



# **VASHON PARK DISTRICT COMPREHENSIVE PLAN 2024 – 2029**

***Venture Out!***



**Page left intentionally blank**

# **ACKNOWLEDGEMENTS**

## **Board of Commissioners**

**Joshua Henderson, Chair of the Commission**

**Keith Prior, Vice Chair of the Commission**

**Bob McMahon, Treasurer of the Commission**

**Hans Van Dusen, Secretary of the Commission**

**Sarah George, Commissioner**

## **District Staff Management**

**Elaine Ott-Rocheford, Executive Director**

**Shawn Gateman, Maintenance Director**

**Eric Wyatt, Recreation Manager**

**Randy Turner, Aquatics Manager**

## **Other Acknowledgments**

**Barbara McMahon - McMahon Consulting, LLC**

# FOREWARD

Dear Residents of Vashon-Maury Islands,

Vashon Island is a unique and magical place – defined by its natural beauty that is enhanced by the parks and open spaces within. The nature of island living creates a close community that gathers within those parks and open spaces for music and festivity, games and activity, exercise and exploration, or solitude and peace. Vashon residents are fortunate to have such an abundance of places to play that meet their rich and diversified interests. We challenge you to Venture out! and enjoy all that the Vashon Park District has to offer.

“Venture out!” is the Vashon Park District’s new tagline that emerged through this most recent strategic and comprehensive planning process. Venture out! encourages all Vashon-Maury Island residents to be curious, involved, active, playful, and adventuresome. Vashon Park District’s abundant park system and robust recreation programming offers the perfect platform to Venture out! The 2024 – 2029 Comprehensive Plan provides the vision to inspire venturing out – guided by community input from the 2023 Community Survey, public meetings, a staff survey, and Vashon Park District leadership.

The Comprehensive Plan identifies six themes from the public engagement process coupled with District observation and input: facility improvement, enhanced recreation, community collaboration, financial health, staff strength, and environmental stewardship. These core themes are the substance of the Plan and have shaped the vision, strategic projects, goals, and strategies within this Plan.

It is the goal of the 2024 – 2029 Comprehensive Plan to serve as a road map that is actionable and usable today, but also to serve as a tool to help identify and prioritize future opportunities.

This is Your Parks Comprehensive Plan.

***So Venture out!***

And let the adventure begin.

Elaine Ott-Rocheford  
Executive Director

Board of Commissioners  
Vashon Park District



**Page left intentionally blank**

## TABLE OF CONTENTS

Acknowledgements.....	3
Foreword.....	4
Table of Contents.....	6
Executive Summary.....	8
Vashon Park District Parks and Programs	
Mission, Vision, and Values	
Principle Goals	
Future Improvements	
Chapter 1: Background.....	14
Chapter 2: Public Involvement.....	20
Chapter 3: Review of Key Internal Factors.....	25
Chapter 4: Review of Key External Factors.....	38
Chapter 5: Park and Facility Inventory – Demand and	
Needs Assessment.....	45
Levels of Service.....	77
Chapter 6: Recreation Inventory – Demand and Needs	
Assessment.....	79
Chapter 7: Goals and Objectives for 2024 – 2029.....	85
Chapter 8: Capital Improvement for 2024 – 2029.....	88
Chapter 9: Funding the Plan.....	91
Chapter 10: Adoption of the Plan.....	96

## Appendices

A - 2023 Community Survey.....	97
Attachment 1 – Parks and Facilities Suggestions	
Attachment 2 – Programs, Recreation & Events Suggestions	
Attachment 3 – Other Suggestions and Kudos	
B - 2023 Employee Needs and Satisfaction Survey.....	123
C - Financial Analysis, 2017 – 2022.....	129
D - Board Assessment.....	133
E - Strategic Plan Schedule.....	139
F - Financial Projections.....	141
G - Organizational Chart.....	149
H – Capital Improvement Plan.....	151
I - Small Agency Benchmarking 2022.....	155
J – Vashon-Maury Island Demographics.....	159
K – Strategic Plan 2018 – 2024 Achievement Report.....	165

# EXECUTIVE SUMMARY

The Vashon Park District's Comprehensive Plan (the Plan) is a six-year guide and planning tool for enhancing parks, facilities, and recreation services on Vashon-Maury Island. It serves as a roadmap for addressing known capital and deferred maintenance project needs and for enhancing recreational opportunities. The Plan provides a vision for the District's park and recreation system and establishes goals, objectives, and action plans that reflect the community's long-range park and recreation interests, needs, and priorities. The Plan in no way commits future Boards of Commissioners to specific projects; it merely sets the direction as a reflection of community interests.

The Comprehensive Plan was developed with community input from public meetings and from a community-wide survey. The 2023 Community Survey was developed and administered by the VPD Board and garnered 520 responses -- a response rate of 4.6% of all 11,284 residents. This comes off a professionally developed survey conducted in 2017, which resulted in a 9.1% response rate in addition to a separate youth survey conducted at McMurray Middle School and Vashon High School with a response rate of 61%. The 2023 survey was administered online after marketing efforts that included email list solicitations; social media community group outreach; posters at community events; the District's community bulletin boards; a guest appearance on a local radio show; and three weeks of advertising in the community newspaper. The 2017 survey outreach was mailed postcards to every Vashon postal address. For both Plans, it was the Vashon Park District's hope for strong public involvement in the planning process in an effort to best serve the park and recreation needs of each and every one of our island residents.

## VASHON PARK DISTRICT PARKS AND PROGRAMS

The Vashon Park District is comprised of eighteen parks and facilities that include two sport field complexes, a public pool, a fishing pier, two public boat ramps, a playground, three historic vacation lodging facilities, an equestrian park, a skate/BMX/disc golf park, a lighthouse park, a boathouse, two community bulletin boards, numerous trail systems, and waterfront, picnic, and open space park areas. But the Vashon Park District is much more than noteworthy parks and recreation facilities. The District owns and/or manages 418.45 acres of property, some as mere parcels of natural open space and others as considerable acreage of wildlands and nature preserves – several managed through a partnership with the Vashon-Maury Island Land Trust.

An Interlocal Agreement with the Vashon Island School District allows for Park District use of its Commons facilities when they are not scheduled for School District use. Through the Interlocal Agreement, the Park District manages community access to School District sport fields, gymnasiums, classrooms, libraries, and multi-purpose rooms.

Vashon Park District's recreation programming currently consists of pool programming, Sailing Camp, Skate Camp, Ski School, and numerous events, like the summer Concerts in the Park Series and Low Tide Festival. The District offers numerous drop-in sports and activities – the new and

recent favorite being pickleball. Guest speakers and movie series are new island favorites. The District facilitates use of the sports fields, gymnasiums, meeting spaces, and the Ober Performance Room by scheduling rentals of the facilities with sport clubs and a wide variety of other non-profit organizations; community members and organizations; and private enterprises for commercial use.

### **MISSION (revised 2023)**

The mission of the Vashon Park District is to equitably provide access to our parks, facilities and recreational programs for all islanders and visitors; to improve our parks and programs through inclusionary planning; and to maintain our facilities according to appropriate standards and policies, in order to enhance the lives of everyone who uses our parks and programs.

### **VISION (revised 2023)**

By 2033 the Vashon-Maury Island Park and Recreation District will:

- Have **completed all capital improvements** from the 2024 – 2029 Strategic Plan.
- Have **maintained all VPD parks and facilities** at the highest standards set by its Board.
- Have **eliminated all barriers** to access both physical and financial.
- Be **serving all demographics** on Vashon in its recreation programming.
- Be the institution that supports a **culture of health, safety, and wellness on Vashon.**
- Be **collaborating** with other island agencies and entities.
- Be the **employer of choice.**
- Be **financially stable** and without concern of being pro-rated.
- Be the community **leader in sustainable practices.**

### **VALUES (revised 2023)**

The following core values were selected by both the 2023 Board of Commissioners and the Vashon Park District staff as being the mutually shared beliefs and character traits to be represented to the Vashon community:

**Safety and Excellence:** We support the health and well-being of all park users and are dedicated to providing a safe and secure environment. We work to exceed expectations in maintaining and preserving all our parks and facilities to the highest quality standards of safety, function, and beauty.

**Integrity:** Acting with integrity is the foundation for everything we do, and that maintaining public trust is paramount. We hold ourselves to the highest ethical standards.

**Diversity, Equity, and Inclusion:** We recognize and understand that diversity in the community brings great richness to the quality of life on our island. We are committed to expanding our awareness of and sensitivity to the importance of diversity by creating an inclusive and welcoming Parks system for all our residents and visitors to enjoy. We invite the voices and perspectives of all stakeholders to help us build and continuously improve a strong district that serves everyone equally. We are committed to the creation of policies and practices that further the ideals of diversity, equity and inclusion.

**Accessibility:** We consistently treat the public with respect and dignity. We are sensitive to the needs of all our residents and visitors and strive to make sure that all feel welcome in our parks, facilities and programs. We are committed to making provisions for residents and visitors of all financial means and physical abilities so that they can equitably enjoy all that Vashon Park District provides.

**Accountability:** We hold ourselves accountable for our behaviors, actions and results. We take responsibility for our performance (including fiscal responsibility) and are willing to admit and learn from our mistakes.

**Community Service:** We consider the community to be our customer. Our goal is to provide high quality and excellent value to park and recreational programs that exceed our customers' expectations. We are committed to being highly responsive to the changing needs within our community.

**Transparency:** We are committed to open information disclosure, clarity, and accuracy and believe our communication, decision making, and reports should be available and observable to our community.

**Work for the common good:** We are committed to making decisions that work for the advantage and benefit of the community as a whole versus individual needs, agendas, and interests.

**Partnership:** Our success depends on our ability to partner and perform well with others. We understand the strength of professional relationships, cooperation, collaboration, and camaraderie with other community organizations. We are committed to actively supporting our community partners on initiatives that promote structural change in the areas of social, economic, educational and racial justice.

**Stewardship and Fiscal Responsibility:** We acknowledge our responsibility toward being guardians of the community's resources and prudent fiscal managers. We are committed to managing community assets wisely and working to build and preserve a sustainable Park District. We consider the various tradeoffs between short-term gain for the longer-term care, protection, and preservation of resources.

**Innovation and Continuous Improvement:** We encourage new ideas to improve the Park District's effectiveness. We value input that challenges our current ways of doing business in order to better deliver our programs and services. We are committed to learning from other park districts' best practices.

**Professional Development:** We seek to provide a superior level service to the community. This requires the attraction and continuous development of dedicated, highly motivated, and competent staff.

**Environmental Responsibility:** We are committed to high standards of environmental stewardship throughout. We exercise best environmental practices in the care and preservation of our lands and in the operations throughout the organization. Our commitment to the environment is reflected in the decisions and actions made at the highest levels of the organization.







## **PRINCIPLE GOALS FOR 2024 - 2029**

This Plan provides a framework for District decision-making, with the intent of capturing the essence of the community's vision for its future parks and recreation system. Community, Board, and staff input informed the following principal goals that will help guide the Comprehensive Plan's implementation:

- Enhance and improve parks and facilities in line with Capital Improvement Plans and maintenance standards.
- Enhance and improve recreation programs in line with community demographic interests.
- Collaborate with the community to expand District capacity.
- Safeguard the District's financial health and security.
- Strengthen staff support and resources.
- Lead with environmental stewardship.

## **CAPITAL IMPROVEMENTS FOR 2024 - 2029**

The first goal – “Enhance and improve parks and facilities in line with Capital Improvement Plans and maintenance standards” – is primarily a reflection of pressing and growing asset preservation concerns and new community-desired assets. Addressing asset preservation needs is a top priority for the District in the near term. All park-system capital improvements were identified, cost-estimated, and considered within this Plan's timeline for near full completion



prior to the next comprehensive planning cycle. Over \$8 million in project and equipment costs were identified, and of that, all but \$1.3 million worth is planned to be addressed.

Significant capital improvements will include the following:

- BARC indoor skatepark building renovation
- Belle Baldwin House upgrades
- Fisher Pond maintenance building improvements
- Inspiration Point view restoration
- Ober Park building improvements
- Pool renovation and permanent retractable roof
- Tramp Harbor Dock replacement
- Invasive Species remediation in all parks
- Permanent restroom facilities in many parks
- Equipment replacement

## **FUNDING THE PLAN FOR 2024 – 2029**

The most pressing challenge to VPD's current need for capital improvements is funding the over \$8 million in projects and equipment in the Capital Improvement Plan while expanding its offerings of events and community-desired recreation programming. Historically, VPD has allocated a small percentage of its now approximately \$2 million Maintenance and Operations Levy dollars toward capital maintenance needs. The Capital Improvement Plan identifies over \$2.8 million in needed VPD funding from levy revenue. Grants and fundraising will be the natural solution for the balance of over \$5 million.

2024 was the first year in VPD's new voter-approved levy cycle, which is typically 4 years (although, Washington State Law allows a Park and Recreation District to run up to 6 years in its levy cycle before requiring a new voter-approved levy). In this 2024 – 2029 Comprehensive Plan, levy revenue is estimated to increase 1% per year (as is allowed by State law) in 2025, 2026, 2027, and 2029. 2028 is anticipated to be the start of the next voter-approved levy cycle, and the VPD Board estimated an increase of 7% based on historical increases in Vashon's assessed property values.

If levy funding does not increase as anticipated; if grants are not awarded; or if fundraising efforts do not materialize as desired, VPD has the option of asking voters to approve a bond for capital improvement projects.

# Chapter 1: BACKGROUND



## Vashon Park District History

The Vashon-Maury Island Park & Recreation District (subsequently shortened to Vashon Park District) was created in November, 1983 by a ballot measure that voters approved with a 68% “yes” vote. The campaign to form a District had pledged to:

- assert more local control in park and recreation decisions affecting the community;
- investigate adding a cover to the existing King County swimming pool;
- keep the 44-acre Nike Missile Site for a park (King County had indicated a readiness to turn the former surplus federal property back to the US Government); and
- explore ways to improve sports and playfields.

In early meetings of the first Board of Commissioners, numerous other requests for improved parks and additional programs were received. The Board recognized the need to do a comprehensive plan. After assessing demand with a telephone survey, the first plan was written for VPD and was completed in 1985.

Since the ballot measure to form the District did not include funds for operations, the first four years were filled with fund raising efforts such as T-shirt sales, a benefit dinner, and requests for assistance from King County.

In 1984 and 1985, two attempts to present capital improvement and VPD operation funding measures to Vashon-Maury Island voters failed to pass by small margins. In 1986, VPD was successful in getting two grants from the Interagency Committee for Outdoor Recreation. The first was for replacement of the beach access ramp at the north end of the Island. The second was for the acquisition of 5.5 acres of waterfront at Lisabeula. Building upon the successes of the

grants, VPD presented an operating levy to the voters in May of 1987. It received an 86% "yes" vote, and the District was in place and funded.

The following twenty years saw tremendous growth in the District's properties and facilities:

- 1989 -- VPD entered into its first Interlocal Agreement with the Vashon Island School District (VISD) for VPD scheduling of VISD property for community use outside regular school hours.
- 1995 -- King County fully conveyed the following properties to the Vashon Park District via Ordinance #11883: Agren, Lisabeula, the North End Boat Ramp, Ober, Paradise Ridge, Spring Beach, Tramp Harbor Dock, Whispering Firs, and Wingehaven.
- 1996 -- King County continued the transfer to include Inspiration Point, the upper half of Point Robinson (the lower half is owned by the Coast Guard and leased to the District for recreational purposes), and Burton Acres Park (including Jensen Point). Fern Cove was acquired during this time via an agreement with the Vashon-Maury Island Land Trust (VMILT).
- 1999 -- The Village Green was purchased by the Vashon Island Growers Association and transferred to the Vashon Park District through a restrictive covenant concerning its use as a farmers' market.
- 2006 – 2007 -- Long term lease agreements were finalized with the VISD for VPD use of the Burton Elementary School property, which would be developed into the Burton Adventure Recreation Center (BARC), and the Vashon Elementary School property, which would be transformed into a 15-acre sport field complex called Vashon Elementary School Fields (VES Fields).
- 2010 -- VPD acquired the Vashon Pool via another long-term lease with the VISD. While initially a summer-only, seasonal facility, the pool currently enjoys year-round use due to a Seals Swim Team fundraising effort to erect an inflatable dome.

VPD currently owns or operates 418.45 acres totaling to 40 properties throughout Vashon-Maury Island. Of those properties, 18 parks and facilities include:

- Three vacation lodging facilities on waterfront public parks (Fern Cove and Point Robinson);
- Two sport field complexes (Agren and VES Fields);
- Playground (Ober Park);
- Hiking trail parks (Fisher Pond and Burton Acres);
- Waterfront picnic areas (Wingehaven and Lisabeula);
- Equestrian park (Paradise Ridge);
- Skate, BMX biking, and disc golf park (BARC);
- Public fishing pier (Tramp Harbor);

- Boat launch parks (North End Boat Ramp and Jensen Point);
- View park (Inspiration Point);
- Community Bulletin Board
- Farmer's Market/Town Square (Village Green)
- And a public swimming pool (Vashon Pool).

The final days of 2012 saw a financial emergency for the VPD to where a strategic decision was made to eliminate VPD-owned recreation programming in favor of a fee-for-facility-use model for sport fields, gymnasiums, performance and meeting room spaces, and exclusive use of various park resources. After having retired long-term debt throughout 2016 and 2017, coupled with the implementation of adequate reserves to avoid short term debt line-of-credit borrowing, the District was in the position to reestablish recreation programming and address asset preservation needs in its strategic planning. In preparation for the design of the current Comprehensive Plan, a 2023 Community Survey was conducted to help establish priorities for the future development of parks and recreation facilities in addition to recreational programs and services for the Vashon-Maury Island community.





## **PLANNING BACKGROUND**

The VPD Comprehensive Plan was developed with the input from a 2023 Community Survey as the basis for establishing goals and strategies that reflected the interests of the island community. Staff, Board, and Director input was also solicited to reflect internal needs for policies, plans, and foundational objectives. The resulting Plan provides a framework for improving parks and facilities, addressing unmet needs for future recreational opportunities, and strengthening a foundation of a motivated work force to accomplish the goals throughout the ensuing six years.

Prior Comprehensive/Strategic Plans include the following:

- 1985 Vashon-Maury Island Park District Comprehensive Plan
- 1994 Vashon-Maury Island Park and Recreation Plan
- 2001 Park, Recreation, & Open Space Plan
- 2008 Park, Recreation, and Open Space Plan
- 2018 – 2024 Vashon Park District Strategic Plan

The comprehensive System Master Plan was completed in 2001 with an updated version in 2008. The System Master Plan is entitled “Park, Recreation, and Open Space Plan” and provides recommendations for facilities, programs and services; parkland acquisition and development; maintenance and operations; and administration and management. It identifies the agency mission; goals and objectives; the planning area description; community inventory and demand; recreation program inventory and trends; needs assessment; recommended strategies; and financing options.

The District recognized the need for a 6 year roadmap with the goal of a plan completion in 2018 in concert with the next 4 year levy cycle to be put before the voters in 2019 for funding in 2020 through 2024. As a six-year guide for addressing deferred capital projects, restructured recreational programming, and reduced community services that resulted from the financial challenges of recent years, the new Strategic Plan created a path forward for re-establishing high quality, community-driven parks, programming, and recreational opportunities for the citizens of Vashon-Maury Island. The 2024 – 2029 Comprehensive Plan continues that undertaking. The Comprehensive Plan states how the District will achieve its mission, goals, and objectives.

## **THE PLANNING PROCESS**

The process for engaging in the strategic plan development started with Board, staff, and Executive Director input followed by community input via the 2023 Community Survey. With the survey results as the ultimate foundation, two other outside factors influenced the contents of the plan. One such outside factor was one of the stated goals determined by the District in the 2018 Strategic Plan, which was to achieve accreditation with the National Park and Recreation Association’s (NRPA) Commission for Accreditation of Park and Recreation Agencies (CAPRA). The District decided against achieving accreditation due to the labor-intensive nature of such an undertaking, but VPD staff is committed to following the CAPRA model for plans and policies

going forward. CAPRA is the gold medal standard for park and recreation excellence in operations and services. Having an adopted Park and Recreation System Master Plan is a CAPRA requirement, which is represented in the District's "Park, Recreation, & Open Space Plan." Specifically, the System Master Plan must provide recommendations for provision of facilities, programs, and services; park and/or facility acquisition and development; maintenance and operations; and administration and management. The current plan and future updates must include the following:

- The agency mission;
- Agency objectives;
- Recreation and leisure trends analysis;
- Needs assessment;
- Community inventory; and
- Level of service standards.

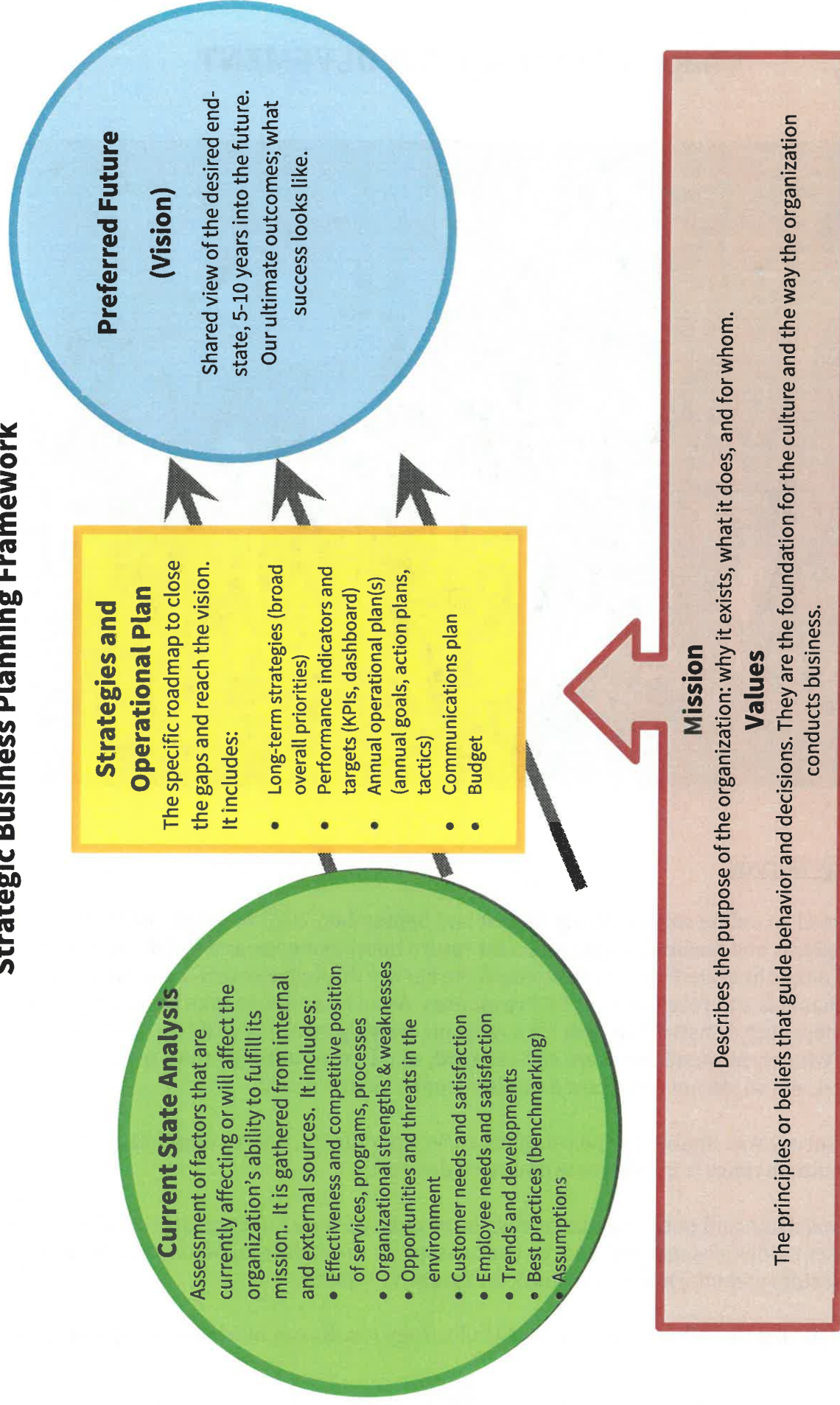
The System Master Plan serves as a long-range vision for the District, while a Comprehensive or Strategic Plan, also a CAPRA requirement, serves as a shorter range tool for implementing the System Master Plan (typically three to five years). CAPRA's requirement for a Comprehensive or Strategic Plan is to show how the agency will achieve its mission, goals, and objectives over the near term. The commitment to following CAPRA guidelines guided the process in the development of the District's Comprehensive Plan.

Another outside factor that influenced the content of the Plan was the desire for grant funding support from the Washington State Recreation and Conservation Office (RCO). RCO requires a particular planning framework that local planning efforts must meet in order to be eligible for certain funding opportunities. That framework in a plan must include the following:

- Goals and objectives;
- An inventory of park resources;
- Public involvement;
- A demand and needs analysis;
- A capital improvement program (CIP); and finally,
- The adoption of the Plan.

As a guide for the planning process, VPD utilized a "Strategic Business Planning Framework" as illustrated on page 19. VPD completed the steps and stages, starting with defining its mission and values; researching and analyzing its internal and external current state; identifying its goals and objectives; then finally defining a long term vision of what ultimate success would look like ten years out.

# Strategic Business Planning Framework



## Chapter 2: PUBLIC INVOLVEMENT



### Community Survey

VPD conducted an online survey during August and September, 2023 to solicit public input on District programs and facilities; suggestions for future improvements; and to inform the 2024-2029 VPD Comprehensive Plan. VPD promoted the survey through electronic and print media and other channels and received over 500 responses. As an incentive to take the survey, VPD Commissioners each donated \$20 cash for a random drawing award of \$100 for the lucky survey participant winner. Respondents were self-selected; that is, they initiated their own participation, and so, do not represent a random pool from the public.

The online survey was limited to one complete survey per device, but participants could complete multiple times from alternate devices if desired.

Due to self-selection and potential duplicates, the responses were not considered a statistically valid representation of island residents or park users, but the robust response rate did provide helpful indicators and informative feedback for future VPD plans.

The survey yielded the following key results (full survey results can be viewed in Appendix A):



## Multiple Choice Responses

1. VPD Program Participation
  - Programs with higher participation by respondents (> 20%) included open & lap swimming, sports leagues, paddle & bike rental, and drop-in sports.
  - Programs with lower participation by respondents (< 10%) included skateboard camp and ski school, which probably also have a narrower target audience.
2. Program Interest
  - Programs with highest interest from *unaware participants* included activity classes (yoga and martial arts), drop-in sports, and paddle and bike rental.
  - Programs with lower interest from *unaware participants* included swim lessons, skate camps & activity, and sport leagues, either because they were already aware or because the activity was not a fit for them.
3. Event Participation
  - Respondents reported high engagement (>50%) with Concerts in the Park and Low Tide or Kite Day events.
  - Respondents reported low engagement (< 10%) with Teen Halloween Bash, also a narrow target audience.
4. Event Interest
  - Free movies were the highest rated event from unaware participants.
  - Concerts in the Park and Egg Hunt were rated lowest interest, either because they were already aware or not interested.
5. Park & Facility Use
  - Point Robinson, Jenson Point, Lisabeula, Ober, Fisher Pond, and Fern Cove all had the highest use, with more than 75% of respondents visiting at least once per year.
  - And all District parks are used at least once a year by 45% or more of all respondents.
6. Quantity and Quality of Parks
  - 95% of respondents were pleased with the number and size of parks.
  - 85% of respondent were pleased with the condition of parks and furnishings.
7. Future Priorities
  - Nearly half of all respondents rated the potential upgrades to the pool, invasive species remediation, and Tramp Harbor dock replacement as high priorities.
  - A third of respondents rated a permanent pool roof as a high priority.
8. Outreach Preferences
  - Email, newspapers, and Facebook were the top preferred platforms.
  - District website, Instagram, and mailed flyers were next preferred platforms.

## **Summary of Text Responses**

### Top facility priorities in the text comments included:

- Fixing Tramp Harbor Dock
- New dog park
- Pool improvements
- Ober Park and office improvements
- BARC improvements and BARC bathroom
- Paradise Ridge opportunities
- Bathrooms in general
- Fields lighting and maintenance
- Dog leashing
- Pickle ball courts
- Trails and invasives removal

### Top program priorities in text responses included:

- Increased promotion of VPD programs
- Expanding events
- More youth opportunities
- Nature programs
- Expanded swim
- Art opportunities

A full compilation of categorized text responses is provided in Appendix A.

Some respondents might have listed their priorities in more than one text response, so some of the numbers represent duplicate suggestions for individuals.

## **Key Respondent Demographics**

- Current household size: 2 (43.4%)
- Ethnicity/race: White (86.5%)
- Identifies as Hispanic or LatinX: No (95.5%)
- Identifies as LGBTQ+: No (87.5%)
- Primary language spoken in home: English (98.4%)
- Annual approximate household income:
  - \$50,000 - \$100,000 (30.4%)
  - \$150,000+ (30.4%)
- Place of work: On island 40.3%

## Strengths

- The survey confirms much of what the District feels it already knows and understands about community interests, perceptions, and uses.
- The survey informs current and future priorities for facilities and program interests.
- The respondent demographics are aligned with demographic census data.
- VPD is much appreciated as demonstrated by the unsolicited words of praise and support.

