Business:** *Activation, Capital Planning, Capital Development & Improvement, Administration & Support (Budget, Communications, Policy).*

**Note:** *This action also supports Organizational Excellence Strategy #6.*

**SC5:** Make parks safer by increasing neighborhood programming and working with community to identify priorities such as increased public presence through community-led activities, additional lighting where appropriate, needle disposal boxes, animal control, and increased frequency of maintenance.

**Action 16: Respond to community requests to address safety concerns in parks and recreation facilities by developing and implementing a park safety strategy focused on positive uses, early intervention, and de-escalation.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"><li>• Hire a consultant to assess SPR security needs and other park safety concerns, and to develop a plan for a restructured security unit and overall approach to park safety.</li></ul>
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	<ul style="list-style-type: none"> <li>Using funds provided in 2022 budget, expand security presence at parks designated as high-priority areas requiring additional emphasis. Coordinate security expansion with SPR outdoor activation programs (Park Concierges).</li> <li>Partner with Department of Finance and Administrative Services on Council-requested information on efficiencies in animal control patrolling.</li> <li>Seek additional resources through the 2023-2028 Park District cycle to implement park safety recommendations, including an expansion of the Park Concierge program.</li> </ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Pending resources, implement recommendation in park safety assessment.</li> <li>Pending resources, expand Park Concierge program to encourage positive uses and enhance engagement with visitors in parks with a higher occurrence of illegal behaviors.</li> </ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Continue implementing park safety approach and adjust as needed.</li> </ul>

**Related Lines of Business:** *Activation, Emergency Management & Security Services.*

**SC6:** Strengthen the City's efforts to uplift individuals experiencing homelessness through expanding parks-based job training opportunities and respectful cleaning of unsanctioned encampments.

**Action 17: Respond to impacts of homelessness in parks by restoring outdoor spaces, partnering with service providers to maximize accessibility of park land and rights-of-way, and expanding the Seattle Conservation Corps.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Develop a partnership with newly established King County Regional Authority and define SPR's continued role in the effort to clean unsanctioned encampments and to connect unhoused individuals to shelter.</li> <li>Restore SPR outdoor spaces (developed parks, athletic fields) where maintenance has been deferred during the pandemic. Prioritize maintenance activities such as vegetation management, tree trimming, power washing, litter pickup, and vandalism repair to ensure access to clean, safe, and welcoming SPR properties.</li> <li>Leverage one-time Coronavirus Local Fiscal Recovery (CLFR) funds to continue supporting Seattle's Clean Cities Initiative in partnership with Seattle Department of Transportation and Seattle Public Utilities.</li> <li>Assess Seattle Conservation Corps operating model in consultation with other capital City departments to assess sustainable project work for trainees. Seek additional resources in the 2023-2028 Park District Cycle to expand the Seattle Conservation Corps.</li> </ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Pending funding, expand the Seattle Conservation Corps to provide additional job training opportunities to formerly homeless individuals.</li> <li>Continue restoring access to clean, safe, and welcoming SPR outdoor spaces, including addressing obstructions impacting park use.</li> </ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Continue restoring access to clean, safe, and welcoming SPR outdoor spaces, including addressing obstructions impacting park use.</li> </ul>

**Related Lines of Business:** *Administration & Support (Communications, Superintendent's Office), Grounds Maintenance.*

**SC9:** Reexamine our approach to community-based and public agency partnerships to supplement our work in meeting the needs of community members, including strengthening our infrastructure supporting volunteer efforts.

See Action 10 under **HE4**.

**SC10:** Enhance economic opportunities through job training, apprenticeships, and green economy employment, including doubling the size of the Seattle Conservation Corps.

**Action 18: Support young people in Seattle by coordinating and expanding programs connecting youth and young adults to quality mentoring, job training, and employment opportunities.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"> <li>Inventory existing SPR mentorship, youth employment, internship, and job training programs. Identify opportunities to streamline existing programs and leverage partnerships to increase program offerings.</li> <li>Seek additional resources through 2023-2028 Park District cycle to support expanded youth employment and mentorship opportunities.</li> </ul>
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<p><i>2023 Benchmarks:</i></p>	<ul style="list-style-type: none"> <li>• Explore potential for partnership with community-based organizations that serve BIPOC youth.</li> <li>• Pending resources, contract with community-based organizations that serve BIPOC youth, to expand youth mentorship and employment program offerings. Co-develop a set of program procedures and curriculum that centralize SPR's youth mentorship and employment offerings.</li> <li>• Inventory jobs that pay a meaningful wage and create a pathway to parks-and-recreation careers for youth.</li> <li>• Pending resources, pilot the centralized youth mentorship and employment program. Evaluate program quality and outcomes.</li> </ul>
<p><i>2024 Benchmarks:</i></p>	<ul style="list-style-type: none"> <li>• Continue to implement coordinated program operations.</li> <li>• Develop dashboard to track all SPR programs as well as the youth employment continuum to recruit youth from within SPR programs for regular SPR positions.</li> </ul>

