



# SEATTLE CITY COUNCIL

## Public Assets and Native Communities Committee

### Agenda

Tuesday, March 3, 2020

2:00 PM

Council Chamber, City Hall  
600 4th Avenue  
Seattle, WA 98104

Debora Juarez, Chair  
Alex Pedersen, Vice-Chair  
Lisa Herbold, Member  
Teresa Mosqueda, Member  
Kshama Sawant, Member  
Dan Strauss, Alternate

Chair Info: 206-684-8805; [Debora.Juarez@seattle.gov](mailto:Debora.Juarez@seattle.gov)

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Council Chamber Listen Line: 206-684-8566

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**SEATTLE CITY COUNCIL**  
**Public Assets and Native Communities**  
**Committee**  
**Agenda**  
**March 3, 2020 - 2:00 PM**

**Meeting Location:**

Council Chamber, City Hall, 600 4th Avenue, Seattle, WA 98104

**Committee Website:**

<http://www.seattle.gov/council/committees/public-assets-and-native-communities>

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This meeting also constitutes a meeting of the City Council, provided that the meeting shall be conducted as a committee meeting under the Council Rules and Procedures, and Council action shall be limited to committee business.

*Please Note: Times listed are estimated*

**A. Call To Order**

**B. Approval of the Agenda**

**C. Chair's Report**

(2 minutes)

**D. Public Comment**

(8 minutes)

**E. Items of Business**

1. [Appt 01487](#) **Reappointment of Kelly McCaffrey as member, Seattle Park District Community Oversight Committee, for a term to March 31, 2022.**

Attachments: [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote** (5 minutes)

**Presenter:** Jesús Aguirre, Superintendent, Seattle Parks and Recreation

2. **Overview of Strategic Plan and Six-Year Park District Spending Plan**

Supporting Documents: [Presentation](#)

**Briefing and Discussion** (20 minutes)

**Presenters:** Jesús Aguirre, Superintendent, and Kathleen Conner, Seattle Parks and Recreation; Traci Ratzliff, Council Central Staff

## F. Adjournment



Legislation Text

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**File #:** Appt 01487, **Version:** 1

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Reappointment of Kelly McCaffrey as member, Seattle Park District Community Oversight Committee, for a term to March 31, 2022.

Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

FILED  
CITY OF SEATTLE

19 NOV 12 AM 11:06

CITY CLERK

<b>Appointee Name:</b> Kelly McCaffrey		
<b>Board/Commission Name:</b> Park District Oversight Committee		<b>Position Title:</b> Board of Park Commissioner
<input type="checkbox"/> Appointment <i>OR</i> <input checked="" type="checkbox"/> Reappointment		<b>Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	<b>Date Appointed:</b> 11/8/19	<b>Term of Position: *</b> 4/1/2019 to 3/31/2022
<b>Residential Neighborhood:</b> West Seattle	<b>Zip Code:</b> 98136	<b>Contact Phone No.:</b>
<b>Background:</b> Kelly has been a fantastic member of the Park District Oversight Committee. She always comes well-prepared, asks good questions and thinks critically about issues and ideas that come before the Board. She has collaborated and spearheaded correspondence as an advocate for the department, a vital role for a PDOC member. Kelly chairs the Park District Oversight Committee and keeps the Board of Park Commissioners abreast of the work on that committee.  She has a Master's degree in Public Administration (environmental policy) from the University of Washington and is interested in parks and environmental work. She sees parks and parks issues through the lens of a mother, dog owner, disabled park user, and biker.		
<b>Authorizing Signature (original signature):</b> 		<b>Appointing Signatory:</b> Jenny Durkan Mayor

**KELLY MCCAFFREY, M.P.A.**

• Seattle, WA 98136 •

**PROFILE:** Committed, passionate, and analytical public service professional with a breadth of experience focusing on project management and improvement in the conservation of environmental services and sustainable development.

**RELEVANT SKILLS:**

- Evaluation: Five grant funding rounds of evaluating projects for acquisitions meeting conservation goals at city and state level
- Project management: Five years performing educational, administrative, technical, legal, mapping, stakeholder engagement, prioritization and project support functions to create and manage instream flow water acquisition projects
- Contract management: Five years developing, negotiating, and managing contracts through county, state, federal processes
- Communication and analysis: Over fifteen years navigating natural resource agency challenges, analyzing conservation opportunities, advising leadership, and bridging communication with the public
- UW MPA: Trained in cost-benefit analysis, economics, performance management, and public finance
- Technical: MS Word, Excel, PowerPoint, Google Docs, Google Sheets, Trello with capacity to practice database management