### Weaknesses

- The community might have expectations of VPD that are beyond VPD's core mission, like expanded arts and childcare programming.
- It is difficult to know if facility suggestions are true community priorities or if respondents feel they must come up with something original when asked.
- Surveys are subject to response biases. Data cannot simply be considered as the truth.

### Current Opportunities

- The Capital Improvement Plan must align with community priorities in the near term.
- Recreation programming must align with community priorities in the near term.
- VPD needs to increase promotion of VPD programs.

### Future Opportunities

- The Capital Improvement Plan must align with community priorities in the longer term.
- Recreation programming must align with community priorities in the longer term.

### Threats

- The attitudes of those who did not take the survey are as important as those who did.

### Community Meetings

For specific capital projects and facility additions/improvements, VPD invited the public and special interest groups to participate in a number of public meetings to help define needs, goals, funding, and outcome.

BARC Building Renovation – A committee consisting of BARC Stewards, nonprofit RJ's Kids, and VPD staff collaborated to identify the scope for a King County Parks Capital Grant application that was awarded for construction in 2024. Early public meetings for full park development, including the BARC building and an outdoor cement pump track, began as early as 2017 with the VPD Board of Commissioners. Two public meetings in January, 2019 further refined scope from the public.

Disc Golf Course Improvements – A group of disc golf players formed a nonprofit in 2022 called the Vashon Island Disc Alliance (VIDA) for the purpose of growing the disc golf course at BARC and planning events. VIDA met with the BARC Stewards and VPD staff in preparation for a public meeting in 2022 to define the scope of the disc golf course.

Tramp Harbor Dock Replacement – Numerous public meetings have driven the decision to replace the Tramp Harbor Dock and to inform the District about design priorities:

- In summer 2015, King County Parks and the Vashon Park District undertook a joint community engagement effort to gauge the satisfaction level among visitors to Dockton Park and Tramp Harbor pier. The efforts consisted of two evening public meetings and a community survey. A vast majority of survey respondents had strong positive feelings about the value of both Dockton Park and Tramp Harbor pier. A sampling from Puget Sound's boating community also expressed strong feelings about the value and need for boating

amenities offered at Dockton Park. The survey results made clear that these facilities benefit the greater Puget Sound region and that King County Parks, Vashon Park District and WADNR should actively pursue strategies to keep Dockton dock and Tramp Harbor pier intact as safe and vibrant public assets.

- In November, 2019, VPD invited the public to a meeting to form a community advisory committee. That meeting resulted in a committee of 15 citizens who have participated in planning discussions since.
- In 2022, VPD engaged the services of KPFF Consulting Engineers to design the new dock and provide a cost estimate. In October, 2022, VPD invited the community to a public meeting with the engineers present and solicited feedback for design refinement. That effort resulted in the advisory committee growing to 62 members.
- In May, 2023, VPD held another public meeting to refine the 30% Engineer's Design.

Vashon Pool Refurbishment/Retractable Roof – in 2016, VPD engaged the services of ORB Architects, an architectural firm specializing in the design and evaluation of aquatic facilities, to perform an evaluation of the existing outdoor pool in order to document its condition and make recommendations as part of an Engineering Service Report. In 2017, a Pool Advisory Committee was formed with members of the pool community and in partnership with the Seals Swim Team leadership to formulate a plan for addressing the pool's needs in addition to covering the pool for year-round use. In 2016 and 2017, numerous public meetings were held that resulted in the Seals Swim Team purchasing an inflatable dome for year-round use of the pool. The Pool Advisory Committee continues to meet today to design a plan for the pool's refurbishment and an eventual retractable roof.



## Chapter 3: REVIEW OF KEY INTERNAL FACTORS



The VPD Board and Executive Director identified internal and external factors that are currently affecting or will affect the District in its fulfillment of its mission. They collected data on those factors that informed the District about its current condition. Strengths, weaknesses, and implications (opportunities and threats) were then identified (SWOT Analysis) to inform the District about what it does well and what it can improve upon. Implications informed the District about what external opportunities exist with respect to pursuing its mission in addition to what external threats hinder that pursuit.

### Employee Needs and Satisfaction

In 2023, VPD's regular staff consisted of nine full-time, two  $\frac{3}{4}$ -time, and twenty part-time individuals. All staff members were invited to participate in a confidential survey that gauged their satisfaction with their work; their confidence in the Board, District management, and their co-workers; the organizational culture of the District; and fair wages and benefits. All but 14 part-time staff members participated in the survey. The survey yielded the following key results:

- Employees indicated strong satisfaction with their jobs.
- Employees stated their work responsibilities are clear.
- Employees generally felt they have the tools and resources to do their job well. Comments were as follows:
  - Cold maintenance building makes it hard to do work there in the winter.
  - Ober and the pool – staff bring their own heaters and fans due to poor insulation.
  - Lacking many basic tools in maintenance – those we have are well used but okay.
  - Tight financial resources.



- Human resource fulfillment continues to be a struggle.
- We should all have the same version of Windows/Outlook.
- Old pool equipment (2 comments).
- Employees strongly feel they receive clear direction and goals to work toward.
- Employees strongly indicate that they feel valued by their manager, and when they do good work, they receive thanks and positive recognition for it.
- Employees generally feel satisfied that training options are offered and encouraged.
- Comments were as follows:
  - Much comes from what is presented in the job; it is hard to train for the issues we confront.
  - Computer training would be helpful for those less skilled.
- Employees generally feel work conditions are safe and non-hazardous. Comments were as follows:
  - There are some hazards inherent in lifeguarding.
  - Cutting down trees is very dangerous.
  - The Ober building is in pretty bad shape (2 comments).
- Employees indicate strong confidence in the Executive Director. Comments were as follows:
  - The best.
  - Strong leader; goes to bat for employees.
  - She's awesome
  - One of the best Eds – strong vision, cooperation, communication with all
  - I am new at the pool; don't really know her.
- Employees generally have confidence in the Board of Commissioners with two comments stating they don't really know them.
- Employees generally feel the District is headed in the right direction with one feeling they don't know much about it.
- Employees strongly feel the District's organizational culture is positive. The following were offered as descriptions of the organizational culture: Community-minded (2), safe, friendly, fun, thought-provoking, dedicated, loyal, intelligent, positive, diligent, frugal, supportive (2), building, future, progressive, forward-thinking, mutually respectful, kind, fair. One disgruntled employee stated the following descriptors: scattered, ineffectual, partial.
- Employees generally feel their fellow employees work together cooperatively and with respect with the following comments:
  - All should have more basic skills (maintenance).
  - Some employees work harder than others.
  - A few strong personalities.
- Employees strongly feel they would refer someone to work for the Park District.
- Employees strongly feel their wages are fair and competitive within the industry and/or region. In 2017, employees were strongly dissatisfied with wages not meeting industry standards for the region. This issue was addressed in 2018. One employee would like to see all wage ranges.
- Employees generally feel the benefit package is fair and competitive within the industry and/or region, but several respondents do not receive benefits (those responses fell in the neutral and NA selections). In 2017, employees were strongly dissatisfied with the benefit package not meeting industry standards for the region. This issue was addressed in 2018.
- Employees generally feel the work-life balance is excellent with the following comments:
  - Certain employees should have more responsibilities (maintenance).

- Hard to go on vacation without interruptions.
- Hard to go on vacation.
- Long hours, but it is expected.
- When asked, "Assuming pay and benefits would be to my satisfaction, I feel I could reach my full potential with the Vashon Park District," employees generally agreed or were neutral for the following reasons:
  - I am retired – satisfied with the arrangement.
  - Anyone can reach full potential if they want to.
- When asked hypothetically, if they were to quit tomorrow, what would their reason be, the following reasons were given:
  - More personal time (3 comments, 2 retired)
  - Start looking for a full-time job
  - If there were enough lifeguards, I would pursue other interests.
  - Lottery winner, but I would give 2 weeks' notice
  - Moving off island/can't afford to live here (3 comments)
  - Other employees lacking passion
  - Retirement (3 comments)
  - Burnout
  - Health reasons
  - Reduce stress

Other issues not included in the survey that employees wished to have addressed by the District include advertising the pool better; more swim lessons; refurbishing the pool; more financial support from the community; performance based pay scales; funding failing infrastructure; and reducing park holdings more in line with our budget.

Other suggestions made that employees felt would lead to greater satisfaction in working for the District include holding activities for all family and staff (pool party/picnic); teambuilding exercises; and a paid workday for staff to volunteer at a non-VPD activity.

Strengths of considering employee needs and satisfaction:

- Employees are generally content and satisfied.
- Employees feel valued and safe.
- Employees are satisfied with wages and benefits.

Weaknesses in employee needs and satisfaction:

- Some work harder than others (or are better skilled), which creates morale problems.
- Finding skilled and motivated workers is a challenge in a small, island labor pool.

Current opportunities for satisfying employee needs:

- Improve heat and insulation in the Ober, pool, and maintenance buildings.
- Develop pay scale schedule to improve employee pay expectations and assist with human resource recruitment.
- Offer computer training for those in need.
- Outsource forestry and tree management.
- Update maintenance skill requirement standards.
- Identify teambuilding and staff/family activities.
- Develop a paid volunteer day benefit.

#### Future opportunities for satisfying employee needs:

- Upgrade maintenance tools.
- Upgrade Windows and Outlook to current software.
- Upgrade pool equipment.
- Upgrade the Ober building to modern standards and aesthetics; add storage.
- Evaluate future staffing level needs in line with increased maintenance and recreation programming needs.

#### Threats:

- Employees being “priced off the island.” Wages relative to housing costs is a strong concern.

### **User Group Needs and Satisfaction**

VPD “user groups” are defined as those individuals, clubs, or organizations who pay fees for use of VPD parks, fields, and facilities or VISD fields and facilities via the Interlocal Agreement for recreational, educational, exercise, private, or commercial use. Other use outside fee-based use includes VPD-owned programs, Stewardship Groups, User/Conserver Groups, VPD-sponsored organizations, and incidental public use.

The VPD Executive Director reached out to all user group leadership and asked the following questions for feedback from their Boards, coaches/instructors, and membership/users:

- Satisfaction with the level of maintenance of the facilities you use. Is there anything we can do better?
- Satisfaction with the quality of the facility. How can the facility be improved or enhanced to make your use or experience more productive or meaningful?
- Do you feel the island has enough to satisfy demand (now or perceived near-term growth)? Fields, Gyms, Swimming facilities, Sport courts, etc.

#### Vashon LaCrosse Club

“What Vashon Lacrosse really needs is a turf field that we would never get scheduled over or bumped from. At least one. Two at the same location would be preferred. Other than that, well-functioning lights for the fields would be great. The high school is good. I wish there were easy fixes for the other fields. An indoor facility would be even better. But I need to find a way for VLC to get a turf field.”

#### Vashon-Maury Island Horse Association

1. Electrical upgrade to the Assembly Building and Announcing Booth. Outlets are currently non-functional in the Assembly Building. More outlets are requested. Electricity is non-functioning in the Announcing Booth. 4-H Horse Show is happening June 24, 2023 and they will need power for the PA system. The VMIHA members would like the Assembly Building to be locked for security. Small kitchen in Assembly building – fridge/freezer, counter, sink. Port-A-Potty is requested to be reinstalled at the park.
2. Security Cameras at the entrance/exit to the park.
3. Storage Shed for horse show equipment.



4. Open sided Tack Up shelter near the Covered arena for a place to tack and un-tack horse out of the rain.
5. Open Sided Tack Up shelter near the new stalls.

#### Olympus Pony Club

"The one thing I have wanted for years is to upgrade the Assembly Building. I was the 4-h leader for years, and we held our meetings there. The building has a reverse solar going on. It is usually colder inside than outside. Also, the space is noisy because of the high ceilings and concrete floor. Children squirming in their chairs make too much sound to talk over. It would be nice to lower and insulate the ceiling and put down a durable vinyl flooring that is quieter. The building should be upgraded enough to be more user friendly, but not so nice that everyone wants to use it. Pony Club, 4-h and the ping pong group all use it now, but it could be a lot better."

#### Southend Community Group

"Open up the view at Inspiration Point and improve the signage there."

Other feedback provided to the Executive Director concerning users' needs and satisfaction has been noted since the last Strategic Plan for planning purposes. Other user feedback can be summarized as follows:

- VPD sport club users have indicated a need for more gym and field facilities.
- VPD weight room users have indicated a need for self-entry weight room use.
- VPD field users and general park patrons would like permanent restroom facilities at all parks.
- Agren Park users would like to see a scoreboard installed.
- Tramp Harbor Dock users would like their fishing pier open for use again.
- Vashon Pool users would like the pool upgraded and refurbished, preferably with a permanent year-round cover.
- FIDO (Friends Into Dogs Organization) has rallied dog owners for development of a fenced dog park.
- Pickleball users desire four standard-sized outdoor pickleball courts.

#### Strengths:

- VPD offers a myriad of recreational opportunities supported by appropriate facilities for a wide range of interests, particularly given its relatively small budget.

#### Weaknesses:

- VPD does not have the budget or staff bandwidth to satisfy all users' interests and needs.

#### Current opportunities to satisfy user group needs and satisfaction:

- Well-functioning lights at VES Fields
- Paradise Ridge: electrical upgrades; security cameras and locks; small kitchen
- Open up the view at Inspiration Point; improve signage.
- Replace Tramp Harbor Dock.
- Dog park
- Pickleball courts

Future opportunities to satisfy user group needs and satisfaction:

- Increase turf field capacity
- Increase gym capacity
- Paradise Ridge: storage shed and tack up shelters
- Weight room self-entry at VISD
- Permanent restrooms at all parks
- Install scoreboard at Agren
- Upgrade the pool; install permanent cover

Threats:

- VPD gets pro-rationed again to where we must consider not adding facilities and additional services.

**State of Assets**

In 2022 and 2023, a complete evaluation of the condition of VPD's parks, facilities, and equipment determined that the District is facing \$8,423,229 in capital improvement/projects, equipment needs, and "deferred maintenance" as represented in the 2024 – 2029 Capital Improvement Plan. Of that, \$5,016,000 is projected to come from grant funding. \$522,000 is projected to come from community fundraising. Anticipated VPD contributions are estimated to be just under \$3 million, but grants, donations, and other outside sources of financing are consistently pursued to help address these safety, liability, and asset preservation concerns. \$250,000 is the estimated contingency budget (\$50,000 annually, starting in 2026) for unforeseen capital improvement needs. Capital Improvement Plan budgeting is established annually in line with the forecasted Capital Improvement Plan needs. Chapter 6 further explores VPD's Capital Planning.

Strengths:

- VPD has the funding to address a considerable number of high priority asset preservation and additional facility needs.

Weaknesses:

- VPD does not have the funding to address all asset preservation and additional facility needs. Grant funding and fundraising will be critical.

Current and future opportunities: see Appendix D "Vashon Park District 2024 – 2029 Capital Improvement Plan"

Threats:

- VPD gets pro-rationed again to where we must cut back on the CIP plan.
- Grant funding and fundraising efforts do not come through.

**Financial State**

The most recent Washington State Auditor's Office Accountability Audit Report dated February 3, 2022 for the period January 1, 2018 through December 31, 2020 found that "District operations complied, in all material respects, with applicable state laws, regulations, and its own

policies, and provided adequate controls over the safeguarding of public resources.” Audits dating back to 2014 yielded the same positive results.

An analysis of profit and loss statements from 2017 through 2022 (see Appendix C, Financial Analysis 2017 – 2022) yielded the following key points about the District’s financial condition:

- 1) Revenue increases reflect Recreation Programming having been reinstated in 2019 and the year- round pool implemented in 2018.
- 2) Revenue fluctuations were pandemic-related – lower user revenue due to limited group activities, yet increased lodging revenue reflecting localized vacation get-aways.
- 3) Levy revenue illustrates having been pro-rationed in 2021, then the State Bill reinstating the levy rate in 2022. The State Bill moved VPD from the \$5.90 Constitutional Limit structure and into the “50 Cent Gap” where excess State monies are available. King County determined a lid lift error of \$186,000 that must be repaid from 2023 – 2026.
- 4) King County Grant awards included \$250,000 for an Agren Field renovation project, \$175,000 for the Ober Park Playground replacement project, \$75,000 for pool upgrades, and \$60,000 for a new restroom at VES Fields. Those revenue amounts are reflected in Grant Revenue. The project costs are reflected in Extraordinary Maintenance and Materials.
- 5) Miscellaneous Income included the sale of Manzanita, Hitchings, and Portage Tideland properties.
- 6) Industry-standard wage and benefit adjustments were implemented in 2018.
- 7) Staff increased due to the year-round pool and recreation programming.
- 8) Payroll expenses declined in 2021 due to pandemic-related lay-offs and cutbacks.
- 9) Expense increases are a reflection of extreme inflation. In 2021, the Seattle CPI was 7.6%. In 2022, it hit upwards of 9%.
- 10) Increased cash was due to pandemic-related restrictions to capital projects.
- 11) Debt was fully paid in 2018.

Financial concerns that were considered throughout the current planning process were as follows:

- 1) The Financial Management Policy was changed in 2021 to reflect planned and budgeted capital projects rather than maintaining a Capital Reserve. This should be revisited after the backlog of capital projects have been addressed.
- 2) Future King County Assessed Value projections predict the following:
  - 2024 = -8.65%
  - 2025 = -1.74%
  - 2026 = 1.42%
  - 2027 = -.25%
  - 2028 = .96%
  - 2029 = -11.34%Levy revenue will drop within the Plan cycle. Inflation will average 2.75% year to year.
- 3) Any levy revenue increases within the levy cycle are limited to the 1% factor and in no way keeps up with inflation. Planning must be conservative with careful attention paid to cash flow.
- 4) Pro-rationing potential could occur when the State Bill reverts VPD back to the \$5.90 Constitutional Limit structure in 2027.

- 5) Tramp Harbor Dock construction will require a Line of Credit for cash flow management financing.
- 6) The Vashon Parks and Recreation Foundation was revitalized in 2023, which should prove to be a financial benefit for fundraising for special projects.

Strengths:

- VPD has enough in reserve to comfortably operate without cash flow concerns.
- VPD no longer requires debt financing (except for the likely need for a line of credit to finance the construction of the Tramp Harbor Dock relative to grant reimbursements).

Weaknesses:

- VPD has limited levy funding. Getting ahead is challenging in light of the 1% increase limitation.

Current opportunities:

- Maintain regular revenue and cash projections within the plan cycle.
- Maintain regular levy rate outlooks within the Vashon taxing district to assess pro-rationing risk; consider renewing the State Bill.

Future opportunities:

- Revisit establishing a Capital Reserve fund.

Threats:

- Assessed Value of property drops more than forecasted.
- VPD gets pro-rationed again.
- High inflation continues.

## **Board Assessment**

The “Twelve Principles of Governance that Power Exceptional Boards,” excerpted from BoardSource, 2005, guided a self-evaluation process of the Vashon Park District Board. A survey was developed, and members were asked to rank how well the Board meets the principles (see Appendix D). The following is a summarization of their self-assessment.

The Board does the following things well:

- Constructive partnership with the Executive Director;
- Shaping and upholding the VPD mission and vision;
- Fostering a culture of inquiry, the Board conducts constructive debate and shared decision making
- The board engages in debate before voting on motions;
- The Board centers the organization’s interests above all else when making decisions;
- The Board promotes transparency by ensuring that interested parties have access to information regarding finances, operations, and results.

A few principles were identified as areas of future growth for the Board:

- Continuous learning and assessment are challenges as there is no formal evaluation process in place for the ED nor for the Board;

- Being results-oriented is another challenge: there is no process in place for the Board to assess efficiency and impact while also integrating benchmarks against its peers.
- The VPD Board is composed of independently elected volunteers; as a result, there does not exist a process to ensure revitalization of the Board such as recruiting fresh perspectives and experience.

#### Strengths:

- See above comments about what the Board does well.

#### Weaknesses:

- See above comments about areas of future growth needs for the Board.

#### Current Opportunities:

- Take advantage of King County workshops aimed at Board development.
- More robust on-boarding efforts for new Board members.

#### Future Opportunities:

- More robust recruitment efforts for new Board members when filling a vacant seat.

#### Threats:

- A new board member does not share the present Board's spirit of cooperation.

## **Systems and Processes**

In the present-day working environment, it is essential that organizations perform efficiently to best utilize their financial and human resources. To be efficient, the organization must implement the best systems and processes in terms of product and service quality, technology deployment, and productivity. Organizational management must foresee the future and take and plan actions accordingly to suit the needs of the future. The organization is required to continuously adjust to the changing environment, so it continues to operate efficiently. In this regard, an organization which is working with systems and procedures adapts the conditions of the changed environment more quickly than the organization which does not work with and update systems and procedures.

Throughout the last Strategic Planning cycle, systems and process needs were identified and addressed as follows:

- The Employee Handbook is updated annually.
- Desktop computers, the server, the office printer, and Microsoft Office software were upgraded.
- Quickbooks financial software was upgraded to the online version.
- A new online Payroll software program was implemented. Employees log on to the various cost centers that represent their work location remotely via their Smart phones.

An updated evaluation of internal systems and processes yielded the following administrative needs:

- Recreation programming software is adequate but outdated.
- The office phone system is adequate but outdated.

- There is a need for written Standard Operating Procedures on the recreation software functions and general office systems.
- Project management tracking is adequate but rudimentary.
- Maintenance procurement tracking is rudimentary.

#### Strengths:

- Systems and processes are adequate and serve the needs of the District.
- Accounting processes are in line with audit check and balance requirements.

#### Weaknesses:

- See needs noted above.

#### Current opportunities:

- Develop Standard Operating Procedures for recreation software and office systems
- Develop a maintenance procurement tracking system

#### Future opportunities:

- Purchase new recreation program software
- Purchase a new phone system
- Develop a project management tracking system

#### Threats:

- Not having adequate financial resources to purchase new software systems if needed.

### **Plans and Policies**

As stated in the manual of CAPRA standards (2023), "The Commission for Accreditation of Park and Recreation Agencies (CAPRA) Standards for national accreditation provide an authoritative assessment tool for park and recreation agencies. Through a process of peer verification of compliance with these national standards, CAPRA accreditation assures policy makers, department staff, the general public that an accredited park and recreation agency has the operational capacity to deliver programs, facilities, and services at a high level of quality."

While VPD does not have a stated goal in its Comprehensive Plan of achieving CAPRA certification, the CAPRA model serves as a guideline for recommended plans and policies. VPD develops its plans and policies in line with the recommendations outlined in the CAPRA model.

#### Plans

The following plans are currently in place:

- Park, Recreation, and Open Space Plan
- Comprehensive/Strategic Plan
- Maintenance Management Plan
- Recreation Program Comprehensive Plan
- Master Plans for Fisher and surrounding properties, BARC, Jensen Point, Ober, Paradise Ridge, Point Robinson, VES, Village Green, and Wingehaven

Current opportunities for plan development per CAPRA Standards and management needs:

- Employee Compensation and Benefits Plan (VPD Staff)
- Fleet and Equipment Management Plan (VPD Staff)
- General Security Plan (VPD Staff)

Future opportunities for plan development per CAPRA Standards and management needs:

- Park and Recreation System master plan (Board)
- Community Relations Plan/Involvement in Community Plan (Board)
- Marketing Plan (VPD Staff)
- Records Disaster Mitigation and Recovery Plan (VPD Staff)
- Sustainability/Recycling-Zero Waste Plan (VPD Staff)
- Emergency Management/Risk Communications Plan (VPD Staff)
- Site Plan – Existing and Future (Board)
- Historical and Cultural Resource Management Plan (Board)
- ADA Transition Plan (Advisory Council)
- Natural Resource Management Plan (Board)
- Financial Management Plan (VPD Staff and Board)
- Risk Management Plan (VPD Staff)
- Master Plans for Agren, Burton Acres, Fern Cove, Inspiration Point, Lisabeula, Northend Boat Ramp, Tramp Harbor Dock, Vashon Pool

### Policies

Current opportunities for policy development per CAPRA Standards and management needs:

- Community Relations Policy (Board)
- Records Management Policy (VPD Staff)
- ADA Compliance Policy (VPD Staff)

Future opportunities for policy development per CAPRA Standards and management needs:

- Comprehensive Revenue Policy (VPD Staff)
- Area and Facilities Development Policy (Board)
- Public Information Policy (Board)
- Consultant and Contract Employee Policy (VPD Staff)

### Strengths:

- VPD has plans and policies in place relative to current operational needs.

### Weaknesses:

- VPD does not have all desired plans and policies in place.
- VPD does not have the staff bandwidth for developing all desired plans and policies.
- Master plans are missing or outdated.

### Threats:

- Plans and policies are necessary for guiding staff decision-making in line with audit requirements. A lack of plans and policies leaves the District open to an unintended lack of direction.

## **Organization Structure**

At present, the staffing level at VPD is 16.11 FTE, with regular staff totaling to nine full-time and two ¾-time individuals. All others are part-time, some regular and some seasonal, ranging from Access staff to the Vashon Island School District facilities; housekeepers for the vacation lodging facilities; BARC staff; and year-round to summer only swimming pool staff. The “Organizational Chart” in Appendix G illustrates the staff structure of VPD.

As service levels increase, particularly in recreation programming, additional staff will be necessary.

### Strengths:

- Current staffing levels meet the general operational needs of the District.

### Weaknesses:

- Financial resources do not allow for adding additional staff for growing recreation programming and maintenance needs.

### Future Opportunities:

- Evaluate future staffing level needs in line with increased maintenance and recreation programming needs

### Threats:

- Full time VPD staff members “wear a lot of hats” and/or is operating at full capacity. If one were to unexpectedly terminate employment, covering those responsibilities would be challenging.
- Finding skilled and motivated workers is a challenge in a small, island labor pool.

## **VPD COMPARED TO NATIONAL PARK AGENCIES**

The National Recreation and Park Association has provided national data from approximately 100 agencies throughout the United States for the purpose of one’s own agency being able to benchmark against all others. A subset of that data is agencies providing services to up to 20,000 residents. Appendix I, “Small Agency Benchmarking 2022” examines the national data from these smaller agencies relative to VPD. The purpose for the comparison was to assess how VPD’s facilities and programs compare to determine any potential gaps. A summary of key findings is as follows:

- VPD has more than twice the number of acres of parks per 1,000 residents and almost half the number of residents per park.
- VPD spends more on recreation than park acres, although park acres includes much open space.
- VPD has more staff per 10,000 population.
- VPD’s tax expense per capita is more than twice that of others.
- VPD’s earned revenue per capita is similar to others but is more than half under the others as a percent of operating spend.
- Capital spending for the next 5 years is similar to like-sized communities.



- VPD (and often in partnership with the School District) provides the top outdoor and indoor facilities relative to like-sized communities.
- VPD and other island organizations provide nearly all the activities similar to like-sized communities.

#### Strengths:

- VPD does not need to buy or develop more park lands.
- VPD is well-resourced relative to like-sized communities.
- VPD provides the most popular outdoor facilities relative to 48% or higher of the national agencies.
- Most recreation activities are met on the island relative to like-sized communities.

#### Weaknesses:

- While VPD has more staff than other like-sized agencies, VPD also has more to manage and more labor-intensive facilities (like a public pool and staffed indoor skate park).
- VPD does not provide as many indoor facilities as compared to the national averages.

#### Current Opportunities:

- Focus more on park resources over program resources.
- Consider higher user fees for potential earned revenue increases.
- Consider providing more outdoor and indoor facilities relative to national averages, particularly where the public demands it (like pickleball and a dog park).
- Consider offering activities that are currently considered limited, like social recreation events, trips and tours, and tennis lessons and/or camps.

#### Future Opportunities:

- Nature Center
- Community Center

#### Threats:

- Any decrease of funding threatens VPD's ability to keep up with national averages.



## Chapter 4: REVIEW OF KEY EXTERNAL FACTORS



### Community Demographics

The 2020 Census of Population and Housing yielded the following key statistics about the Vashon-Maury Island community (see Appendix J for full demographic charts and data). A 2021 Vashon Senior Center Survey yielded data about the senior community. In summary:

- Vashon grew 8% in population since the last census. Its total population is 11,284.
- It is 41.1% over age 55, similar to 2016 survey results of 42% (the percent 65 and over is 24.8% compared to King County at 14.2% and the national average of 16.5%). The median age of the population is 49.7, which is much higher than the national median (38.5).
- The age distribution of Vashon Island is bimodal, having two age groups (school age and over 55 years of age) outnumbering the age 18 to 28 group due to departures for work or pursuit of post-secondary school education.
- Vashon is 97% white, compared to 63.5% in King County (the next highest racial group was Hispanic or Latino at 5.2% -- up from 4% in 2016, yet lagging King County at 10.5%).
- Vashon is highly educated with 98.5% of the population having a high school diploma or higher and 51.7% holding a Bachelor's Degree or higher, in line with King County at 54%. These rates are much higher than the national averages (88.6% and 32.6%, respectively).
- The same-sex population on Vashon is 1.8%, which means there are approximately 203 LGBTQ+ people living on the island. This is the highest percentage of LGBTQ+ heads of

households in the state of Washington and one of the highest in the country. Vashon has a long and quiet LGBTQ+ history that dates back to the late 19th century. The island has been a haven for queer artists, musicians, authors, performers and activists, and has also been at the forefront of equal rights for its LGBTQ+ friends and neighbors.