**Related Lines of Business:** *Teen Programming, Administration & Support (Human Resources).*

**Note:** *This action is related to Action 11.*

**SC11: Increase cleanliness, safety, and availability of public restrooms in our parks and facilities.**

**Action 19: Respond to community demand for increased access to safe and welcoming public restrooms by enhancing maintenance, investing in infrastructure improvements for safety, and expanding year-round access.**

<p><i>2022 Benchmarks:</i></p>	<ul style="list-style-type: none"> <li>• Assess and pilot strategies for increased year-round access through winterization, investing in electronic locking technology, revisiting standards for comfort station design and renovation, improving routes and ADA accessibility, and pursuing energy and water conservation.</li> <li>• Seek additional resources through 2023-2028 Park District cycle to expand park maintenance activities including comfort station cleaning and make infrastructure improvements at public restrooms.</li> </ul>
<p><i>2023 Benchmarks:</i></p>	<ul style="list-style-type: none"> <li>• Pending resources, hire additional staff to enhance comfort station cleanliness and make capital improvements to support year-round operations of additional comfort stations.</li> <li>• Continue to remodel, improve, and replace comfort stations with a focus on historically disadvantaged areas.</li> </ul>
<p><i>2024 Benchmarks:</i></p>	<ul style="list-style-type: none"> <li>• Pending resources, continue to expand year-round comfort station operations.</li> <li>• Continue to remodel, improve, or replace comfort stations.</li> </ul>

**Related Lines of Business:** *Administration & Support (Budget, Policy), Capital Planning, Facility Maintenance, Grounds Maintenance.*

# ORGANIZATIONAL EXCELLENCE

**OE2:** Be a standard of excellence in our management and stewardship of Seattle's parks and recreation system by becoming a nationally accredited and award-winning parks and recreation agency.

**Action 20: Align SPR's policies and policy management process with our equity values and industry standards.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"> <li>• Complete an equity analysis for each SPR line of business.</li> <li>• Clarify and improve departmental policy development and approval procedures.</li> <li>• Design an inclusive policy management process and engagement tools.</li> <li>• Adopt a records management structure that provides transparency of applicable SPR policies internally and publicly.</li> </ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"> <li>• Implement an inclusive policy management process pilot.</li> <li>• Develop an implementation plan for Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation, including identifying priority policies, procedures, and plans for development or revision.</li> <li>• Document evidence of compliance with CAPRA standards and begin the CAPRA self-assessment.</li> </ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"> <li>• Continue to document evidence of compliance with CAPRA standards and begin the CAPRA self-assessment.</li> <li>• Pursue National Recreation and Parks Association CAPRA Accreditation.</li> </ul>

**Related Lines of Business:** Administration & Support (Policy), All.

**OE3:** Build and sustain a strong and appropriately sized workforce by recruiting, retaining, and developing staff and leadership that represent the communities we serve, transferring institutional knowledge, and proactively planning for retirements.

**Action 21: Recruit and retain a workforce representative of the community we serve within and across racial categories, gender identities, and languages spoken.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"> <li>• Support workforce equity by broadening recruitment strategies and analyze community and staffing demographics at different hiring-process stages to ensure diverse applicant pool.</li> <li>• Revise job postings to ensure job descriptions do not inequitably impact candidate pools.</li> <li>• Develop and implement onboarding, orientation, and training plan for new employees.</li> <li>• Design division-specific exit-interview questionnaire and process.</li> <li>• Continue departmentwide training and discussions advancing SPR's Pathway to Equity framework.</li> </ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"> <li>• Implement exit interviews for all departing staff and make organizational improvements based on findings.</li> <li>• Conduct regular analysis of workforce equity efforts and report outcomes.</li> </ul>
<i>2024 Benchmarks:</i>	<ul style="list-style-type: none"> <li>• Continue to evaluate staff demographic representation alignment and adjust as needed.</li> </ul>

**Related Lines of Business:** Administration & Support (Human Resources), all.

**OE4:** Enhance our ability to efficiently and effectively provide programs, services, and projects by investing in training to support direct services and operations, deepening our departmentwide commitment to racial equity, and employing fiscal responsibility.

