



To: Jean Godden, Chair of Parks, Seattle Center, Libraries, and Gender Pay Equity Committee

From: Christopher Williams, Acting Superintendent

Re: 2014 Statement of Legislative Intent-Long Term Plan for Lakewood and Leschi Marinas (SLI 66-1-A-1)

Date: January 29, 2015

Summary

The 2014 Adopted Budget included Statement of Legislative Intent (SLI) 66-1-A-1 regarding the two Parks owned boat moorages. Specifically, the SLI included the following requests.

DPR should provide a report to the Parks and Neighborhoods Committee of City Council (or its successor) detailing a long-term plan for the Lakewood and Leschi Marinas before proceeding with an RFP process for management of either or both marinas.

This plan should include:

- A detailed report on the progress of immediate moorage repairs at Leschi's South Moorage;
- A report on the vision and plan for the future of the two marinas, as informed by the Project Advisory Teams; DPR revenue, management and public access priorities; and marina market analysis. This report should include detail on marina management structure (concession vs. in-house DPR management vs. privatization vs. other options);
- A plan for ongoing community involvement in the future RFP process and oversight of the marinas; and
- A plan (including timeline) for renovations at both marinas.

The SLI requested an interim progress report due August 1, 2014 (which was provided), with the final report due December 1, 2014 (extended to January 30, 2015).

Brief History

The City moorages have been operated under contract by a concessionaire for over 28 years; the most recent renewal was a 7 year agreement passed by Council in 2007. The contract provides for day-to-day management and minor maintenance of the moorages. The current contract has expired and the concessionaire is operating on a month-to-month basis. The

moorage fees generate about \$1 million in revenue annually, with 39% going directly to Parks, and the balance to the concessionaire. Parks uses the net revenues to support parks and recreation services.

Over the years the condition of the moorages has deteriorated to the point where 26 of the 110 wet moorage slips at South Leschi are unusable (and therefore also not generating revenue). In general, Leschi is in much worse condition than Lakewood. Without investment, Leschi will continue to deteriorate at a rapid rate. Lakewood is also in need of repairs, but Parks estimates that it could be sustained for another several years with minor maintenance before a refurbishment would be needed.

In spring 2013, Parks issued an RFP seeking an operator who was also interested in making a substantial private investment in the moorage facilities. There were only two respondents to the RFP, Foss Waterway Management and the current concessionaire, Schober and Associates. Soon after receiving copies of the RFP respondents' proposals through a public disclosure request, members of the Lakewood community protested the RFP process. The main community concerns were fears that a new concessionaire would increase rates and slip sizes and limit moorage opportunities for smaller boats.

After a very contentious public meeting, Parks made a commitment to stop the RFP process and to step back and develop Project Advisory Teams (PATs) to recommend the best path forward for making the necessary improvements for the moorage facilities and developing a more sustainable operational model. At the same time, the 2014 Adopted CIP included \$4 million over two years to address the most urgent needs at the South Leschi Moorage.

PAT Recommendations: Since December 2013, Parks staff has been meeting with the Leschi and Lakewood PATs. These teams have broad representation from the moorage tenants and the neighborhood. This process has enabled Parks to build better relationships with the moorage tenants, as well as create a venue for the tenants and neighbors to share their visions for the moorage facilities. The Leschi PAT completed their recommendation in the spring of 2014 and the Lakewood PAT in the fall (see attachment).

In addition to maintaining small slip sizes and affordable moorage rates, the majority of PAT members would like to see the marinas follow the same model as the golf program. In that model, the City makes the capital improvements which are funded by golf revenues; operations are handled by a concessionaire. The golf program is financially self-supporting (both operations and capital).

Progress of immediate moorage repairs at Leschi's South Moorage.

The PAT process was intended to help shape the scope of improvements so Parks has not spent the \$4 million allocated in the CIP. However, to address urgent safety issues, the following improvements have been completed.