- Poverty is typically defined as having a household income less than 200% of the federal poverty level. The census data provided here does not identify that marker, but the 2021 “Census Reporter” cites Vashon poverty at 9%, up from 6.4% in 2016 and above King County at 8.4%.
- Vashon has a very high rate of owner-occupied housing units (83%) compared to the national average (64%). The median value of these units is also much higher than the national median (\$597,000 vs \$217,500).
- Vashon has a very low percentage of foreign-born persons (6.2%) compared to the national average (13.7%). Most residents are US-born citizens (92.4%).
- These demographic characteristics are not projected to change over the next decade or more, because Vashon Island has limited water resources to increase the population density. This limitation has made housing on Vashon expensive (see above).

#### Strengths:

- Vashon has strong financial resources for supporting a robust parks and recreation system.
- Although the population density rests amongst age 55+, the population spread is diverse enough to support wide recreational interests.

#### Weaknesses:

- Vashon’s lack of racial and economic diversity is problematic for grant applications, yet the poverty level is growing.

#### Opportunities:

- Continue growing a diverse selection of recreational offerings with a particular focus on senior interests.
- Continue growing recreational opportunities for increasing racial diversity interests.

#### Threats:

- Increasing poverty levels that threaten levy collections.
- Increasing poverty levels that threaten VPD’s ability to meet recreational interests of those in need (i.e. VPD’s funding is decreased through lower levy collections, and the disadvantaged have no other options).

## **Trends in the Park and Recreation Industry**

### **NRPA PARKS & RECREATION MAGAZINE (January 2023) - Top Trends in Parks and Recreation**

**Parks and Recreation as Anchor Institutions** – Organizations that create strong social, economic and healthy bonds within communities. Traditionally, universities and hospitals, but there is an increasingly strong case to include parks and recreation as a critical community

support system. Parks and recreation enable the members of communities to connect to each other daily, such as in recent development of Community Wellness Hubs.

**Mindfulness, Nutrition and Stress Reduction** – Aligning with Community Wellness Hubs and a recent focus on individual and community health, there are more programs to support mental, emotional, and social health. Yoga, tai chi, guided meditation, nature therapy — including forest bathing — and especially programming to teach mindfulness and stress reduction are all growing in popularity.

**Stressed workers** - Gallup's State of the Global Workplace 2022 Report indicates that there may be a lot more unsatisfied workers than we presume. The report found that in 2021, 44 percent of employees experienced a lot of stress during the previous workday, a new high for the survey. Fewer than one in four U.S. workers feels strongly that their employer cares about their well-being. The lowest percentage in more than a decade.

Workers who believe their employers care about their well-being are more likely to engage productively in their jobs and less likely to burnout or have safety incidents, and more likely to advocate for their company as a great place to work.

In parks and recreation, we often take for granted that our workers are very satisfied with their jobs. But the reality is that our workers face the same stresses as other occupations. Gallup emphasizes that organizations should be concerned about the whole person, not just the worker. Employee well-being should be a top goal of organizational culture.

**Recruiting challenges** - The childcare crisis and lack of lifeguards for both indoor and outdoor pools have seriously impacted park and recreation agencies. Trendlines don't look favorable for recruiting adequate numbers of workers for either of these positions in the near future.

**Electrification** – The coming electrification of much of what we use to conduct our business, including buildings, vehicle fleets, power equipment, mowers and landscape equipment, and it is happening sooner than you may think.

**Reducing waste** – Replacing single-use event plastics with compostable or edible utensils.

**Digital Twin Mapping** - Three-dimensional (3D) models of the actual physical environment that are rendered to be compatible with a geographic information system (GIS) database. The resulting images are virtual representations of the real world that show spatial relationships of objects, buildings, trees and even sun/shadow patterns for new developments.

**ATV Wheelchairs** – Program to loan off-road, tracked, powered wheelchairs to persons with disabilities in parks is a remarkable step forward for visitors experiencing mobility challenges."

**Pickleball Noise Complaints** - There is one recreation trend that stands alone among all others: pickleball! What seemed to be a niche activity for older adults with bad knees has exploded into a full-fledged recreation trend. Park and recreation agencies are flooded by public demands to build more courts, and the popularity of the sport has even reached the level that it is generating complaints from nearby neighbors about the incessant day and night "thwack-thwack" emanating from pickleball courts. Among the strategies recommended to aggrieved neighbors:

Build a soundproofing wall; prohibit play early in the morning and late in the evening; and if all else fails, find a partner, pick up a racket and start playing.

**Cannabis and Alcohol in Parks** - Many park and recreation agencies in recent years have relaxed prohibitions on the use and even sale of alcohol in parks, especially for special events. Some permit alcohol at concerts, athletic events and family gatherings, or sell beer and wine at designated locations, such as golf courses and even dog parks. Milwaukee County (Wisconsin) Parks and Recreation has established five permanent and two traveling beer gardens in its parks, which produced an eye-popping \$2.6 million in revenue in 2021 alone. Will recreational use of cannabis in parks be far behind?

Strengths:

- VPD serves as an anchor institution on Vashon due to Vashon being an isolated island community.
- VPD's employees indicated a high level of satisfaction with their jobs in the 2023 Employee Needs and Satisfaction Survey.

Weaknesses:

- Being an isolated, island community adds to the recruitment challenges noted as a national trend.
- Current electric equipment does not have the charge power and stamina as gas powered equipment. Decreased efficiencies may be the result.
- VPD does not have the financial resources to invest in digital twin mapping.
- VPD does not have wheelchair-friendly trail systems.

Opportunities:

- Create new recreation programming opportunities that promote health and safety, including AED classes and location maps due to increased availability.
- New equipment purchases should consider electric availability.
- Consider pickleball court locations that are on remote properties away from developed areas.

Threats:

- VPD's limited financial resources are stretched as it is. Keeping up with popular trends is financially challenging. Therefore, it is difficult to be relevant in the face of modernity.

## **VPD Existing Partnerships**

Increased community partnerships can provide financial, facility, and community event/activity opportunities beyond VPD's financial resources.

Partnerships with parks-related organizations are numerous and include:

- Club Sport groups for youth sports and events
- Vashon Adventures for kayaking and bicycle rentals and camping management
- Vashon-Maury Island Horse Association, 4H, and Pony Club at Paradise Ridge
- Keepers of Point Robinson
- BARC Stewards
- RJ's Kids for BARC facility development
- Burton Acres Stewards



- Vashon Island School District for the Commons
- South End Community Club for clearing of the Inspiration Point View
- Tramp Harbor Dock to assist with the dock replacement design
- Vashon Island Growers Association for the Farmer's Market at Village Green
- The Vashon-Maury Island Land Trust stewards numerous VPD conservation properties.
- VPD partners with King County Parks on messaging and rules/policies for consistency amongst all park lands on Vashon.

Recreation-related partnerships include:

- Vashon Events for Concerts in the Park
- The Vashon Food Bank for Picnics in the Park
- The Vashon Theater for VPD's movies and speaker series
- Vashon Center of the Arts for art installations
- Vashon Chamber of Commerce for festivals
- The Seals Swim Team for the pool.

#### Strengths:

- Besides the increased financial economies of scale gained from community partnerships, they also create a stronger sense of community in general.
- As determined in the "2019 Recreation Program Comprehensive Plan," much recreation programming became privatized or was provided by others when VPD discontinued VPD-owned recreation programming in 2012. Partnerships, going forward, maintain VPD's relevancy.

#### Weaknesses:

- Non-government organizations are not required to follow the same bureaucratic procedures as VPD, which many partners find to be cumbersome and annoying (examples include RFP and bid requirements, background checks, and insurance and indemnity requirements).
- Many partners enjoy their own autonomy and do not want to relinquish complete control.

#### Opportunities:

- Increased partnerships create more variety in recreational opportunities.

#### Threats:

- Partners who do not wish to continue the partnership arrangement can create gaps in recreational offerings that VPD does not have the resources to fill on its own.

### **Competitors**

- Parks - Three entities provide access to public lands and/or parks on Vashon Island: VPD, King County Parks, and the Vashon-Maury Island Land Trust. While, in a sense, VPD considers these entities partners (as noted above), VPD must differentiate itself and its offerings from these other entities.
- Property taxes - Given constitutional limits on property taxes, Vashon faces considerable competition with larger and more prominent jurisdictions for tax dollars from the county. This competition has caused pro-rationing against VPD in the past. The future threat remains possible when VPD returns to the \$5.90 structure in 2027.

- Programs - The considerable number of Vashon-Maury Island non-profits and organizations indicate that many service needs are being met. The VPD will consider facility and recreational options that are not being met by other community organizations. VPD has a policy curtailing competition with island businesses which deliver similar services.
- Donations - The number of Vashon-Maury Island non-profits and organizations suggests considerable competition for fundraising and donation dollars throughout the community. While coordination of donors and donations has been left to user groups for some time, VPD must better communicate its needs to the user groups and support relaunching the Vashon Parks Foundation for potential donations and matching funds for grants.

#### Strengths:

- King County Parks and the Vashon-Maury Island Land Trust also serve as partners in providing park services to the community.
- VPD is committed to not competing with Island entities and, rather, providing services and activities that “fill the gaps.”

#### Weaknesses:

- The competition for donations and fundraising is steep.
- The property tax structure concerning Park and Recreation Districts leaves VPD vulnerable relative to higher level taxing agencies on the island.

#### Opportunities:

- Continued partnerships protect against any sense of competition while meeting community recreational needs.
- The Vashon Parks Foundation is getting underway!

#### Threats:

- VPD risks getting pro-rationed again after returning to the \$5.90 structure in 2027. While there is plenty of room at the time of this writing, probable King County lid lifts could take up to 50% of VPD’s levy funding.

### **Laws and Regulations**

- Among all the laws and regulations that govern park and recreation districts in Washington, the regulations contained in Chapter 458-19 WAC (PROPERTY TAX LEVIES, RATES AND LIMITS) have the greatest potential for huge negative financial impacts on the Vashon-Maury Island Park and Recreation District. A significant threat to VPD is the impact that could include elimination of VPD funding in part or even in total, causing the district to cease to exist.
- The aggregate dollar rate limit for the local taxing districts is \$5.90 per \$1000 of assessed valuation. With the addition of the hospital district to the mix of senior and junior taxing districts, the Vashon Island Fire and Rescue’s practice of maximizing their take of property tax levies, plus other districts potentially increasing their portion of available levy funds via lid lifts, that limit could easily be exceeded. Were that to happen, the Vashon Park District, which ranks low in priority according to the law, would lose its funding in an amount that would bring the total back under the \$5.90 limit. That process is called pro-rationing. The



funding loss could be as much as the district's total allotment, which would take VPD out of existence.

- A strength is that VPD is currently exempt from the \$5.90 aggregate limit due to special legislation that moved VPD's levy rate into the "50 cent gap" in the One Percent Constitutional Limit. That exemption will expire in 2027. For protection against pro-rationing going forward, either the state laws that underlie 458-19 WAC will have to change (which is unlikely), or additional special legislation will need to be passed prior to that date. An opportunity would be to extend that state bill. Another opportunity would be to work with the other taxing agencies within the \$5.90 local structure to cooperatively determine levy rates that would not result in pro-rationing.
- Otherwise, Chapter 36.69 RCW, PARK AND RECREATION DISTRICTS, and King County Title 7 PARKS AND RECREATION, together govern VPD's operations.



## CHAPTER 5: PARK AND FACILITY INVENTORY

### DEMAND AND NEEDS ASSESSMENT



Vashon-Maury Island is composed of the combined Vashon and Maury Islands located in the southern portion of Puget Sound in King County, Washington. “The Island” is effectively nestled between the Seattle to Tacoma corridor to the east and the Kitsap Peninsula to the west. It is also described as “portions of Range 2 and 3 East, Townships 21, 22, and 23 North within King County, Washington.” Vashon Island is approximately 12 miles long and 5 miles wide. Maury Island lies east of Vashon Island and is connected by a narrow manmade causeway. Vashon-Maury Island contains approximately 23,830 acres with 75 miles of saltwater shoreline, almost half of the total saltwater shoreline in King County. Vashon-Maury Island is publicly accessible only by Washington State Ferry with service on the north end to Fauntleroy in West Seattle or Southworth on the Kitsap Peninsula, or service on the south end to Point Defiance Park in Tacoma.

Vashon Park District, Vashon-Maury Island Land Trust, King County, and various other public and private organizations collectively own over 2,800 acres of land with park, recreation, and open space uses on the island. Taken together, these lands serve recreational opportunities that



include waterfront access, marine and wildlife conservancies, picnic facilities, trail corridors, athletic fields, playgrounds, equestrian activities, skate and cycling activities, swimming, fishing, and historic sites. Through an Interlocal Agreement between the Vashon Park District and the Vashon Island School District, recreational opportunities are increased by after-hour scheduling of sport fields, gymnasiums, and multi-purpose rooms. Vashon Park District owns or manages (via leases) approximately 418 acres of land available for public use.



**Enjoy your parks!** [www.vashonparks.org](http://www.vashonparks.org)



# KEY

- swimming/  
beach access
- fishing
- horse friendly
- kayak friendly
- limited parking
- picnicking
- playground/play  
area
- restroom/  
portable
- dogs on leash
- no dogs
- dogs off leash
- athletic fields
- view or birding
- walking/trails
- bicycle trails

VASHON PARK DISTRICT FACILITIES AND THEIR AMENITIES														
Argen Memorial Park														
Burton Acres/Jensen Point	•	•	•		•		•			•		•	•	•
Burton Adventure Rec Ctr.					•		•			•		•		•
Fern Cove	•	•			•					•		•	•	•
Fisher Pond		•		•	•					•			•	•
Inspiration Point					•	•				•		•	•	•
Lisabeula	•	•	•		•			•				•	•	•
Lost Lake (boat only) (now KC Parks)	•				x					x			•	•
North End Boat Ramp	•	•		•	•								•	•
Ober Park						•	•	•	•					
Paradise Ridge Park			•			•		•	•					•
Point Robinson Lighthouse	•	•	•	•		•				•		•	•	•
Spring Beach (boat only) (now KC Parks)					x								•	
Tramp Harbor Dock	•			•	•	•				•		•	•	•
V. Commons/School Campus						•	•	•	•			•		•
Vashon Pool	•					•		•		•				
Vashon Fields (VES)								•	•			•	•	
Village Green					•	•		•	•					
Wingehaven (walk-in only)	•	•		•	•	•						•	•	•
KING COUNTY PARKS ON VASHON ISLAND														
Dockton Park & Forest	•	•	•	•		•	•	•	•			•	•	•
Ellis Creek Natural Area													•	•
Island Center Forest			•		•	•			•				•	•
Marjorie Stanley Nature Area													•	•
Maury Island Marine Park			•						•				•	•
Piner Point (boat only)													•	

Vashon Park District offices are located in the Ober Park Community Center, 17130 Vashon Highway SW.  
Our offices are open Monday-Friday 9a – 4p • Phone 463-9602 • Fax: 463-9614

Parks are open  
Dawn to Dusk.

No smoking.  
No alcohol without  
permit/insurance.

No removal or  
destruction of park  
property.

Dogs in off-leash areas must  
be under owner's control and  
not disturbing other animals  
or visitors.





## **Wingehaven**

Wingehaven Park is a 17.7 acre shoreline access park and conservancy located on the northeast end of Vashon-Maury Island on Cunliffe Road. The property has a colorful and interesting history.

In 1907, the property was owned by Mary Dysert, who planted a cherry orchard and built a 2-story frame house. By 1914, the property had been purchased by Captain William Cowley, owner of a Seattle real estate firm. Cowley provided dock space for the Mosquito Fleet in addition to development lots in a speculative home development named Twickenham Estate. The Wingehaven property was subsequently developed with an Italian Garden style motif, with improvements including swimming, lily, and wading ponds; a promenade with a balustrade atop a seawall dotted with topiary, statuary, and river-rock walls with inset lions, goddesses, and gargoyles; exotic trees, shrubs, and flowers; greenhouses; and pedestal birdbaths with craning herons. A cedar bungalow was built on the site as part of the speculative promotion. The frame house became a clubhouse for guests and other social occasions. Twickenham Estates failed during the Depression - no lots were sold or buildings built.

By 1930 the property had been acquired and renamed Twickenham Water Garden by Ernest Moy, who expanded the ponds and water gardens to raise goldfish for export and import. After the closure of the fish farm in the mid 1940's during World War II, William Sanders, owner of a Seattle restaurant chain, purchased the site for a private estate.

In 1950, retired shipbuilder Carl Winge acquired the property and renamed it Wingehaven. The Winge family remodeled the old house, restored one of the large remaining ponds, and constructed a tennis court. The Winge family sold most of the property to King County in 1969, retaining a small parcel on the southeast border for a house. King County acquired the property for conservation purposes using Forward Thrust bond issue funds, and subsequently transferred the site to the Vashon Park District in 1995. Most of the previous improvements to the site have been demolished, washed away, or fallen into disrepair.

A Site Management Plan for the property was developed by the Wingehaven Park Stewardship Group and adopted by the Vashon Park District. Since the site is a designated wetland, no major construction is proposed for the property. The park's major uses are hiking, bird watching, and picnicking. The site has also been designated part of the Washington Water Trails System and may be used for overnight human powered craft camping, although camping has been suspended due to a washed-out service road that prohibited porta potty service. Access to the park is on foot or kayak. A parking area with an ADA (Americans with Disabilities Act) space has been designated and signed on Cunliffe Road. Historically, the access road was used for handicapped, emergency, and maintenance vehicles on a permission-only basis.

### **Inventory**

Costs: Annual maintenance and operational costs for Wingehaven Park in 2023 was \$400. This was all labor charged for emptying the trash. Wingehaven is considered a Level 3 park in that it is mostly natural and had limited access prior to 2023 due to a washed-out maintenance road. That road was repaired in 2023 at a cost of \$24,000, so maintenance costs will increase to

approximately \$3,000 annually when VPD restores the site for kayak camping and installs a porta potty.

**Condition:** The renovated road was completed in 2023 and is in excellent condition. The invasive species removal project addressed ivy encroachment on all the trees on the property but only about 1/8 of the holly and other invasives. The scope of the project was budget sensitive. Restoring the balustrades is not a high priority project for the District.

**Capacity:** Use of the park is generally minimal, as the road/path through the park to the beach below is downhill, requiring a robust hike back up. Parking is limited to approximately 5 vehicles before spilling onto the road. Capacity will increase in spring/summer of 2024 onward as VPD restores the kayak/bicycle camping along the Washington Water Trail system and a porta potty is installed. A former tennis court area that was inaccessible by maintenance due to the condition of the access road was cleared of brush and debris in 2023. That cleared concrete pad was a popular site for weddings in the past, so use for that and similar purposes has been restored. The habitat supports desired species.

### **Demand and Needs Assessment**

#### **Current Opportunities:**

- Control surface drainage was added in 2023, but additional may be necessary pending ongoing evaluation.
- Invasive species remediation was implemented in 2022 but should be considered the first phase of ongoing and continuing efforts.

#### **Future Opportunities:**

- Stabilize the bulkhead
- Replace the concrete walkway
- Restore the historic balustrade
- Build a picnic shelter on the grassy area overlooking the shoreline
- Install a permanent, composting toilet structure or a structure to screen the porta-potty
- Return the tennis court to wetland vegetation or restore for weddings and event activities.





## **VES (Vashon Elementary School) Fields**

The old Vashon Elementary School site, located at 15920 Vashon Hwy SW, is now a 15-acre ball field complex leased to the Park District by the Vashon Island School District. A renovation project completed in 2015 was the result of a community master planning process and two generous grants from the Washington State Recreation and Conservation Office. The site hosts two baseball fields in addition to a third multi-purpose field to accommodate soccer, lacrosse, and football use. The longer-range Master Plan includes a playground, a basketball court, picnic areas, and dog friendly trails.

The VES Property was originally donated to the School District by the Steen family, brothers August, Ludwig, and Helmar, in the early 1900s with the stipulation that it be used as a school. The Steen family migrated to this country from Norway in the late 1800s. They owned large parcels of land on Vashon's north end in the late 1800s and 1900s. The VES site at one time even had a small donkey-driven railroad operated by the Steens. Its main purpose was to haul lumber out of the forest, where it was skidded down to the Sound and rafted to Seattle and Tacoma for sale in the markets.

First built as a High School in 1912, the school building was later combined into a grade school and high school circa 1915 or 1916. The original school building was demolished in the mid-1950s, but prior to its demolition, it finally served as just a grade school when several other elementary schools on Vashon-Maury Island were consolidated at that site. The Vashon Elementary School (VES) that was built in 1952 was demolished in May of 2004.

The community expressed interest in continuing use of the site for youth and adult athletics – including, but not limited to: baseball, soccer, lacrosse, football, Ultimate Frisbee, outdoor basketball, kickball and all types of casual field uses. The configuration of ball fields and active and passive areas were planned to support the interaction of the users who are at the park. The park is available for scheduled and unscheduled uses during daylight hours, and scheduled uses continue into the evening due to the installation of lighting that occurred in late 2018, courtesy of a King County grant obtained by the soccer and lacrosse clubs of Vashon-Maury Island.

### **Inventory**

Costs: Annual maintenance and operational costs were \$22,000 in 2023, offset by \$4,000 in revenue from field rentals. VES Fields is a high maintenance Level 1 park due to its heavy use on sand-based infrastructure requiring high levels of fertilizer and frequent watering.

Condition: The complex was completely renovated and completed in 2015. It is in excellent condition.

Capacity: The field was built to handle hundreds of athletic players at a time and is at 73% capacity March – November. It is barely reserved at all in the winter months.

### **Demand and Needs Assessment**

Current Opportunities:

- Storage foundation/winterize
- Infield drainage

#### Future Opportunities:

- Picnic shelter
- Playground equipment
- Trail system



#### **Fern Cove**

Fern Cove is an estuarine, freshwater, and terrestrial conservancy located at 11408 SW Cedarhurst Road. The site serves as the vital link between a 2200 acre undeveloped upland watershed and a vital estuary and marine tideland. It includes nearly 13 acres of 100-year-old second growth forest; a marine estuary providing critical habitat for salmon and other wildlife; two high quality streams; and more than 750 feet of Puget Sound shoreline. Two creeks (Shinglemill and Baldwin) empty into Colvos Passage, creating the estuarine system and a fertile delta.

The property was purchased in 1995 with monies from a Washington State Interagency Outdoor Recreation (IAC) grant under the Urban Wildlife Habitat program and funded jointly by King County Parks and the Vashon Park District. Now a State Historic Landmark, the Belle Baldwin house may be the only known intact example of the residential work of Harlan Thomas, a renowned architect whose buildings (such as the Sorrento Hotel) are distinguished Seattle landmarks. The Vashon Park District's 'green' restoration process has returned the house to its 1912 glory, creating a relaxing, natural environment that honors the park and the past.

The site plan was developed in 1997 by the Friends of Fern Cove (FOFC), who provided site management and stewardship under the terms of the Site Management Plan and agreement. The principal goal of the stewardship plan was to provide public access while protecting the site's fragile ecosystem. The property is open to the public during the day for passive uses such as beach walks and bird watching.

The Belle Baldwin House was the home of Edward Loomis Smith, a prominent physician practicing in the Washington Territory and the State of Washington from 1870 to his death in 1893. His daughter, Belle Baldwin, became the state's first female physician in 1912 and features prominently in the study of women in America. The home is available year-round as a vacation rental facility through the Vashon Park District.

### **Inventory**

**Costs:** Annual maintenance and operational costs were \$2600 in 2023, offset by the rental revenue of \$30,000.

**Condition:** The house is generally in excellent condition with the exception of the basement. The natural area is in need of invasives remediation.

**Capacity:** The natural areas are lightly used by hikers and nature lovers. The habitat supports desired species. The house rental capacity for 2023 was 51%.

### **Demand and Needs Assessment**

**Current Opportunities:**

- Foundation repair to the house
- Refinish the kitchen floor
- Reshingle the roofs
- Pest control or remove the carport
- Invasives remediation

**Future Opportunities:**

- Remodel the attic and exterior stairway access for historic article display
- Restore the Carriage House as a visitor orientation center with historic displays



## **Ober Park**

Ober Park is a 5.47 acre multiuse community park located in the center of Vashon-Maury Island on the north end of town at 17130 Vashon Highway Southwest. The park includes the site of the Vashon Branch of the King County Library, leased from the Vashon Park District. The Ober Administration Building houses the District's administrative offices and contains a springboard-mounted floor performance space for exercise classes. The partially wooded site has picnic tables, an accessible children's playground, an ADA and senior-friendly exercise area, and a dedicated Vietnam War Memorial. The grassy, rolling lawns are used for community festivals and concerts.

In the mid 1800s a Seattle developer claimed property on Vashon-Maury Island by pre-emption, including the site of today's Ober Park. In 1884, the land was purchased by John Blackburn, an early Vashon Postmaster and the first elected legislator to the Washington Territorial Legislature from Vashon. In 1886, Blackburn donated the land to the School District, and in 1887, the first "box" type schoolhouse was built on the site. The first schoolhouse was later replaced by a larger, two-story schoolhouse.

In 1912, the two-story schoolhouse became a community building. Still owned by the School District, this building was used for agricultural fairs, theater, pageants and meetings. In 1925, wives of Vashon Veterans Memorial Foundation members raised over \$1,000 to purchase the Ober Park property from the School District for continued use as a community building. This was called the "Island Community Club."

In the 1950's, the Island Community Club became the Veterans' Athletic Club for returning WWII combat veterans. Veterans did not use it for this purpose, but the building continued to be used as a location for fairs, theater and events. In the early 1950's, the Vashon Veterans Memorial Foundation designated the park "John Ober Memorial Park" to honor one of Vashon's most active teachers and conservationists, John Elliott Ober (September 3, 1897 – May 22, 1952). Also, about this time, King County built a 'concrete block' building, referred to as the "Youth Center," which constitutes the existing westerly portion of the Ober Park building. The first school building behind the Island Club was remodeled into the Boy Scout Cabin where the library currently stands.

In 1971, King County Parks razed the entire "Island Club" structure and built the 'administration portion' of the current Ober Park building. In 1973, the exterior plaza, landscaping and walkways were added around the current building.

In 1991, VPD entered into a Use Agreement with King County to allow for community use of the Ober Park Building. In 1994, VPD assumed full responsibility for the Ober Park Building with full ownership transferred in 1995.

## **Inventory**

**Costs:** Ober Park is considered a Level 1 High Maintenance park due to it being the Administrative Building site with an indoor exercise space for rent; a large playground and exercise area; and an outdoor performance amphitheater. Located close to the center of town, Ober Park is a high use and high visibility area. Annual maintenance and operational costs were \$35,000 in 2023, offset by the exercise room rental revenue of \$6500.



Condition: A new playground with a senior/ADA exercise space was installed in 2022, complete with new drainage as a major improvement. Therefore, the playground is in excellent condition. The grounds are well maintained due to its high visibility and use as a concert amphitheater. The Administration building is dated and in need of repairs, particularly a new roof and exterior paint.

Capacity: Ober Park is located on the main highway through town. Parking is plentiful, as the park parking lot holds approximately 28 vehicles, a King County park-n-ride to the north holds approximately 48 vehicles, the library to the south holds an additional 30 spots, and parking is allowed on the road. The playground is frequently busy but never over-capacity. The amphitheater is more than adequate for holding 400 persons in an outdoor concert setting with room for seating and dancing.

### **Demand and Needs Assessment**

#### **Current Opportunities:**

- Roof replacement
- Outdoor restroom
- Drainage around the building
- Paint the building
- Invasives remediation

#### **Future Opportunities:**

- Expand/renovate the building for additional indoor activity space/recreation center/insulation
- Solar power



## Village Green



Village Green is a .36 acre commercially zoned farmers market and community activity park located in the center of downtown Vashon at 17505 Vashon Highway SW. The space is occupied by a series of vendor concession stalls on market days during the year through a partnership between the Vashon Park District and the Vashon Island Grower's Association (VIGA). A public notice kiosk, an open-sided shelter for vendors, a restroom with storage space, and picnic tables are located on the site. The Village Green hosts a variety of events year 'round, including community meetings and music activities.

The current Village Green site was part of a larger property that was the location for several businesses and homes in the early years. A feed store, lumber yard, bank and several homes were once located on the properties which include what is now the Village Green. During the years between 1979 and 1999, the owner, Mary Jane Brown of Brown, Baxter & Chase, a Limited Partnership, permitted the site to be used as a Saturday market. A small, inexpensive market shed was built in the center of the site by VIGA for use as a market selling booth.

In August 1999, Ms. Brown sold the property to VIGA, who transferred ownership in September of 1999 as a gift to the Park District. A mutually signed covenant was arranged that stipulated that VIGA would use the site twice weekly for a farmers' market as long as there are growers on the Island. The purchase was the result of a community wide fundraising effort spearheaded by VIGA. More than 750 Island families contributed more than enough money to purchase the property. VIGA and the Park District agreed to use the money raised in excess of the amount needed for the purchase to pay for some of the improvements to the property.

