

Exploratory Regional Parks and Recreation Committee's Recommendations

June 19, 2012



For Submittal to Jefferson County and the City of Port Townsend
in Compliance with the County/City 2010 Agreement
Schedule of Benchmarks

June 19, 2012

Jefferson County Commissioners
City of Port Townsend Mayor
City of Port Townsend City Council

Dear Commissioners, City Council Mayor, and City Council Members:

With this letter we transmit to you the *Final Report and Recommendations* of the Exploratory Regional Parks and Recreation Committee (ERPRC). The critical issues of providing parks facilities and recreation programs in Jefferson County are difficult when considering the challenging financial times. The process of considering viable approaches is a complex and important undertaking.

ERPRC made these recommendations and supported the Recommendations Report by consensus decision at their final meeting, June 19, 2012. In this consensus decision, some members voted in favor and some voted by abstaining which meets the definition of consensus as defined through the ERPRC Group Roles and Responsibilities.

Together, we have worked diligently since May 2011 to craft these recommendations. We represent diverse perspectives and through our discussions we have reached agreement on specific solutions and recommendations that we believe to be in the best interests of all Jefferson County residents. We are pleased to present to you these recommendations based on agreed-upon information and data collected through materials developed in accord with the various benchmarks spelled out in the Jefferson County – City of Port Townsend agreement (Appendix 1).

We would be happy to serve as a resource in any way we can as you consider these recommendations. We look forward to your review and we are willing to assist in implementation of these recommendations.

Thank you for the opportunity to serve on the ERPRC. We look forward to having these recommendations incorporated in future planning.

Sincerely,

ERPRC members



ERPRC Members:

Jean Baldwin
Jean Baldwin
Jefferson County Dept of Health

Brian Belmont
Brian Belmont
Member at Large

Liz Coker
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Member at Large

Erica Delma
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YMCA Program Executive

Craig Downs
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Superintendent, Chimacum School District

Mike Glenn
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Phil Johnson
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Julie Knott
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Forest Shomer
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Rich Stapf
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Jefferson County Parks and Recreation Advisory Board

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SECTION 1: Acknowledgements

The ERPRC thanks Jefferson County and the City of Port Townsend for the opportunity to provide input on an issue critical to our community.

The ERPRC acknowledges the many members of the public who provided comments and/or attended one or more ERPRC meetings. Their contributions provided valuable insight for the ERPRC's consideration.

ERPRC thanks both County and City staff for their hard work. These staff members were key players in providing information, organizing the effort, and providing resources throughout our deliberations. We especially thank Matt Tyler who tirelessly worked with us on this effort.

Finally, the Task Force thanks Arvilla Ohlde, AjO and Bob Wheeler, Triangle Associates for their support throughout the process.

Please see Appendix 2 for full ERPRC membership.

SECTION 2: Overview of ERPRC Recommendations

The ERPRC's overall recommendation is that the County and City should form a Metropolitan Parks District (MPD) that contains all of East Jefferson County. During the process of forming an MPD the County and City should continue to look for efficiencies that can be achieved through coordination and collaboration between the City and the County as well as with other entities. In the event that formation of an MPD is delayed or rejected by voters, the ERPRC recommends that the County and City combine parks and recreation into one entity managed by one of the agencies. In the case of a combined County and City effort, a citizen oversight board should be formed to provide input and recommendations for management and operations.

SECTION 3: Background Information

Problem

The City of Port Townsend and Jefferson County recognize that a variety of governments, non-profit organizations, and school districts now provide park facilities and recreation programs for youth and adults. These programs serve citizens from both incorporated and unincorporated areas. It has become apparent that the present approach for providing and funding park facilities and recreation programs at the current level is unsustainable. The City and the County understand that efficiency, coordination, and consolidation of facilities and resources are important priorities for ensuring viable facilities and programs. First among those priorities is to identify and implement dedicated and secure funding sources.

Process

(Please see Appendix F for more detail on the ERPRC process)

On November 2, 2010, Jefferson County citizens approved the Board of County Commissioners ballot measure (Proposition 1) to increase the sales and use tax to fund a variety of County programs and services. By state statute, the City of Port Townsend collects 40 percent of the revenue for similar purposes. The City agreed to share 50 percent of its collections for up to four years to restore and maintain Memorial Field and the Port Townsend Recreation Center. The County and City also agreed to mutually seek long-term solutions for sustaining facilities and programs.

In the spirit of finding long-term solutions, Jefferson County formed the Exploratory Regional Parks and Recreation Committee (ERPRC). This committee was tasked with providing the County and City with recommendations for long-term sustainability of facilities and programs. The Mission of the ERPRC was to:

Guide and present to the City and County the review of an active collaborative identification and evaluation of a variety of options for sustainable and coordinated service delivery and funding for recreation facilities and services in the City of Port Townsend and all or significant portions of the County.

The ERPRC appointments were made on March 7, 2011. The Committee's membership included representatives from Jefferson County and the City of Port Townsend, leaders from local school districts, representatives of law and justice, the director of health services and hospital administration, as well as non-profit recreation providers and citizen members. The City and County agreement included a schedule of benchmarks with target tasks and dates for the ERPRC to address and report back to the two agencies. The ERPRC began meeting in the spring of 2011, met monthly, and developed its recommendations according to this set of benchmarks. The ERPRC identified and evaluated a variety of options for sustainable and coordinated service delivery, along with a funding approach for parks facilities and recreation programs within the City and all or significant portions of the County. The ERPRC started by evaluating an inventory of current levels of existing parks, recreation facilities, and programming in the City and County. The ERPRC gathered citizen input and opinions about park facilities and recreation programs through a public questionnaire. The input was used in the completion of the needs assessment. The ERPRC identified funding and administrative options for park facilities and recreation programs while also considering alternative facility and program delivery approaches. Through analysis and consideration, the ERPRC reduced the list of alternatives to the final recommendation.

Decision Making: A Consensus Approach

On July 25, 2011, the ERPRC accepted the Roles and Responsibilities (Appendix 3). This document established roles, clarified communication protocols, and defined a specific decision-making approach. The ERPRC defined consensus as obtaining the full acceptance of all members; Committee members understood that there is a range of what is defined by acceptance. Beyond this, Committee members

agreed that decisions and recommendations would be made with a plurality of the votes with differing perspectives captured in writing.

Public Process

In order to better understand public opinion about regional parks and recreation opportunities, the ERPRC conducted an online and in-person questionnaire. The response rate was high; 1,473 people responded (please see Appendix G for the public questionnaire and letters received). The information was used as a tool in building the Needs Assessment and the Funding and Administrative Options Analysis.

The public was also encouraged to attend ERPRC meetings and speak during public comment periods scheduled at each meeting. The meetings were advertised in the newspaper and online, and documents were published on the Jefferson County website (<http://www.co.jefferson.wa.us/erprc/default.htm>). To stay in touch with local residents and interested parties, the Committee maintained an active email list. Citizens could also provide input through direct contact with Matt Tyler, Jefferson County Parks and Recreation Manager.

Recommendations Report

This Recommendations Report was drafted by Arvilla Ohlde, AjO Consultants, for ultimate consideration and approval by the ERPRC members.