- Removed outer slips from service due to structural issues.
- Modified decking on all walkways including:
 - Provided slip resistant (painted with granular material) high density plywood overlay of existing decks.
 - Mechanically fastened overlay to existing deck sub structure.
 - Modified all connecting joints to include metal bottom plate to more strongly hold sections in place.
 - Longitudinal thread rods reattached under deck to strengthen structures to resist twisting motion.
- Replaced main electrical circuit breaker panel and all breakers.
- Replaced service wire and individual receptacles at each slip.
- Repaired and remounted each light station at each slip.

Parks feels the breakwater needs to be addressed prior to additional improvements. As such the \$4 million will be spent to support the long term plan for the facilities ensuring improvements align with the RFP respondent's renovation approach and are protected by an adequate breakwater.

Vision for the future of the two marinas

One of the key policy questions is how the City may maximize public good at these facilities. The two marinas currently serve approximately 500 boaters and their families - a relatively small number of users. For comparison, the City recently invested approximately \$25 million to build the new Rainier Beach Community Center and Pool, a facility that serves several hundred thousand visitors each year. Additionally, public access is limited at Leschi and non-existent at Lakewood. Essentially, only marina tenants can use these facilities. At Lakewood, this includes an island with a swimming beach, a volleyball court and a picnic area.

Park's estimates that a full renovation of the facilities would cost at least \$20 million. If the City chose to debt finance the project, Parks projects that revenues from moorage fees would not be enough to support the debt payments. A market analysis performed indicates that moorage rates are near the market average (see attachment 3). This suggests that a new configuration, and perhaps additional revenue sources, will be required for the marinas to become self-sustaining.

In considering these questions, Parks developed the following overarching goals to guide recommendations from the PATs. These goals are also the basis for policy recommendations.

- Maintain public ownership of the moorages;
- Provide safe, accessible and affordable moorage for Seattle residents;
- Protect shoreline habitat;
- Improve public access and community benefit without compromising security;
- Create quality facilities that are competitive in the marketplace;
- Enhance the sailing heritage at Leschi;
- Make moorages self-sustaining for ongoing capital upkeep and maintenance; and

- Ensure concessionaire quality with performance measures and regular auditing of the new concessionaire contract.

Plan for the future of the two marinas

Parks has determined that these goals can best be achieved by a private partner with the expertise and capital to make the marinas economically sustainable. Parks will issue a new RFP for a concessionaire to take over operations of the marinas, make the necessary capital improvements and perform ongoing major maintenance.

Following the recommendations of the PATs, Parks will follow the golf model in developing a new RFP for the marinas. Like golf, marina management is an area where experience and efficiencies of scale are advantageous. Because Parks does not have that expertise, the RFP will seek a concessionaire with the knowledge and expertise to efficiently and effectively run the marinas.

In a variation from the golf model, Parks expects the RFP respondent to make capital improvements. In the golf model, the City makes capital improvements and the concessionaire handles operations; however, golf revenues support both capital and operating costs. Requiring the respondent to take on both capital and operations should marginally reduce overall costs and limit the financial risks to the City.

Given Parks' projection that existing moorage revenues would not be enough to cover capital and operating expenses, the City will use the \$4 million already allotted in the CIP for marina upgrades in conjunction with a concessionaire to offset the investment required to rejuvenate the marinas. Parks believes this current \$4 million allocation is sufficient to provide needed infrastructure upgrades in support of a successful RFP respondent.

The RFP will require respondents to meet the policy goals above. RFP respondents will also be required to develop separate capital improvement plans for each moorage facility to allow for investments to be made independently or in separate phases. Because of the capital requirements, Parks expects the concessionaire agreement to be long-term. Parks will require any future concessionaire to meet ongoing quality and performance measures.

A plan for ongoing community involvement

Parks will continue to involve the community in the planned RFP process and ongoing operation. Components of that involvement include:

- The new RFP will incorporate input from the PAT process and at least one PAT member will be directly involved with its development.
- Once selected, the Operator/Developer will be required to present final plans to the community.