A series of public meetings and a community survey in July, 2000 invited community input on the use of the park. The vast majority of the comments emphasized keeping the Village Green simple, green, and easy to maintain. The community expressed a strong consensus for utilitarian, public, unisex bathrooms, with one being ADA accessible; a platform or stage area for music; outdoor art; and lots of open space for picnics and other gatherings.

### **Inventory**

**Cost:** Village Green is a Level 1 high maintenance park due to its high visibility in town central. Annual maintenance and operational costs for 2023 was \$5,000 for labor, utilities, and porta potty rental. Graffiti removal and other acts of vandalism are increasing maintenance labor costs at the site.

**Condition:** Generally excellent.



Capacity: During the Farmer's Market, the space is at capacity. Otherwise, it is mostly used as a picnic area at lunch time with light use.

### **Demand and Needs Assessment**

#### **Current Opportunities:**

- Fix the irrigation system due to vandalism; move the control system to the restroom
- Fence repair

#### **Future Opportunities:**

- Design a farmer's market facility for year-round use

## **Fisher Pond**



Fisher Pond is a nearly 90.0 acre freshwater and terrestrial conservancy located on the west end of Vashon Island off SW Bank Road and 115<sup>th</sup> Avenue SW. The heavily wooded property was acquired July, 1998 through a joint donation by Bill Fisher and a grant from the Washington State Interagency Committee for Outdoor Recreation (IAC) in cooperation with the Vashon-Maury Island Land Trust.

This beautiful site contains Fisher Pond- the headwaters of Needle/Shinglemill Creek that drains into Fern Cove - and the largest

freshwater marsh or pond on Vashon-Maury Island. There is a quaking aspen grove in the southeast corner of the property. The full site, including the trail system linking to Agren Park, is composed of several parcels totaling nearly 150 acres with a rich history of ownership over the years.

Between 1914 and 1918, the owners of one of the properties drained the wetland by ditching from the wetland proper toward the east. Ditches and tailings are still evident in low water in the center and eastern pond. The east section was used as a vegetable garden and the west section as a pasture. Glass fragments from a greenhouse that was present in the early 1900s are found in the soil west of the house and on the pond side of the perimeter foot trail. The owner of acreage on the pond's west end ran a mink farm on the site where the Fisher building now stands.

The property was mostly cleared of first growth timber at the turn of the century, when the northeast central section of Vashon Island was logged. The property's second growth trees were logged in hopscotch patterns before and after World War II. From 1966 on, Bill Fisher acquired parcels to achieve the present acreage; dammed the east outlet to raise the pond

level and restore the wetland area; maintained the foot trail around the pond's perimeter; and replanted conifers. The pond and associated wetlands now present opportunities for bird watching, nature study, fishing, and ice skating when weather allows.

Public access is permitted on the trail that enters the property from the pond's southeast edge on SW Bank Road. The forested trail leads to a picnic area on the pond's northwest corner. The property, while owned by the VPD, is managed by the Vashon-Maury Island Land Trust via a conservation easement.

### **Inventory**

**Cost:** Fisher Pond is a Level 3 low maintenance park to VPD, since the Land Trust provides the maintenance. As such, maintenance and operation costs are negligible.

**Condition:** The condition of the park is excellent, as it is a natural area with the exception of the VPD maintenance building. The trails are beautifully maintained, and invasive species are negligible.

**Capacity:** The park is lightly used by hikers along the trails, so capacity is plentiful. The habitat supports desired species.

### **Demand and Needs Assessment**

**Current Opportunities:**

- Maintenance building insulation and heat
- Storage shed

**Future Opportunities:**

- Create an ADA accessible trail and/or boardwalk
- Create more picnic areas
- Create more parking space
- Install a restroom facility

## **Agren Memorial Park**

Agren Park is a 30.0 acre multiuse park and terrestrial conservancy located on the west end of Vashon Island at 12814 SW Bank Road. The heavily wooded property has been improved with 1 mile of informal walking and horseback riding trails that meander through dense conifer stands.

A grass baseball/softball field with backstop, bleachers, parking, and porta potty services has been developed in the south portion of the site. The field can be converted into multiple small soccer fields during fall soccer season. There is a crushed rock track for walking circling the field. A well house has been installed with well house and sprinkler system. There is an area designated for handicapped parking, and the crushed rock walkway around the field is accessible.

Eric and Anna Agren, Swedish immigrants who married in Tacoma in 1914 and settled on Vashon-Maury Island in 1917, owned the property. Their son, Lt. Harold Agren, grew up on Vashon and served with General Wainwright at Corregidor and died in a WWII Japanese prisoner of war camp in 1942. In 1956, the land was donated to the community in his memory for

everyone to enjoy. Harold's sisters, Mary Ann Trippel and Hildur Agren, always referred to the site as "our little piece of heaven." The family waited a long time to see the park developed to its current condition.

For years the park has been used for youth soccer, baseball, and softball activities. A major renovation and landscaping project was completed in 2000. The turf was replaced in 2019 via a King County Youth and Amateur Sports Fund grant.

### **Inventory**

**Cost:** Agren is a Level 1 park requiring considerable maintenance as a sport field facility. Maintenance costs were \$58,000 in 2023, offset by field rental revenue of \$6,900.

**Condition:** The turf replacement project in 2019 included considerable smoothing and regrading to the sport field. Therefore, it is in excellent condition.

**Capacity:** The field is nearly at capacity during softball season but has plenty of capacity outside that.

### **Demand and Needs Assessment**

**Current Opportunities:**

- Irrigation controller
- Invasives remediation
- Outfield fencing

**Future Opportunities:**

- Synthetic turf infield
- Restroom





## Paradise Ridge Park



Paradise Ridge is a 43.25 acre equestrian park located in the center of Vashon Island at 11716 SW 220th Street. The former Nike missile site was conveyed as surplus property to King County, then to the Vashon Park District when the district was established in 1989.

The missile tube remnants were vacated and sealed at the time of conveyance. Portions of the site conserve stands of second growth woodlands. A Foster cross-country equestrian

jumping course has been cleared around the perimeter of the site and is also used for hiking, occasional cross-country track competition and practice, and horseback.

The south-central portion of the property is an equestrian center with training and showing rings, 2 judge's booths, arenas, outdoor stalls, an assembly building, and a maintenance shop. A covered arena was completed in 2010 with grant funds from King County, the VPD, and extensive fundraising by the Vashon-Maury Island Horse Association (VMIHA). A 2016 "Ponies Against Pavement" fundraising effort by the VMIHA resulted in a perimeter fence along the entrance drive to the assembly building in addition to extensive removal of abandoned and unused paved areas. In 2023, the Olympus Pony Club fundraised to install 12 new stalls.

A group picnic area and basketball court are located in a wooded area adjacent to the main entry. Ping pong enthusiasts often play in the Assembly Building. A Master Plan for the park was developed in 2004 by the VPD in conjunction with the Paradise Ridge Park Stewards.

### **Inventory**

**Costs:** Paradise Ridge is a Level 1 high maintenance park due to its heavy use and considerable infrastructure. The covered arena requires extensive grooming. Maintenance costs in 2023 were \$24,000 primarily consisting of staff labor.

**Condition:** Because they are relatively new, the covered arena and horse stalls are in excellent condition. The former concrete missile site buildings are functional but rudimentary at best.

**Capacity:** The park is regularly used by the equestrian community and is at medium capacity with normal use. The facilities are at high capacity during horse shows and events.

### **Demand and Needs Assessment**

**Current Opportunities:**

- "Winterize" the assembly building
- Electrical upgrades to assembly building and announcing booth

- Storage shed for horse show equipment
- Open sided Tack Up shelters near the Covered arena and the new stalls
- Invasives remediation

#### Future Opportunities:

- Land acquisition and trail access from neighboring properties to ensure safe off-road access
- Restore guard sheds with electricity and screens

## **Lisabeula Park**

Lisabeula is a nearly 5 acre shoreline park and terrestrial conservancy located on the west side of Vashon Island overlooking Colvos Passage at the end of Southwest 220th Street. The east side of the property conserves a wooded ravine and hillside. The shoreline area has been improved with a grassy play area, picnic tables, hand carry boat launch, and two designated primitive campsites for kayak and bicycle camping. There is a wellhead on site. The road in is owned by King County.

The history of the site is colorful and interesting. The first homestead claim was filed in 1883 by Thorkeld Hammersmark, who, shortly thereafter, anchored a float as a stop for Mosquito Fleet boats, calling it Hammersmark Landing. In 1892, a post office opened just up the hill with John Brink as its first postmaster. One account of the unusual name for the park is that it was named for two girls working in the post office named Eliza and Beulah. In another more likely account, a later postmaster, George A. Butt, named it after his two daughters, Elisa and Beulah.

The site gradually developed into a small town with churches, a school, a general store, and homes. King County built a dock in 1907. The "Virginia" ship building and shipping business was born and lasted 27 years. In 1914, the Lisabeula beach hosted 2,000 people for the annual strawberry festival. In the 1920's, John Webber purchased the site to build a convention resort with sixteen cottages along the waterfront. During the 1920's and 1930's, Lisabeula developed into a family vacation venue with cabins, a dance hall, rowboat rentals, and miniature golf.

After the 1930's, the resort's success diminished with a succession of owners into the 1970's. When King County acquired the site for a park in 1986, the buildings were demolished due to their dilapidated state. Parking, picnic areas, and beach access were added and improved. At that time, King County designated the site as a Historic Landmark of Local Significance. King County deeded the park to VPD in 1996.

The site is located directly north of Christianson Cove – an estuary with sensitive habitat that supports eelgrass. Birding is popular, with more than 40 observed species in Audubon counts. The sunsets are spectacular across Colvos Passage from the park.

### **Inventory**

**Costs:** Lisabeula is a Level 2 maintenance park, meaning it lacks infrastructure but is still used considerably by the public. Maintenance costs for 2023 were \$17,000, mostly for staff labor and porta potty rental.

**Condition:** The park is mostly natural with newer picnic tables and two natural campsites with signage. It is in good condition but has considerable invasives.

**Capacity:** At most, the park is at medium capacity. However, the parking lot is often at full capacity on a warm summer day.

### **Demand and Needs Assessment**

**Current Opportunities:**

- Invasives remediation

**Future Opportunities:**

- Covered picnic shelter with sink (well in the forest)



### **Burton Adventure Recreation Center (BARC)**

The Burton Adventure Recreation Center is located at 10500 S.W. 228<sup>th</sup> Road and is a 10-acre park located on the site of the old Burton Elementary School. VPD holds a lease with the Vashon Island School District for use of the property. The school district owns the 7.3 acres west of the park boundary, which was not included in the lease to the park district.



The upper level of the park is the skate park, which includes an indoor skate ramp facility located in the old outdoor gym of the Burton School. In 2015, an outdoor skate bowl was completed outside the indoor facility, linked by an ADA accessible sidewalk. In 2023, a cement pump track was installed with a perimeter walking trail featuring game tables, art features, and a climbing boulder. A Frisbee golf course starts on the lower level and continues into the woods on the upper level. The upper level also hosts BMX trails on the north side of the property and is home to Eden Reframed – an interactive eco-art project that incorporates an edible garden with site-specific sculptures.

The Burton Elementary School property was used for agricultural purposes until the Vashon Island School District purchased it and built a school in 1953. In 1990, VISD commissioned a Study and Survey of all of their facilities. It was determined that the Burton Elementary site did not lend itself to extensive future expansion due to topographic and playground constraints, which would have made it difficult for the school to house more than 350 students. An inadequate water supply to meet current fire requirements also precluded major renovation without an extensive system upgrade. The result of the Study and Survey was that both Vashon Elementary School and the Burton School were earmarked for demolition by the Vashon Island School District Board.

The existing skate park opened September 5, 1998. It was named the Burton Street Course and was envisioned as the first element of the Burton Adventure Recreation Center. At this time, the gym was still attached to the rest of the Burton Elementary building housing classrooms and offices, but was open to the elements. The school building was demolished in 2002 after damages sustained by the Nisqually earthquake. In 2007, VPD acquired a 20-year lease of the BARC property with the intention of renovating the site into a public park. The lease was extended an additional 21 years.

### **Inventory**

**Cost:** BARC is a Level 2 park for maintenance and operations. The \$23,000 cost is mostly labor for staffing the indoor skate facility.

**Condition:** The outdoor park features are in excellent condition, since they are all relatively new. The indoor building is in poor condition with a leaking roof, exposed walls that let rain in, and no heat. The building will enjoy major improvements with funding from a King County Parks Capital Grant.



**Capacity:** The park has become a popular destination for skate enthusiasts through the region. The outside capacity is medium most times. The indoor capacity is kept in check for safety and management reasons.

### **Demand and Needs Assessment**

**Current Opportunities:**

- Invasives remediation
- Building improvements and renovation with a King County Parks Capital grant.
- Improve irrigation

## **Jensen Point**

Jensen Point Park is a 4.0-acre shoreline activity park located on the east shore of Burton Peninsula at 8900 SW Harbor Drive. Archaeological deposits indicate that the site was used continuously by Native Americans from approximately 1,000 years until the 1930's with shellfish processing and fishing being their primary activities. The old settlers knew Jensen Point as "Clam Point." Lucy Gerard, "the last Indian princess of Vashon Island" and her husband Tom lived on a houseboat at Jensen in the lagoon where the park boat ramp currently resides.

The park was named for the early Vashon Jensen family who owned the property through the early to mid-1900s where John Jensen served as a carpenter. The property was originally acquired by King County as part of Burton Acres Park then deeded to and developed by the Vashon Park District in 1995. The site provides access to Quartermaster Harbor.

The property provides one of two island boat launch and parking areas for motorized craft and a put-in access for hand-carry kayaks and canoes. A small grassy area and picnic tables have been installed along the sand and cobblestone beach, which, due to the shallow water depth, is relatively warm for Puget Sound waters during the summer months.

A boathouse was constructed to house kayaks, canoes, and rowing shells and is utilized in partnership with the Vashon Island Rowing Club (VIRC) for their program operating space. Vashon Adventures is a VPD concessionaire who operates a kayak rental and instruction business in the other portion of the boathouse. The boathouse was partially funded with a Washington State Aquatic Lands Enhancement Act (ALEA) grant and a King County Youth Sport Facilities Grant (KCYSF) and was fully completed with an additional KCYSF grant acquired by and additionally funded by VIRC. Upkeep and maintenance of the boathouse is supported by the agreements between the rowing club and the concessionaire.

### **Inventory**

**Cost:** Jensen Point is a Level 1 Maintenance Park due to the high use and infrastructure which includes one of VPD's only permanent public restrooms. Maintenance costs were \$4,800 in 2023.

**Condition:** The condition of the building, restroom, and park site is very good.



**Capacity:** The park is generally at medium capacity. Ample parking accommodates VIRC and Vashon Adventure activities.

### **Demand and Needs Assessment**

**Current Opportunities:** Replace gutters and exterior finish on the restroom.

## **Burton Acres Park**

The first white settler on the Burton Peninsula was Lars John Hansen, a Scandinavian immigrant who acquired the property in a total claim of 138 acres in the Burton area in 1869 for \$10. He was a farmer and had a logging business, using oxen to log the peninsula. Logging camps began springing up in the Burton area, as Judd Creek had Burton's first sawmill, and Quartermaster Harbor became a crucial site between Seattle and Tacoma for twice-daily steamer service before Puget Sound communities were linked by roads. The 68 acres that are now represented as Burton Acres (64 acres) and Jensen Point (4 acres) then was sold to a Tacoma businessman named Miles Hatch who founded a college at Burton in the late 1800's.

Burton Acres is a terrestrial conservancy park located on the Burton Peninsula on the southeast shoreline overlooking Quartermaster Harbor. The woodland conservancy was originally acquired by King County then deeded to the Vashon Park District in 1995.

The property conserves mature second growth woodlands and terrestrial habitat in the center portion of the peninsula. Local residents and park users have established a system of walking, hiking, and horseback riding trails that traverse the interior between Burton and Jensen Point. Burton Camp & Conference Center is located on the southern boundary line off one of the park's central trail corridors.

### **Inventory**

**Cost:** Burton Acres is a natural area with trails and no infrastructure other than signage. As such, it is a Level 3 maintenance park whose minimal costs are charged to Jensen Point.

**Condition:** The trails are well maintained. The park has considerable invasive species.

**Capacity:** The park is lightly used for hiking. The habitat supports desired species. Parking is adequate at Jensen Point.

### **Demand and Needs Assessment**

**Current Opportunities:** Invasives remediation



## **Vashon Pool**

The Vashon Pool is located at 9526 SW 204<sup>th</sup> Street adjacent to the Vashon Island School District complex and is within close walking distance to the Vashon High School. Prior to 2018, the pool provided recreational and physical swimming opportunities to the citizens of Vashon-Maury Island in the summer only, but with the fundraising efforts of the Seals Swim Team who purchased a “Dome” for the off-season, the pool is now open to the public year-round. This heated facility is a six-lane lap pool, 25 yards in length, and includes a waterslide. The total facility is nearly 17,500 square feet, with 3,823 square feet for the Natatorium. The building contains men’s and women’s dressing rooms, staff areas, and various support spaces to include the boiler room and the filter room. A 20-car parking lot is adjacent to the bathhouse.

Previously owned by King County, the Vashon Pool was constructed around 1975, during the Forward Thrust era that included dozens of pool facilities throughout King County. Between 2002 and 2008, King County turned over the ownership and operations of all the Forward Thrust pools to the local jurisdiction where that pool resided. Via an Intergovernmental Transfer Agreement in 2010, the Vashon Pool became the property of the Vashon Island School District who, in turn, entered into a lease agreement with VPD for the management, operations, and maintenance of the Vashon Pool going forward.

In March of 2016, VPD retained ORB Architects, an architectural firm specializing in the design and evaluation of aquatic facilities, to perform an evaluation of the Vashon Pool in order to document the condition and make recommendations as part of an Engineering Service Report. ORB evaluated the pool’s plumbing and mechanical systems, its electrical systems, and the condition of its infrastructure. The purpose of the assessment was to gain a full picture of the physical and operational condition of the pool in order to plan future short-term and long-term maintenance and upgrade priorities and costs. In 2017, VPD was awarded a King County Youth Sport Facility Grant to assist in addressing the short-term priorities, to include upgrades to the boiler and related mechanical systems; main drain VGBA compliance concerns; ADA compliance needs in the bathhouse; and pool lighting. Another King County grant awarded in 2022 replaced the dome, the slide, the hot water heaters, boiler natural gas burner, and thermal cover and fixed the solar system pump.

The Vashon Pool’s recreational programming includes open swim, family swim, lap swim, swimming lessons, water aerobics, kayak classes, private party rentals, and scheduled swim team practices.

### **Inventory**

**Cost:** Maintenance and operation costs for 2023 were \$361,000, offset by revenue of \$100,000. The pool is a Level 1 maintenance facility.

**Condition:** The ORB Report indicated concerns about the long-term viability of the pool’s structure and systems, as little has been fully addressed since 1975. The bathhouse is cold and dated.

**Capacity:** According to the American National Standard for Public Swimming Pools, the total pool user load is 226 occupants for open swim in the summertime. That pool load is never reached



due to staffing capacity of 60 – 75 occupants. Except for a couple large camp private rentals, the pool has not seen those numbers since COVID.

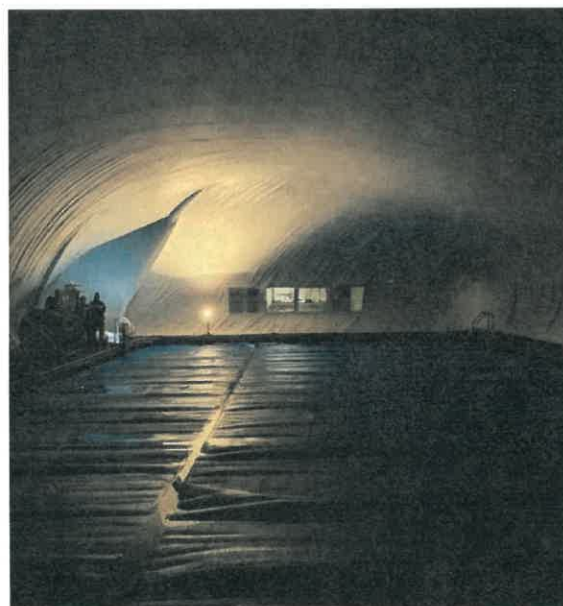
Open swim during the “dome season” allows for 50 occupants per the fire inspector. Open swim has never reached capacity in the fall and winter months.

Average weekly lap swim capacity is 299 based on 2 per lane, # hours dedicated per day, # of days dedicated per week. Lap swim weekly average is at 42% capacity.

### **Demand and Needs Assessment**

Future Opportunities:

- Renovation of the pool decking
- Replace the lineal deck drains
- Refurbish the pool plaster liner
- Permanent pool enclosure
- Reconfigure the existing gutters to a flush gutter
- Reconfigure/replace the diving board
- Replace the electrical control panel, electrical equipment, and exterior light fixtures





## Tramp Harbor Dock



Located on the east side of the island on Dockton Road S.W., between Portage and Ellisport, the Tramp Harbor Dock (THD) rests on the site of the very first automobile ferry from Vashon-Maury Island to Des Moines. After the ferry was discontinued in 1921, the former ferry dock was converted to an oil dock to bring petroleum products to Vashon-Maury Island when the Standard Oil Company leased the dock from King County. The ferry dock's landing platform and the present picnic area were constructed for oil tank storage, a fuel dispensing station, and a garage. The dock was reconstructed in 1939. Standard Oil stopped using the pier in the mid-1980's, so the fuel storage site was

demolished. King County, which still owned the dock, converted it to a public fishing pier, then deeded it to the Vashon Park District in 1995.

VPD owns the tidelands beneath the first 180 feet of the 340-foot-long dock. The remaining 160 feet of tidelands belongs to the State Department of Natural Resources (DNR). These tidelands are leased to VPD under an Aquatics Land Lease. That lease expired in August, 2013 and was renewed in 2021. The lease requires VPD to remediate creosote leaching from the pilings; provide for 100% light penetration through the dock to the tidelands below; and shorten the dock to the -18 MLLW point due to the Point Heyer Geoduck Tract that is protected by tribal treaties.

VPD retained the services of KPFF Consulting Engineers in 2022 to first evaluate alternatives and costs associated with repairing or replacing the dock. After determining that replacement was the best option, KPFF was further retained to design the new dock to a set of standards that identified budget constraints and footprint/user desirability. Grant funding and fundraising will determine next steps throughout this Comprehensive Planning cycle.

### **Inventory**

**Costs:** The dock has been closed to the public since 2019, so the only costs associated with maintenance and operations is labor for emptying the trash in the picnic area. 2023 costs were \$300.

**Condition:** The dock was closed in 2019 due to the findings of a 2015 Condition Assessment Report solicited from KPFF Consulting Engineers. This report was a follow-up to another done in 2009. The report concluded that portions of the dock and its supporting pilings had deteriorated to the point where collapse could occur at any time. For the following three years, VPD posted warning signs per guidance from legal counsel. In 2019, VPD's insurance company and DNR required closure of the dock due to liability concerns.

**Capacity:** When the dock was open, the most it was utilized was during fishing and squidding seasons when upwards of 30 people would be on the dock at any one time. Generally, the dock had considerable capacity. Parking was often at capacity and spilled out onto the road.

### **Demand and Needs Assessment**

**Current Opportunities:**

- Replace the dock
- Enhance parking

**Future Opportunities:**

- Additional parking
- Renovated picnic area due to bulkhead deterioration

### **Point Robinson Park**

Point Robinson Park is located at 3705 SW Point Robinson Road and is the eastern-most tip of Maury Island. The “upper park” was deeded to the VPD from King County in 1995, and the “lower park” where the historic buildings are located is held by the VPD via a lease with the United States Coast Guard. The total of the two properties combined is 22.35 acres and includes walking trails and numerous picnic sites. Point Robinson Park is on the Washington Water Trails System map and makes kayak camping available by notifying the on-site caretaker who lives on the property.

In 2023, Point Robinson became one of six sites in the Pacific Northwest where Danish environmental artist, Thomas Dambo, installed large-scale whimsical Trolls, each with a specific part of an underlying environmental story. This project was the latest in Dambo’s global Troll installations that now exceed 100 sites across Europe, Asia, Australia, and the US. Oscar the Bird King resides at Point Robinson, and, by virtue of the recycled materials used to construct the Trolls, is intended to be a temporary installation for the public to enjoy for several years.



Point Robinson was named by Commander Charles Wilkes in 1841 as he made a survey of Puget Sound for the U.S. Navy. The name honors R.P. Robinson, the purser's steward aboard Wilkes' ship. About a decade later, the first lighthouses for the West Coast were planned by the newly-formed U.S. Lighthouse Board, including three in Washington State. Point Robinson Light was not among them.

Efforts to construct a navigational aid here did not begin until 1882 with an appropriation of money by Congress. Land was acquired on Point Robinson in 1884, and a year later a fog signal was built on the site (where the oil house now stands), consisting first of an 1,100-pound bell with an automated striker, then a coal-burning steam whistle facing the water. A home for the fog signal keeper, a barn, and a chicken coop also were constructed.

In 1887 the first beacon was established on Point Robinson -- a red light. It was a simple lens lantern on a wooden post 25 feet tall and illuminated by an oil lamp. The whistle fog signal continued in service as well, owing to the frequent murky conditions of the area. The red beacon was replaced in 1891 by a more powerful white lens lantern on a 40-foot wooden scaffold.

The present concrete lighthouse was constructed in 1914. It combined the beacon and fog signal into one structure. The 40-foot octagonal tower contained a fifth-order Fresnel Lens, which first showed a white light fueled by kerosene. Today, it is an electric flashing light. Steam-powered foghorns, fueled by oil generators, juttied out from the lighthouse on the north, east, and south sides until the 1950s. Round covers now mark their original locations. The fog signal machinery, housed in the foghouse attached to the tower, was converted to diesel fuel in the 1930s and, though not operational today, remains intact. Electric foghorns were installed by the Coast Guard in the 1950s. They are positioned on the water side of the lighthouse.

The large steel structure just south of the lighthouse is a Vessel Traffic Service tower. It is one of many such towers located at lighthouses and Coast Guard stations that monitor the movement of all shipping in Puget Sound. The Seattle-Tacoma waterways are busy, second in the nation only to Los Angeles Harbor. The U.S. Coast Guard base in Seattle uses the network VTS towers to monitor more than 25,000 vessel movements per month.



Following automation, the Coast Guard unmanned Point Robinson Light Station, leaving its homes empty. The Vashon Park District acquired the site in 1997 and began a program to refurbish and interpret the station as part of Vashon Island's heritage. With the help of the volunteer group, Keepers of Point Robinson, the VPD has preserved, maintained, and continued to improve Point Robinson Light Station, to include completely renovating the two historic Keeper's Quarters, which are now

vacation rentals. The income from these rentals helps VPD maintain the park. The Keepers operate a small gift shop on the grounds that provide funding for their contribution to the park's upkeep.



The following time-line was developed to show the evolution of the Pt. Robinson Light Station from its initial siting in 1882 to the present. The time-line was developed through the use of historic accounts, written documents found in a number of repositories, and copies of original drawings obtained from the U.S. Coast Guard. The time-line is approximate in detail as the accounts are taken from secondary sources in which one source may differ from another. Detail drawings, site maps and building drawings show the date of the drawing, but that date may differ with the date of construction and the date that the building was placed in service.

• Site Surveyed		1882
• Site Established (deed to US Lighthouse Service)		1884
• Fog Signal/Dwelling Constructed		1885
• Light, Fog Signal, Watershed, Quarters A, Cistern, Barn, and Poultry Shed	Before	1894
• Quarters B Constructed		1908
• Oil House Constructed		1913
• Lighthouse Constructed		1915
• Fog Signal Building/Cistern Removed	After	1915
• Second Quarters A Constructed	Before	1917
• Addition to Second Quarters A (Asst Keeper's Dwelling)		1917
• Poultry Shed Removed	Before	1917
• First Keeper's Dwelling Demolished (Quarters A)	After	1917
• Boathouse Constructed		1918
• Garage Constructed		1919
• Pump House (Sewage Pumping Station)		1930
• US Coast Guard Authority		1939
• Boathouse Removed	After	1944
• Gas Pipeline Installed		1971
• Lighthouse Automated		1978
• "Upper Park" Deeded to VPD from King County		1995
• VPD Lease with the Coast Guard		1996

## **Inventory**

**Cost:** This Level 1 maintenance property consists of numerous historical structures and is a heavily used park. Maintenance and operations costs were \$148,000, offset by \$96,000 in revenue from the rental of the vacation houses and the caretaker.

**Condition:** The condition of the natural areas of the park is excellent with the exception of the invasive species. The condition of the structures is varied with concerns about dry rot, roofing needs, paint, and remodeling. **Capacity:** The park attracts hundreds of people daily, particularly with the recent addition of the troll. Parking is at capacity. The trails and beaches are often crowded in the summertime. The house rental capacity for 2023 was skewed due to renovations that required them closed for several months. The rental capacity for 2022 was 68%.