**EXPERIENCE:**

- Chair, Seattle Parks District Oversight Committee 2018 – present
  - Review and report to City Council on Parks District Mid-Cycle C&O report and spending relative to 6yr \$275M fiscal plan
  - Analyze and advise Parks District in the development of performance measurement metrics
  - Evaluate and recommend awards for the biennial \$2M Major Projects Challenge [Neighborhood Grant] Fund
  - Lead meetings as Chair assuring clear purpose, outcomes, responsibilities and timelines
- Commissioner, Seattle Parks and Recreation Parks Commission 2015 – present
  - Engage public and Parks management in discussion and presentation on budget, planning, management, and policy issues
  - Deliberate, prioritize, and integrate Parks issues into recommendations to leadership
- Evaluator, Washington State Recreation and Conservation Office (RCO) 2014 – present
  - Evaluate and prioritize project proposals based on state and federal priorities; in 2014 scored and ranked \$47M in proposals, 2016 \$46M, and 2018 \$56M
  - Advise RCO on evaluation criteria and policy changes to the Urban Habitat Wildlife category of funding
- Consultant, Rainier Vista Community, Seattle Housing Authority 2018
  - Researched and summarized unique tools and methods for litter prevention to immigrant and underserved communities
  - Developed workplan for resilient onsite litter prevention program
- Co-Chair, Water Systems Advisory Committee to Seattle Public Utilities 2010 – 2016
  - Reviewed SPU's Water Line of Business successes and challenges
  - Advised leadership on policy and system improvements around climate change resiliency, emergency preparedness, seismic retrofitting, water rates, and SPU customer priorities
- Project Manager, Washington Water Trust 2005 – 2010
  - Successfully managed and negotiated 18+ water rights [property] acquisition projects
  - Partnered and implemented the Yakima River Water 2007 Reverse Auction
  - Developed relationships with private and public stakeholders for project identification and development
  - Collaborated with and managed legal processes required by federal, state, and local government agencies
  - Led over 50 meetings assuring clear purpose, outcomes, responsibilities and timelines
  - Trained and integrated three staff to the succession of water projects
  - Researched, evaluated, and analyzed costs and benefits of water rights for strategic and efficient projects
  - Developed fact sheets and PowerPoint presentations; educated stakeholders on the Trust Water Rights Program

(McCaffrey continued, page 2 of 2)

- Conference Coordinator, *Network for Business Innovation and Sustainability* 2004
  - Coordinated and scheduled presentation logistics for 100+ high profile, diverse business speakers
  - Served as onsite manager for 3-day “Profitable Sustainability” conference
- Assistant, *Governors Sustainable Washington Panel* 2003 – 2004
  - Managed data entry in tracking sustainability legislation relative to energy, transportation, and commerce
  - Analyzed and communicated legislative progress relative to panel goals
  - Coordinated 4 successful regional public forums (80+ attendees)
- Public Policy Associate, *The Mountaineers* 2000 – 2003
  - Scheduled 18 lecturers for learning course about PNW environmental issues serving 120 attendees
  - Coordinated 40+ meetings assuring clear purpose, responsibilities, and timelines
  - Reported monthly policy summaries for organization news publication
  - Tracked state and congressional legislation to inform membership and for advocacy purposes

#### **EDUCATION:**

- Masters in Public Administration, University of Washington, Evans School of Public Policy
- Bachelor of Science, Colorado State University, Department of Biology

#### **RECOGNITION & COMMUNITY INVOLVEMENT:**

- Awarded UW Evans School Robert H. Pealy “Most Outstanding Masters Project” (“Financial Mechanisms for King County Conservation”) and UW Evans School Leadership Nominee for advocating LEED policy with UW Board of Regents
- *Treasurer*, Arbor Heights PTA; *Chair*, West Seattle Race & Social Justice Bookclub; *Coach & Liaison*, Girls on the Run; *Recreation Leader*, Seattle Inner City Outings; Active volunteer at Arbor Heights Elementary School