- The Operator/Developer and Parks will keep the tenants and community up to date on construction timeline and moorage/neighborhood impacts.

A plan (including timeline) for renovations at both marinas.

February 2015:	Develop and issue a new RFP
July/August 2015:	Select Operator/Developer

Once an operator/developer is selected, Parks will be able to provide more details on permitting, design and construction timelines. The Council Committee overseeing Parks will receive a briefing on proposed terms and conditions and updated timelines prior to the City entering into a long-term contractual agreement.

Supporting materials:

Attachment 1: Leschi PAT Recommendations

Attachment 2: Lakewood PAT Recommendations

Attachment 3: Market Analysis

Attachment 1
Leschi Project Advisory Team Recommendations

May 6, 2014

MEMORANDUM

To: Christopher Williams, Superintendent, Seattle Parks & Recreation
From: Leschi Project Advisory Team (PAT)
Re: Recommendations for Leschi Moorages

The Leschi Marina Project Advisory Team (PAT) is pleased to present recommendations that will lead to safe, affordable and quality moorage facilities for recreational boaters and the public for generations to come.

The Leschi marinas are a unique and valuable public resource but dock conditions have deteriorated over many years with limited investments or repairs by the City. The current concession management model only provided for minor maintenance and failed to address ongoing asset replacement. Little has been done to ensure the facilities are safe and functional despite a consistent revenue stream provided by tenants.

Our PAT's goal has been to articulate an achievable and sustainable operating and maintenance model for the future of North and South Leschi marinas. In producing our recommendations we have studied operational practices at other marinas and market data; management of other City of Seattle Park facilities; identified current assets and needs; and taken into account extensive input provided by tenants and the surrounding community.

Our recommendations are based on ideas broadly supported by the full PAT. Other important ideas that merit acknowledgement and were discussed during our process, but that did not make it into the final recommendations include: factoring in the effect on global warming as a key part of the decision-making process going forward; placing sailboats at the north moorage and powerboats at the south moorage; and banning powerboats.

Much remains to be done to produce an actual moorage design and important milestones lay ahead including environmental permitting but our recommendations will set the moorages on the path of greater functionality and financial sustainability. We applaud Seattle Parks and Recreation's commitment to stimulate meaningful public engagement and protect historic use of the marinas.

We wish to thank and recognize the leadership and support of Seattle Parks and Recreation's professional staff including Nathan Torgelson, Paula Hoff and Paul Wilkinson throughout this important process. Thank you for the opportunity to help frame a vision for the future of Leschi marina!

Recommendations of the
Leschi Moorage Project Advisory Team (PAT)
April 2014

Context

- Leschi Moorage has 214 wet and 119 dry moorage slips created in the mid-20th Century.
- Seattle Parks and Recreation has started the permitting process for improvements to South Leschi and North Leschi, assuming minimal expansion of the pier footprint. Approximately 38 of the slips are currently not usable due to the poor conditions of the docks.
- Reid Middleton has been retained to help with the permitting and design process and Grette Associates for environmental planning (biological and fish habitat evaluation).
- Parks has submitted a JARPA (Joint Aquatic Resources Permit Application) and a Biologic Evaluation and Essential Fish Habitat Evaluation to the US Army Corps of Engineers (Corps) and the State Department of Ecology (DOE). The Corps and DOE issued a notice on November 25, 2013. The comment period ended on December 25, 2013 and no comments were received.
- Tribes are informed of the project and will participate in the design process. Seattle Parks is required to come to an agreement with the Tribes.

Vision

The activities described above are positive but no long-term vision or direction currently exists for Leschi marina. We propose the following:

Leschi Marina provides safe, affordable and quality moorage for recreational boaters and public access to Lake Washington. In a city surrounded by water, it is a rare public resource, and must be professionally managed and financially sustainable in order to protect the environment and preserve enjoyment of Lake Washington for generations to come.

Operational Recommendations

Following are recommendations that will help make the vision become a reality.