## **Demand and Needs Assessment**

**Current Opportunities:**

- Regrade/repave parking lots

- QA foundation repair
- Replace picnic tables
- Re-roof barn, ship store, and well house
- Paint barn and ship store
- Paint the lighthouse
- Dangerous tree removal
- Invasives Remediation

#### Future Opportunities:

- Revert Caretaker quarters back to full size Quarters B historical standards
- Build Caretaker quarters on upper park
- Install permanent restroom



### **Inspiration Point**

Inspiration Point is a 3.59 acre viewpoint and terrestrial conservancy located at 26400 Vashon Highway S.W. overlooking Quartermaster Harbor. A small turnout with a limited number of parking spaces and a picnic site have been developed to provide scenic views of Quartermaster Harbor, East Passage, and Mount Rainier. The eastern portion of the property conserves the steep, wooded hillside that descends towards the inner shoreline of Quartermaster Harbor.

#### **Inventory**

**Costs:** This Level 3 maintenance park is small and low maintenance. The 2023 cost was \$2,000 for emptying trash and picking up litter.

**Condition:** The view is overgrown, and the natural areas suffer from invasives. A historic rock wall was recently restored.





**Capacity:** A small parking lot defines the park experience as a view pullout. It is rarely at capacity.

### **Demand and Needs Assessment**

**Current Opportunities:**

- View restoration
- Invasives remediation

**Future Opportunities:**

- Build out viewpoint for picnic tables

## **North End Boat Ramp**

The Northend Boat Ramp represents an easement to shoreline access located on the north end of Vashon Island on Vashon Highway SW directly adjacent to the Vashon Ferry Terminal and a local shoreline store. The site has been improved with a concrete ramp parallel to the ferry dock providing access to the beach for kayaks, canoes, and other hand-carried boats. An interpretive sign at the top of the ramp provides information about marine plants and animals. Boat ramp parking is available in the ferry terminal parking lot up the hill on 103<sup>rd</sup> Avenue SW.

### **Inventory**

**Cost:** There are no regular maintenance and operations costs.

**Condition:** The concrete ramp can get slick with algae, so the only maintenance needs is occasionally brushing it down. It is generally in good condition.

### **Demand and Needs Assessment**

**Capacity:** Its light use is never a capacity concern.

**Current Opportunities:** Traction control/steel grid

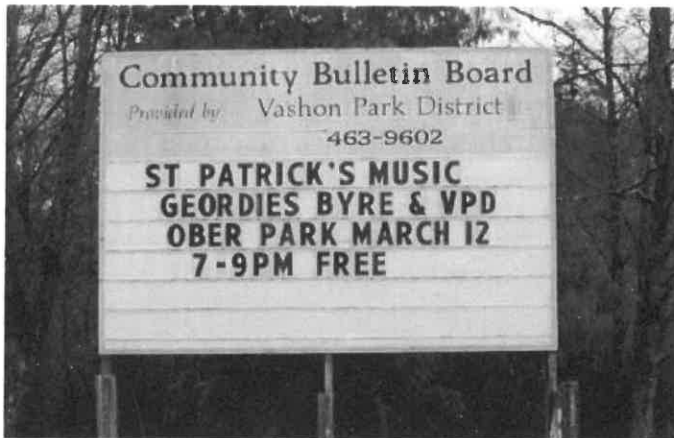


## **North End Community Bulletin Board**

The North End Community Bulletin Board (CBB) was deeded to the VPD from Vashon Senior Services in 1993. This .1 acre property is located on the west side of Vashon Highway SW just south of SW 140<sup>th</sup> Street. The CBB is available for advertising Vashon Island special events by groups who are non-profit and/or represent an event that benefits the entire community. It is not for ongoing meetings or commercial activities. Both the “upper” and “lower” portions of the Board facilitate two message lines containing 22 characters in each line. Customers may rent either or both portions for one week at a time.

### **Inventory**

Cost: Labor costs associated with changing out the message board weekly was \$3,800 in 2023. This is offset by the revenue for message rental of \$1,500.



Condition: The structure is deteriorating and needs to be repaired or removed.

Capacity: The sign property is not a useable public space so does not have capacity concerns.

### **Demand and Needs Assessment**

Current Opportunities:

- Rebuild deteriorating structure or remove

## **Johnson/Upper Shinglemill Salmon Preserve**

This site consists of 10.12 acres of passive wetland and forest conservancy located on the east side of 115<sup>th</sup> SW, 630 feet south of SW Cove Road. It lies directly east of Fisher Pond Park, providing another link in the wildlife corridor between the headwaters of Shinglemill Creek drainage basin and their flow into Colvos Passage at the estuary at Fern Cove. The site was purchased from Dorothy Johnson through funds from the Washington State Interagency Committee for Outdoor Recreation (IAC) Shinglemill Creek Watershed Salmon Preserve Grant in 1999. It is owned by the VPD and managed by the Vashon-Maury Island Land Trust (VMILT).

Art Fox owned the property between 1900 and 1936. Originally, the site was part of a 40-acre farm. In the early 1940s, a neighbor, George Hockley, recalls that the property remained clear of trees and was an untended berry field full of posts and wire. A small forest was seeded from trees on his property.

In 1952 Dorothy J. and David L. Johnson bought the property, which was across the road from their home at 17021 115<sup>th</sup> SW. They cleared berry posts and wire that remained from loganberry farming. In 1963, the Johnson family dug the existing pond, which is located in an existing spring fed wetland. They dammed the east end of the pond and stocked it once with trout, but herons and passersby fished them out. The family swam and boated on the

pond. A horse barn located on the north end of the pond on the property was used for horses pastured for about 10 years during the 1960s. From 1975 through 1995 the property served as pasture for 8 to 10 cattle, used for milk and meat. The property was leased to Mike and Patty Miles as pasture for horses during the late 1990s until fall 2000.

The orchard was in place when they bought the property, and the apples were used to make cider. For one summer in the 1990s, son Roger Johnson used the wetland slough for potted plants, watering them with a hose run from the pond. The large glacial erratic in the upper meadow was used by the family as their "thinking rock", a place to be alone and clear one's head. The property is edged on three sides by alder/conifer woodland, with a stand of 60-70 year-old fir in the SW corner, where there is a spring fed pond. A wetland slough bisects the property and intersects a west to east flowing creek.

### **Inventory**

Cost, condition, and capacity: VMILT stewards the property, so there are no maintenance costs for VPD. VMILT is removing invasive plants and reforesting the field. Except for casual neighborhood access, access is for groups and for research, so there are no capacity concerns.

### **Demand and Needs Assessment**

No opportunities or site needs exist at the present time.

## **Oswalt/Lower Shinglemill Salmon Preserve**

The preserve is a 20.18-acre passive freshwater and riparian conservancy located .38 miles south of 1445 Cedarhurst Road on the northwest side of Vashon Island. The property is owned by the VPD and managed by the VMILT. The moderately to steeply sloped forested property consists of mixed conifer and alder with an extensive salal and currant mid-story. It is bisected by Shinglemill Creek, a salmon-bearing stream. It functions as a wildlife corridor and habitat, as a salmon spawning stream, and as a link in connected protected properties in the Shinglemill watershed.

The Shinglemill Creek Trail gains elevation from sea level to 400 feet, making it a great round trip "workout" trail. To enjoy the spectacular views across the canyon and into the creek without the steep climb, dropping off a car at the trailhead on Cedarhurst Road allows walkers to make a one-way trek downhill starting from the trailhead off SW 156th Street. The trail length is 1.5 miles.

Clarence Oswalt, Jr. of Shelton, WA owned the site from 1993 until the VPD purchased it in 1999 with the support of the Washington Wildlife and Recreation Program, private donations, and King County's Conservation Futures Program. The property had two residential structures that were used as rentals. These structures have been removed from the site. Any trash, abandoned vehicles and appliances have also been removed. The Preserve is a partnership of King County, the VMILT, and the VPD.

### **Inventory**

Cost, condition, and capacity: VMILT stewards the property, so there are no maintenance costs for VPD. VMILT has planted evergreens, native shrubs and cedars in order to support restoration of the property. It is used for passive recreation and for research. In order to protect sensitive habitat, access is by permission from the VMILT. There are no capacity concerns.

### **Demand and Needs Assessment**

No opportunities or site needs exist at the present time.

### **Whispering Firs Bog**

Located at 15120 Vashon Hwy SW north of the town of Vashon, this property is owned by the VPD and managed by the VMILT. The preserve totals 18.81 acres and consists of 9.79 acres with the VPD having purchased a conservation easement and the VMILT subsequently purchasing the underlying fee value. At that time, the VMILT donated to the VPD a conservation easement on two adjacent parcels totaling 7.19 acres. A fifth parcel of 1.83 acres is owned by the VPD. The site was originally acquired by King County from Ed and Margaret Natrass in 1968 to preserve the unique freshwater feature. It was transferred to the Vashon Park District in 1996.

Historically, the community used the bog as a special destination. Early settler Clara Kimmel reports picnicking in 1910 in "a mossy marsh." Charles M. Kohler, Jr. formerly owned the upland property and the bog area south of the Park District property. The Kohler family farmed the upland area and let hogs roam the bog. The upland buffer was logged, but hemlocks and Douglas-firs have reestablished themselves. Sphagnum moss from the bog was used as shipping material for strawberry plants from 1900 to the 1920's. At one time, a small venture used a dragline to mine humus from the bog, creating a small pond. The Beall greenhouses mined the bog from 1950 to 1978.

VMILT purchased the Kohler property January 1990 as the result of a community-based fundraising effort, including special events. VMILT purchased the adjacent Commins/Spano parcel to the south in 1994. VMILT removed the house and outbuildings on the upland part of the Kohler property and made improvements to secure and weatherproof the existing cabin on the County property.

The site conserves the largest and most unique sphagnum bog on the island, and possibly in King County. The presence of sphagnum moss qualifies the basin as a King County Class 1 wetland. The 3.75-acre acidic bog supports unique plant assemblages including stunted trees, and is surrounded by a moat and forested uplands.

### **Inventory**

Cost, condition, and capacity: VMILT stewards the property, so there are no maintenance costs for VPD. The condition is natural as described with some need for invasives remediation. Access to the wetland proper is only by permission from the VMILT and is usually reserved for research. There are no capacity concerns.

### **Demand and Needs Assessment**

#### Current Opportunities:

- Invasives remediation

#### Future Opportunities:

- Develop a limited access boardwalk and a small nature interpretive center

### **Wildlands Trust (Ellisport Creek Canyon)**

Ellisport Creek Canyon is a 17.1-acre wildlife conservancy located on Ellisport Creek between 87<sup>th</sup> SW and Ridge Road on east-central Vashon Island. The site was transferred to VPD from King County as a result of efforts of the VMILT and local volunteers.

The property conserves the steep and wooded slopes adjacent to Ellisport Creek and adjoins another 6.0-acre site owned by the VMILT. The property was logged first before the turn of the 20th Century, as indicated by numerous springboard notches in the many large stumps. The trees on the site now are largely 2<sup>nd</sup> and 3<sup>rd</sup> growth, approximately 30 to 40 years old. The thriving greenbelt has an extensive under-story growth, with little indication of human use. The properties serve as a wildlife habitat and corridor from Tramp Harbor to the Island's inland plateau. The creek feeds into Tramp Harbor.

### **Inventory**

Cost, condition, and capacity: VMILT stewards the property, so there are no maintenance costs for VPD. The condition is natural as described. Informal access is allowed for passive recreation. There are no entry trails. There are no capacity concerns.

### **Demand and Needs Assessment**

No opportunities or site needs exist at the present time.





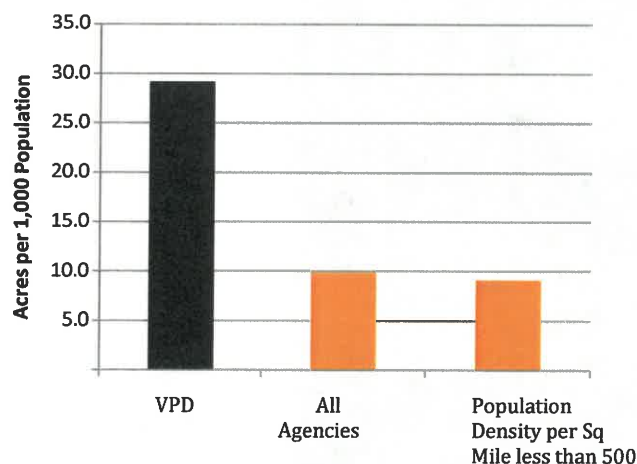
## Levels of Service

As a measure of adequate provision of parks and recreation, a level of service (LOS) analysis can aid the District in further understanding the acreage needs for parkland on Vashon-Maury Island to assess how well the community can access and enjoy parks, recreation and open space. Traditionally, the application of numeric standards for the provision of parks has applied an acreage of parkland per thousand residents as a target measurement for adopted benchmark standards. Service standards are the adopted guidelines or benchmarks the District can attain with their parks system; the level of service is a snapshot in time of how well the District is meeting the adopted standards.

A community's "acreage level of service (LOS)" is the "acres of parkland per 1,000 population" metric. It is the most common technique for determining whether a community has adequate parkland. There is no standard acreage LOS in the United States, and LOS can vary widely due to a number of factors. Too, there is no standard in considering what should be counted in an acreage LOS, but typically, communities count only developable, publicly accessible parkland within their jurisdiction.

The National Recreation and Park Association (NRPA) prepared a report in 2021 called the "NRPA Performance Review," which used VPD data compared against other contributing agencies throughout the United States. In that, the following figure illustrates VPD's level of service, which was 29.2 acres for VPD against 9.9 acres of other contributing agencies and 9.2 for a population density per square mile less than 500:

### Acres of Parkland per 1,000 Population



Vashon-Maury Island is approximately 37 square miles. Based on an estimated population of 11,000 residents, Vashon-Maury Island's population density is 297 persons per square mile of its land area (11,000/37). The median acreage provision of parkland from the NRPA report indicated 9.2 acres per 1,000 for park and recreation providers within communities ranging from "Less than 500" people per square mile density. If one were looking at all public land on

Vashon (including undeveloped public land), VPD far exceeds the recommended provision of 9.2 acres per 1,000, as its acreage provision is 38 acres per 1,000 (418 acres/11.0). Combined with parkland and open space owned by King County Parks (1,356 acres) and VMILT (1,600 acres), the level of service provision is 307 acres per 1,000 population (3,374/11.0).

The 2023 Community Survey asked respondents how they would rate the quantity of the existing inventory of parks and natural areas provided on Vashon-Maury Island by the VPD. While the question did not specify including King County Parks and/or Vashon-Maury Island Land Trust natural areas, it can be assumed that the respondent considered all combined. Community satisfaction with quantity – the number and size of existing park and natural areas to serve the existing population – ranked excellent as highest, with approximately 260 respondents out of 500. An additional 200 ranked the quantity as good. A handful ranked quantity as neutral, while 2 individuals ranked it fair and poor.

The quality of existing parks and natural areas, described as the physical condition of VPD parks and furnishings including parking, restrooms, trails, courts, fields, and picnic shelters, were ranked @ 170 excellent and 250 good, with @ 40 being neutral, and a handful ranking the quality as fair or poor.

Based on LOS data and the survey results, the Strategic Plan does not include goals for acquiring additional park acreage.



## CHAPTER 6: RECREATION INVENTORY

### DEMAND AND NEEDS ASSESSMENT



In December, 2012, the VPD Board of Commissioners elected to alter the District's recreation programming model from District-owned programs to a rental facility model where individuals and organizations formed privatized businesses and non-profit clubs to serve the community's structured recreational interests. As a result of that model change, exercise, dance, and martial arts classes took place over the years in the Ober Performance Room via private instructors who paid an hourly user fee rate. Soccer, lacrosse, basketball, and baseball clubs formed Board-managed non-profits for per player fee athletic field and gym rentals to accommodate practices and games. Events held on VPD properties paid "exclusive use" hourly fees for lectures, drama activities, and festivals.

In the 2016 Community Survey, survey respondents were advised that community members had proposed a number of programs and projects for VPD action and were asked to assign a priority to the list of projects and recreation proposals presented. VPD-owned recreation programming ranked second in highest priority with a 74% support rating (behind constructing permanent restroom facilities at a 76% support rating). Another section in the survey asked survey respondents their current recreation program frequency utilization offered by various Island organizations; which demographic groups should be offered a focused orientation of recreation programs; potential specific program ideas VPD should prioritize; and potential recreation

program fees. In a separate youth survey of McMurray Middle School and Vashon High School students, respondents were asked similar questions to include activities they are currently participating in and reasons for not participating.

In November, 2017, the VPD Board of Commissioners responded to the high prioritization of VPD-owned recreation programming expressed by the community by unanimously voting in favor of the following motion: “The 2019 Park District budget will increase support to recreational programs by no less than \$100,000, with users to contribute to the additional cost at a level consistent with the information received from the 2016 Community Survey.” To that end, the Board created a Recreation Programming Subcommittee in January, 2018. Staff development included the creation of a new Recreation Manager position to create a Recreation Program Plan in the fall of 2018 based on community outreach and research into unmet needs.

In 2019, VPD developed its first “Recreation Program Comprehensive Plan.” Community analysis of existing recreation services determined that many services are being offered by other Public Agencies, Nonprofit Associations (including non-profit sport clubs servicing most sport activities on the island), and Private/For-Profit Enterprises. In an effort to not compete with or duplicate existing community efforts, VPD’s objective was to “fill in the gaps.” The Vashon Park District niche was determined to be to serve the underserved categories either directly or through community partnerships. Children could best be served via family-oriented or highly supervised activities. Adult and ADA underserved activities were determined to be primarily group-oriented. In conclusion, the most “bang for the buck” was determined to be a focus on community-togetherness in activities that promote active sport and play. Community events also surfaced as another high priority niche to fill.

Today, VPD can proudly boast a robust array of recreation programs and events that resulted from the last Strategic Plan’s goals and objectives. While much of the rental facility model remains in place due to those individuals’ and organizations’ interests in maintaining their own autonomy, “filling the gaps” with ongoing development of new programs, events, and activities remains a high priority in the current Comprehensive Plan. Increased marketing for program and event offerings will be a priority going forward, as the 2023 Community Survey indicated a lack of awareness as being higher than anticipated.

## **Current Program Inventory**

In addition to the general “Facility Rental” model for scheduling and providing access to VPD’s recreational facilities, the District now offers a rich assortment of recreational programs. Program offerings include:





- Sailing Camp
- Ski School
- Skate Camp
- BARC Indoor Skate
- Aquatics (open swim, family swim, lap swim, swim lessons, and water aerobics)

### Drop-In Programs:



- Futbol
- Pickleball
- Ultimate Frisbee
- Coed Basketball
- Ping Pong
- Youth Flag Football
- Coed Soccer
- Women's Soccer
- Coed Lacrosse
- Girls Rules Lacrosse
- Senior Tai Chi

### VPD hosts the following events:



- Picnics in the Park (in partnership with the Vashon Food Bank)
- Concerts in the Park
- Low Tide Festival
- Kite Day
- Easter Eggstravaganza
- Point Robinson Open House
- Chum Run
- Movie Series (in partnership with the Vashon Theater)
- Guest Speaker Series (in partnership with the Vashon Theater)
- Story Walks (in partnership with the Vashon Library)
- BARC Pump the Bump Festival



## **Current Recreation Programs/Partnerships using VPD Facilities:**

### **Club Sports and User Organizations**

- Vashon Island Soccer Club
- Vashon LaCrosse Club
- Vashon Youth Baseball and Softball
- Vashon Baseball Academy
- Vashon Island Junior Basketball
- Rockbusters Wrestling
- Vashon Island Football Club
- Vashon Island Rowing Club
- Vashon-Maury Island Horse Association
- Olympus Pony Club
- Seals Swim Team
- Vashon Island Growers Association
- Community Basketball
- Kayaking and Camping (Vashon Adventures)
- Drama Dock
- Vashon Repertory Theater



### **Ober Park Performance Room/VISD Room Activities**



- Kenpo Karate Review
- Adult Kenpo Karate
- Vestibular Balance and Managing Vertigo
- Yoga for Stiff People
- Senior Fitness
- Indomitable Spirit Taekwondo
- Core Centric Training
- Liangong
- Woodworking
- Weight Training
- Theater – Rehearsals and Performances

### **VPD Co-Sponsored Events**

- Strawberry Festival
- Spring Fling
- Community Soccer Events
- Bill Burby Fun Run
- Vashon Repertory Theater in the Park
- Lacrosse Open House



### **In Development:**

- Squatch Club
- Community Picnic
- Community Theater in the Woods
- Treasure Hunt



## **Demand and Needs Assessment**

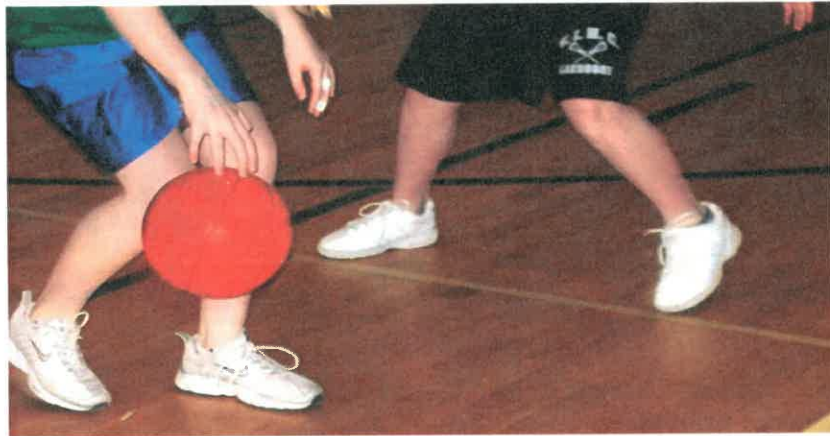
The 2023 Community Survey asked respondents their familiarity with and participation in VPD camps, lessons, drop-in programs, partner programs, and events. The results are summarized as follows:

- Swim and sailing lessons or team participation had medium use by respondents.
- Skate and ski camps have lower use by respondents.
- Ski and sail camps have medium interest by unaware respondents.
- Pool, adult and youth sports, and paddle/bike rental have high participation.
- Disc golf, rowing, pony, yoga, and martial arts have medium participation.
- Classes like yoga and martial arts have very high interest from non-aware respondents.
- Drop-in sports, paddle/bike rental, rowing, and pony have medium interest from unaware participants.
- Concerts in the Park have extremely high participation rates.
- Low Tide Festival, Kite Day, and free movies have medium participation.
- Free movies have very high interest for unaware respondents.
- Halloween has high interest for unaware respondents.

Program priorities in the comments section included the following:

- Increased promotion of VPD programs
- Expanding events
- More youth opportunities
- Nature programs
- Expanded swim
- Art opportunities

While most of the community request priorities will drive the creation of more recreation programming opportunities and events, nature programs and art opportunities will not be considered, since they are not part of VPD's mission and are offered by other organizations on Vashon Island. Future plans are described in the "In Development" section below.





## **CHAPTER 7: GOALS AND OBJECTIVES for 2024 - 2029**

The goals and objectives that have surfaced as the top priorities for the District are reflections of the expressed needs of the local community and those identified from the District's study of internal and external factors affecting the District. Since the last Strategic Plan of 2018, these goals and objectives reflect current planning needs and do not necessarily or intentionally follow any foundations established previously other than those continued forward from the individual master plans.

The guiding purpose for the VPD is described in its Mission Statement. The Vision is the shared view of VPD's desired end-state in the year 2033 – the preferred future of what success for the District looks like. The goals and objectives represent the specific roadmap that closes the gaps and gets VPD to its stated Vision.



## **Goal 1: Enhance and improve parks and facilities in line with Capital Improvement Plans and maintenance standards.**

Objective 1.1: Continue to prioritize capital improvement projects according to the most pressing asset preservation needs.

Objective 1.2: Openly consider community proposed projects according to budget availability, alternative funding sources, staff project management availability, and future maintenance capacity.

Objective 1.3: Continuously maintain parks and facilities in accordance with board-accepted standards, so they are a source of pride to all Vashon citizens.

## **Goal 2: Enhance and improve recreation programs in line with community demographic interests.**

Objective 2.1: Expand District recreation and engagement resources as new programs and events develop.

Objective 2.2: Address any financial or physical barriers to access to programs and events, including more access to water-based recreation activities.

Objective 2.3: Pursue new and desired recreation and engagement opportunities to reach all demographics.

Objective 2.4: Prioritize recreation programming development that supports a culture of health, safety, and wellness.

Objective 2.5: Increase promotion and awareness of District recreation and engagement opportunities.

## **Goal 3: Collaborate with the community to expand District capacity.**

Objective 3.1: Prioritize community partnership to develop and support recreation and engagement opportunities.

Objective 3.2: Recruit community support to steward parks and facilities and to enhance or create new facilities.

## **Goal 4: Safeguard the District's financial health and security.**

Objective 4.1: Proactively protect the District's levy rate from pro-rationing by regularly communicating with local taxing agencies and legislative resources.

Objective 4.2: Proactively protect the District's levy revenue with regular economic forecasting for the region.



Objective 4.3: Aggressively pursue alternative sources of funding through grant applications and donations via the Vashon Park and Recreation Foundation.

Objective 4.4: Maintain a VPD user fee schedule that (1) equitably shares the cost of facility use amongst users and (2) is in line with the rates of other local park and recreation agencies.

### **Goal 5: Strengthen staff support and resources.**

Objective 5.1: Develop a schedule of pay and benefits for VPD employees that is financially responsible and benchmarked against local park and recreation industry standards.

Objective 5.2: Refine job descriptions that better reflect the staffing expectations and standards for the district.

Objective 5.3: Improve recruitment strategies.

Objective 5.4: Develop team-building strategies and incentives.

### **Goal 6: Lead with environmental stewardship.**

Objective 6.1: Improve maintenance equipment needs and practices with sustainability and environmental stewardship solutions as the first choice.

Objective 6.2: Prioritize cost-effective capital improvements that reduce District environmental and greenhouse impacts, on both land and water-based properties and facilities.



## CHAPTER 8: CAPITAL IMPROVEMENT for 2024 - 2029



The capital planning schedule incorporates the list of deferred maintenance and capital projects prioritized by the District based on asset preservation needs; cash flow and reserve requirements year to year; respondents of the 2023 Community Survey; and the items identified by the community in public meetings as desired new and/or updated facilities. The full list of capital projects with costs and anticipated schedule for completion can be viewed in Appendix H, "Capital Improvement Plan." An abbreviated version is as follows:

Planned VPD Funding – Does Not Include Grants and Fundraising  
Units = Dollars Per Year  
X = Grant Funded

Park Site	Project Description	2024	2025	2026	2027	2028	2029	Future
Agren	Irrigation controller Power ditch for scoreboard	2,000			5,000			
BARC	Building Renovation Disc Golf - remainder of 2022 project Security Gate Water line for plants/irrigation Restroom Outdoor Lighting	X 5,619 1,000 2,000			10,000			100,000
CBB	Rebuild - ???						20,000	
Fern Cove	Foundation repair Refinish Kitchen Floor Roof and Carriage House Reshingle		30,000 2,000 35,000					
Fisher Pond	Building Insulation Solar Shed		60,000		4,000			60,000
Insp Pt	View Restoration Build out viewpoint for picnic tables					50,000		50,000
Jensen Pt	Restroom - replace gutter/ ext finish				10,000			
Lisabeula	Covered shelter w/sink (well in forest) Remove trees on south side of road		10,000					X
No. Bt Ramp	Traction control/steel grid			1,000				

Ober Park	Roof Replacement		75,000					
	Solar							60,000
	EV station							60,000
	Restroom							100,000
	Drainage around Ober				10,000			
	Playground shade sails	X						
	Paint Building (maint can do?)		30,000					
Par Ridge	Assembly bldg heat - more activities				10,000			
Pool	Renovation			X				
	Retractable Roof							450,000
	Bubble/slide/grant items	(21,390)						
Pt Rob	Pave road/gravel parking lots	82,000						
	QA Bath/Entry Restoration	18,000						
	QA Kitchen Remodel		X					
	Refinish Wood Floors		X					
	QA Foundation Crumbling		25,000					
	Replace 10 picnic tables	10,000						
	Ro-roof barn, ship store, well house			30,000				
	Paint barn/dry rot fix		X					
	Dangerous tree removal	20,000						
	Paint houses/dry rot fix							250,000
	Paint the lighthouse			30,000				
Trp Harbor	Dock Replacement			200,000				
	Picnic area - bulkhead deterioration							X
VES Fields	Storage foundation/winterize						30,000	
	Replace dugouts	12,000						
	Security Gate		2,000					
Vilg Green	Irrigation System fixed (vandalism)		10,000					
	Limb the Euc tree				5,000			
	Move control system to restroom		5,000					
	Fence Repair		3,000					
Whaven	Restore balustrade and figurines							10,000
Site TBD	Potential Pickleball (VES back field?)	25,000						
	Potential Dog Park	25,000						
All Parks	Kiosks		10,000					
	Forest Management - tree thinning							100,000
	Invasives Remediation	24,000	24,000	24,000	24,000	24,000		
	More picnic tables/shelters					30,000		
Equip	Kubota 6030 Mower 72"					25,000		
	Exmark bagging mower 60"					18,000		
	3 Wheel John Deere Bunker Rake					20,000		
	Truck - replace F250 - electric?					52,000		
	Trailer					3,610		
	Aerator					30,000		
	Drive on lift for shop						5,000	
	Shop shelving						5,000	
	Metal Carport						50,000	
	Rec pickup				25,000			
	14 passenger bus for activity transport							42,000
	20x40 event tent						5,000	
Contingency	Contingency			50,000	50,000	50,000	50,000	50,000

205,229

321,000

335,000

153,000

302,610

165,000

1,332,000

The following prioritization criteria was further used in considering inclusion, prioritization, and scheduling the Capital Improvement Plan. It assigns proposed time frames, estimated costs, and funding opportunities. Acquisition of new property was not a consideration due to the high number of survey respondents who indicated that the number and size of existing parks and natural areas served the existing population well. Highly desired pickleball courts and a dog park would be considered new facilities that would be added to existing park properties.