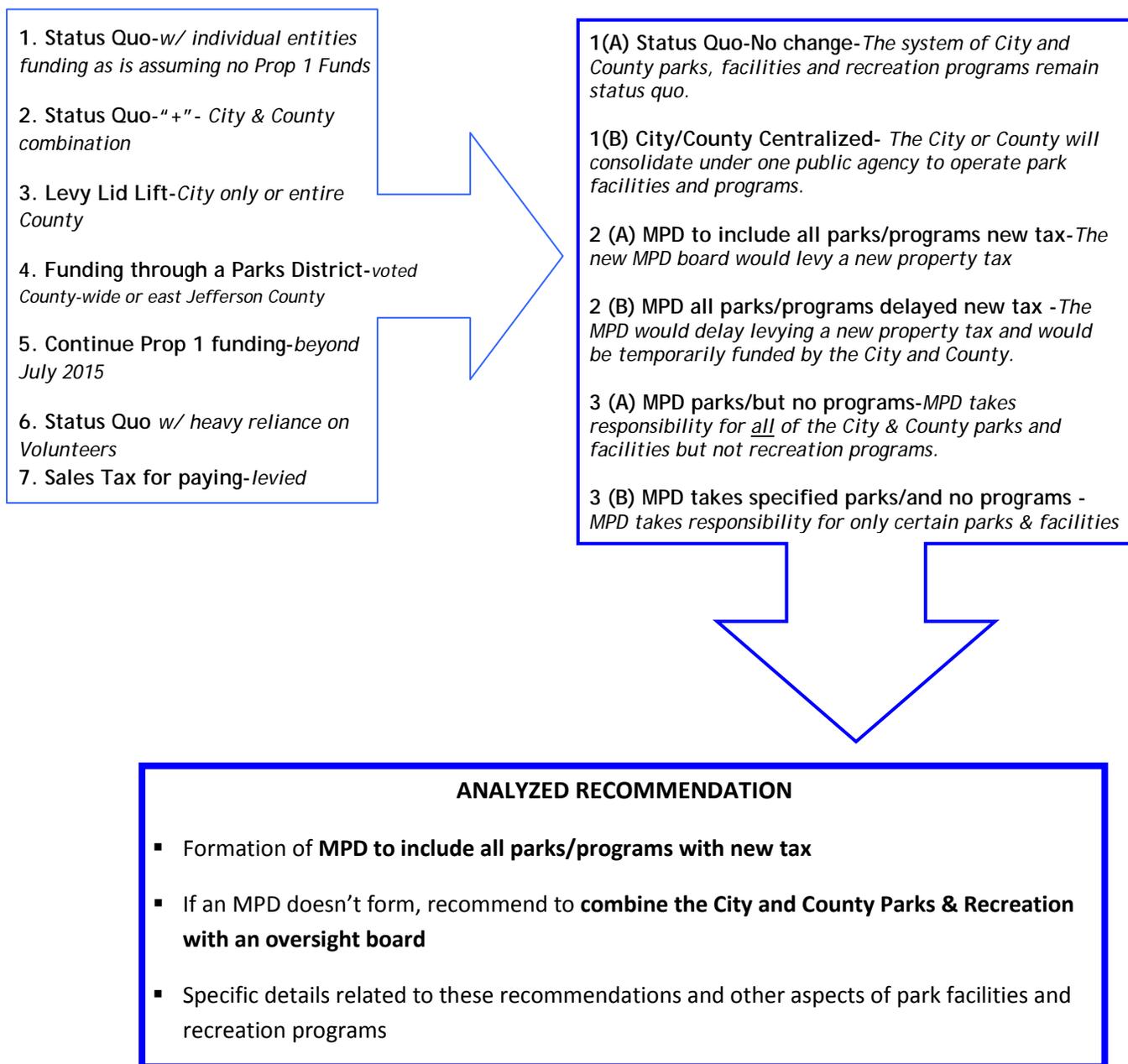
Areas of Inquiry

The ERPRC explored the following questions:

1. What are parks and recreation?
2. What are the roles of the public, non-profit, and private sectors in parks and recreation?
3. What is the nature of our geographic region and how is that significant to our work?
4. What is the status quo and how does it function? How can it be improved?
5. What are the concerns, goals, and wishes of the community for parks and recreation?
6. What tools are available to solve parks and recreation problems?
7. What is the best possible solution?

Readers should refer to the Appendices for more information regarding areas of inquiry.

Graphic Display of Analysis Process and Steps to Recommendation



SECTION 4: Recommendations

Introduction

The ERPRC identified options for funding and administering parks and recreation facilities and programs. The initial analysis shown above (left arrow graphic, above), looked at options ranging from keeping the existing status quo to levying taxes, to creation of a park district. The alternatives were studied and narrowed to three (right arrow graphic, above):

1. Status Quo [1-(A)] and City/County Centralized [1-(B)];
2. Metropolitan Parks District with and without bridge funding [2-(A)(B)]; and
3. Metropolitan Parks District with all park facilities and with only select park facilities, without recreation [3-(A)(B)]

The final analysis moved from these three scenarios to a focus on creation of a Metropolitan Park District (MPD), emphasizing that if a district is not formed, the County and City should combine parks and recreation with an oversight board.

Recommendation

The ERPRC’s overall recommendation is that the County and City should form a Metropolitan Parks District (MPD) that contains all of East Jefferson County. During the process of forming an MPD the County and City should continue to look for efficiencies that can be achieved through coordination and collaboration between the City and the County as well as with other entities. In the event that formation of an MPD is delayed or rejected by voters, the ERPRC recommends that the County and City combine parks and recreation into one entity managed by one of the agencies. In the case of a combined County and City effort, a citizen oversight board should be formed to provide input and recommendations for management and operations.

Specific Recommendations Related to Preferred Approach

1. **Governance** – ERPRC recommends that, in forming an MPD, the Board for the MPD be elected in the election that forms the MPD and be geographically balanced by region and population in East Jefferson County. The inclusion of representatives of the City Council and the County Commission on this board should be considered.
2. **MPD Boundary** – ERPRC recommends that the MPD encompass all of East Jefferson County and only reduce the area for legal reasons such as any areas in which property tax ceilings would be exceeded, or in consideration of where there might be an existing parks and recreation district.
3. **MPD Formation Approach** – ERPRC recommends using a County/City Resolution as the approach for starting the MPD formation process.
4. **Funding amount** – ERPRC considered the following factual information generated by the County Assessor related to tax amounts and amounts collected:

Tax Rate / \$1000 Assessed Valuation	Annual cost impact for average residential unit (\$250,000 value for average residential unit) Note: Values rounded	Amount of funds generated if all of East Jefferson County is included in the MPD Note: Values rounded
\$0.15	\$38/yr	\$700,000
\$0.25	\$63/yr	\$1,100,000
\$0.35	\$90/yr	\$1,600,000

\$0.45	\$113/yr	\$2,000,000
\$0.55	\$138/yr	\$2,500,000
\$0.65	\$162/yr	\$3,000,000
\$0.75	\$188/yr	\$3,400,000

- ERPRC decided not to make a recommendation regarding a tax rate/total amount of collected revenues because details of an MPD are not settled, area boundaries of an MPD are not finalized, and there remain uncertainties on what revenues/resources the County and City might contribute to a district.
 - ERPRC recommends that consideration should be given to assessment equity and the 2014 tax equalization reevaluation.
 - ERPRC recommends that the County and City, to the extent possible, continue to fund parks and recreation at a level that maintains facilities and programs, until such time as the MPD is fully formed, able to take responsibility for those facilities and programs, and can receive tax revenues.
 - The ERPRC recommends that the County and City work to provide bridge funding equal to the amount provided by Proposition #1 for parks and recreation until the MPD is established and funding received. The priorities should be Memorial Field and the Port Townsend Recreation Center.
 - While by law, MPD tax revenues are dedicated to the MPD and the park facilities and recreation programs operated by the MPD, ERPRC recommends that this fact be communicated to the public during the process of establishing the MPD.
5. **Duplications and Efficiencies** – ERPRC discussed duplications and efficiencies in parks facilities and recreation programs throughout its process. The ERPRC’s final recommendation is that forming an MPD or, secondarily combining County and City park and recreation efforts, adequately addresses the need to reduce duplications and increase efficiencies at this time.
6. **Formation Support**
- ERPRC recommends that the ERPRC sunset now that it has produced results, has met the benchmarks required in the County/City Agreement, and has fulfilled its assignment of providing the County and City with recommendations for future directions.
 - Individual ERPRC members will be available as requested or needed to provide input and/or support for the ERPRC recommendations to the County and City. Further, ERPRC requests that the County and City keep ERPRC members informed of progress and activities related to MPD formation.
 - ERPRC recommends the County and City form a small team to provide advice on implementing the recommendations of the ERPRC and to provide advice on: reductions to park facilities and recreation programs if necessary in the immediate future before MPD formation; public outreach; timelines; and implementation steps toward MPD formation. Options for this small group include forming a whole new group, using some combination of the County and City Park Boards, or some continuation of a smaller ERPRC. ERPRC strongly recommends that the County and City form a team with individual members who are familiar with the issues and aspects of parks facilities and recreation programs and the recommendations of the ERPRC.

- ERPRC encourages the County and City to work with all recreation providers in moving forward with MPD implementation and in helping promote MPD formation.

7. Schedule and Timing

- ERPRC recognizes the County and City Agreement includes a schedule of activities and implementation steps and therefore has no specific timeline recommendation other than to encourage the agencies to move expeditiously, keeping in mind that funding limitations will soon result in significant reductions in facilities and programs.
- If an MPD is formed, ERPRC encourages the County and City to work with an MPD Board on providing a smooth transition, including personnel issues.
- If an MPD is not formed, ERPRC recommends the County and City develop a services reduction plan.

Rationale for Recommendations

Using the inventory and survey results, the ERPRC built the Needs Assessment. This served as an overview of existing parks facilities and recreation programs and what facilities and programs are needed.

The Needs Assessment defined the existing and future level of service for parks, facilities, and recreational programming for the citizens. Through this work, the Committee also identified gaps and assessed capital improvements, programming needs, and funding costs for key populations.

Through the identification of funding and administrative options, discussions focused on a number of scenarios from retaining the status quo to creating an independent park district.

The following is a chart of expenditures/budgets, an important document used by the ERPRC in creating the recommendations.