1. Update the marina with the end users in mind.

- Leschi marina should remain an affordable resource for a diverse group of recreational users. We need to acknowledge our diverse range of boats, and ensure that the facility accommodates the long-term users of the marina, (racing programs, dragon boats, disabled sailing, etc.) The design should allow for sailboats sailing into and out of the

marina; Dragon boats; and possibly larger vessels at the end of the docks. The focus of the facilities should be on smaller boats.

Key features should include:

- An effective breakwater system
- Non-slip decking without holes, nails and other hazards
- Power and water for tenants
- Direct access from parking areas, including handicap accessibility
- Dock carts and storage
- Dry storage on floats and 24–26 foot slips to support the current racing programs with room for expansion
- Side-tie moorage for dragon boats
- Small boat launching ramp suitable for launching dollies (versus trailers), potentially available for the general public
- Security for tenants
- Restrooms for tenants
- Public access to a dock or breakwater
- Short-term daytime tie-ups

Desirable features may include:

- Shoreside meeting/multipurpose space
Watercraft rentals
- Boatwash facilities – connection to sanitary sewer
- Shower facilities for tenants
- Public viewpoints
- Pump-out station

Design considerations:

- Sample slip configurations
- Decrease shadow to the underwater environment
- Improved bathroom facilities at north end (shower)
- Paired slips with wider finger piers
- Emergency ladders at each pair of slips
- Low level dock lighting to minimize glare
- Shallower ramp angles
- Bus access
- Clear views into and across the marina from the Boulevard, with seating areas
- A design/build contract could be desirable for this project
- Explore the possibility of separating sailboats and powerboats

- Recognize the Olmstead legacy of the adjacent Lake Washington Boulevard and Leschi Park
- Integrate the design with the surrounding Leschi community
- Apply green design and construction practices to all aspects of the project
- Include community considerations in the design and operation of the facility

It is assumed that the moorage facilities will continue to cater to both sailboats and powerboats, in order to meet customer demand and to achieve financial stability. In accommodating both types of users, it may be preferable to identify certain sections of the marina that are more appropriate for powerboats.

The facilities need to be safe and attractive but should not be fancy in order to safeguard affordability. Leschi should not be a country club; it is a community resource. Water access for the general public, including accessibility to walk parts of the docks, could be desirable.

2. **Achieve financial sustainability through a coherent, long-term operational plan, committed City management and common-sense practices.**

The City's current \$4 million budget will provide a critical jump-start for capital improvements to South Leschi but those funds should explicitly fit into a broader long-term development plan. It would be misguided—and a lost opportunity—to rebuild the breakwater, dock structures or any other moorage features without knowing what comes next.

The City should complete a business plan in order to achieve plausible operational objectives. Potential elements of the plan include:

- Reinvest rents into the property versus the City's and/or Park's general fund
- Bring rents closer to market rates
- Differentiate seasonal, annual and live-aboard rates
- Different rates for Seattle residents and non-residents
- Partnership opportunities with mission-driven non-profit organizations and users who wish to use the facility "in bulk" over the long-term
- Effectively marketing recreational opportunities available through the marina

Other revenue generating activities to consider include shore-side facilities such as a meeting room, kayak leasing or similar. Grants may be available for a pump-out station.

3. **Model governance and operations after the City's successful golf program.**

Marinas and golf courses have different operational needs but the basic idea of identifying a third party to operate the moorage while the City remains the lead on capital improvements is sound. This is the current model at Leschi but it has not worked because there has not been

hands-on oversight or accountability such as there is for the City’s golf program; major maintenance has not been provided by the City or the operator; and revenues generated by tenant rent have not been reinvested in the facility.

The City should issue a Request for Qualifications (RFQ) to select a marina operator for a new contractual agreement.