- ***Compliance with safety, liability, and health concerns.*** Projects that mitigate potential safety, liability, and health concerns received a higher priority.
- ***Compliance with legal requirements.*** Assets that are not compliant with current code or have been identified by the county or state to meet new regulatory requirements received a higher priority.
- ***Environmental Concerns.*** Projects that address pollution and environmental integrity and the preservation of natural resources, particularly the mitigation of invasive species, was considered in action strategies.
- ***Opportunity to address the underserved communities on the Island.*** A 2016 Community Survey and 2020 Census Data indicated growing unmet needs amongst people with disabilities and senior communities.
- ***Availability of alternative sources of funding.*** Grant availability and timing; fundraising opportunities; and partnership drove scheduling prioritization. Funding relative to the next levy cycle influenced match requirements.

The Tramp Harbor Dock replacement project is a good example of all these prioritization criteria driving that project as high priority. The dock is 340 feet in length, and VPD owns the tidelands beneath the first 180 feet of the dock. The Washington State Department of Natural Resources owns the remaining 160 feet of tidelands. These tidelands are leased to VPD under an Aquatics Land Lease. The lease and the District's insurance company deem the dock to be unsafe, hence the need for compliance with safety and liability concerns. The lease requires that the dock meet new code requirements that remediates creosote leaching from the pilings and provides for 60% light penetration to the tidelands below. Hence, the compliance with legal and environmental concerns. The dock serves as an attractive fishing and squidding site to racially diverse communities; hence, the opportunity to address underserved communities. Grant awards and fundraising will serve as alternative sources of funding, which drives the scheduling of the project relative to grant award timing.





## CHAPTER 9: FUNDING THE PLAN



### Primary Plan Funding Strategies

With the Comprehensive Plan for 2024 – 2029 complete with capital projects, equipment purchases, and recreation programming goals in mind, the final question surrounds how it will be funded. It will primarily be funded with Vashon-Maury Island’s voter approved property tax levy that the VPD Board estimates will increase 1 % every year as allowed by Washington State law, with the exception of 2028 increasing at 7% due to the start of a new levy cycle. These estimates are primarily based on past trends and are further informed by forecast data provided by the King County Office of Economic and Financial Analysis. VPD further estimates being awarded grant funding through King County and Washington State grant programs in addition to community fundraising.

Generally, funding for capital projects prioritizes grant applications as the primary first source. Matching funds will come from the District’s capital budget, which is funded per the District’s General Financial Management policy in the annual budget and is maintained to pay for the replacement of significant Park District assets. This capital funding is outside the required \$400,000 Operating Reserve. Maintenance-related projects that are not eligible for grant funds will utilize the District’s local levy dollars through the annual budgeting process.

Financial projections for funding including assumed outside sources (see Appendix F “Financial Projections”) illustrate anticipated cash flow and end-of-year cash with the following assumptions:

- Levy dollars will follow the State-allowed 1% increase year-to-year with the new levy “reset” in 2028 at a 7% increase.

- 2024 and 2025 levies reflect a reduction of \$62,243 each year due to an error by the King County Department of Assessments in VPD's 2022 levy disbursements.
- No pro-rationing will occur in 2028 when the State Bill expires that moved VPD out of the "Local Taxing District" structure and into the "50 Cent Gap."
- User fees and lodging rental prices will be increased 5% every other year starting in 2025.
- Inflation will average 2.5% annually based on projections by the King County Office of Economic and Financial Analysis.
- Staff wages will reflect Board-approved increases to meet an industry standard-based step increase schedule and/or the Seattle-Tacoma-Bellevue CPI.
- Commons payments will increase from the base of \$75,000 plus CPI annually going forward.
- The District is entirely debt-free. No TAN loan will be utilized for cash flow management except short term in 2026 during the construction of the Tramp Harbor Dock due to grants being reimbursable.

### **Levy Funding**

Without the assumed outside sources of funding, the District's challenge would be to determine if local dollars are adequate to fund projects in their entirety at the current voter-approved rate of \$.45 per \$1,000 of property value. VPD is a Park and Recreation District, and as such, is entitled by State law to ask voters for a \$.60 per \$1,000 levy rate. This could be a consideration for the new levy starting in 2028. If approved, the new rate would also need to be available within the Local Taxing District's \$5.90 allocation structure when VPD returns there when the State Bill expires in 2028. At the time of this writing, there is "room" in the \$5.90 structure.

VPD will be returning to the "Local Taxing District" structure in 2028 after having enjoyed the protection against pro-rationing from a State Bill that moved it into the "50 Cent Gap" in 2022. A Park and Recreation District rests at the bottom of the Local Taxing District's pro-rationing allocations and is subject to reduced levy allowances, depending upon potential increases from King County Roads or Library, Vashon Island Fire and Rescue, or the Vashon Healthcare District. Community sensitivity is high concerning any additional property tax increases due to a 2023 Fire District levy lid lift and the potential passage of several anticipated school bonds. Community confidence in the VPD was demonstrated by the passage of its 2023 levy run for 2024 – 2027 with a 74.03% Yes vote.

In the 2016 Community Survey, respondents were asked what priority they would give to VPD asking voters to authorize the maximum rate of \$.60 per \$1,000. A definite majority of survey respondents favored increasing the annual property tax rate to the maximum rather than reauthorize at the same rate. However, an attempt to raise the rate from 50 cents to 52 cents in April, 2019 resulted in a failed levy. A second attempt in November, 2019 passed with an 80% approval rating when the rate was decreased to 45 cents. When VPD asked the community about supporting the replacement of the Tramp Harbor Dock, significant feedback was to not increase

property taxes. That said, assuming a forecasted increase in property values of 4.1% in 2028 from 2024 (based on property assessed value forecasts from the King County Office of Economic and Financial Analysis), a \$.60 levy rate starting in 2028 would yield an increase of \$700,412 over a \$.45 levy rate.

### **Grants & Appropriations**

Several state, county, and special interest grant programs are available on a competitive basis to include the Washington State Recreation and Conservation Office, King County Youth and Amateur Sports facility and program grants, and King County Parks Capital and Aquatics grants. VPD plans to receive over \$5,000,000 in grant funding over the course of the 6-year Comprehensive Plan (see Appendix H – “Capital Improvement Plan”). Replacing the Tramp Harbor Dock and refurbishing the pool will not be possible without them. While helpful in aiding significantly to capital projects, they often require a significant percentage of local funds to match the request to the granting agency, which can be as much as 50% of the total project cost. Appropriations from state sources are occasionally available with the likelihood of increasing if multiple partners collaborate on projects.

A 2023 King County Parks Capital grant was awarded for refurbishing the BARC Skate building. The Vashon Park and Recreation Foundation will be a key partner in securing grants for capital projects and programs.

### **Fundraising/Donations**

One of the District’s stated objectives is to “aggressively pursue alternative sources of funding through...donations via the Vashon Park and Recreation Foundation” (VPRF). VPRF was formed as a 501©3 in 2017 by an island resident and former Park and Recreation Executive Director, but it floundered without her leadership after she moved out of state in 2018. Nothing ever got off the ground in terms of fundraising, as that first year was dedicated to forming a Board, bylaws, and an agreement with VPD. Despite the organization fully disintegrating, the 501©3 was never dissolved.

In 2023, an organizational development consultant and active supporter of VPD revived VPRF and formed a new Board of members particularly interested in supporting fundraising efforts for the Tramp Harbor Dock replacement and pool refurbishment projects. Fundraising needs over the course of the 6-year Comprehensive Plan will be over \$500,000 (see Appendix H – “Capital Improvement Plan”).

### **Fees/Rents**

In January, 2016, a motion was presented to increase fees by 5% when the cumulative CPI for the Puget Sound region reaches 5%, or every three years, whichever occurs first. The motion was rescinded in favor of the existing policy that stipulates an annual review, since fee increases require updating brochures and the website, which can be time-consuming and costly to the District.

An objective in the Plan is to “maintain a VPD user fee schedule that (1) equitably shares the cost of facility use amongst users and (2) is in line with the rates of other local park and recreation agencies.” Research into other local districts’ rates indicates VPD’s rates to be significantly below the average. The VPD Board decided with the 2024 budget that rate increases would be 5%

every other year starting in 2025. That said, it could be more often. An increase in user fees and rents in 2024 would have amounted to an additional \$18,926 for the year.

### **Community Outreach/Partnerships**

The third goal – “to collaborate with the community to expand District capacity” – will require continued dedicated outreach for maintaining and creating community efficiencies and best use of community assets. In coordination with the Vashon Island School District, opportunities for increased application of the Interlocal Agreement will be necessary to further the VPD’s access to scheduling the new Stadium field facility and new recreation programming activities. Partnerships with local non-profits, agencies, and commercial enterprises will increase grant opportunities and create economies of scale in utilizing assets for recreational activities and events.

## **Secondary Plan Funding Strategies**

If levy funding does not increase as anticipated, or if grant awards and fundraising efforts are not realized as anticipated, secondary funding strategies may need to be considered. Too, the goals and objectives established in this Plan may require the need for additional staffing or contractors, operational support, and maintenance needs than anticipated. Additional resources may be needed to supplement and support the deferred maintenance and capital projects. Additional operational and staffing needs will be dependent upon the selected and implemented recreation programming activities. The following secondary funding strategies are presented to offer additional near-term direction, on-going dialogue, and considered planning in an effort to realize the projects, programs, and goals represented in this Plan.

### **Debt Financing**

General obligation debt is secured by the full faith and credit of the municipality. Bond owners do not have a security interest in particular revenues or assets of the district. Park and Recreation Districts do not have statutory authority to place a lien or other type of mortgage on financed property as additional security or collateral for the obligation.

- *Non-Voted General Obligation Debt* is payable from and secured by a pledge of legally available funds of the district – usually payable from and secured by a pledge of regular property tax levies. This strategy is generally unacceptable to the current VPD Board due to the lack of community participation in the decision-making and that it compromises operating funds in the long run.
- *Voted General Obligation Debt* is payable from property taxes levied in excess of regular tax levies. The excess property tax levy is structured to generate revenue in each year to pay the debt obligation and cannot be used for other purposes. Proceeds must be used for capital purposes only and not for the replacement of equipment. A Park and Recreation District can issue general obligation bonds up to 1.25% of the Island’s total assessed value. The VPD Board is reluctant to utilize this strategy due to the likelihood of the measure not passing due to the resultant increase in property taxes.



### **Metropolitan Park District**

In the 2016 Community Survey, respondents were advised that a Metropolitan Park District (MPD) can levy up to \$.75 per \$1,000 assessed property value on a permanent rather than 4 – 6 year incremental basis. Also, a MPD can issue general obligation bonds up to 2.5% of the Island's total assessed value. A MPD would also "rank higher in the pecking order" of a Junior Taxing District so would enjoy a higher level of protection in the event of necessary prorationing, although for VPD, the protection would be minimal after affecting the King County Flood Control Zone and the Cemetery District. A slight plurality of survey respondents favored VPD remaining a Park and Recreation District.



# CHAPTER 10: ADOPTION OF THE PLAN

## RESOLUTION 24-01

A RESOLUTION OF THE VASHON PARK DISTRICT BOARD OF COMMISSIONERS ADOPTING "VASHON PARK DISTRICT COMPREHENSIVE PLAN, 2024 – 2029."

WHEREAS, the Vashon Park District Board of Commissioners has conducted an in-depth study and review of Vashon Park District's parks and facilities, programs, policies, and planning for parks, recreation, and open space, which process included community outreach and a survey to gather the opinions and desires of residents; and

WHEREAS, the Vashon Park District Board of Commissioners, on the basis of the study and review, and in collaboration with community members, have completed an updated Comprehensive Plan for 2024 – 2029; and

WHEREAS, the updated Comprehensive Plan provides a vision for Vashon-Maury Islands' parks and recreation system and addresses goals, objectives, actions and other management considerations for the provision of high-quality recreation opportunities to benefit residents and visitors to Vashon-Maury Islands; and

WHEREAS, the updated Comprehensive Plan has been considered by the Vashon Park District Board of Commissioners in an open public meeting.

NOW, THEREFORE, be it resolved by the Board of Commissioners of the Vashon Park District as follows:


The document entitled "Vashon Park District Comprehensive Plan, 2024 – 2029" and prepared by the Board of Commissioners and the Executive Director of the Vashon Park District is adopted.

Passed by majority vote of the Vashon Park District Board of Commissioners in open meeting this 23 day of January 2024.

Signed in authentication thereof this 23 day of January, 2024.

  
\_\_\_\_\_  
Sarah George, Chair

Attest:

  
\_\_\_\_\_  
Elaine Ott-Rocheford, Executive Director

**APPENDIX A**  
**2023 COMMUNITY SURVEY**

**Page left intentionally blank**

# Vashon Park District Community Survey 2023 (v2 10/09/23)

## A. METHODS

Vashon Park District conducted an online survey during August and September 2023 to solicit public input on District programs and facilities, suggestions for future improvements and to inform the 2024-2029 VPD Strategic Plan.

VPD promoted the survey through electronic and print media and other channels and received over 500 responses. Respondents were self-selected; that is, they initiated their own participation, and so, do not represent a random pool from the public.

The online survey was limited to one complete survey per device, but participants could complete multiple times from alternate devices if desired.

Due to the self-selection and potential duplicates, these responses are not considered a statistically valid representation of island residents or park users, but the robust response rate does provide helpful indicators and informative feedback for future VPD plans.

## B. MULTIPLE CHOICE RESPONSES

### 1. VPD Program Participation - Table 1 summarizes respondents' participation in VPD or partner programs:

- Programs with **higher participation** by respondents (> 20%) included **open & lap swimming, sports leagues, paddle & bike rental, and drop-in sports.**
- Programs with **lower participation** by respondents (< 10%) **skateboard camp and ski school**, which probably also have a narrower target audience.

Table 1. Program Participation	Frequent	Occasional	Combined	Percent
Lap, open, or family swims	52	111	163	34%
Sports Leagues	69	42	111	23%
Kayak, SUP & Bike Rental	10	95	105	22%
Drop-in	39	63	102	21%
Swim Lessons/ Swim Team	37	54	91	19%
Rowing, Pony, 4H Etc	50	36	86	18%
Skate Park	26	58	84	18%
Sailing Camp	30	44	74	15%
Fisbee Golf	23	51	74	15%
Private Classes (Yoga, Martial Arts, etc.)	15	52	67	14%
Skateboard Camp	5	28	33	7%
Ski School	9	17	26	5%

### 2. Program Interest - Table 2 summarizes respondents' interest in learning more about VPD specific programs *that they were not familiar with*:

- Programs with **highest interest** from *unaware participants* included **activity classes (yoga and martial arts), drop-in sports, and paddle and bike rental.**
- Programs with **lower interest** from *unaware participants* included **swim lessons, skate camps & activity, and sport leagues**, either because they were already aware or because the activity was not a fit for them.



<b>Table 2. Program Interest</b> (Not familiar but want to learn more)		
	<b>Number</b>	<b>Percent</b>
Private Classes (Yoga, Martial Arts, etc.)	118	25%
Drop-in	85	18%
Kayak, SUP & Bike Rental	85	18%
Rowing, Pony, 4H Etc	65	14%
Sailing Camp	51	11%
Ski School	48	10%
Lap, open, or family swims	42	9%
Frisbee Golf	41	9%
Swim Lessons/ Swim Team	29	6%
Skateboard Camp	26	5%
Skate Park	25	5%
Sports Leagues	25	5%

**3. Event Participation** – Table 3 summarizes respondents' participation in VPD events:

- Respondents reported **high engagement** (>50%) with **Concerts in the Park** and **Low Tide or Kite Day** events.
- Respondents reported **low engagement** ( $\leq 10\%$ ) with **Teen Halloween Bash**, also a narrow target audience.

<b>Table 3. Event Participation</b>	<b>Frequent</b>	<b>Occasional</b>	<b>Combined</b>	<b>Percent</b>
Concerts in the Park	173	258	431	90%
Low Tide or Kite Day at Pt Robinson	74	191	265	55%
Free movies (National Parks, etc)	28	157	185	39%
Eggstravaganza Egg Hunt	32	69	101	21%
Teen Halloween Bash	15	31	46	10%

**4. Event interest** – Table 4 summarizes respondents' interest in VPD events that they *were not familiar with*:

- **Free movies** were the **highest rated** event from unaware participants.
- **Concerts in the Park** and **Egg Hunt** were rated **lowest interest**, either because they were already aware or not interested.

<b>Table 4. Events Interest</b> (Not familiar but want to learn more)		
	<b>Number</b>	<b>Percent</b>
Free movies (National Parks, etc)	98	20%
Teen Halloween Bash	67	14%
Low Tide or Kite Day at Pt Robinson	34	7%
Eggstravaganza Egg Hunt	11	2%
Concerts in the Park	7	1%

**5. Park & Facility Use** – Table 5 summarizes respondents use of VPD parks and facilities:

- **Point Robinson, Jenson Point, Lisabeula, Ober, Fisher Pond, and Fern Cover** all had the **highest use**, with more than 75% of respondents visiting at least once per year.
- **And all District parks** are used at least once a year by **45% or more** of all respondents.

Table 5. Park & Facility Use	Daily or weekly	Appx monthly	A few times/year	Appx 1x/Year	Combined	Percent
Point Robinson Park	38	115	229	64	446	91%
Jensen Point	70	96	213	51	430	88%
Lisabeula Park	45	108	212	65	430	88%
Ober Park	80	116	181	48	425	87%
Fisher Pond	43	82	190	81	396	81%
Fern Cove	30	75	180	86	371	76%
Burton Acres	42	54	156	58	310	63%
Tramp Harbor Dock	66	62	121	44	293	60%
Agren Park	38	41	135	70	284	58%
Vashon Pool	76	46	83	48	253	52%
Wingehaven Park	29	27	84	89	229	47%
BARC Skatepark & Frisbee golf	50	37	92	45	224	46%
VES Fields	73	47	58	42	220	45%
Paradise Ridge Equestrian Park	66	33	59	61	219	45%

**6. Quantity & Quality of Parks** – Table 6 summarizes respondents review of current parks availability and conditions:

- 95% of respondents were pleased with number and size of parks.
- 85% of respondent were pleased with the condition of parks and furnishings.

Table 6. Quantity & Quality of Parks	Excellent	Good	Fair	Neutral	Poor
<b>Quantity of Parks</b> (number and size of parks)	271 54%	206 41%	7 1%	20 4%	4 1%
<b>Quality of Parks</b> (condition of parks & furnishings)	168 34%	256 51%	22 4%	50 10%	14 3%

**7. Future Priorities** – Table 7 summarizes respondents rating of 4 possible VPD future investments:

- Nearly half of all respondents rated the potential upgrades to pool, invasive species remediation, and Tramp Harbor dock replacement as high priorities.
- A third of respondents rated a permanent pool roof as a high priority.

Table 7. Potential Project Priorities	Lowest	Low	Moderate	High	Highest	Combined High & Highest	
Vashon Pool Upgrade	43	72	155	127	98	225	45%
Invasive species	58	80	134	128	101	229	46%
Tramp Harbor Dock	90	78	116	106	110	216	43%
Pool Cover	82	108	139	99	65	164	33%

**8. Outreach Preferences** – Table 8 summarizes respondents' preferences for receiving updates on VPD activities:

- Email, newspapers, and Facebook were the top preferred platforms.
- District website, Instagram, and mailed flyers were next preferred platforms.

<b>Table 8. Outreach Preferences</b>	<b>Number</b>	<b>Percent</b>
Email notification	354	69%
Island newspapers	249	49%
Facebook	169	33%
VPD Website	93	18%
Mailed flyers	66	13%
Instagram	65	13%
Bulletin boards	4	1%
Posters	3	1%
Vashon Events	2	0%
Internet	1	0%
Make a VPD App	1	0%
Spanish flyers	1	0%
Text	1	0%
Word of mouth	1	0%

## 9. Summary of Text Responses

### Top facility priorities in the text comments included:

- Fixing Tramp Harbor Dock
- New dog park
- Pool Improvements
- Ober Park and office improvements
- BARC improvements and BARC bathroom
- Paradise ridge opportunities
- Bathrooms in general
- Fields lighting and maintenance
- Dog leashing
- Pickle ball courts
- Trails and invasives removal

### Top program priorities in text responses included:

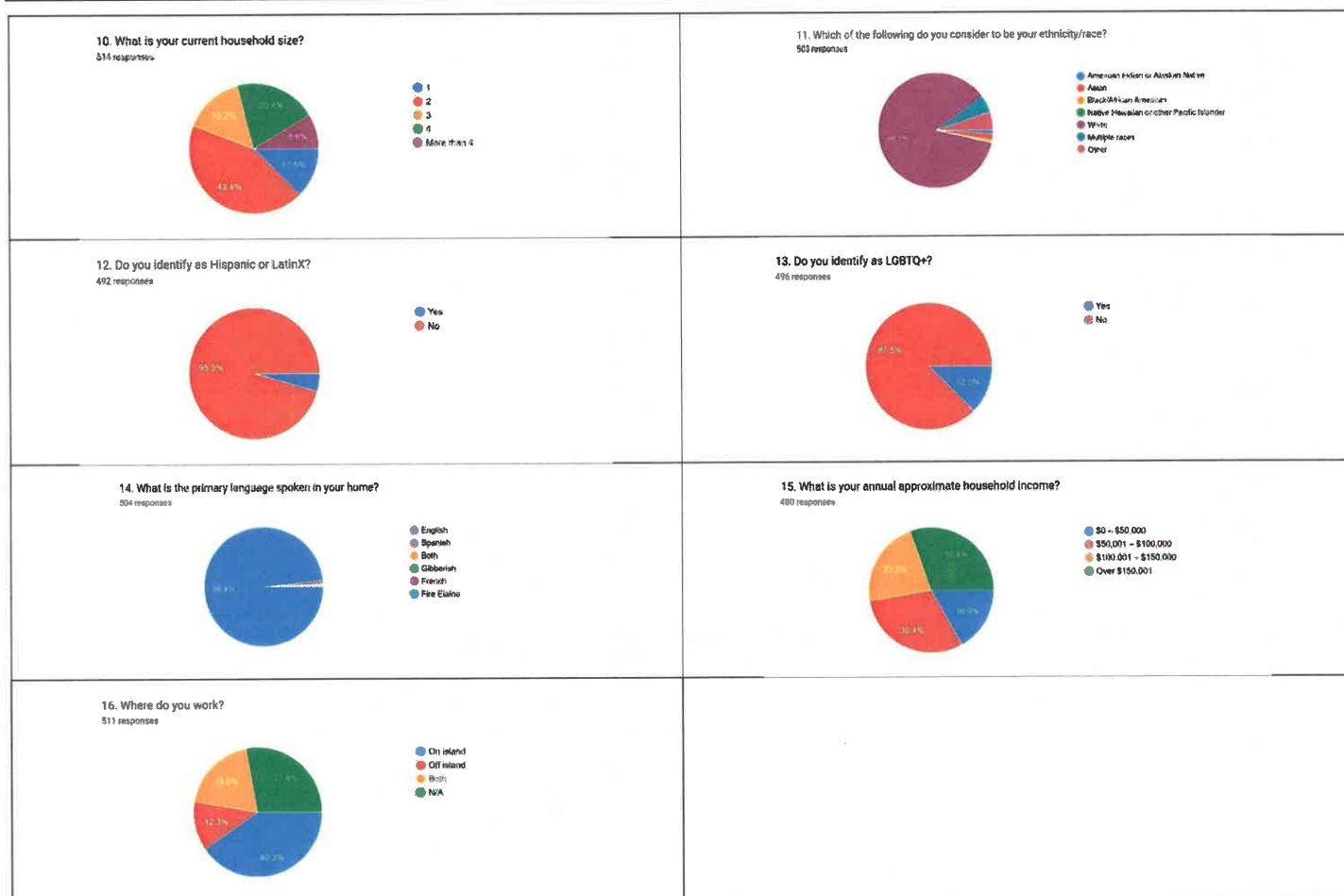
- Increased promotion of VPD programs
- Expanding events
- More youth opportunities
- Nature programs
- Expanded swim
- Art opportunities

A full compilation of categorized text responses is provided in Attachment 1.

Some respondents might have listed their priorities in more than 1 text response, so some of these numbers represent duplicate suggestions for individuals.

Facility Suggestion Categories		Program Suggestion Categories	
Category		Category	
Dock	65	Promo	24
Dog Park	42	Events	15
Pool	30	Youth	9
Ober	24	Nature	9
Paradise	16	Swim	7
Bathrooms	15	Arts	7
Fields	15	Seniors	5
Other	14	Health	5
Leashes	13	Biking	5
Pickle	12	Adult	5
Invasives	12	Tennis	4
Trails	11	Adaptive	4
BARC Bathroom	11	Seasonal	4
BARC	10	Horses	3
VES	9	Games	2
Shelters	8	Volunteer	2
KC Parks	7	Pickle	2
Winghaven	6	Toddlers	2
Cmty Center	6		114
Agren	6		
Point Rob	6		
BARC Golf	5		
Beach & Ramp	5		
Dock No	5		
Adaptive	3		
Splash Park	3		
Lisabuela	3		
Lisabeula	3		
Basketball	3		
Scooter Park	3		
Fisher	2		
<b>Grand Total</b>	<b>373</b>		

## 10. Respondent Demographics





## VPD SURVEY - ATTACH 1 - PARKS & FACILITIES SUGGESTIONS

<b>Adaptive</b>
More handicapped parking
Trails for disabled
Wheelchair accessible park paths.
<b>Agren</b>
Agren flooding in the infield and warning track. Warning track not maintained.
At Agren the fence and also the perimeter of the field
Lights at Agren,
Prioritize and secure funding for better care of Agren during rec league softball season, merely being more attentive to the field maintenance in return for the existing fee system.
The grass has so much clover that is not consistently mowed until it's at a dangerous height to play softball it.
The valve box on fist base side it 2 inches higher than the ground. It looks terrible the water by the shed does not turn off and many times I have gone to the field and seen it running.
<b>BARC</b>
A regular bench or picnic table by BARC parking lot. Improve indoor skatepark so better protected from rain.
Field maintenance at barc could use more frequent attention.
Fix the leaking roof at BARC so the kids can skate in a warm/dry indoor area during colder/wetter months indoor skatepark being open during the day consistently.
Irrigation at the barc! The hoses are very annoying.
More open hours at indoor skatepark
More tabies at barc
No smoking at the BARC
outdoor ping pong as at Barc, and/or chess/checkers
Thanks for the bouldering rock. A rock-climbing wall for roped climbing would be a great addition to BARC.
<b>BARC Bathroom</b>
A bathroom at BARC would be AMAZING.
Also, we need actual bathrooms at the Skat Park.
BARC needs a restroom like the one at VES fields
BARC needs a working bathroom with flushing toilets and sinks to wash hands. Sanicans are discussing leaving everyone to urinate in the surrounding woods and bushes.
Bathroom at barc
Bathroom at BARC,
Bathrooms at the BARC
I use the Frisbee (disc) golf course at least 3 times per week all year round. Would love to see real bathrooms, water fountains there. Thanks!
Please put a working restroom facility in at BARC. The skaters, disc golfers and families would appreciate it
Real bathroom at the skate park—with a flush toilet and sink.
Would love to see a full-service bathroom facility (i.e. not a honey bucket) at BARC.
<b>BARC Golf</b>
18 hole disc golf
Build out the disc golf park and make it a destination for enthusiasts
Keep improving the Disc Golf Park.
More disc golf baskets
<b>Basketball</b>
A place to play basketball!
Basketball court at Paradise Ridge improved and the
Basketball courts at paradise ridge improved
<b>Bathrooms</b>
Access to bathrooms.
Bathroom at Ober
Be nice to have more bathroom
better public restrooms... no port-a-potties