<u>County/City Parks and Recreation Expenditures</u>						
		2008	2009	2010	2011	2012
County	Total M & O Expenditures*	\$633,723.00	\$617,708.00	\$479,961.00	\$504,604.00	\$557,433.00
	Total M & O Expenditures*	\$606,365.00	\$817,719.00	\$954,596.00	\$1,215,193.00	\$1,136,620.00
City	<i>Transfer of Prop 1 Sales Tax to County for Memorial Field and P.T. Rec Center</i>	-	-	-	\$111,514.00***	\$212,000.00***
	<i>YMCA Contract</i>	\$91,563.00	\$140,500.00	\$118,000.00	\$118,000.00	\$46,500.00
	<i>Parks</i>	\$288,965.00	\$422,029.00	\$554,001.00	\$636,818.00	\$471,232.00
	<i>Pool TOTAL</i>	\$225,837.00	\$255,190.00	\$282,595.00	\$348,861.00	\$406,888.00
	<i>Estimated Pool Fuel</i>	Included in Total	Included in Total	\$35,901.00	\$54,878.00	\$62,500
	<i>Pool</i>	\$225,837.00	\$255,190.00	\$246,694.00	\$293,983.00	\$344,388.00
	Total Expenditures**	\$1,240,088.00	\$1,435,427.00	\$1,434,557.00	\$1,719,797.00	\$1,694,053.00
Total (Adjusted for Inflation*) (2012 Dollars) (*Using Yearly CPI and 2/2012 CPI)		\$1,311,278.31	\$1,523,250.61	\$1,497,759.98	\$1,740,623.66	\$1,564,717.00

*In 2011 the City of Port Townsend transferred \$111,514 to Jefferson County from the 'Prop 1' sales tax. In 2012 the City of Port Townsend plans to transfer \$212,000 to Jefferson County from the 'Prop 1' sales tax. By agreement, this transfer ends in June of 2015. To avoid double counting this transfer, it has only been listed in the City expenditures line of this table. **This amount does not take revenue from program or facility fees into account. ***Per the City/County agreement, this amount is approximately 50% of the City's total 'Prop 1' sales tax revenue. By law, the City receives 40% of the total Prop 1 special sales tax revenue.

From this chart, one can see that expenditures/budget amounts since 2008 have fluctuated, but have averaged around \$1.5 million. For 2012, this includes \$212,000 of revenue through the City from

Proposition 1 funds. Because these funds are for a limited time period only, the overall City and County expenditures in parks and recreation will decrease to a net present value equivalent of around \$1.2 million within a few years, a 20 percent decrease in effective funding. This figure assumes that existing City/County funding will remain at their current levels, excluding Proposition 1 funding. This is an unlikely assumption because both the County and the City are facing upcoming budgetary decreases. Therefore, the ERPRC considered that funding by the City/County will be significantly decreased in future years, which will create a significant negative impact on parks and recreation services.

With this in mind, the ERPRC decided that a new approach for parks and recreation is necessary for long-term administration and funding of services. Therefore, the Committee recommends formation of a Municipal Parks District that encompasses all of East Jefferson County and the City of Port Townsend, excluding areas with existing tax limitations.

In the event of a lack of public support for the formation of an MPD or if there is a significant delay in creating such a district, the ERPRC recommends that the City and County take steps to combine their two separate programs into one program operated by one government, with funding and administration controlled through an intergovernmental agreement. The Committee considers this recommendation less preferable because it will not fully address the upcoming budget shortfall. It is included because if an MPD doesn't move forward, steps are needed as net funding significantly decreases. A combined City/County parks and recreation program has the potential to increase efficiency among local government and allow for a better chance for park and recreation services to continue at their current level.

Appendices (Attached)

Appendix 1. Agreement: City-County 9/15/2010 and Amendment Number One

AGREEMENT

Jefferson County - City of Port Townsend (Agreement concerning 2010 Sales Tax Ballot Measure)

THIS AGREEMENT is entered into by and between **Jefferson County** ("County") and the **City of Port Townsend** ("City"), on the 15th of September, 2010 (last date written by signature below).

RECITALS

- A. The Board of County Commissioners has adopted County Resolution 32-10 placing a ballot measure Proposition 1 on the November 2, 2010 ballot, which asks voters whether to approve an increase in sales tax of 3/10th of one percent (0.3%, equal to thirty cents tax per one hundred dollar purchase) to fund public safety, youth and senior services, community services and basic government public services. The increase would fund a variety of County programs and services set forth in Resolution 32-10, including, maintaining certain sheriff, prosecutor and other public safety services, youth programs, juvenile services, senior services, community centers, public health and basic government services.
- B. Proposition 1 further states, "by law Port Townsend would receive 40% of the revenue. The City would use it for similar purposes including an agreement to dedicate a portion to support county parks and recreation for up to four years."
- C. In Resolution 32-10, the Board of County Commissioners stated:

"The proposed sales and use tax will also generate approximately \$425,000 per year of additional revenue to the City of Port Townsend, one-third of which funds shall be used to fund City public safety programs, and the remaining revenue would be used for other City services; and the County intends to enter into an interlocal agreement with the City whereby a portion of the City's share would be dedicated for up to four years to Memorial Field and the Port Townsend Recreation Center to support and restore their operation and maintenance, restore youth afterschool programs, and provide capital funds for repairs and improvements."
- D. The Port Townsend City Council has adopted City Resolution 10-029, supporting placing a ballot measure on the November 2, 2010 ballot. The City Council stated:

"Concerning the proposal in the County Resolution where the City and County would enter into an interlocal agreement with the City dedicating, up to the first four years, a portion of sales tax collections it would receive if the ballot measure passes, to support County parks and recreation, and restore their operation and maintenance, restore youth after school programs, and provide capital funds for repairs and improvements, this Resolution does not endorse any specific terms of an interlocal agreement with the County. This Resolution directs the City Manager to negotiate the terms of an interlocal with the County on potential revenue sharing. Any negotiations are subject to City Council (and Board of County Commissioner) approval of a final agreement."

- E. The Proposition 1 ballot measure if approved is estimated to initially generate approximately \$1,100,000 in collections, meaning the City would receive 40% or approximately \$425,000. If the City agrees to allocate 50% of its share of collections to assist County Parks for an initial term, this results in approximately \$212,500 of the \$425,000 City annual collection going to the County, with a net of approximately \$212,500 remaining with the City. Numbers are estimates based on projections and are rounded.
- F. Chapter 39.34 RCW, the Interlocal Cooperation Act, grants the County and the City the authority to enter into an Interlocal Agreement to make official use of their powers to cooperate on the basis of mutual advantage.
- G. The County and the City by this Agreement desire to define the terms of an agreement whereby the City would, if Proposition 1 is approved, contribute a share of sales tax receipts to the restoration and maintenance of Memorial Field and the Recreation Center (Community Center), and to youth services, subject to and on the terms set forth in this Agreement.

NOW, THEREFORE, IN CONSIDERATION OF THE MUTUAL COVENANTS CONTAINED HEREIN, and pursuant to provisions of Ch. 39.34 RCW (as applicable), the parties agree as follows:

AGREEMENT

1. **PARTIES TO THE AGREEMENT.** This Agreement is entered into by the political subdivision of the State of Washington known as Jefferson County (“the County”) and the Washington municipal corporation known as the City of Port Townsend (“the City”).
2. **PURPOSE.** It is the purpose of this Agreement to define the terms between the City and the County whereby the City would, if the 3/10th of 1% sale tax November 2, 2010 ballot measure (“Proposition 1”) is approved, contribute for a term up to four years a share of sales tax receipts to the restoration and maintenance of Memorial Field and the Recreation Center (Community Center), and to youth services, subject to and on the terms set forth in this Agreement.
3. **EFFECTIVE DATE; DURATION; TERMINATION.**
 - a. This Agreement is only effective if Proposition 1, on the November 2, 2010 ballot, is approved by the voters.
 - b. The term of this Agreement is for up to four years, as follows: If Proposition 1 passes, sales tax collections by the state would begin April 1, 2011, with disbursements to the County and the City beginning in June, 2011. The City contribution set forth in this Agreement would commence in June, 2011, and run up to four years through May 31, 2015, except as provided in paragraph 4.e, unless the parties have mutually executed a written extension of this Agreement.