# Seattle Park District Community Oversight Committee

15 Members: Pursuant to *Resolution 31759*, all members subject to City Council confirmation, 3-year terms:

- 7 City Council-appointed
- 8 Mayor-appointed

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	M	3	1.	Board of Park Commissioners	Tom Byers	4/1/18	3/31/21	1	Mayor
6	F	5	2.	Board of Park Commissioners	Jessica A. Farmer	4/1/18	3/31/21	2	Mayor
6	F	1	3.	Board of Park Commissioners	Kelly McCaffrey	4/1/19	3/31/22	2	Mayor
1	M	3	4.	Board of Park Commissioners	Marlon Dylan Herrera	4/1/18	3/31/21	1	Mayor
			5.	Commissioner	Vacant	4/1/17	3/31/20	2	Mayor
1	F	2	6.	Commissioner	Deepa Sivarajan	4/1/18	3/31/21	1	Mayor
6	F	7	7.	Commissioner	Patt Copeland		3/31/20		Mayor
NA	NA	NA	8.	Commissioner	Vacant	NA	3/31/18	NA	Mayor
6	M	1	9.	City Council District #1	Mathew McBride	4/1/18	3/31/20	1	City Council
NA	NA	NA	10.	City Council District #2	Vacant	NA	3/31/19	NA	City Council
6	M	3	11.	City Council District #3	Marc Daudon	4/14/16	4/13/19	2	City Council
6	F	4	12.	City Council District #4	Dewey Potter	4/1/18	3/31/21	2	City Council
	M	5	13.	City Council District #5	Sean Watts	4/1/17	3/31/20	1	City Council
6	M	6	14.	City Council District # 6	Garet Munger	4/14/16	4/13/19	1	City Council
6	M	7	15.	City Council District #7	Steve Gillespie	4/14/16	4/13/19	2	City Council

SELF-IDENTIFIED DIVERSITY CHART

	(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)	
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other		Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial				
Mayor	2	4			2						4							
Council	5	1									5			1				
Other																		
Total	7	5			2						9			1				

Key:

- \*D List the corresponding *Diversity Chart* number (1 through 9)
- \*\*G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary O= Other U= Unknown
- RD Residential Council District number 1 through 7 or N/A

*Diversity information is self-identified and is voluntary.*





Legislation Text

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**File #:** Inf 1621, **Version:** 1

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Overview of Strategic Plan and Six-Year Park District Spending Plan

# Seattle Parks and Recreation Strategic Plan Overview 2020 - 2032

City Council Public Assets and Native Communities Committee

March 3, 2020

Seattle Parks and Recreation



# OUR CORE VALUES CONTINUE

## OUR VISION

- HEALTHY PEOPLE
- HEALTHY ENVIRONMENT
- STRONG COMMUNITIES

## OUR VALUES

- EQUITY
- OPPORTUNITY
- ACCESS
- SUSTAINABILITY

## OUR MISSION

Seattle Parks and Recreation provides welcoming and safe opportunities to play, learn, contemplate and build community, and promotes responsible stewardship of the land.



# WHY PLAN NOW?

SEATTLE HAS GROWN SINCE 2015

105,000+  
new residents

110,000+  
new jobs

44,000+  
new housing units

↑ 39%  
household income

88,000  
residents living below  
poverty line in 2019

↑26%  
unsheltered individuals  
in Seattle since 2015

## SPR MUST RESPOND

- Our spaces must serve people
- Commit to racial equity
- Embrace new ways of doing things
- Honor the diversity and history of our city, while also looking toward our future
- Support solutions to citywide challenges
- Engage with our community
- Respond to climate change
- Deliver excellent service

# COMMITMENT TO EQUITY

The **PATHWAY TO EQUITY** is our department's commitment to dismantling systemic racism in Seattle. We recognize that disparities exist with the perpetuation of institutionalized racism through factors like:

- The prevalence of white supremacy culture
- Inequitable distribution of power
- Lack of accountability to communities of color

We are taking steps now to build an equity and engagement plan, improve equity analysis tools, train our staff, and more.





# OUR IMPACT: HEALTHY PEOPLE



We envision a parks and recreation system in which people:

- Have access to recreation
- Feel safe in parks, trails, recreation facilities and water
- Feel connected to and are active in nature
- Participate in programs that build healthy habits
- Can visit parks and facilities that are inclusively designed, well maintained, and connected

# STRATEGIES: HEALTHY PEOPLE

- HP 1: Provide equitable, healthy programs
- HP 2: Increase accessibility and affordability of our services
- HP 3: Maintain a high-quality system of spaces
- HP 4: Enhance communication with our community
- HP 5: Enhance activation and programming
- HP 6: Connect people to nature
- HP 7: Rethink our community center model
- HP 8: Develop flexible, multi-use spaces
- HP 9: Grow and share healthy food

## COMMITMENT TO EQUITY:

Focus our work in a way that seeks to eliminate racial health disparities.



# OUR IMPACT: HEALTHY ENVIRONMENT



We envision a parks and recreation system with:

- Equitable use of a thriving ecosystem
- A healthy urban forest and natural sanctuary
- Resilient green infrastructure
- Carbon-neutral/energy-producing buildings
- Educational community programs
- A healthy marine environment
- A balance between passive and active recreation



# STRATEGIES: HEALTHY ENVIRONMENT

- HE 1: Sustainably steward our water resources
- HE 2: Reduce waste in our facilities
- HE 3: Pursue carbon neutrality by 2050 (Green New Deal)
- HE 4: Balance restoration and maintenance of urban forests
- HE 5: Preserve existing open space and honor its heritage
- HE 6: Open facilities year-round given climate impacts
- HE 7: Enhance connectivity in open space, parks, and trails
- HE 8: Leverage technology to combat climate change
- HE 9: Build appreciation for our natural world
- HE 10: Continue to acquire and responsibly develop open space

## COMMITMENT TO EQUITY:

Seek to minimize the impacts of climate change on those most vulnerable and use an environmental justice lens to prioritize the health and well-being of communities.