Key operational requirements should include:

- A tight, well-articulated and detailed contract between the City and chosen operator
- Good financial and operational records; operating guidelines and monthly reports
- Leadership at Parks and oversight of the contract (the manager of golf programs for the city has already been identified for this role with the marinas—which is a huge, positive step forward)

Consideration should be given to one entity providing day-to-day operations at both Leschi and Lakewood moorages. Notwithstanding the fact that there are different short-term needs, over the long-term this could provide economies of scale, coordinated marketing and the feasibility of a higher level of staff provided by the operator due to potentially greater earnings.

An ongoing tenant/community advisory team could help to facilitate communication between the Moorage Manager, tenants and the community. Critical management activities including selection of operating concessionaire, capital improvements, standards of maintenance and lease rates should be communicated through the advisory team.

4. Immediately address management and maintenance shortcomings at the facility.

It will likely take some time to issue the RFQ, select a concessionaire, and then negotiate a contract. In the meantime, conditions at the marina continue to deteriorate, maintenance is being deferred, and the facility is being operated in an unsafe, substandard manner. To address this situation, Parks should immediately increase its oversight of the facility, identify a near term list of critical repairs and essential maintenance practices, and then ensure that those repairs are made and practices are adhered to. Improving operations in the short term will enable the longer term vision and recommendations presented in this document to be implemented at least cost.

Timeline

May 2014	PAT recommendations to Parks Superintendent
Summer 2014	Potential new RFQ issued
By December 31, 2014	City selects concessionaire and negotiates contract. City Council approves the

	Management Agreement with selected concessionaire.
May 31, 2014	Current concessionaire month-to-month lease agreement ends (or ends sooner if a new agreement is reached as a result of an RFP process)
No later than August 1, 2014	Interim Progress Report due to City Council
No later than December 1, 2014	Final Report due to City Council
2014-2015	Capital improvements decided; JARPA and City permits issued

Appendix

A. Leschi Construction Costs

The \$4 million authorized for capital improvements at Leschi will be an important springboard but overall construction costs have been estimated by Reid Middleton to in the range of \$11 million.

POSSIBLE CONSTRUCTION COSTS Apr-14

Marina Location

Options:	Float Replacement Options:			
	Timber/Tub Float	Concrete Modular	Concrete Monolithic	In-Kind Replacement
North Leschi				
Floats	\$ 2,141,000.00	\$ 2,676,000.00	\$ 3,022,000.00	
Piers (fixed)				\$ 1,838,000.00
South Leschi				
Floats	\$ 3,989,000.00	\$ 4,661,000.00	\$ 4,811,000.00	
South Leschi Break Water Options:				
	Concrete /w Util (e-w)	Concrete /w Util (n-s)	Fixed Sheet-Pile (e-w)	Fixed Sheet-Pile (n-s)
	\$ 1,580,000.00	\$ 2,560,000.00	\$ 490,000.00	\$ 800,000.00
Credit for Reduced e-w float width				
(Timber /Tub Float)		(\$392,000)		
(Concrete Option)		(\$361,000)		
North and South Leschi Example:				
	Timber/Tub Float Replacement Option, fixed Piers, Floating Concrete Breakwaters (n-s and e-w)			\$11,716,000

Leschi moorages (north and south combined) generated \$557,000 in 2013 and \$584,000 in 2012. These revenues could potentially increase if an effort is made to reduce vacancies through year-round (versus seasonal) rates and if rates are brought closer to

market. In addition, about 18% of the wet slips have been unusable because they are so dilapidated but they will be able to generate revenue once the marina is updated.

The PAT believes that issuing bonds could be an effective way to secure a portion of the needed capital coupled with better management and operational changes such as reinvesting a portion of rent paid back into facility maintenance versus going to the City's general fund. Additional capital investment by the City may also be needed.

The PAT believes it is important for the City to retain ownership of the moorage assets. In principle, the PAT would not be opposed to third party funding and management of capital improvement but 1) it is unlikely a private partner would finance capital improvements for assets owned by the City, and 2) even if such a funder were found it would need operational and economic latitude to a degree that may not align with goals important to the City and tenants.