**Action 22: Enhance SPR's focus on restoration, activation, safety, and equitable service provision through 2023-2028 Seattle Park District funding.**

<i>2022 Benchmarks:</i>	<ul style="list-style-type: none"> <li>• Determine which existing projects and programs will continue to be funded in the next funding cycle.</li> <li>• Determine capacity to increase available funding through additional revenue collection.</li> <li>• Propose investment strategies based on Strategic Plan and Action Plan engagement and community input.</li> <li>• Design and facilitate public prioritization process for investments with the Board of Parks and Recreation Commissioners.</li> </ul>
<i>2023 Benchmarks:</i>	<ul style="list-style-type: none"> <li>• Make annual adjustments to Park District investments as needed in response to shifting City and departmental financial and programmatic priorities.</li> </ul>

	<ul style="list-style-type: none"> <li>• Report on investment impact in 2023 SPR annual report, public-facing dashboard, and 2022-2024 Action Plan update.</li> </ul>
2024 Benchmarks:	<ul style="list-style-type: none"> <li>• Make annual adjustments to Park District investments as needed in response to shifting City and departmental financial and programmatic priorities.</li> <li>• Report on investment impact in 2024 SPR annual report, public-facing dashboard, and 2022-2024 Action Plan update.</li> </ul>

**Related Lines of Business:** Administration & Support (Budget, Policy, Superintendent’s Office), All.

**OE5:** Use new technologies and update our systems to enhance our organizational performance and public accountability, conduct data-informed analysis, and streamline public-facing systems (e.g., program registration, event scheduling, permitting, etc.).

**Action 23:** Publish a financial and performance management dashboard to increase transparency and accountability across SPR’s lines of business.

2022 Benchmarks:	<ul style="list-style-type: none"> <li>• Launch and maintain public-facing dashboard on the City’s Open Data Portal and update financial and performance data twice annually.</li> </ul>
2023 Benchmarks:	<ul style="list-style-type: none"> <li>• Evaluate options to continuously improve SPR public-facing dashboard, including possible GIS integration, and integrate into annual departmentwide reporting.</li> </ul>
2024 Benchmarks:	<ul style="list-style-type: none"> <li>• Continue annual evaluation of the long-term dashboard stewardship, continue improvement efforts, and adapt to financial and performance changes as needed.</li> </ul>

**Related Lines of Business:** Administration & Support (AMWO Team, Budget, Performance), All.

**OE6:** Be responsive to community by listening for barriers to access, emerging interests, trends, and the needs of vulnerable populations through regular planning and ongoing engagement.

See Action 15 under **SC4**.

**OE8:** Collaborate among SPR divisions, with city-wide teams, and with other public and private partners to address issues related to livability, affordability, homelessness, and the environment.

**Action 24:** Continue collaboratively approaching strategic Citywide priorities with partner agencies to better meet community needs and extend SPR resources.

2022 Benchmarks:	<ul style="list-style-type: none"> <li>• Support continued opening of public spaces along the Central Waterfront in alignment with the Office of Waterfront’s construction schedule.</li> <li>• Continue close coordination with the Office of Planning and Community Development on Comprehensive Plan update, Outside Citywide, Red Barn Ranch, and Duwamish Valley Action Plan.</li> <li>• Continue partnership with the Department of Education and Early Learning on providing licensed childcare, Seattle Preschool Program in SPR facilities, and youth mentorship programs.</li> <li>• Develop and issue Request for Proposals for the Lake City Community Center redevelopment project in partnership with the Office of Housing.</li> <li>• Continue ongoing contract management and negotiation with SPR partners and tenants, including defining clear public benefits.</li> <li>• Continue seeking opportunities to identify external funding to amplify capital project investments.</li> </ul>
2023 Benchmarks:	<ul style="list-style-type: none"> <li>• Implement next steps determined in 2022 reflecting policy direction.</li> </ul>
2024 Benchmarks:	<ul style="list-style-type: none"> <li>• Implement next steps determined in 2023 reflecting policy direction.</li> </ul>

**Related Lines of Business:** Administration & Support (Budget, Communications, Policy, Property, Superintendent’s Office), Capital Planning, Capital Development & Improvement, Community Center Operations, Grounds Maintenance, Partnerships, Youth Learning & Academics.

**OE9:** Steward our facilities and infrastructure through a full life cycle-based approach and prioritize preventative maintenance to extend the lifespan of our assets and facilities.

See Action 3 under **HP3**.