4. **CITY PERFORMANCE.** The City agrees as follows:

Beginning June, 2011, and continuing through May, 2015, the City will contribute one-half of funds collected under the authority of Proposition 1, as they are received by the City, to the County for the following purposes:

- Maintain and continue normal operations of Memorial Field;
 - Reopen programming and maintain the Port Townsend Recreation Center; and
 - Help fund/match grants to make capital improvements to these facilities.
- a. Specifically, funds for Memorial Field shall be used to restore and maintain normal facility maintenance and operations, and event services including such expenditures as:
- Labor;
 - Services;
 - Equipment & supplies; and
 - Utilities
- b. Specifically, funds for the Recreation Center shall be used to restore and maintain normal facility maintenance and restore no-charge drop-in recreation program for children and families before (7am to 9am) and after (2pm to 7pm) school and Saturdays (8am to 5pm), for a total of 44 hours per week, including such expenditures as:
- Labor;
 - Equipment & supplies;
 - Grounds and facility maintenance; and
 - Utilities
- c. The balance would be used for capital improvements or grant match for capital improvements.
- d. The City shall work with the County to identify and prioritize capital improvements, and pursue grants.
- e. (1) Approval of plan. If a plan for a dedicated and secure funding source (or sources) is identified and agreed to in writing between the parties pursuant to the process in paragraph 6, and the plan is implemented through legislative action of the parties and/or voter approval, then the City performance and obligation to contribute sales tax collections and this Agreement terminate upon availability of the new funding to support Memorial Field and the Recreation Center.
- (2) The intent for the City sales tax contribution for Memorial Field and the Recreation Center is to provide temporary support while long-term solutions for sustaining those facilities and programs are sought. If a plan for a dedicated and secure funding source (or sources) pursuant to paragraph 6 has not been identified and approved, then the City performance and obligation to contribute sales tax collections terminates, and this Agreement terminates unless mutually agreed to by the parties. There is no long-term expectation that the City contribution of sales tax under Proposition 1 would continue beyond the four years.

5. COUNTY PERFORMANCE. The County agrees as follows:

The County will use the funds received from the City for the purposes specified under City Performance (paragraph 4) in this Agreement. Operations under this Agreement will begin July 1, 2011.

The County shall seek Regional Parks and Recreation Committee input in preparing an annual budget for the operation, maintenance and improvement of Memorial Field and the Recreation Center, and will act in good faith in considering the Regional Parks and Recreation Committee's suggestions and resolving potential issues. By December 31 prior to each operating year, the County shall provide the City a final budget for same. The County shall track expenditures of all City funds under this Agreement, and provide a quarterly report. County accounting of these funds shall be open to City inspection throughout the term of this Agreement.

Any City sales tax revenues under Prop 1 received by the County over the amount budgeted for that year will be set aside for capital improvement projects related to Memorial Field or the Recreation Center.

The County shall work with the Regional Parks and Recreation Committee to identify and prioritize capital improvements, and pursue grants. An initial list of potential capital improvements with preliminary cost estimates for further consideration includes, but is not limited to:

Potential Capital Project List Memorial Field

Replace stadium roof	\$100,000
New Quincy Street Fence	\$ 50,000
Replace all other fencing	\$340,000
New field lighting	\$120,000

Potential Capital Project List for Recreation Center

Reroof the gym	\$ 50,000
Paint the gym exterior	\$ 30,000
Replace gym floor	\$ 60,000
Interior Rec Center upgrades	\$ 40,000
Replace playground fence	\$ 17,000
New Rec Center equipment	\$ 15,000

Any sales tax revenue received from the City under this agreement that replaces current County-funded expenditures for these facilities and programs shall be used for:

- Maintenance of County parks and fields;
- Recreation programs;
- County facility maintenance; and
- Capital improvements to County facilities.

6. JOINT PERFORMANCE – SUSTAINABLE SERVICE DELIVERY AND FUNDING REVIEW AND IMPLEMENTATION OF RESULTS OF REVIEW

A variety of governments, non-profit organizations and school districts now provide recreation facilities and programs for youth and adults within the City and the County, serving citizens from both incorporated and unincorporated areas. The City and the County recognize that efficiency and service levels may be enhanced by coordinating, consolidating or sharing facilities, programs, staff and other resources between these different entities. The City and County also wish to identify dedicated and secure funding sources to support and maintain parks and recreation for our citizens for the long term. To this end, the City and County agree to pursue sustainable and coordinated service delivery and funding for recreation facilities and services in the City and all or portions of the County, as follows.

- a. Review for sustainable service delivery and funding for recreation facilities and services.
The parties agree to immediately and actively collaborate on identifying and evaluating a variety of options for sustainable and coordinated service delivery and funding for recreation facilities and services in the City and all or significant portions of the County. The City and the County acknowledge their intent to develop a package serving the broadest population and geographic area feasible. This range of options to be considered may include a Metropolitan Parks District, a Park Service Area, interlocal agreements with dedicated funding sources, the status quo, asset liability reallocation, and other alternatives. Attached as Exhibit 1 and incorporated by reference as part of this Agreement is a schedule of benchmarks for this review, including formation of an Exploratory Regional Parks and Recreation Committee to help guide this review. The parties agree to exercise good faith and best efforts to comply with the schedule of benchmarks set forth in Exhibit 1 in order to formulate a strategy that is designed to result in a sustainable funding source for recreation facilities and services in the City and all or significant portions of the County.

This Agreement provides for no pre-determined outcome concerning a service delivery and funding strategy. While the intent is that after review the City and the County will come to an agreement on a sustainable funding strategy, there is no obligation on the parties in this Agreement or otherwise to agree to any strategy. Whether agreement will be reached depends to the outcome of the review and further actions by the City and the County.

- b. Action Requiring Voter Approval. If the parties agree on a strategy and funding option that requires voter approval (for example, Metropolitan Parks District, or levy lid lift), then the parties agree to submit the measure to the voters at the earliest opportunity following completion of the review, or as otherwise agreed by the parties. If the measure does not receive voter approval, then the parties agree to review whether re-submittal of the measure should occur, and if they so agree, to re-submit the measure.

- c. Option if Parties Cannot Agree on a Delivery and Funding Strategy or Voters Do Not Approve a Strategy Requiring Voter Approval. If the parties cannot agree on a strategy for a sustainable funding source for recreation facilities and services in the City and County, or if there is agreement on a strategy requiring voter approval, and the voters do not approve the strategy, the parties agree as follows: The City and the County shall each have the option in its sole discretion to place a ballot measure before the voters of that jurisdiction that creates a sustainable funding plan to fund some or all recreation facilities and services of that jurisdiction.

The parties acknowledge their mutual desire to ensure that all facilities referenced herein are maintained and operated for the maximum benefit of all citizens of the region and pledge to work together in good faith to this purpose.

7. GENERAL TERMS.

- a. **Hold Harmless.** Each party to this Agreement shall defend, indemnify and hold the other party, its appointed and elected officers and employees, harmless from claims, actions, injuries, damages, losses or suits including attorney fees, arising or alleged to have arisen directly or indirectly out of or in consequence of the performance of this Agreement to the extent caused by the fault or negligence of the indemnitor, its appointed or elected officials, employees, officers, agents, assigns, volunteers or representatives.
- b. **Applicable Law and Venue.** This Agreement shall be construed and interpreted in accordance with the laws of the State of Washington. In the event of a dispute, such dispute shall be litigated in the Superior Court of Jefferson County, Washington.
- c. **Non-Discrimination.** Parties shall not discriminate in any manner related to this Agreement on the basis of race, color, national origin, sex, religion, age, marital status or disability in employment or the provision of services.
- d. **Severability.** If any provision of the Agreement shall be held invalid, the remainder of this Agreement shall not be affected thereby if such remainder would then continue to serve the purposes and objectives of all parties.
- e. **Relationship to Existing Laws and Statutes.** The County and City do not abrogate the decision-making authority vested in them by law except as specifically provided in this Agreement. This Agreement in no way modifies or supersedes existing State laws and statutes. The parties shall at all times comply with all applicable provisions any federal, state, County or City legislation, and the rules and regulations issued there under.
- f. **Good Faith Assistance.** Each party agrees to aid and assist the other in good faith in accomplishing the objectives of this Agreement. If either party believes the other is not meeting its obligations under this Agreement, that party may trigger a resolution process to evaluate and resolve the performance issue. The first step of the resolution process will be to refer the issue for resolution to the County Administrator and the City Manager for a period of 30 days. If, after 30 days the performance issue has not been resolved, either party may trigger mediation to resolve the issue. Mediation will be by a professional mediator selected by mutual agreement of both parties and paid for by both parties. The

mediation will be for up to a period of 90 days, during which period the 50% allocation of City revenues will be in suspension and not be available to either party. If the mediator declares an impasse, then the parties shall agree to new terms. The funds shall remain in suspension until the issue is resolved or a new agreement has been mutually executed.

- g. **Assignment.** This agreement may not be assigned in whole or in part by either party without the prior written approval of the other party.
- h. **Contract Not a Partnership.** This Agreement is to provide services, and is in no way intended to create a partnership, agency, joint venture between the parties.
- i. **Notices.** All notices hereunder may be personally served, delivered or mailed. If mailed, they shall be sent by certified or registered mail to the addresses:

CITY:

City Manager
City Hall
250 Madison Street, #201
Port Townsend, WA 98368

COUNTY:

County Administrator
POB 1220
Port Townsend, WA 98368

or to such other respective addresses as either party hereto may hereafter from time to time designate in writing. Notices sent by mail shall be deemed to have been given when properly mailed, and the postmark affixed by the United States Post Office shall be conclusive evidence of the date of mailing.