B. Members of the Leschi Moorages Public Advisory Committee

- David Andrew, Footloose Sailing Association
- John Barber, former Parks Board Commissioner, Leschi Community Council
- Marc Daudon, Corinthian Yacht Club--Thistle Sailing Fleet
- Marc Frazer
- Paul Jackson
- Stevan Johnson, , Corinthian Yacht Club
- Ned Porges
- Rick Renaud, Club Sake Dragon Boat Club
- Kary Schneider
- Remmert Wolters, Corinthian Yacht Club

###

Attachment 2

Lakewood Project Advisory Team Recommendations

Project Advisory Team Recommendation
to the City of Seattle Department of Parks and Recreation

Lakewood Moorage Facility

September 29, 2014

PROJECT ADVISORY TEAM

Rafael Block

Yi-Chun Lin

Sara Lopez

Yasmin Mehdi

Shurish Mulherkar

Michael Murphy

Marty Oppenheimer

Jeannie O'Brien

Larry Russak

Zack Stanley

Greg Wharton

INTRODUCTION

The following recommendations reflect discussions and ideas shared by the Lakewood Moorage Facility Project Advisory Team (PAT) during our series of meetings. While our Project Advisory Team is not unanimous in its agreement on all the recommendations, there is one key concept that has remained central to our discussions and consideration of various proposals:

Since its creation, the Lakewood Facility has provided boat moorage with a focus on serving local residents with smaller-size boats in a unique, south Seattle neighborhood, park setting.

While members of PAT understand the need for changes in terms of addressing the neglect of the past and establishing a sustainable operation, we believe this historical legacy and focus should be honored to the greatest extent possible in future plans. The recommendations detailed below are an effort to balance the desire to preserve this exceptional legacy with the recognized mandates to establish revenue streams to support deferred maintenance and ongoing operations and also meet operational goals outlined by the Seattle Department of Parks and Recreation.

FACILITY ASSESSMENT

Lakewood Moorage is a City of Seattle owned moorage facility on Lake Washington near Seward Park. The facility was originally constructed in the middle of the 20th century and consists of a bridge connecting the shore to Ohler Island, which is entirely contained within the facility, and 142 wet moorage slips for boats ranging from 20 to 50 feet in length on three docks extending to the south from the bridge and island. Marine access is from the east and south via a channel. Water depth to the north is very shallow and not conducive to navigation. Access from the shore is via a key-controlled gate and bridge to Ohler Island. There is a dedicated, permit-only auto parking area directly adjacent on Parks property along Lake Washington Boulevard South.

The existing docks are built from chemically-treated wood with two docks in a fixed-pier configuration and one newer floating dock furthest from the shore and closest to an adjacent breakwater. All of the existing docks are in a state of disrepair varying from moderate to severe. Many of the support pilings are substantially rotted and eroded, some to the point where they are no longer supporting the dock above. Deferred maintenance is evident everywhere.

As currently configured, the facility has the following mix of boat slips:

< 24 feet	-	101
30 feet	-	26
40 feet	-	5
50 feet	-	6
> 50 feet	-	3

The preponderance of smaller slips is unusual for a moorage facility on Lake Washington. All docks are equipped with potable water supply piping, connected to the municipal water system. All of the slips 30 feet and larger are equipped with line-voltage electricity, with individual 30A service and metering at each slip. Most of the smaller slips also have electrical service.

As of this date, the moorage facility is at or near full occupancy, with a multi-year waiting list for available slips. However, during off-season months it has been observed that many of the smaller slips are empty, presumably because smaller boat owners have trailered them for the winter. There are currently a few residents living aboard vessels moored in the marina. It is unclear precisely how many live-aboard residents are present at this time: no less than three and probably no more than five.

It has also been observed that a substantial number - approximately 35% - of vessels moored at Lakewood are longer than the slips in which they are docked, some by many feet. It is not clear whether overage fees are being charged in these cases. There are also numerous vessels moored in the facility which are not currently licensed. A few have not been licensed in many years (most recent registration 2008 or earlier) and may be derelict even if payment of slip fees is current.