Could hand driers in restrooms be modified to provide hot air in colder months?
Having bathrooms available
More permanent bathroom structures.
Porta potties at all parks!
Porta-loos!
Restrooms
restrooms
See more water fountains so people can get water..
Water fountains
<b>Beach &amp; Ramp</b>
acquire more beach and forest land
Beach access a high priority. For instance turning the recently purchased beach properties on the West Side of Inner Quartermaster into parks would be great.
better boat ramp at Jensen as an alternative to dockton. the existing ramp can be used at lower tides.
Boat launches need maintenance. An additional outer island launch would expand access to popular areas and reduce fuel usage on the water.
I'd love to see more beach access.
<b>Cmty Center</b>
A community center.
Build a city gym and recreational building.
Community Clay studio.
I wish there was a community center like the ymca or something like that where people who don't have a lot of money can work out and get healthy.
The most important asset our community is missing IMO is a community center.
We need a community center for clay and other arts.
<b>Dock</b>
bring back the Tramp Harbor dock
Bring back Tramp Harbor dock
demolish tramp harbor dock- instead, rebuild the former burton dock at burton beach
do not waste money on the tramp harbor dock... if you want to spend money on a dock, rebuild the one at burton beach and give off island boaters access to the burton store....
Dock at Tramp Harbor renovated.
Fix standard oil dock!
Fix standard oil dock! Its our only public dock
Fix the dock
Fix the fishing pier.
Fix the shower at Dockton
Fix the tramp harbor dock!
Fix tramp harbor dock
Fixing the dock
Get the tramp harbor dock back in use, and add power so when we squid from it we can plug in
I also want VPD to focus on maintaining what we have currently and to get the dock open.
I know there are a lot of folks who would get outside and use the Tramp Harbor Dock who may not be inclined to get out otherwise.
I love Tramp harbor dock and I would love to open it. Improve or clean the dock picnic table park.
I support speedy reopening of the Tramp Harbor dock
I wish the dock was repaired at Tramp harbor
I would like to see the dock repaired at tramp harbor.
I would like to see the Tramp Harbor dock opened up for use,
I would love to have a fishing pier again. There are so few spots where you can fish from land on the Island.
Improving the Tramp Harbor Dock is not enough. There needs to be access and parking that does not interfere with road traffic, pedestrian shoulder along the road, and a bike lane.
It would also be great to see the tramp harbor dock refurbished and re-opened soon.
Man I would love to see that dock open up again, I went by there almost every day.
Open the dock

Open the dock back up
Open the dock, it had the best diversity of people and use
Open the tramp harbor dock, I used it about 200 times a year until you closed it
Open Tramp Harbor dock
Open Tramp Harbor Dock asap.
Open Tramp Harbor dock!!!!
Please open the tramp harbor dock
Please repair the tramp harbor dock
Ramp harbor dock restoration.
Rebuild the Tramp Harbor Fishing Pier.
Rebuild the Tramp Harbor pier
Rebuilding the Tramp Harbor Dock is a priority
Reopen the tramp harbor dock!
Reopening of tramp harbor dock
Repair of tramp harbor dock
Repair Tramp Harbor Dock
Repairs to standard oil dock
replaced Tramp Harbor dock
Restoring the Tramp Harbor pier
Restoring Tramp harbor pier!
The new Tramp harbor dock should have a fishing free area for jumping into the water
The tramp harbor dock provides vital access to recreational fishing and education opportunities. It is very important to my family this is reopened and in a way that still provides adequate access to fishing.
Tramp harbor access.
Tramp harbor dock
Tramp harbor dock and upgrade the tiny pocket park adjacent with a few potted plants, ground cover, trash,
Tramp harbor dock for fishing!!
Tramp Harbor Dock replacement
Tramp harbor dock should be repaired and reopened
Tramp harbor pier access
Tramp harbor renovation! There are houseless people living in vehicles by tramp harbor and in island center forest. Coming up with a solution to handle that would be much appreciated. It's a safety concern for members of my family.
Tramp Harbor reopening
Tramp Harbor reopening!
We really miss the dock for crabbing and hope it'll come back!
Would love to see the trampoline harbor dock fixed and re-opened
Would love to see Tramp Harbor Dock restored
<b>Dock No</b>
do not rebuild the tramp harbor dock- spend the money almost anywhere else....
Fishing pier parking where? And cost per person using it, to build seems exhorbinate
For an on the water project, fixing up the Dockton park docks would be more useful than Tramp Harbor in terms of drawing boaters from off island
If the TrMp Harbor dock were rebuilt there would have to be someone there to monitor night fishing in winter so it's better left as a sub straight for wild life - even just the piping's w no deck.
Your decision to support a big investment in Tramp Harbor is puzzling.
<b>Dog Park</b>
A dog park (so the dogs don't come to the other park).
A dog park area would be great
A dog park.
Again, an off-leash dog park, where I can meet friends, both human and canine.
Also, please keep that dog park on your agenda. :-)
Better coordination with King County Parks to develop missing resources such as a dog park
Designated Dog off leash areas
dog park

Dog park
Dog park in one location
Dog park off 188th street
Dog park!
Dog park!!!
Dog park.
Dog park??
Fenced dog park to help get the pressure off of the public trails!
I am following the efforts of FIDO and wonder why there's little support from the board for dogs.
I'd really like a fenced dog park with benches and rain shelters for the people.
I'd love to see an off leash dog park to deter off leash dogs in all of the parks. There are young children in my household and also I used to have a dog who was scared of other dogs and it was hard when off leash dogs would approach us - even if they are friendly it made us uneasy.
It would be great to have a dog park.
More dog friendly park and walk options. Off leash options please!Just
More dog play
My biggest priority is for there to be an off-leash dog park. I use Vashon parks every day to walk my dogs, but mostly King County parks or land trust areas.
No Dog Park in Paradise Ridge Park, please
Off leash Dog park
OFF LEASH DOG PARK
Off leash Dog parks
OFF-LEASH DOG PARK
Please do more to help organize an off-leash dog park
Please please please dog-friendly park and walks
So many dog owners on Vashon, please make a dog park or two. Hopefully at the new Wax Orchards field property
Vashon has an estimated 2300 dogs. FIDO is committed creating a safe, clean, sustainable area. There are many seniors who no longer have pets who long for a place to sit and visit and still have the company of friendly
We need an off leash dog park!
We still need off-leash parks. I'd model it on Magnuson park's fenced walking trail to the beach.
Why is there no off leash dog park?
yes Off-leash dog park where owners can mingle while their pets mingle
YES We NEED an off-leash dog park!!!!!! Just check out the dog demographics on Vashon.
<b>Fields</b>
Athletic fields need to be kept up with better. They can be pretty rough at times.
baseball fields were turfed
Better care of the sports fields would be appreciated.
Better care of the sports groundsmanship within the established uses
Clean up the dog crap/don't allow owners to use agren park if they aren't going to clean up dog crap. same thing happens at harbor school
Field maintenance and mowing would definitely help improve the drop in sports programs already on offer.
Hold to the agreement with the high school and do not let the sup derail a long standing agreement that works for this community and its residence
Improve communication with schools regarding responsibility for field maintenance and management of gates/locks/field support.
It would be wonderful to have the bleachers and dug outs at VES covered so there's shade for the kiddos and the public. There's almost 100% sun during the day.
More (any?) dog poop bag stands
Poop bags at McMurray field.
The condition of the field maintenance at agree and fields at harbor school needs major improvements.
The park look terrible and there are so many dangerous areas on the fields
Yea field maintenance where mowing and warning track are maintained well.
Yes. Mowing of VPD fields has gotten increasingly worse over the past 5 to 10 years. Grass length at Agren, McMurray and VES should be way shorter for the functionality of playing sports.

<b>Fisher</b>
A bathroom at Fischer Pond
Fisher pond get the cars off the road this is an accident waiting to happen
<b>Invasives</b>
Can the invasive species problem, since the solution is mostly labor, be at least partially addressed through activating volunteers? Long history of volunteer trail maintenance and land improvements through Vashon Land Trust, Washington Trails Association and others
Continue battling invasive plants
Forest stewardship - reducing the fire risk
I voted invasive plant removal as the highest priority, but NOT if poisons are applied to kill the plants. Girdling holly, for example, is a safe and effective way to kill holly trees in our forests. This is how I do it.
I would like some cleaned up grounds and removal of invasive weeds.
Invasive remediation at all VPD parks should be a priority.
Ivy removal
Just about all of the parks have invasive plant species such as ivy and holly that should be removed.
Keystone Plants in Vashon Parks
No more herbicides on poison oak!
Non-chemical removal of invasive plant species
Thank you for the work on invasive plant removal. More education about the significance of the damage done to our parks by invasive plants. Save what we have. People need to understand for the Island to reduce seed
<b>KC Parks</b>
A portapotty at KVI (I know not strictly a parks facility but it would be very helpful and reflect level of use)
Dredge the boat ramp at Dockton Park.
Finish the docks at dockton park and put slip #'s on the slips so when u pay for your stay u are guaranteed your spot when u come back from being out on the water
I would like the boat ramp at Dockton park dredged to make it usable during a wider range of tides
More benches along paths in forest, particularly Frog Hollow but everywhere in ICF. Even fallen logs if not too low rite fine for eldets to rest and enjoy the woods.
No dog park at new CONSERVATION property at Old Mill Roas and 232nd! Make it clear that the dogs have off-leash access at many of the other parks. Dogs are polluting!
We are big users of Dockton Forest trails. We also love Island Center. Having the public dock repaired in Dockton is great—brings boaters who come visit.
<b>Leashes</b>
A dog would keep the dogs off the beach and maybe less wildlife would be harmed and harbor seal pups attacked and injured
A second pet waste bag dispensary on the other side of the park
Better signage for off leash areas
encourage pet owners to leash thier dog's
Help educate and enforce dog leash laws and safety on trails and in parks.
I do see off leach dogs in the areas posted 'No Dogs' as they interfere with wildlife. Possibly better signage.
Occasional beach day for dogs at a designated waterfront park.
Personal preference that dogs no longer be allowed in our parks unless they are leashed. I know that's unrealistic, but I'm saying it out loud just the same.
Please instate a rule that all dogs must be leashed at all VPD properties
Please reinstate the rule that all dogs must be leashed at all VPD properties.
Please reinstate the rule that all dogs must be leashed at all VPD properties. It's for everyone's safety.
Security for cars, horse trailer parking, control off leash dogs so that those of us with leashed dogs can also go to the park
Stronger dog control - too many loose dogs. More education that horses have right-of-way on marked trails
<b>Lisabeula</b>
A real bathroom at Lisabeula park
At Lisabeula it would be nice to have flush toilet rather than the outhouse or even just an improved outhouse structure.
potable water at Lisabeula
<b>Lisabuela</b>



Later gate closure at Lisabeulah in summer! Please?!
Reinstating free camping on the water trail rather than allowing a private entity to collect fees for no real benefit to the parks.
Since it can be windy at Lisabeula Park, what about a n. wind shelter for one of the picnic tables?
<b>Ober</b>
A picnic shelter at Ober would be well used
A real bathroom a Ober park.
Also, as a parent I am concerned about the drug related activity that happens at and around Ober Park. I know that drugs are being sold and consumed along the trails. I'm concerned about letting my children roam in the
Improvements at Parks HQ would be welcome. A pavilion or two would be nice. There's no real overhang for doing outdoor physical activity in inclement weather. Another example of what I mean: The two covered structures now at the Athletic Club.
It's not acceptable to not have real bathrooms and sinks at over park.
Maybe fixing the Ober park trails teen drug use problem..
More exercises like at Ober Park in other Parks.
More shade on the playground at ober park.. bring back the baby swings!
Ober Park building is falling apart.
Ober Park building spruced up inside and out (a fresh coat of paint at least, there are SO many people who live here that don't even know there is a building in this park)
Ober Park has little equipment for kids. It needs way more, modern, interesting, and just more play structures.
Ober Park playground design is terrible and there is no shade. The weights area is useless and getting destroyed by kids and not really work for adults anyway. Fairmont Park Playground in West Seattle! Great new equipment that has space for loads of kids to explore in a small footprint.
Please at a bathroom at Ober Park and
Please stop "improving" your play grounds. They are less accessible to small children. Dockton park we use three to four times a week because it is still made for little ones. Please don't make it like ober. Or we won't have a place to go.
Removal of the Ober Park exercise equipment that NO ONE uses and restore access to that section for children as it should have always been.
security at Ober. it should be for kids not teenagers or adults smoking pot
Stop altering playground
Stop altering playgrounds
The adult section of Ober-exercise equipment was a giant waste of money. I have small children and was so excited about the playground rebuild and it could not be more disputing. Off island parks that get new equipment are like forest themed or other creative style. No real baby swings was a mistake too.
The changes you've made to Ober (removing play structures in favor of rusting disintegrating exercise equipment for older folks who never use the park) has been an utter disappointment to my children. This is a place my kids have always been excited to visit, and play with friends. The consensus currently is that the space has lost its fun, and less kids/families gather regularly.
The ober park remodel is a huge dissapointment. Almost any park anywhere else is better.
The updates at Ober Park are very nice, however, I would love to see some inspiration come from more naturally themed parks (using natural materials, and/or with more elements that reflect our region and encourage imagination such as open logs to crawl through and climb on, tree forts, etc).
There should be a restroom available at Ober Park since there are so many kids and grandparents.
We need bathrooms for Ober Park
<b>Other</b>
Better cleanup
Better recycling options at parks and facilities. Better maintenance.
Burton Acres desperately needs organized approach to invasive species, Ivy, Holly and Laurel. Sustained program over time, staff and volunteers. Reduce the "viral load" to give the native species the upper hand.
Clear the homeless "campers" from trailheads, park woods, and along Tramp Harbor.
Composting pits for dog poop
Garbage/Recycle
I'd love to see more rentals.
It would be nice to have one covered public tennis court!

Just maintain:)
Mess at Fisher Pond. A mess of equipment and materials again. I understand this stuff has to be somewhere but it is a significant detriment to the beauty, calmness, and tranquility of the approach to the pond the way it is
More public art in the parks
Open the view from Inspiration point
Possibly a more welcoming info on activities and some modernization of facilities
Would love to have a "barefoot sensory " path
<b>Paradise</b>
A restroom or porta-potty's at Paradise Ridge
Better restroom facility at Paradise Ridge Park.
Covered area at Paradise Park to tack up horses
Covered stables and modern restroom facilities at Paradise ridge.
Covered tacking area for horses and security cameras at horse park, mirrors in arena
Equestrian facilities also a priority for my family!
Grooming stalls and more show stalls at PRP. Mirrors in the arena and wheelchair access to bleachers at outdoor arena.
I want to give a shout out to Mark Yellen who cares for the Paradise Ridge Park...he is the best !!!
I would like to see more storage units at Paradise Ridge 1 designated for the WE (working equitation) equipment and more outdoor lighting for winter months...
I would love to have a covered area to saddle horses at Paradise Ridge. I would also love to have the indoor arena watered more often in the summer
Modern restrooms and covered stables at paradise ridge.
More trail obstacles at the equestrian park (LOVE that facility!)
Paradise ridge main building could use some love. Would be great to have windows that open for air circulation.
Paradise Ridge Park is my priority.
Paradise ridge basketball court mateence
Update the basketball court at paradise ridge to bring more people there.
<b>Pickle</b>
Build pickle ball courts!!!
Covered pickle ball courts for winter usage.
Designate two or more tennis courts as pickleball option courts (permanent markings) with public play available outside of any VHS scheduled tennis practices or events
Pickle ball courts at BARC.
Pickleball courts
Pickleball courts!
Pickleball courts! Or lines on the tennis court
Pickleball courts!! We need a place to play. Or put lines on the tennis court
Pickleball is the fastest growing sport in the country and is suitable for all ages including Vashonites with a median age of 53 years young. We need permanent and public facilities for year around play. It is wonderful that the parks department provides nets, ball and rackets. This has really encouraged participation and growth but the outdoor season is currently restricted to only a few summer weeks due to the VHS coaching staff demanding that the courts be exclusively tennis during the school/practice year.
Please fix the Tramp Harbor pier!!!!
Please put in a pickleball court of some kind. Or lines. Please consider
Public dedicated pickleball courts
<b>Point Rob</b>
and maybe Point Rob food options on weekends.
Bathroom at point robinson,
Bathrooms at Pt Robinson
More facilities at PRP assembly building. Fridge, freezer, way to cook. So many events that use these things.
Parking at point Robinson for those with young kids
Restrooms at Pt Robinson
<b>Pool</b>
*WISH* Splash Park for Kids at Ober

Aside from a fantasy of new climate controlled locker/dressing rooms at the pool I would settle for an electric swim suit spinner in ear dressing room.
At the pool, when the bubble is up in the winter, please try to get the air temperature inside the bubble warmer -- it is just too cold to swim, even if the water temperature is OK.
Cover for pool
Enlarge the Vashon pool facilities with Olympic size pool.
Fix the slide at the pool! We'd use the pool more.
For the pool spend priority questions, I struggle with the \$1 million estimate knowing there are other pools on the island. We swim at VICC during the summer as we enjoy the drop-in nature of the weekends; I know others swim at VAC during the summer/winter. I am sure the VPD pool is well enjoyed but given the price tag of the potential upgrades I thought it was worth noting for consideration about priority.
get a retractable pool enclosure
I do not support a permanent cover for the pool because it is awesome to have an outdoor pool in the summer
I think it would be terrible to do a permanent cover on the pool! Having a fully outdoor pool in the summer is awesome!!!
I'd say invest in the pool, hands down!
Our kids think it would be great to have the diving board or the slide back at the pool.
Permanent Stairs and railings added at Vashon Pool. For people unable to climb ladders.
Pool improvements.
Pool maintenance
Remove old slide from pool
See my previous comment: At the pool, when the bubble is up in the winter, it would be much nicer if the air temperature was warmer. It is often too cold for me to swim comfortably, even if the water temperature is OK.
Swimming pool slide repaired.
The pool needs a large overhaul
The Vashon Pool has not been upgraded for an extended amount of years! this is not fair for our community. Therefore it should qualify for a "Hardship" funding due to the disrepair.
Upgrade pool
Upgrade the pool
Upgrade the pool and pool house. Better cover for year round operation.
We love the pool! We are there most weeks 5/7 days! Please please make the pool a priority.
We need a better swimming pool on Vashon
We need better pool facilities! Open the slide for kids! More open swim!
We use the public pool and there is no excuse for how dilapated and run down it is. It desperately needs upgrades. Playgrounds need to be a priority in the island. Hopefully the dockton playground will be a lot better than disappointing Ober park.
<b>Scooter Park</b>
Build a scooter park so kids on scooters, bikes and skate boards have a place to go. With paths for the riders and benches for families watching it would be perfect for Vashon.
Build a scooter park. This is for kids under 12.
Paved bike or scooter paths sidewalks for young kids
<b>Shelters</b>
A covered area providing shade and protection from the rain for kids and adults to congregate, and be active such as something as simple as the CES covered area would be a simple, valuable asset to our community.
and picnic facilities
As noted: Covered pavilions a la the one in the Island Center Forest. But no picnic tables.
More covered pavilions -- as in: no sides, just overhead coverage for protection from sun and rain. Sturdy! So groups can participate in outdoors physical activity.
More shade structures,
More tables and benches
picnic shelter at ober
Speaking with my VWP ED hat on, it would be amazing to have more covered shelters and opportunities to build fires (in a portable pit) so we can partner with VPD and run programs. These are two key factors for a successful program for us - prttection from the rain and a way to warm up/gather community.

<b>Splash Park</b>
a splash pad somewhere on Vashon.
Splash park & splash pad
Splash park & splash pad
<b>Trails</b>
A place to ride dirt bikes
Also, we'd particularly love, love, love to see more designated walking paths on streets (all up and down the island but especially along Tramp Harbor).
Dirt bike quad track
Maintaining and possibly increasing equestrian trails and facilities. Definitely do now decrease. The equestrian community is an important one!!
ORV access area would be nice.
Orv park at the old gravel pit
Regular pruning on walking trails esp during spring; also a few more benches
Stop people riding their bikes on steep, muddy trails. It damages trails, creates erosion, harms adjacent trees and makes trails unsafe. POST signs. This is especially a problem on the steep slopes of Burton Acres.
<b>Trails</b>
Would LOVE an offroad park/course for dirtbike, ATV and other side-by-side motorized vehicles. We have many old gravel pits that would make excellent sites if they could be acquired.
Would love paved bike trails.....for kids to safely ride and enjoy bike riding
<b>VES</b>
Baseball parking often extends over the septic drain field of the Harbor School. More measures need to be in place to prevent this.
Better lighting at VES. We have the lights, they just don't seem to work well.
Dog waste at VES is becoming a huge problem.
Drainage in the VES fields. So many kiddo baseball games cancelled not because it's currently raining but because it rained the previous day and the fields are still too soggy to play.
I think the park district should do a better job at maintaining fields VES has dandelions all around the back track area and the sidewalks have weeds and grass growing. It looks terrible and not maintained well.
Improve grass quality at VES
Make the lights brighter at VES
Make the lights brighter at VES so they actually cover the field.
Make the lights brighter at VES.
<b>Winghaven</b>
Better maintenance especially Winghaven
Better parking and access at Winghaven
Port a potty at Winghaven Park
Porta Potty at Winghaven
Would like to see wingehaven park revitalized.

## VPD SURVEY - ATTACH 2 - PROGRAMS, RECREATION & EVENTS SUGGESTIONS

<b>Adaptive</b>
Adaptive Recreation programs for people with disabilities
Please offers social groups and events for adults with disabilities. This is a common offering for many parks districts.
Programs for kids and adults with developmental disabilities, such as Special Olympics or other opportunities to socialize in a supportive environment.
Sometime have a rollator/walker walk planned on one of the accessible paths or trails that suitable for this.
<b>Adult</b>
Bike rides for 50 yrs and older AND teens with 60 yrs & older.
Easy signups to use fields and courts and availability of indoor sports for women's in the winter.
I'd love to know more about the adult rec sports opportunities.
More adult programs. VPD is very focused on kid's programs and facilities.
Provide much more for adults as they fund VPD through levies.
<b>Arts</b>
Acting classes for adults
Art classes
I would like it if the VPS sponsored a craft get together - for stitching, crochet, etc.
I would like to see some arts programs
Music lessons for all ages.
My family would love more affordable arts programs- could VPD partner with local artists for affordable Art in the Park or something similar?!
Welding class
<b>Biking</b>
A love to ride dirt bikes and quads
Bicycle Sundays on tramp harbor.
Bike safety for kids
More mountain biking trails and programs
Vashon needs a bicycle education program to increase safety for pedestrians and horses. (Marin County CA has a program called "Slow and Say Hello" with positive results.)
<b>Events</b>
Dances and more music
Dancing!!
I enjoy anytime we convert uptown to pedestrian only time. Very festive and easy to patronize businesses.
I'd love to see even more music events in the parks! The Thursday concerts have been so fun.
I'm wondering if shuttle buses could take folks from P & R to various parks or park events once in awhile.
More community activities in the Parks for all ages, similar to concerts, such as a community swap meet, dog party day, "meet your neighbors" event, like speed dating, a book exchange event.
More cultural events in Spanish will be great!
More music!
More music/picnics in the parks!
Ober park concerts are the best
Please bring LOCARNO back for Concerts in the Park every year!
Public dock to dock run?
Sunday bike day at Tramp Harbor.
Would be awesome if you sponsored some low cost Parents night out events or something. Rent the HS gym and set up games and a movie or something for kids for cheap. The community center we used to go to had these monthly and they were so perfect for lower income people.
Youth summer concert series featuring local youth musicians
<b>Games</b>
Chess or Bacci
Dog games like toss and fetch or dock diving
<b>Health</b>



Free/by donation yoga in the park
Get more classes at Ober Park in the exercise room.
Laughter class!
Please re-instate a low-or-no cost exercise program for old people. I need it!
There should be a free option for people to hold classes at Ober park. ie yoga etc.
<b>Horses</b>
Horse driving instruction and classes
Horseback riding
It would be great to have a safe ROW trail system for pedestrians and horses that links appropriate parks.
<b>Nature</b>
guided nature walks for children and parents
Guided nature walks to teach children the importance of a healthy environment and a clean water table. and also stressing the importance of wildlife on Vashon
Guided tours?
Hi, I'm filling this out for myself personally but as I am the ED for VWP I'd love to explore ways that we could partner with VPD to offer free nature programming (grant-funded) for our island families.
I'd love to see more guided walks educating about the trees, plant life, and fungus.
Learning about orcas, humpbacks etc
More affordable exercise classes! Private is so expensive and out of each for many.
More programs that connect with nature and the land. Fishing , shellfish, etc
what about plant ID walks in the park
<b>Pickle</b>
Family pickle ball (maybe that's a thing already? We've been wanting to check it out!
Please continue to dupe pickleball!!
<b>Promo</b>
A shade structure for parents at Ober Park.
Better advertising for activities and classes offered
Better advertising of programs and
Get more information about the current and upcoming programs to the community.
Get the word out!
Have you considered an open house where there are booths for all the VPD exhibit?
I am not overly familiar with the Partner/Drop-In activities post COVID-19. Maybe better advertising such as community action boards and the like?
I do not know how to access your program information.
I had no idea you had adult sports and am glad to know!
I often don't know where to look to find out what's available. Improving how you communicate that information would be great.
learning just now about these programs makes me feel like more information getting out to the community would be good.
Looks like you have a great assortment of programs and activities offered but I didn't know about most of them! Please share more on social media or other ways?
Maybe post on the. Vashon Facebook sites
More promotion of opportunities, e.g. I don't know about the rentals (kayak, etc)
My awareness of these programs is limited. Maybe an email newsletter?
Overhaul your website—it's NOT user friendly at all.
Seeing this list I now realize many I many not be familiar with, so better promotion or information would be my only suggestion.
These programs sound amazing, yet I hadn't heard of many of them. Make the information about them more widely available.
Ultimate frisbee pick up games
Use social media to reach younger people!!
VPD email reminders/announcements about events (concerts in the park, etc)
We haven't returned to Park classes and such since our kids graduated and then the pandemic. I don't know what's being offered indoors there.

Where would we learn about all these options above? The website is garbage, so I would start there... and probably make Facebook updates more frequently with "did you know" or upcoming events, or... something.
Would love to know more about adult programs - sailing, yoga, horseback riding!
<b>Seasonal</b>
More activities when it's not so hot outside.
Outdoor covid-safe programs during the winter.
Summer is full of so many options and we love the parks dept. It would be great to see a few more winter/spring offerings for drop-in, etc
There is interest in a year-round youth sailing club - would love you to explore that option since the sailboats are already here!
<b>Seniors</b>
Activities for seniors
more programs and opportunities for seniors please
Programs for seniors.
Walking groups for seniors, perhaps
Work with other island organizations including the Senior Center
<b>Swim</b>
Free swim lessons for all children
Free swim lessons for all, especially children!
Free swimming lessons!!!
Free/low cost learn to swim lessons for all ages, especially older children who have not yet learned.
Horrible experience with Coach Randy. Joined country club pool. Will not go back to community pool.
More, longer lap swim hours
We live on an island and everyone should know how to swim! It would also be great if there were more swim lessons throughout the year not just during summer!
<b>Tennis</b>
Adult tennis groups
Group/family tennis lessons?
Teen tennis lessons
Tennis
<b>Toddlers</b>
There is a huge cohort of toddler families on Vashon currently who would love to see programming for kids ages 2-4 in particular. Gymnastics, dance, soccer, etc... especially weekend opportunities so working parents can also attend! Thank you for listening!
We have a 3 year old. I anticipate our participation in these programs will increase in the coming years.
<b>Volunteer</b>
Community volunteer days at various sites - engage families, pride of place, etc
what about ivy removal day from parks
<b>Youth</b>
Boxing for kids
Having the administration (sign up/payment etc) for all the youth sports programs go out of the parks district was a big additional job for all the volunteers who ran those programs (soccer/baseball/sailing etc.) Is there any chance that the Parks District will take that back again?
Keep partnering with Lacrosse programs please!
More activities to kids ages 12-18
Roller skating & rollerblading
Roller skating classes and rentals for kids and families.
Scholarships/financial aid for programs such as ski school, rowing, sailing, etc.
Teen programming is this island's biggest missing programming.
Would be awesome to provide youth programs for middle school aged kids. There isn't a lot available - especially if we can coordinate using the community van and offering transportation.

### **VPD SURVEY ATTACHMENT 3 - OTHER SUGGESTIONS & KUDOS**

#### **Other Suggestions**

<b>Financial</b>
Don't increase taxes. I am taxed out.
Fire your entire staff they embezzle funds
I think you need to build trust with this community on your decision-making. The levy that was passed as "no increase in rate" was misleading: people WILL pay more if their property taxes increase. I saw accurate information in one place, but not in your mailer.
Increase staff pay and compensation.
King Co. and levies have raised taxes to the point that there is no affordable housing on the island.
so thankful for the updates to park rental fees for reoccurring lesson programs
Time to consider a metropolitan park district. You will have support.
<b>Priorities</b>
I apologize for saying so, but we are less interested in Parks programming.
People with little children love the trails, beach access and the existing playgrounds. Please keep this in mind while deciding where money goes.
Please focus more on free and steady gathering spaces (ie Ober park, School fields, BARC) where youth can gather and be active, and less on programs and activities that require registration, fees, and scheduling (ie camps). We need more steady permanent places that they can meet friends and find things to do on a casual basis. Sign up camps are limiting in so many ways (scheduling, cost, etc).
<b>Rant</b>
Stop embezzling all the money and actually do your jobs
<b>Survey</b>
A lot of those questions are none of your business
Get rid of race, ethnicity and sexual preference questions on your surveys. That shit is ridiculous and should have no merit on anyone's opinion of their local parks and activities.
I work on island, but remotely. Just want to distinguish between the two. There are probably lots of folks in that bucket.
I work remotely, so none of those answers feels right. I'm physically working on island, but my employer is not.
Income question why???
The questions above were none of your business

#### **VPD APPRECIATION**

AGAIN THANK YOU....
All programs we have participated in have been great!
APPRECIATE ALL YOU DO!
Equestrian park is a dream come true
Great job Vashon
I don't think there is anything that should change.
I love everything you do!
I think you're just fantastic and bring a lot of joy to the community. Thank you!
Keep up the great work!
Love them!
No suggestions, but we do enjoy the parks we visit!
No, very happy with you provide now
No, you do a splendid job
No. You guys are awesome at maintenance!
None at this time. Great job!
None. You're doing a great job.
Nope, love the PD and all it does!