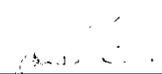
- j. **Advice of Counsel; Construction.** The parties warrant and represent to each other that they have had representation by legal counsel and/or have had the opportunity to be represented by legal counsel during all stages in the negotiation of this Agreement. The parties further agree that they have participated in the negotiating and drafting of this Agreement and stipulate that this Agreement shall not be construed more favorably with respect to either party.
- k. **Recording.** On execution of this Agreement by both parties, the County shall record this Agreement in Jefferson County.
- l. **Administrator.** The City's representative for purposes of administering this Agreement is the City Manager. The County's representative for purposes of administering this Agreement is the County Administrator.
- m. **Rights of Other Parties.** It is understood and agreed that this Agreement is solely for the benefit of the City and the County, and conveys no right to any other party, person or entity.

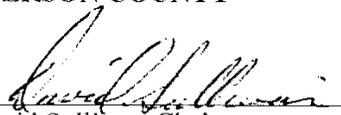
- n. **Binder.** This Agreement shall be binding upon the parties hereto, their successors and assigns.
- o. **Venue and responsibility for litigation costs.** The sole venue for any litigation that might arise from the parties' performance (or alleged failure to perform) pursuant to the terms and conditions of this Agreement shall be the Superior Court In and For Jefferson County. Should such litigation occur, then each party will be solely responsible for the costs and expenses it incurs with respect to that litigation.
- p. **Entire Agreement; Revocation of Prior Agreements; Amendments.** This Agreement contains the entire agreement of the parties hereto with respect to the subject matter of this Agreement and use of the premises, and any other agreement, statement, promise, representation or understanding by any party hereto, or any of their respective agents, representatives, employees or principals which is not contained in this Agreement, is hereby mutually rescinded and revoked and shall not be binding or valid. Any amendments or additions or modifications to this Agreement shall be in writing executed by the parties hereto. Neither party shall be bound by any verbal or implied agreements.

Executed as of the date written below:

CITY OF PORT TOWNSEND

JEFFERSON COUNTY

By 
David G. Timmons, City Manager

By 
David Sullivan, Chair
Board of County Commissioners

Date: September 13, 2010

Date: September 13, 2010

Attest:

Attest:


Pamela Kolacy, CMC, City Clerk


Raina Randall, Deputy Clerk of the Board

Approved as to Form:

Approved as to Form:


John P. Watts, City Attorney


David Alvarez, Deputy Prosecutor

EXHIBIT 1

SUSTAINABLE SERVICE DELIVERY AND FUNDING REVIEW
Schedule of Benchmarks

Benchmark	Delivery Date
<p><u>Exploratory Regional Parks And Recreation Committee.</u> Convene an exploratory regional parks and recreation committee, comprised of:</p> <ul style="list-style-type: none"> • Chair of the Board of County Commissioners, or other designated County Commissioner (the County Administrator shall be the alternate), two members of the Jefferson County Parks Advisory Board, one outdoor sports league representative, one WSU 4-H Extension agent, and one indoor sports representative, appointed by the Board of County Commissioners; • Mayor of Port Townsend or other designated member of the City Council (the City Manager shall be the alternate), two members of the Port Townsend Parks Advisory Board, one sports league representative, one representative of a non-profit recreation provider, appointed by the City Council; • Superintendents of the Port Townsend, Chimacum, Quilcene and Brinnon School Districts, or their designees • A representative of the Law and Justice Council; • Health Department Director or designee • Hospital District Director or designee <p>The regional parks and recreation committee shall be staffed jointly by the City and County Departments of Public Works. All meetings will be public and may include public input sessions.</p>	January 1, 2011
<u>Inventory.</u> Inventory existing parks and recreation facilities and programming in the City and the County and current funding levels.	March 31, 2011
<u>Needs Assessment.</u> Develop a needs assessment for facility capital improvements and programming gaps for key populations, and approximate costs.	May 31, 2011
<u>Funding and Administration Options.</u> Identify options for funding, and administering parks and recreation facilities and programs.	July 31, 2011
<u>Analyze Options.</u> Analyze funding and administration options.	August 30, 2011
<u>Develop and Recommend Joint Strategy.</u> Develop a joint strategy for providing long-term funding and administration of parks and recreation in Jefferson County and Port Townsend.	December 31, 2011
<u>Review by BOCC and City Council and Beginning Formal Public Process</u>	January 31, 2012
<u>Public Process</u>	March 31, 2012
<u>Adoption of Preferred Alternative by BOCC and City Council</u>	April 30, 2012
<u>Period to Resolve Outstanding Issues and Approve Preferred Alternative</u>	June 30, 2012
<u>First Presentation for Voter Approval (If Required)</u>	set by mutual agreement
<u>Second Presentation for Voter Approval (If Required)</u>	set by mutual agreement

PW
Aud)

AMENDMENT NUMBER ONE
To The
AGREEMENT
Between
Jefferson County and the City of Port Townsend
(Agreement concerning 2010 Sales Tax Ballot Measure)

This AMENDMENT ONE is entered into by and between **Jefferson County** ("County") and the **City of Port Townsend** ("City"), on the 22nd of June, 2011 (last date written by signature below).

RECITAL

Jefferson County and the City of Port Townsend desire to amend the original Interlocal Agreement regarding the 2010 Sales Tax Ballot Measure executed by both parties on September 13, 2010.

All provisions in the original Interlocal Agreement remain in effect except as expressly modified by this amendment.

1. Section 4. City Performance of the September 13, 2010 Interlocal Agreement is amended to read as follows:

4. CITY PERFORMANCE. The City agrees as follows:

Beginning June, 2011, and continuing through May, 2015, from the first \$425,000 of funds collected each calendar year under the authority of Proposition 1 as they are received by the City, the City will contribute one-half to the County; from any amount above \$425,000 each calendar year the City will contribute one quarter to the County. All funds contributed for the following purposes:

- Maintain and continue normal operations of Memorial Field;
 - Reopen programming and maintain the Port Townsend Recreation Center; and
 - Help fund/match grants to make capital improvements to these facilities and provide professional services for the Exploratory Regional Parks and Recreation Committee.
- a. Specifically, funds for Memorial Field shall be used to restore and maintain normal facility maintenance and operations, and event services including such expenditures as:
- Labor;
 - Services;
 - Equipment & supplies; and
 - Utilities
- b. Specifically, funds for the Recreation Center shall be used to restore and maintain normal facility maintenance and restore no-charge drop-in recreation program for children and families before (7am to 9am) and after (2pm to 7pm) school and Saturdays (8am to 5pm), for a total of 44 hours per week, including such expenditures as:
- Labor;

- Equipment & supplies;
 - Grounds and facility maintenance; and
 - Utilities
- c. Any City funds received by the County above \$212,500 for that year would be used for capital improvements or grant match for capital improvements.
- d. The City shall work with the County to identify and prioritize capital improvements, and pursue grants.
- e. (1) Approval of plan. If a plan for a dedicated and secure funding source (or sources) is identified and agreed to in writing between the parties pursuant to the process in paragraph 6, and the plan is implemented through legislative action of the parties and/or voter approval, then the City performance and obligation to contribute sales tax collections and this Agreement terminate upon availability of the new funding to support Memorial Field and the Recreation Center.
- (2) The intent for the City sales tax contribution for Memorial Field and the Recreation Center is to provide temporary support while long-term solutions for sustaining those facilities and programs are sought. If a plan for a dedicated and secure funding source (or sources) pursuant to paragraph 6 has not been identified and approved, then the City performance and obligation to contribute sales tax collections terminates, and this Agreement terminates unless mutually agreed to by the parties. There is no long-term expectation that the City contribution of sales tax under Proposition 1 would continue beyond the four years.
2. Section 5. County Performance of the September 13, 2010 Interlocal Agreement is amended to read as follows:

5. COUNTY PERFORMANCE. The County agrees as follows:

The County will use the funds received from the City for the purposes specified under City Performance (paragraph 4) in this Agreement. Operations under this Agreement will begin July 1, 2011.

Beginning with the 2012 budget year, the County shall seek Regional Parks and Recreation Committee input in preparing an annual budget for the operation, maintenance and improvement of Memorial Field and the Recreation Center, and will act in good faith in considering the Regional Parks and Recreation Committee's suggestions and resolving potential issues. By December 31 prior to each operating year, the County shall provide the City a final budget for same. The County shall track expenditures of all City funds under this Agreement, and provide a quarterly report. County accounting of these funds shall be open to City inspection throughout the term of this Agreement.