Ohler Island is a dry land area entirely contained within the facility and accessible only by secured access from the shore. The island contains a one-story wood frame structure, currently being used as an administrative office and workshop. The building also contains toilet facilities for the moorage tenants. Adjacent to the south of the structure is a fenced storage area. Adjacent to the east and north are a paved area leading to a small boat launch ramp, a lawn with gazebo, and a pebbled beach.

To the north of the facility is a shallow cove in which much wildlife activity is observed, including aquatic birds, turtles, fish, nutria, otters, and a beaver which has built a hutch along shore near the facility entrance. In summer, the cove fills entirely with lily pads, creating a picturesque environment and sheltered habitat. The shallow water in that area and adjacent to the island also allows significant obstruction by water milfoil in the warm months, often fouling the running gear of boats in the marina.

There is an existing no-wake zone boundary approximately 100 yards offshore from the facility. However, the close proximity to Andrews Bay, a popular overnight anchorage on Lake Washington, means that high boat traffic levels with significant wake action is often disruptive to the moorage. The existing breakwater is not sufficient to mitigate this issue.

VISION STATEMENT

Lakewood Moorage is...

...a safe, secure, self-sustaining moorage and boating recreation facility that is publicly owned and privately and professionally managed as a clean, well maintained facility for boating and human powered water recreation allowing controlled public access for nature viewing, recreation, education, and periodic activity programming, while providing convenient amenities.

OPERATIONAL RECOMMENDATIONS

The following are recommendations for the ongoing operation of Lakewood Moorage to make this vision a reality:

1. Enter into a fixed-fee contract with a private party for ongoing management and operation of the moorage facility on a bi-annual basis.
 - Model governance, operations, and contractual relationship on the City's successful golf program as applicable.
 - Provide for City oversight of management operations and operation agreement enforcement.
 - City to retain responsibility for repairs, maintenance, and capital improvements.
 - Operation agreement may or may not include both the Lakewood and Leschi moorage facilities under a combined contract as necessary or desirable.
 - Operation agreement should provide for the following:
 - On-site manager present during regular daytime hours and any time public access to the facility is open
 - A detailed security plan
 - Incentive bonuses for preferred management outcomes
 -

2. Immediately address management and maintenance shortcomings at the facility
 - Immediately switch to a fixed-fee management contract on a month-to-month basis from the current percentage of revenue contract, until such time as the bi-annual contract RFP has been issued and a longer-term manager has been selected per recommendation 1, above.

- Survey all current tenant slips for safety violations (improper tie-ups, stray electrical currents, fire hazards, environmental hazards, etc.) and issue correction notices or have infringing vessels removed.
 - Clean up storage areas on Ohler Island and remove garbage and decrepit equipment and shelters.
 - Require that all boats moored at the facility be currently licensed for use in Washington State waters and provide proof of current insurance.
 - Remove non-operational vessels and floating barges from the marina.
 - Assess and update liveaboard policies, requirements, capacities, and fees.
 - Police the moorage parking area regularly for no-permit violations.
 - Assess structural stability and safety of existing dock structures and bridge.
3. Expand operations at the facility to include related and complementary uses
- Provide small-boat storage racks for canoes, kayaks, and other small human-powered craft in a secure area on Ohler Island for a monthly fee.
 - Designate an area for and contract with a human-powered small-craft provider to rent canoes, kayaks, rowboats, and/or paddle boards from a location on Ohler Island.
 - Dedicate a portion of the outermost dock to transient moorage. Allow beaching of non-motorized small watercraft in a designated area adjacent.
 - Allow seasonal access to Ohler Island for food trucks with a fee.
 - Provide an area for storage lockers.
 - Re-open the seasonal convenience store on Ohler Island.
 - Protect and support enjoyment of adjacent habitat with rich wildlife and picturesque setting.
4. Provide for secure public access to Ohler Island
- Security of moored vessels and their contents must be preserved in any public access plan. Installation of interior gates restricting public access to all docks with tenant slips is strongly recommended.
 - Replace entrance gate with more secure and attractive gate.
5. Move “No-Wake Zone” buoys adjacent to the moorage facility and Andrews Bay north to reduce wake impacts on the facility and its adjacent natural environment and wildlife. (See Appendix 1)
6. Adjust slip fees for market rates, services, boat size, overages, etc.
- Slip fees should remain affordable, not priced above market rates.
 - Current slip fees are slightly below market rates for south Lake Washington and should be increased to \$8.50 per lineal foot average from the current level of \$8.00/ft.