# OUR IMPACT: STRONG COMMUNITIES



We envision a parks and recreation system in which:

- We support citywide priorities
- Everyone has access to affordable and culturally relevant services
- Programs build community cohesion and life-long learning
- Programs and facilities serve as community gathering spaces
- We connect youth with role models and support

# STRATEGIES: STRONG COMMUNITIES

SC 1: Provide youth enrichment opportunities

SC 2: Provide preschool and childcare

SC 3: Increase affordability of our services

SC 4: Build community capacity through grants

SC 5: Enhance safety in our system

SC 6: Help combat homelessness

SC 7: Gather community through events

SC 8: Better inform the public about services offered

SC 9: Bolster partnerships and volunteerism

SC 10: Build job readiness and employment

SC 11: Increase cleanliness, safety, and availability of public restrooms

## COMMITMENT TO EQUITY:

Strengthen outreach and engagement opportunities while increasing opportunities for communities of color to access culturally and linguistically responsive services.





# OUR IMPACT: ORGANIZATIONAL EXCELLENCE



We envision a parks and recreation system with:

- Decision-making grounded in racial equity
- Ongoing engagement to match services with community need
- Effective recruitment, training, and development of staff
- Expanded job training opportunities
- Inclusive decision-making and continuous improvement
- Resources to do our work well

# STRATEGIES: ORGANIZATIONAL EXCELLENCE

OE 1: Develop and implement equity analysis process

OE 2: Pursue national accreditation

OE 3: Transfer institutional knowledge and plan ahead

OE 4: Align training with departmental goal of racial equity

OE 5: Update our systems and performance management

OE 6: Continuously plan and engage with the public

OE 7: Pilot and adopt new practices, designs, and programs

OE 8: Build citywide solutions

OE 9: Steward our resources responsibly

OE 10: Explore new structure for advisory committees

## COMMITMENT TO EQUITY:

Allocate resources strategically through a racial equity framework and conduct workforce development to foster accountability to end disparities in recruitment, hiring, retention, and professional development.



# THIS PLAN IS BUILT FROM...



# STRATEGIC PLAN ENGAGEMENT SUMMARY



Surveys offered in  
12 languages, and  
social media posts  
translated into  
7 languages



30+ engagement  
meetings and tabling  
at 20+ community events



12 conversations  
with PDOC and  
Park Board



7 other City  
departments  
engaged  
(and Seattle  
Public Schools)



2 years  
of planning



Over 25 meetings  
with SPR staff  
at all levels



4 Task Forces &  
1 PDOC subcommittee



Over 10,000  
people engaged



# STRATEGIC PLAN ENGAGEMENT THEMES



- Increase free and low-cost programming
- Consider transit access, parking constraints, and connectivity among parks
- Make parks safer

- Address homelessness
- Embrace new trends (pickleball, roller derby, disc golf, bike tracks...)
- More, More, More! (Pools, pickleball, art, bathrooms, trails...)



- Improve communication with our community
- Maintaining and enhance what we already have
- Increase accessibility of our system, and approach it in new ways



# STRATEGIC PLAN IMPLEMENTATION: PARK DISTRICT FINANCIAL PLANNING



March 3, 2020

Seattle Parks and Recreation

16

# PARK DISTRICT PLANNING TIMELINE





# THE CONVERSATION CONTINUES...

- We are committed to keeping the conversation going
- We need partnership and community support to be accountable and successful
- The work continues



# OPPORTUNITIES TO STAY ENGAGED

- Further opportunities building on Strategic Plan outreach
- Attend a public meeting – two more this week!

DELRIDGE COMMUNITY CENTER  
Monday, March 2 • 6 PM – 8 PM

LAKE CITY COMMUNITY CENTER  
Thursday, March 5 • 6 PM – 8 PM

VAN ASSELT COMMUNITY CENTER  
Saturday, March 7 • 10 AM – 12 PM

- Email us at [PDPlanning@seattle.gov](mailto:PDPlanning@seattle.gov)
- Weigh in with a quick survey: <https://seattle.surveymonkey.com/r/SEAParkDistrict>
- Website: <https://www.seattle.gov/seattle-park-district/park-district-planning>



Questions?