EXHIBIT 1

SUSTAINABLE SERVICE DELIVERY AND FUNDING REVIEW
Schedule of Benchmarks

Benchmark	Target Date	Date Accomplished
<p><u>Exploratory Regional Parks And Recreation Committee.</u> Convene an exploratory regional parks and recreation committee, comprised of:</p> <ul style="list-style-type: none"> • Chair of the Board of County Commissioners, or other designated County Commissioner (the County Administrator shall be the alternate), two members of the Jefferson County Parks Advisory Board, one outdoor sports league representative, one WSU 4-H Extension agent, and one indoor sports representative, appointed by the Board of County Commissioners; • Mayor of Port Townsend or other designated member of the City Council (the City Manager shall be the alternate), two members of the Port Townsend Parks Advisory Board, one sports league representative, one representative of a non-profit recreation provider, appointed by the City Council; • Superintendents of the Port Townsend, Chimacum, Quilcene and Brinnon School Districts, or their designees • A representative of the Law and Justice Council; • Heath Department Director or designee • Hospital District Director or designee <p>The regional parks and recreation committee shall be staffed jointly by the City and County Departments of Public Works. All meetings will be public and may include public input sessions.</p>	July 1, 2011	<p>March 7, 2011 (ERPRC appointed)</p> <p>May 23, 2011 (1st meeting ERPRC)</p>
<u>Inventory.</u> Inventory existing parks and recreation facilities and programming in the City and the County and current funding levels.	September 30, 2011	
<u>Needs Assessment.</u> Develop a needs assessment for facility capital improvements and programming gaps for key populations, and approximate costs.	November 30, 2011	
<u>Funding and Administration Options.</u> Identify options for funding, and administering parks and recreation facilities and programs.	January 31, 2012	
<u>Analyze Options.</u> Analyze funding and administration options.	February 29, 2012	
<u>Develop and Recommend Joint Strategy.</u> Develop a joint strategy for providing long-term funding and administration of parks and recreation in Jefferson County and Port Townsend.	June 30, 2012	
<u>Review by BOCC and City Council and Beginning Formal Public Process</u>	July 31, 2012	
<u>Public Process</u>	Sept. 30, 2012	
<u>Adoption of Preferred Alternative by BOCC and City Council</u>	October 31, 2012	
<u>Period to Resolve Outstanding Issues and Approve Preferred Alternative</u>	Dec. 31, 2012	
<u>First Presentation for Voter Approval (If Required)</u>	set by mutual agreement	
<u>Second Presentation for Voter Approval (If Required)</u>	set by mutual agreement	

Executed as of the date written below:

CITY OF PORT TOWNSEND

By 
David G. Timmons, City Manager

Date: 6-22-11

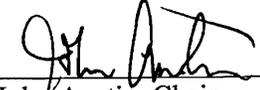
Attest:


Pamela Kolacy, ^{CME} City Clerk
mme

Approved as to Form:

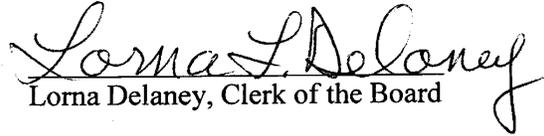

John P. Watts, City Attorney

JEFFERSON COUNTY

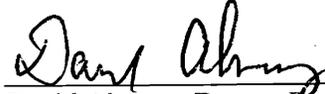
By 
John Austin, Chair
Board of County Commissioners

Date: June 20, 2011

Attest:


Lorna Delaney, Clerk of the Board

Approved as to Form:

 6/16/2011
David Alvarez, Deputy Prosecutor

Appendix 2. ERPRC Membership

Name	Affiliation	Designated Alternate
Jean Baldwin	Jefferson County Dept of Health	Yuko Umeda
Brian Belmont	Member at Large	
Liz Coker	Member at Large	
Erica Delma	YMCA Program Executive	Jim Funaro
Craig Downs	Superintendent, Chimacum School District	Need
Mike Glenn	Director, Jefferson County Hospital District	Paula Dowdle
Tony Hernandez	Jefferson County Sheriff	Joe Nole
Phil Johnson	Jefferson County Board of Commissioners	Philip Morley
Kathleen Kler	Chair, Jefferson County Parks and Recreation Advisory Board	Roger Hall
Julie Knott	CARA Board of Directors	
Gene Laes	Superintendent, Port Townsend School District	
Wally Lis	Superintendent, Quilcene and Brinnon School Districts	Jim Betteley
Brian Miller	Member at Large	
Daniel Millholland	City of Port Townsend Parks, Recreation and Tree Board	
Pamela Roberts	Jefferson County WSU Cooperative Extension	Sue Hay
Michelle Sandoval	City Councilor, City of Port Townsend	David Timmons
Forest Shomer	City of Port Townsend Parks, Recreation and Tree Advisory Board	
Rich Stapf	Jefferson County Parks and Recreation Advisory Board	Roger Hall

Appendix 3. ERPRC Roles and Responsibilities

Roles & Responsibilities Exploratory Regional Parks and Recreation Committee Jefferson County and the City of Port Townsend July 25, 2011 / Final Version

Role of the Exploratory and Regional Parks and Recreation Committee

The role of the Exploratory Regional Parks and Recreation Committee (ERPRC) is to consider, discuss, evaluate, and make recommendations to Jefferson County, the City of Port Townsend, other agencies and entities, and the public on a vision, goals, objectives, options, and approaches for creating sustainable park facilities and recreation programs that meet the needs of the East Jefferson community in an affordable manner. Additionally, the ERPRC should encourage public outreach, input, and involvement throughout their process.

Roles and Responsibilities of ERPRC Members

- ERPRC members serve in an advisory role to Jefferson County, the City of Port Townsend, and other agencies and entities that do or might provide park facilities and/or recreation opportunities to the community.
- ERPRC members are expected to place a high priority on preparing for, attending, and actively participating in ERPRC meetings. Members agree to arrive on time and avoid leaving early. Use of alternates representing a similar interest should be minimized, but can be used when necessary. Members should let the County staff know who they plan to use as a designated alternate. Members agree to provide information to the alternate so s/he can participate in a meeting with a base of knowledge.
- Members are asked to represent the points of view of their interest area(s), including but not limited to the particular organization from which they come. However, members are also asked to be mindful of the overall goals of the ERPRC and consider and provide perspectives that would be in the interest of the whole community.
- Members will attempt to keep constituents informed on ERPRC activities and discussions, and work to obtain their input on issues.
- Members agree to work cooperatively to accomplish the purposes of this process and acknowledge that all participants bring with them legitimate purposes, goals, concerns and interests, whether or not they are in agreement with them.
- Members agree to listen to all points of view and perspectives on issues and alternatives and seek to identify areas of agreement, as well as reasons for differing points of view.
- Members will act in “good faith,” seek to state their own concerns and interests clearly, listen carefully to and assume the best in others, ask genuine questions to learn or clarify, and state their own interests and concerns clearly and concisely.
- Members will focus on the subject at hand, share discussion time, avoid interrupting, respect time constraints, keep reactions and responses from being personal, and avoid side conversations.
- Members agree to work from the agenda and respect the role of the facilitator.
- ERPRC will, where possible, identify areas of consensus on advice and recommendations.

- Where ERPRC members are not in consensus, they will seek to clearly identify the different perspectives held on the issue and the rationale behind the perspectives.

ERPRC Organization

The ERPRC is organized as follows:

- The ERPRC is composed of 19 members (See Appendix 2 for members).
- Only the appointed members of the ERPRC (or their alternate) will sit at the table and participate in discussions.
- Staff, consultants, or others may make presentations to the ERPRC and will respond to questions from the ERPRC, but will not participate directly in discussions of the group unless the majority of the ERPRC ask for such involvement.
- All meetings of the ERPRC will be open to the public and will be advertised by the County at least once in *The Leader*.
- A public comment period will be provided at each ERPRC meeting.
- Agendas and a past draft meeting summary will be prepared for each meeting and sent to ERPRC members at least one week in advance of the meeting. Other meeting materials, such as assignments, will be sent, when possible, in advance of each meeting, but it is understood that occasionally materials will not be ready until the day of the meeting in which case hard copies will be brought (and emailed to the group after the meeting).
- Meeting summaries will be reviewed at each meeting. ERPRC will provide comments/changes/additions as appropriate and accept the summary as is or with changes. Changes will be made and a revised summary will be resent to members. Accepted meeting summaries will be placed on the program website.
- Because this is a public process, communications among ERPRC members need to comply with the Washington State Open Public Meetings Act and Public Records Act. Direct emails between and among members related to this project are not authorized, and meetings of groups of members unadvertised are also not allowed. Email among group members should use a public access site, regionalparks@co.jefferson.wa.us.
- Work groups can be formed by the ERPRC or by one of the public agencies to consider or provide information, materials, or other items for the ERPRC, but meetings need to be advertised by County/City staff. For most work groups there should be a balance of members from the various interests represented on the ERPRC.
- Staff for the ERPRC is composed primarily of the County and City staff and supported by consultants. ERPRC can ask for assistance and information from these resources and it is expected that these requests will be honored and performed to the best of the ability within available resources. However, management retains the ability to control workloads and assignments of their staff.
- Assignments may be made for ERPRC members to perform between meetings.