- Higher fees per foot for larger slips may be appropriate, following general market practice.
- Adopt a policy for slip overages and overage fees.

FACILITY REPAIR AND CAPITAL IMPROVEMENT RECOMMENDATIONS

The moorage facilities and buildings at Lakewood are currently in a state of severe disrepair and suffering from many years of deferred maintenance. While there have not yet been any catastrophic failures or emergency conditions arising from this situation, the state of the facilities is such that it is only a matter of time before serious damage impairs the function of facilities or even becomes a serious safety hazard.

We foresee the need for significant repairs and capital improvements within the next five years to preserve and enhance the long-term value of the property as a City asset and correct numerous deficiencies and safety issues. Further, the wood fixed-dock configuration of the current moorage facilities is both sub-optimal for use and maintenance-intensive for long-term ownership.

The following are recommendations for the repair and improvement of the facility:

1. Immediately begin reserving funds from monthly revenue to create an endowed capital improvement fund for the ongoing maintenance, repair, and improvement of the facility.
 - For a minimum of the first two years of operation under the new agreement, 100% of net revenue to the City after management fees and operational expenses should be reserved to a capital fund in order to make up for the lack of reserved capital during the previous decades of neglect and provide a basis of funding for future work.
 - This will require that no revenue from the facility be returned to the Parks or City general funds for this period and should be budgeted accordingly.
 - On an ongoing basis following the initial build-up, a significant portion of facility revenue must be reserved to the Capital Improvement Fund. We recommend an amount of no less than \$100,000 per year for a minimum of ten years.
 - The Capital Improvement Fund will be managed and overseen by the City of Seattle Department of Parks and Recreation for the benefit of the long-term value of the property.
2. Prepare a plan for using a combination of reserved capital funds and municipal borrowing authority to pay for necessary repairs and capital improvements as described below.
3. Obtain additional funding distinct from moorage fees to cover expenses related to enhanced public access of Ohler Island
4. **High Priority:** Repair and replace docks as necessary to provide for public safety, financial sustainability, and an affordable level of service to the community.

5. Renovate or rebuild existing building on Ohler Island to provide the following:
 - Management office.
 - Shower facilities in the bathrooms.
 - Storage lockers.
 - Meeting/event space which can be used for public events, Parks-related programming, and rented for private events.
 - Kitchenette facilities
 - Seasonal convenience store or chandlery
6. Repurpose the storage shed area. Lease shop area or make available for general use.
7. Construct racks for small-boat storage near the boat ramp
8. Provide sanitary pump-out facilities and/or services at transient moorage.
9. Improve beach and green-space area on Ohler Island for tenant and public use. Possible amenities may include:
 - Picnic tables and/or shelters
 - Fixed barbecues
 - A performance stage
 - Sports areas such as volleyball courts
 - Outdoor shower

APPENDIX 1 - Proposed No-Wake Zone



The diagram above illustrates the proposed new buoy line extending the no-wake zone associated with the Andrews Bay anchorage north in order to reduce wake impacts on the Lakewood Moorage and adjacent wildlife habitat. The proposed buoy line would extend from the northern point of Seward park to a point north of the moorage as shown.

The new no-wake zone indicated could be a 7mph zone similar to the general speed limit in no-wake zones on Lake Washington, rather than the 3mph currently in effect for Andrews Bay.