Roles and Responsibilities of the Facilitator

The facilitator is an impartial individual who guides the process, including facilitating Committee meetings, and possibly work group meetings (if work groups are formed). The responsibility of the facilitator is to keep the ERPRC focused on agreed-upon tasks, suggest ideas, strategies, approaches,

alternative methods and procedures, keep discussions moving forward, encourage participation by all ERPRC members, and enforce the ground rules. Specific facilitator tasks include:

- Work with the County and City and ERPRC members to prepare meeting agendas, so that meetings are productive and meet the goals of the group.
- Communicate with ERPRC members between meetings to discuss issues.
- Meet with the County/City to address ERPRC efforts.
- Help draft or review ERPRC products.
- Assist in keeping communications open between the ERPRC and the County/City.
- Assure that relevant information is provided to the ERPRC in a timely and effective manner relative to the advice the ERPRC is asked to provide.

Roles and Responsibilities of the County/City

- The County/City will provide administrative and communications assistance to the ERPRC. This will include meeting logistics and making ERPRC meeting notices, agendas, summaries and products available from the website in a timely fashion.
- The County/City will work with the ERPRC and the facilitator to prepare a work plan to accomplish the purposes of the ERPRC.
- The County/City will prepare background materials and arrange presentations on relevant subject matter and develop fact sheets on specific issues, to inform ERPRC deliberations.
- The County will secure the services and/or contribution of consultants and technical experts if needed, as allowed by time and budget constraints.
- The County will prepare meeting summaries and action item lists.

Meetings

- ERPRC meetings are expected to occur monthly for approximately one year. Dates will be confirmed by ERPRC. Additional meetings may be scheduled as needed.
- Meetings will begin and end on time.
- Meetings will be task-oriented with an agenda and materials prepared and distributed in advance, to support informed discussion.
- Questions or issues to be considered for inclusion on the agenda should be submitted to the facilitator.

Products

- A written summary of discussion from each meeting will be prepared by the County and reviewed by the ERPRC before being considered final.
- Meeting summaries will describe topic of discussion, decisions, and action items.
- Meeting summaries will be sent to ERPRC members, electronically when possible.
- Meeting summaries and work product documents discussed at ERPRC meetings will serve as the ERPRC's methods for communicating advice, findings and recommendations to the County, City, and other agencies and entities, along with the public.

Public Involvement/Communication/Media

- ERPRC meetings are open to the public. Observers are welcome at all ERPRC meetings.

- A short public comment period will be provided at each ERPRC meeting.
- Members of ERPRC accept the responsibility to keep their associates and constituency groups informed of the progress of the discussions and to seek advice and comments.
- If necessary, a statement for media release will be developed for ERPRC members. ERPRC members will discuss the process and substance of ERPRC deliberations with the media in the spirit of such joint statements and fairness to all. Members will refrain from characterizing the views expressed by other participants.
- Members agree they will work out differences at the table, instead of in the media.

Decision-Making Process

To the extent possible, decisions of ERPRC will be based on consensus. Consensus is defined as general agreement of the proposal among all members. Members of ERPRC will develop recommendations and advice on the following consensus-based process continuum:

Consensus Decision			No Consensus
"Fully agree"	"Can live with it"	"Abstain"	"Veto the consensus"

If consensus is not immediately reached, ERPRC will work to see if a consensus agreement is possible. However, after a reasonable amount of time, considering the overall workload of the group, the group will move to providing perspectives. If consensus is not reached, ERPRC members can provide recommendations and advice with majority recommendations and minority recommendations either in writing or captured through the meeting notes.

Appendix 4. ERPRC Process

The membership of the ERPRC was specified in the agreement. The City and County recruited and appointed the members and appointed them in March of 2011.

Structure and Roles of the ERPRC

- The Exploratory Regional Parks and Recreation Committee (ERPRC) was convened on May 23, 2011. The ERPRC was created “to formulate a strategy that is designed to result in a sustainable funding source for recreation facilities and services in the City and all or significant portions of the County.”

Meeting Structure and Process

- The ERPRC met once a month from May 23, 2011 through June 2012. Meetings were advertised in advance and meeting summary notes were placed on the County website. Bob Wheeler, consultant, facilitated the meetings and discussions and Arvilla Ohlde AJO, consultant provided working documents and technical support (please see Appendix D: Meeting summaries). The following are brief points of meeting discussions and actions.

May 23, 2011:

- Welcome, explanation of need for and role of consultants.
- Brief overview of the Washington State Open Public Meetings Act.

June 20, 2011:

- Amendment Number One: with Schedule of Benchmarks.
- ERPRC introductions and shared organizational ideas.
- Draft ERPRC Roles and Responsibilities document discussions.
- Discussion on inventory gathering and request for input from ERPRC on draft template.

July 25, 2011:

- Adopted ERPRC Roles and Responsibilities (Appendix 3).
- Review of ERPRC Work Plan and Timeline.
- Presentation on inventory collection purpose and need.
- Introduction of Public Survey Questionnaire with public involvement and outreach.

August 16, 2011:

- Status report on collection of inventory steps and needs.
- ERPRC Work Plan with flow chart of meeting topics.
- Public Questionnaire begins September 15, 2011. ERPRC review of questions prior to distribution.

September 20, 2011:

- ERPRC approved request to the City and County for acceptance of the January 31, 2012 date to finalize the Needs Assessment and Funding and Administrative Options simultaneously.
- ERPRC approved the Inventory collection for staff to submit to the City and County; fulfilling the benchmark to complete the inventory by September 30, 2011.
- Report on status of public questionnaire and introduction of the Needs Assessment.

October 26, 2011:

- Staff reported the City and County approved ERPRC timeline benchmarks.
- Presentation of draft needs assessment.
- Report on analysis of the survey questionnaire.
- Discussions of publicity and brainstorm on public outreach approaches.

November 17, 2011:

- Public Outreach Plan draft presented with ERPRC input for finalization at next meeting.
- Update on public survey questionnaire.
- Discussion on the Needs Assessment.
- Initial presentation of the Funding and Administrative Options.

December 20, 2011:

- Additional survey questionnaire analysis presented as requested by ERPRC.
- Needs Assessment reviewed with recommended changes of final draft.
- Review of Funding and Administration Options adding options to be studied through the analysis process.

January 17, 2012:

- ERPRC input to the 2012 Memorial Field and Recreation Center Maintenance and Operations Budget for Prop 1 City funds.
- Discussions regarding approach for overlaps, efficiencies and duplications.
- ERPRC approved Needs Assessment for City and County January 31, 2012 due date.
- ERPRC recommended to the City and County moving delivery date of the Funding and Administrative Options to February 29, 2012 and for the Analysis of Funding and Administrative Options benchmark to March 31, 2012. This allowed time to include all partners and develop information about a “Status Quo Plus” option.

February 21, 2012:

- ERPRC accepted the identified Funding and Administration Options to analyze.
- ERPRC, in teams and together, held an interactive session to evaluate, analyze and discussed and then narrow the list of potential Funding and Administrative Options.

March 20, 2012:

- Working in an interactive session, the ERPRC created document tables to define results for discussion and decision for further consideration.
- The ERPRC accepted the Funding and Administration Analysis results as discussed and submitted to the City and County fulfilling the benchmark to “Analyze Options” by March 31, 2012.

April 17, 2012:

- Presentation of City and County parks and recreation budget adjusted for inflation from 2008 to 2012 as requested by the ERPRC to help clarify the existing and future needs.
- Using three scenario worksheets (#1 Status Quo-Parks Remain; #2 East Jefferson County Metropolitan Parks District (MPD); #3 East Jefferson County MPD without programs or with only certain parks and facilities funded) the ERPRC reviewed each alternative in the Alternative Assessment Table document with discussion and feedback about the strengths and weaknesses of each alternative.

- ERPRC focused on Municipal Parks District Recommendation with Combined City/County Parks and Recreation approach if MPD is not approved by Public.

May 30, 2012:

- ERPRC acceptance of Public Outreach Plan Outline
- ERPRC formulation of final recommendations

June 19, 2012:

- ERPRC approval of Recommendations Document and signature of Document
- Acknowledgement of ERPRC work effort

Appendix 5. ERPRC Public Outreach Plan

ERPRC Public Outreach Plan – Outline

The Exploratory Regional Parks and Recreation Committee (ERPRC) is looking at options and solutions to maintain, enhance, and support parks and recreation programs for all of East Jefferson County. The existing organization and funding for parks and recreation is not sustainable and this Committee is charged with finding creative and practical ways of saving and improving our parks and our recreation programs. The City, County, schools, sports clubs, healthcare entities, non-profits, and citizens are all at the table.

This Public Outreach Plan – Outline (below) is intended to establish a public outreach approach and schedule that can be used as a guide in implementation of actions for informing and obtaining public input early in the process. The development of this document began with a brainstorming session about public outreach desires with ERPRC at one of their meetings, the notes from which can be seen in Attachment 1.

1. Goals and Objectives of Public Outreach

- Goal: To effectively communicate to the public the issues, needs, costs, benefits, and importance of park and recreation programs in East Jefferson County.
- Goal: To communicate with the public by providing them with information early in the process and through-out the ERPRC effort.
- Goal: To provide the public with multiple avenues for obtaining information about this effort.
- Goal: To provide proactive methods and ways for the public to communicate with the ERPRC about public desires, issues, concerns, and ideas.
- Goal: For the ERPRC to consider public input in their deliberations and in making their recommendations.
- Objective: To focus on relaying information, data, factual and specific information rather than general non-specific information.
- Objective: To relay messages and information from ERPRC members and not just the government representatives.

2. Desired Outcomes

- To develop recommendations that the public can support
- To create a situation where the parks and programs meet the needs of the public

3. Guiding Principles

- Public involvement includes the promise that the public's input will influence decisions.
- Project news, whether good, bad or indifferent, will be shared in a candid and timely manner.
- Public involvement activities will be aligned with specific stages of the planning process and will have a clearly articulated focus for participation.
- Participants will be provided with the information they need to participate in a meaningful way.

- Simple language and graphics will be used so that complex topics can be easily understood.
 - All participants will be treated with respect and dignity.
- 4. Key Messages** – A suggested elevator speech is included as Attachment 2 to this document. Additional key messages are included below:
- Park facilities and recreation programs in East Jefferson County are important, critical assets to the residents and visitors to the County that significantly improve the quality of life in the County.
 - Offering these facilities and programs is expensive. The governments, businesses and non-profit organizations that provide our parks, facilities, and programs are not able to sustain them due to economic challenges.
 - Residents of East Jefferson County approved Proposition 1. Some of the proceeds from this sales tax ballot measure are being used as a stop gap to temporarily protect Memorial Field and the PT Rec Center.
 - As part of this funding, Jefferson County and the City of Port Townsend formed an Exploratory Regional Parks and Recreation Committee (ERPRC) composed of multi-interest volunteer representatives from East Jefferson County to provide recommendations on park and recreation.
 - The ERPRC is working together, listening to community input, and approaching this effort with an open mind, considering creative solutions, and with a spirit of finding and encouraging partnerships and in reducing duplications.
 - ERPRC efforts include developing an inventory of facilities and programs, conducting a public survey, developing a needs assessment, and considering existing costs and funding.
 - The ERPRC has been tasked with developing recommendations on: facility and program needs, identifying funding and administrative options, analyzing approaches for long-term, sustainable parks and programs, and recommending a strategy for how parks and programs should be managed in the future.
 - Public outreach and input is critical to the effort of the ERPRC in helping it understand the public’s hopes, desires, issues, concerns, and ideas as the ERPRC develops its recommendations.
 - It is hoped that the public will stay informed, provide input into the process, and be involved in implementation actions.
- 5. Stakeholders, target audiences, and groups to reach out to:**
- Users of recreation programs and park facilities
 - Businesses
 - Civic groups
 - Non-profit providers of recreation programs
 - Make WAVES
 - Overall East Jefferson County citizens
 - Recreation Providers
 - Senior citizen organizations and providers

- Schools
- Providers of youth activities
- State and other governmental entities
- Media

6. Toolbox of Approaches

Hearing from the public

- Survey and making survey results public
- One-on-one or small informal group interactions
- Small group meetings
- Go to existing service groups, civic groups, etc.
- Large group meetings/town hall/open house

Communicating to the public

- Website
- Social Media
- Deliberate ‘word of mouth’
- Newsletters & e-newsletters
- Frequently Asked Questions document
- Newspapers, coverage, editorial board meeting, advertising (for meetings), editorial/perspectives from ERPRC members
- Local Access television
- Local radio
- Mailings
- Events

7. Steps Toward a Public Involvement Approach

- ERPRC Agreement on Public Outreach Plan Outline
- Assignments for County staff
- Assignments for ERPRC members
- Action Items Master List
- Tools and Actions Management Plan: Narrative on Actions – details, specifics, what to present when, what materials are needed to use, etc.

To be developed by County staff after Public Outreach Plan Outline:

Tools	Who Owns	Action Needed	Resources Needed	Key Dates

8. Schedule – Draft, subject to modification by ERPRC and County staff as conditions warrant:

	2011			2012									
Month	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct
Public Outreach Actions													
Public Survey and making Survey Results Public	X	X	X										
Website Updates	X	X	X	X	X	X	X	X	X	X	X	X	X
Newsletter / eNewsletter							X	X	X	X	X	X	X
FAQ									X		X		X
Newspaper Activities	X	X	X	X	X	X	X	X	X	X	X	X	X
TV								X	X	X	X	X	X
Radio								X	X	X	X	X	X
Mailings													X
1 on 1, small group informal	X	X	X	X	X	X	X	X	X	X	X	X	X
Existing Groups	X	X	X	X	X	X	X	X	X	X	X	X	X
Large Group meetings									X			X	
Elevator Speech				X	X	X	X	X	X	<i>Revise</i>	X	X	X
Events								X	X	X	X	X	X
Other													

Attachment 1

Flip Chart Notes of Brainstorm Ideas from October 26, 2011 ERPRC Meeting

- Make public aware of the survey results.
- Go to the public with information and about the need for a conversation about parks and recreation, rather than just going to the public letting them know this process is underway.
- Public outreach needs structure to it – needs to be informative.
- All efforts with public should have facts and statistics associated with the information.
- In relation to outreach, there was a request to make the survey results available with a question as to how this would be done – online and via email for contact list. Related to this was a desire to provide an “Executive Summary” or similar so it is easy to determine what the survey says.
- In terms of the recommendations that the ERPRC will make, provide the public with a progressive series of steps and information that will raise public awareness.
- Sequencing information can help the public, especially before alternatives are identified. Look for key points; talk with reporters (*Leader/PDN*) proactively.
- A voice or voices need to be identified. This can't be only from government, ERPRC members and interests are important to be the voice.
- Consider not only papers but one-on-one, two-on-two, small group meetings as venues for getting information out.
- Consider Chambers, community centers, civic groups.
- Use web based approaches for getting information out.
- Go to schools, PTAs to get information out there.

Attachment 2

ERPRC Fact Sheet

“The Exploratory Regional Parks and Recreation Committee (ERPRC) is looking at options and solutions to maintain, enhance, and support parks and recreation programs for all of East Jefferson County. The existing organization and funding for parks and recreation is not sustainable and this Committee is charged with finding creative and practical ways of saving what we have and improving our parks and recreation programs. The City, County, schools, sports clubs, healthcare entities, non-profits, and citizens are all at the table.

1. Existing Jefferson County and City of Port Townsend Park Facilities and Recreation Programs provide the residents of this area and visitors to our area with a rich and varied experience.
2. Existing Jefferson County and the City of Port Townsend Park Facilities and Recreation Programs are an unparalleled asset to the area.
3. Existing Jefferson County and the City of Port Townsend Park Facilities and Recreation Programs come at a cost, and in these uncertain financial times they are in jeopardy with existing funding mechanisms and approaches.
4. A comprehensive, region-wide assessment and evaluation of park facilities and recreation programs has never been completed.
5. Because a comprehensive, region-wide assessment has not been done before this effort, it is not clear where gaps exist in facilities and services.
6. Options for funding parks facilities and recreation programs in East Jefferson County and the City need to be considered, evaluated, and a preferred approach chosen that creates sustainable funding, facilities, and programs.
7. Jefferson County and the City of Port Townsend have jointly created the Exploratory Regional Parks and Recreation Committee that is charged with considering the existing level of park and recreation services on a regional basis, assessing the needs of the region, evaluating options for meeting the needs, proposing approaches for financially supporting those needs, and making recommendations to the County and the City.
8. The Committee is composed of a balanced group of representatives, local governments, schools, healthcare entities, sports clubs, non-profits, and citizens who will consider these issues and make recommendations.
9. Citizens are encouraged to become informed of the issues, provide input to the Committee and staff, and be part of the solution to resolving park and recreation needs in a sustainable manner.

Appendices (on CD)

A. Inventory

B. Needs Assessment

C. Funding and Administration Options

D. Meeting summaries

E. Process Approach

F. Interview Summary

G. Public Input