Randy and crew doing an awesome job at the pool! Great water, great lifeguards!
So far so good. We're new to Vashon.
Thank you for all that you do! I hope you receive some useful information that you implement for our great community!
Thank you for all that you do! We feel so grateful to our parks and your services!
Thank you for all the work you do!
Thank you for asking for feedback on these issues. Please do not pursue more tax dollars than what is already in place. I think the Health District should go away so that those funds can be used by other entities in our community like VPD.
Thank you for providing all the options you do.
The VPD programs are amazing.
The VPD events in which I've participated have been most enjoyable!
very happy with the offerings
VPD is doing a great job with a very small crew, and I know how hard everyone works. Kudos to VPD staff for doing so much, with so little.
We do appreciate Concerts in the Park, but mostly we enjoy Parks facilities.
We love using the pool and we love the free movies!
We think you're doing great!!
You are doing a good job maintaining the parks.
You do a great job
You do a yoemen's job with the abundance of activities/programs you provide!
You guys do a good job!
You're going great!
You're going great!
Thank you for the parks and activities
Thank you for the work you do. Shout out to Mark Yelkin for keeping PRP so beautiful!
Thank you for your great programs
Thank you VPD! Who do we talk to about bike lanes?!
Thank you!
Thank you!
Thank you! I love the accommodations at Fern Cove and the Lighthouse
Thanks for all the wonderful programs and parks! We are so lucky to live her.
Thanks for everything!!
Thanks for sending this survey!
You rock!
You're doing a good job!
your programs are great.
Love VPD. My happy place is the parks for mental health, seasonal nature enjoyment , and walking my dog
For many years we took full advantage of the great youth sports. Now that our children are grown, we do not but still think an important part of the VPD offerings. However, the maintaining of existing and increasing the size of the natural areas - actual "parks" is EVEN more important. I believe that the parks district is doing a good job of collaborating with the Land Trust and the County to fulfill this part of the mission.
As a casual but regular user of some of our public parks and fields, for the size of our community I think you all do a remarkable job.
Director Elaine is GREAT! Park staff so courteous much better than the Scott Provost era.
Good job. Keep working with Land Trust and other organizations.
good survey
Great Job
Great parks!
Great work!
Great work—Thanks! We love our parks.
I am a supporter of public parks and appreciate your service to the community.
I am glad you are here!
I appreciate what you do for the community!!! We love using the local parks, thank you!
I love Paradise Ridge ! Thank you so much!

Bless you ALL for what you do for Vashon. Thank you.

I've always loved VPD. I think the staff manages their programs and funding really well. Thanks for all you do. Just that I appreciate VPD is here and we use some of the parks and services very often and are happy with them!

Keep at it... you improve the quality of life!

Keep going!

Keep going!

Keep up the good work

Keep up the good work

Keep up the good work O. Saw someone tending to flower beds the other day: Yay! Love the lavender.

Keep up the good work!

Keep up the good work!

Keep up the great work!

Keep up the great work.

Love the staff!

Thank you for all you do to provide such a robust park system for Vashon Islanders and visitors alike.

Staff is wonderful. Especially at the pool

The Vashon Parks are great and well run. Off Island visitors are always impressed.

VPD is a wonderful resource for the island!

We applaud your dedication to making parks their best

We are so lucky to have all of our wonderful parks on the island. Thank you!

We love our parks! We use them often and they are a huge asset to our community (sometimes the porta potties are nasty, but we get that).

Huge shout out to Kaiden (spelling?) and crew at the summer skate camps. We also love the pool and everyone who works there.

We use VPD services almost every day. My kids love the pool, camps, skating, and I love the disc golf course.

Thank you for everything you do.



## **APPENDIX B**

### **2023 EMPLOYEE NEEDS AND SATISFACTION SURVEY**

**Page left intentionally blank**

## EMPLOYEE NEEDS AND SATISFACTION SURVEY

### Vashon Park District

Please answer the following questions by highlighting or circling the most appropriate answer:

**1. I like my job with the Vashon Park District.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**2. My work responsibilities are clear.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**Comments:**

**3. I have the tools and resources I need to do my job well.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**How could they be improved upon?**

**4. I receive clear directions and goals to work toward.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**Comments:**

**5. I feel valued by my manager for my skills and abilities.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**Comments:**

**6. When I do good work, I receive thanks and positive recognition for it.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**Comments:**

**7. Training options are offered and encouraged.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**What types of training would you like to see?**

**8. My work conditions are safe and non-hazardous.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**How could work conditions be improved upon?**

**9. I have confidence in the Executive Director.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**Comments:**

**10. I have confidence in the Board of Commissioners.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**Comments:**

**11. I believe the Park District is headed in the right direction.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**Comments:**

**12. I feel the District's organizational culture is positive.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**What three words come to mind in describing the organizational culture?  
(Examples: fun, supportive, strict, oppressive)**

**13. My fellow employees work together cooperatively and with respect.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**Comments:**

**14. I would refer someone to work for the Park District.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**Comments:**

**15. My wages are fair and competitive within the industry and/or region.**

*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**Comments:**

**16. The benefit package is fair and competitive within the industry and/or region.**  
*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree   NA*

**Comments:**

**17. My work-life balance is excellent.**  
*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**Comments:**

**18. Assuming pay and benefits would be to my satisfaction, I feel I could reach my full potential with the Vashon Park District.**  
*Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree*

**Comments:**

**19. My position with the Vashon Park District is:**  
*Full time   Part time*

**20. Hypothetically, if you were to quit tomorrow, what would your reason be?**

**21. What other issues not included in this survey need to be addressed by the District?**

**22. Do you have any other suggestions that would lead to greater satisfaction in working for the District?**



**Page left intentionally blank**

**APPENDIX C**  
**FINANCIAL ANALYSIS**  
**2017 - 2022**

**Page left intentionally blank**

## Financial Analysis

	2017	2018	2019	2020	2021	2022	% +/-	Comments	Implications/Issues
<b>Income</b>									
4000 Program Revenue									
4020 Class Fees	10,677	20,534	20,052	5,491	7,120	22,007			
4030 Other Program Revenue	46,319	66,605	51,209	31,733	65,243	60,314			
Total 4000 Program Revenue	56,996	87,139	71,261	37,223	72,363	82,321	44%	1) Revenue increase is a reflection of Rec Programming being reinstated in 2019 and the year round pool in 2018.	1) The Financial Management Policy was changed in 2021 to reflect planned, budgeted CJP rather than maintaining a Capital Reserve. This should be revisited after the backlog of CJP has been addressed.
4100 Rental Revenue	100								
4110 Rentals - Facilities	163,040	206,174	169,796	82,028	103,584	142,278			
4111 Rentals - Non-taxable	4,214	18,743	61,044	103,495	150,918	122,565			
4120 Rentals - Equipment	194	99	244	101		356			
Total 4100 Rental Revenue	167,547	225,016	231,085	185,625	254,502	265,199	58%	2) Revenue fluctuations are pandemic-related. Lower user revenue; increased lodging revenue.	2) Revenue increases year to year are limited to the 1% factor and in no way keep up with inflation. Planning must be conservative with careful attention paid to cash flow.
4200 Merchandise Sales	92								
4201 Merchandise - Taxable	526	1,128	711	210	125	147			
4202 Merchandise - Non-taxable	807	1,357	702	1,215	477	1,827			
Total 4200 Merchandise Sales	1,425	2,484	1,413	1,425	602	1,974			
4300 Donations	24,022	3,166	5,711	19,691	757	5,618			
4400 Levy Revenue	1,257,933	1,327,167	1,335,792	1,499,451	1,348,576	1,737,898	38%	4) Grants included the Agren Field and Ober Park projects.	3) Pro-rationing potential must be considered when the State Bill reverts to the \$5.90 structure in 2027.
4401 Caretaker Rental Income	7,817	9,135	8,085	8,820	8,820	8,806			
4500 Grant Revenue	76,200	239,822			235,000	35,982			
4600 Misc Income	76,930	253	4,359	16,440	342,554	1,561			
8500 Interest Income	3,083	6,533	10,904	8,552	5,627	14,539			
Services		348			1,768	500			
Unapplied Cash Payment Income	37								
Total Income	1,595,753	1,737,478	1,908,433	1,777,237	2,270,569	2,154,338			
Cost of Goods Sold									
5000 Cost of Goods Sold	120	93		77					
Total Cost of Goods Sold	120	93		77					
Gross Profit	1,595,633	1,737,385	1,908,433	1,777,160	2,270,569	2,154,338	35%	7) Staff increased due to the year round pool and increased recreation programming.	4) Future AV projections predict the following: 2024 = -9.65% 2025 = -1.74% 2026 = 1.42% 2027 = -.25% 2028 = .96% 2029 = -11.34% Levy revenue will drop within the plan cycle. Inflation will average 2.75% year to year.
<b>Expenses</b>									
6100 Personnel									
6110 Wages	610,375	735,086	818,552	758,213	814,132	954,347			
6130 Payroll Taxes	-	83,948	55,562	41,131	52,782	61,463			
6131 State Payroll Taxes	76,232	689	4,511						
6132 Federal Payroll Taxes	47,046	-	-	-	0				
Total 6100 Payroll Taxes	123,278	84,637	60,074	41,131	52,782	61,463			
6140 Employee Benefits	-	1,108							
6141 Dependent Health and Dental	13,092	14,164	12,959	11,433	13,954	5,676			
6142 Employee Health and Dental	101,602	99,246	104,980	102,035	98,840	99,064			
6143 Emp Contribution to Health	(13,295)	(13,288)	(12,738)	(10,972)	(15,590)	(5,818)			
6145 Company IRA	12,883	2,072							
6146 PERS Company		56,985	81,698	82,326	75,042	73,194			
Total 6140 Employee Benefits	114,082	160,287	165,899	184,822	172,246	172,116			
Total 6100 Personnel	847,735	980,010	1,065,525	994,166	1,039,160	1,187,926	40%	9) Agren, Ober, and pool repair projects in Extraordinary Maintenance and Materials.	5) Tramp Harbor Dock construction planning will require a line of credit for financing.
6180 Education and Training	4,676	4,652	4,695	2,260	4,947	1,075			
6185 Mileage and Misc Reimbursement	3,631	4,481	9,306	8,164	6,366	12,008			

[illegible]



**APPENDIX D**

**BOARD ASSESSMENT**

**Page left intentionally blank**

VPD Board Self-Assessment Survey: Excerpted from "The Source: Twelve Principles of Governance That Power Exceptional Boards", BoardSource 2005. [www.boardsource.org](http://www.boardsource.org)

Please indicate the level to which you agree with the statements below.

**Constructive Partnership:** the VPD Board governs in constructive partnership with the ED, recognizing that the effectiveness of the board & ED are interdependent. They build this partnership through trust, candor, respect, and honest communication.

1 2 3 4 5

Strongly Agree ☐ ☐ ☐ ☐ ☐ Strongly Disagree

**Mission Driven:** the VPD board shapes and upholds the mission, articulates a compelling vision, and ensures the congruence between decisions and core values. They treat questions of mission, vision, and core values not as exercises to be done once, but as statements of crucial importance to be drilled down & folded into deliberations.

1 2 3 4 5

Strongly Agree ☐ ☐ ☐ ☐ ☐ Strongly Disagree

**Strategic Thinking:** the VPD board allocates time to what matters most and continuously engages in strategic thinking to hone the organization's direction. They not only align agendas and goals with strategic priorities, but also use them for assessing the ED, driving meeting agendas, and shaping board recruitment.

1 2 3 4 5

Strongly Agree ☐ ☐ ☐ ☐ ☐ Strongly Disagree

**Culture of Inquiry:** the VPD board institutionalizes a culture of inquiry, mutual respect, and constructive debate that leads to sound and shared decision making. They seek more information, question assumptions, and challenge conclusions so that they may advocate for solutions based on analysis.

1 2 3 4 5

Strongly Agree ☐ ☐ ☐ ☐ ☐ Strongly Disagree

**Independent-Mindedness:** the VPD board is independent-minded. They apply rigorous conflict-of-interest procedures, and their board members put the interests of the organization above all else when making decisions. They do not allow their votes to be unduly influenced by loyalty to the ED or by seniority, position, or reputation of fellow board members, staff, or donors.

	1	2	3	4	5
Strongly Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree					

**Ethos of Transparency:** the VPD board promotes an ethos of transparency by ensuring that donors, stakeholders, and interested members of the public have access to appropriate and accurate information regarding finances, operations, and results. They also extend transparency internally. ensuring that every board member has equal access to relevant materials when making decisions.

	1	2	3	4	5
Strongly Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree					

**Compliance with Integrity:** the VPD board promotes strong ethical values and disciplined compliance by establishing appropriate mechanisms for active oversight. They use these mechanisms, such as independent audits, to ensure accountability and sufficient controls; to deepen their understanding of the organization; and to reduce the risk of waste, fraud, and abuse.

	1	2	3	4	5
Strongly Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree					

**Sustaining Resources:** the VPD board links bold visions and ambitious plans to financial support, expertise, and networks of influence. Linking budgeting to strategic planning, they approve activities that can be realistically financed with existing or attainable resources, while ensuring that the organization has the infrastructure and internal capacity to meet its needs.

	1	2	3	4	5
Strongly Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree					

**Results-Oriented:** the VPD board is results-oriented. They measure the organization's progress towards mission and evaluate the performance of major programs and services. They gauge efficiency, effectiveness, and impact, while simultaneously assessing the quality of service delivery, integrating benchmarks against peers, and calculating returns on investment.

1 2 3 4 5

Strongly Agree ( ) ( ) ( ) ( ) Strongly Disagree

**Intentional Board Practices:** the VPD board purposefully structures themselves to fulfill essential governance duties and to support organizational priorities. Making governance intentional, not incidental, the board invest in structures and practices that can be thoughtfully adapted to changing circumstances.

1 2 3 4 5

Strongly Agree ( ) ( ) ( ) ( ) Strongly Disagree

**Continuous Learning:** the VPD board embraces the qualities of a continuous learning organization, evaluating their own performance and assessing the value they add to the organization. They embed learning opportunities into routine governance work and in activities outside of the boardroom.

1 2 3 4 5

Strongly Agree ( ) ( ) ( ) ( ) Strongly Disagree

**Revitalization:** the VPD board energizes themselves through planned turnover, thoughtful recruitment, and inclusiveness. They see the correlation between mission, strategy, and board composition, and they understand the importance of fresh perspectives and the risks of closed groups. They revitalize themselves through diversity of experience and through continuous recruitment.

1 2 3 4 5

Strongly Agree ( ) ( ) ( ) ( ) Strongly Disagree



**If you have comments to add, feel free to do so here:**  
[Submit]

Never submit passwords through Google Forms.



This content is neither created nor endorsed by Google.

[Report Abuse](#) - [Terms of Service](#) - [Additional Terms](#)

**APPENDIX E**

**STRATEGIC PLAN SCHEDULE**

## Strategic Plan Schedule

Task	Owner	March	April	May	June	July	August	Sept
Mission, Values	Board	x						
Current State Analysis - Internal Factors								
User Group Outreach - Needs and Facility Assessment	Elaine/Sarah		x					
Parks Inventory Needs Assessment	Elaine			x				
Recreation Programming Needs Assessment	Elaine			x				
Maintenance - State of Assets	Elaine		x					
Employee Survey	Elaine		x					
Community Survey	Keith/Sarah				x			
Financial State	Elaine/Bob			x				
Systems and Processes	Elaine			x				
Board Assessment	Josh			x				
Plans and Policies	Elaine			x				
Programs and Services	Elaine			x				
Organization Structure	Elaine			x				
Current State Analysis - External Factors								
Community Demographics	Keith				x			
Competitors	Josh				x			
Trends in the Park & Recreation Industry	Hans				x			
Park and Recreation Best Practices	Hans				x			
VPD Existing Partnerships	Elaine				x			
Laws and Regulations	Bob				x			
Vision	Elaine/Board		x				x	
Strategic Priorities	Elaine/Board							x
Goals and Objectives	Elaine/Board							x
Action Strategies	Elaine/Board							x
Metrics	Elaine/Board							x

**APPENDIX F**

**FINANCIAL PROJECTIONS**

SUMMARY

2023	2024	2025	2026	2027	2028
\$ 1,534,072	\$ 1,916,930	\$ 1,936,099	\$ 2,018,325	\$ 2,038,508	\$ 2,181,204
\$ 1,513,278	\$ 694,569	\$ 702,976	\$ 552,277	\$ 453,550	\$ 467,590
\$ 3,047,350	\$ 2,611,499	\$ 2,639,075	\$ 2,570,602	\$ 2,492,058	\$ 2,648,794
\$ 443,643	\$ 409,190	\$ 441,585	\$ 436,300	\$ 487,822	\$ 478,868
\$ 566,182	\$ 607,562	\$ 613,312	\$ 601,118	\$ 617,257	\$ 652,313
\$ 128,865	\$ 122,554	\$ 125,152	\$ 129,561	\$ 132,017	\$ 136,094
\$ 255,577	\$ 292,457	\$ 302,641	\$ 310,252	\$ 329,492	\$ 338,571
\$ 234,643	\$ 276,794	\$ 291,750	\$ 302,782	\$ 307,834	\$ 318,299
\$ 41,952	\$ 14,130	\$ 11,691	\$ 20,202	\$ 17,074	\$ 21,578
\$ (2,753)	\$ (21,494)	\$ (22,432)	\$ (20,263)	\$ (22,129)	\$ (21,254)
\$ 2,004	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100
\$ 855,525	\$ 205,229	\$ 321,000	\$ 335,000	\$ 153,000	\$ 302,610
\$ 2,525,638	\$ 1,908,522	\$ 2,086,799	\$ 2,117,052	\$ 2,024,467	\$ 2,229,179
\$ 521,712	\$ 702,977	\$ 552,276	\$ 453,550	\$ 467,591	\$ 419,615



2024 Cash flow projected													2024 Budget	Difference
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Full Year	
Beginning Cash	694,569	585,685	421,480	401,201	954,494	822,962	725,046	683,766	344,061	264,920	771,062	789,695		
Add: Levy receipts	5,000	25,000	105,000	703,409	175,000	20,000	10,000	10,000	50,000	673,521	120,000	20,000	1,916,930	
Add: Revenue from ops														
Admin	213	613	2,213	14,181	3,613	513	313	313	1,113	13,583	2,513	513	39,695	
Parks & Facilities Maintenance	1,149	922	1,984	436	2,927	2,857	4,953	4,124	3,400	1,019	1,160	2,258	27,189	
Commons	1,138	2,522	2,161	772	815	776	1,662	915	800	3,000	3,500	3,000	30,951	
Programs, Classes & Camps	1,130	480	1,240	2,438	776	1,662	915	111	800	3,000	3,500	3,000	19,052	
Pool	7,202	5,454	5,800	5,022	9,291	19,170	11,774	13,689	7,876	6,926	4,125	3,671	100,000	
Point Robinson	8,812	11,812	12,812	13,068	14,812	14,812	22,812	13,812	7,312	5,812	7,312	5,812	148,000	
Fern Cove	618	5,538	12,151	3,052	1,895	6,743	1,600	10,008	4,219	5,000	1,200	1,300	53,324	
CJP	-	-	-	-	-	-	100,000	-	-	300,000	25,000	-	425,000	
Donations/Proceeds for RFAs	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue from Ops	20,262	27,341	38,361	38,969	34,129	48,485	147,063	44,370	38,758	339,696	46,510	19,264	843,211	
Grand Total Levy and Ops	25,262	52,341	143,361	742,378	209,129	68,485	157,063	54,370	88,758	1,013,219	166,510	39,264	2,760,141	
Less Operations:														
Admin	27,757	27,057	28,792	32,539	27,229	27,629	27,749	137,587	27,229	30,839	27,229	27,249	448,885	
Parks & Facilities Maintenance	48,328	48,213	50,593	64,705	60,675	54,082	55,728	53,015	53,515	48,713	48,593	48,593	634,751	
Commons	5,873	5,873	5,873	5,943	46,748	5,873	5,943	5,873	5,873	5,873	5,873	47,893	153,505	
Programs, Classes & Camps	25,294	21,199	21,609	27,992	21,199	31,479	31,379	32,172	21,299	27,199	25,294	25,394	311,509	
Pool - Summer	29,324	29,074	29,173	31,521	33,562	30,460	42,990	43,253	33,714	25,508	25,508	22,708	376,794	
Point Robinson	12,959	12,769	12,769	15,369	18,269	12,769	12,959	12,769	12,839	13,124	12,769	12,769	162,130	
Fern Cove	2,437	2,437	2,657	3,717	2,437	2,657	2,437	2,437	2,877	2,647	2,437	2,657	31,830	
CJP	2,000	13,000	-	2,000	128,610	-	20,000	106,000	5,619	353,000	-	-	630,229	
RFAs/Other	175	175	175	175	175	175	175	175	175	175	175	175	2,100	
Total Ops	164,146	159,796	151,640	183,960	338,902	165,122	198,368	393,279	163,139	507,077	147,877	187,437	2,751,734	
Net Operations:														
Levy	5,000	25,000	105,000	703,409	175,000	20,000	10,000	10,000	50,000	673,521	120,000	20,000	1,916,930	
Admin	(27,544)	(26,444)	(26,579)	(18,358)	(23,616)	(27,116)	(27,436)	(137,274)	(26,116)	(17,256)	(24,716)	(26,736)	(409,190)	(0)
Parks & Facilities Maintenance	(47,179)	(47,291)	(48,609)	(64,269)	(57,748)	(51,225)	(50,775)	(48,891)	(50,115)	(47,694)	(47,433)	(46,335)	(607,562)	(0)
Commons	(4,735)	(3,351)	(3,712)	(5,171)	(45,933)	(3,145)	(1,247)	(3,560)	1,665	(4,015)	(4,173)	(45,183)	(122,554)	(0)
Programs, Classes & Camps	(24,164)	(20,719)	(20,369)	(25,554)	(20,423)	(29,817)	(30,464)	(32,061)	(20,499)	(24,199)	(21,794)	(22,394)	(292,457)	(0)
Pool	(22,122)	(23,620)	(23,373)	(26,499)	(24,271)	(11,290)	(31,216)	(29,564)	(25,838)	(18,582)	(21,383)	(19,037)	(276,794)	(0)
CJP	(2,000)	(13,000)	-	(2,000)	(128,610)	-	80,000	(106,000)	(5,619)	(53,000)	25,000	-	(205,229)	(0)
Point Robinson	(4,147)	(957)	43	(2,301)	(3,457)	2,043	9,853	1,043	973	(4,812)	(5,457)	(6,957)	(14,130)	(0)
Fern Cove	(1,819)	3,101	9,494	(665)	(542)	4,086	(837)	7,571	1,342	2,353	(1,237)	(1,357)	21,494	0
RFAs/Other	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(2,100)	(0)
Net P & L from levy and ops	(128,864)	(107,455)	(8,278)	558,418	(129,773)	(96,637)	(42,295)	(338,909)	(74,381)	506,142	18,633	(148,173)	8,407	
TAN/LOC proceeds														
TAN/LOC Payoff														
TAN Interest/Fees														
Additional payables (paid)/deferred														
League/Partner/Misc														
Ending cash balance	565,685	36,750	12,000	5,125	1,759	1,279	(1,016)	796	4,760	771,062	789,695	(61,453)	702,976	
		421,480	401,201	954,494	822,962	725,046	683,766	344,061	264,920					

2025 Cash flow projected													2025 Budget Difference
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Full Year
Beginning Cash	702,976	556,631	446,386	455,717	1,012,942	999,387	744,619	620,003	348,947	252,957	720,210	656,159	
Add: Levy receipts	8,000	15,000	140,000	704,239	150,000	24,000	24,000	15,000	50,000	655,860	125,000	25,000	1,936,099
Add: Revenue from ops													
Admin	277	417	2,917	14,202	3,117	597	597	417	1,117	13,234	2,617	617	40,126
Parks & Facilities Maintenance	2,163	1,889	3,200	2,248	2,200	1,440	3,400	4,100	3,546	944	1,160	2,258	28,548
Commons	1,462	2,240	2,884	1,000	3,640	1,024	5,840	555	1,900	1,900	2,710	2,710	32,499
Programs, Classes & Camps	865	660	1,079	369	1,848	1,800	1,800	942	1,190	2,944	3,681	2,827	20,005
Pool	6,100	6,400	6,525	11,000	8,703	14,984	15,367	14,231	7,700	6,700	4,100	3,180	105,000
Point Robinson	9,853	12,853	13,853	12,853	15,853	16,853	20,853	15,853	12,853	8,353	8,353	7,023	155,406
Fern Cove	4,500	2,900	2,400	5,400	4,290	5,000	8,000	6,000	6,000	5,000	3,500	3,000	55,980
CIP	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations/Proceeds for RFAs	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue from Ops	25,220	27,359	32,658	47,072	39,651	41,708	55,863	42,098	39,944	39,075	25,311	21,615	437,574
Grand Total Levy and Ops	33,220	42,369	172,558	751,311	189,651	65,708	79,863	57,098	89,944	694,935	150,311	46,615	2,373,673
Less Operations:													
Admin	28,620	28,020	28,020	35,700	28,020	28,020	28,571	140,877	28,020	31,761	28,020	48,056	481,710
Parks & Facilities Maintenance	49,766	49,726	52,601	64,389	56,249	56,348	57,369	54,884	50,101	50,226	50,101	50,101	641,860
Commons	6,026	6,026	6,026	6,101	6,026	48,046	6,101	6,026	6,026	6,026	6,026	49,193	157,651
Programs, Classes & Camps	26,134	24,455	22,246	28,348	22,716	31,803	31,860	32,603	21,916	28,348	26,134	26,077	322,646
Pool - Summer	33,163	28,380	26,355	28,647	35,957	29,147	45,921	47,619	39,499	28,080	28,225	23,557	396,750
Point Robinson	13,124	13,264	13,124	14,778	19,889	13,501	13,124	13,556	13,199	13,294	13,124	13,124	167,097
Fern Cove	2,557	2,557	2,780	3,947	2,557	2,942	2,557	2,557	2,997	2,772	2,557	2,772	33,558
CIP	20,000	-	10,000	-	-	100,000	10,000	30,000	24,000	67,000	60,000	-	321,000
RFAs/Other	175	175	175	175	175	175	175	175	175	175	175	175	2,100
Total Ops	179,565	152,603	163,327	182,085	171,591	309,983	195,679	328,499	185,934	227,662	214,362	213,660	2,924,372
Net Operations:													
Levy	8,000	15,000	140,000	704,239	150,000	24,000	24,000	15,000	50,000	655,860	125,000	25,000	1,936,099
Admin	(28,343)	(27,603)	(25,103)	(21,499)	(24,903)	(27,423)	(27,974)	(140,460)	(26,903)	(18,527)	(25,403)	(47,439)	(441,585)
Parks & Facilities Maintenance	(47,603)	(47,837)	(49,401)	(62,141)	(54,049)	(54,908)	(53,969)	(50,784)	(46,555)	(49,282)	(48,941)	(47,843)	(613,312)
Commons	(4,564)	(3,786)	(3,342)	(5,101)	(2,396)	(47,022)	(2,551)	(5,471)	1,512	(4,126)	(4,126)	(46,483)	(125,152)
Programs, Classes & Camps	(25,269)	(23,795)	(21,167)	(27,979)	(20,868)	(30,003)	(30,060)	(31,661)	(20,726)	(25,404)	(22,453)	(23,250)	(302,641)
Pool	(27,063)	(21,980)	(21,830)	(17,647)	(27,254)	(14,153)	(30,554)	(33,588)	(31,799)	(21,380)	(24,125)	(20,377)	(291,750)
CIP	(20,000)	-	(10,000)	-	-	(100,000)	(10,000)	(30,000)	(24,000)	(67,000)	(60,000)	-	(321,000)
Point Robinson	(3,271)	(411)	729	(1,925)	(4,036)	3,352	7,729	2,297	(346)	(4,941)	(4,771)	(6,101)	(11,691)
Fern Cove	1,943	343	(380)	1,453	1,733	2,058	5,443	3,443	3,003	2,228	943	223	22,432
RFAs/Other	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(2,100)
Net P & L from levy and ops	(146,345)	(110,244)	9,331	569,225	18,080	(244,275)	(115,816)	(271,401)	(95,990)	467,253	(64,051)	(166,445)	(150,699)
TAN/LOC proceeds													
TAN/LOC Payoff													
TAN Interest/Fees													
Additional payables (paid)/deferred													
League/Partner/Misc													
Ending cash balance	556,631	446,386	455,717	1,012,942	999,387	744,619	620,003	348,947	252,957	720,210	656,159	(62,563)	552,277









2028 Cash flow projected													2028 Budget Difference
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Full Year
Beginning Cash	467,590	330,117	210,383	221,626	902,525	812,315	625,311	441,694	171,730	44,338	684,162	533,256	
Add: Levy receipts	10,000	16,000	140,000	825,920	140,000	24,000	24,000	15,000	50,000	771,284	140,000	25,000	2,181,204
Add: Revenue from ops													
Admin	220	280	1,520	8,379	1,520	360	360	270	620	7,833	1,520	370	23,252
Parks & Facilities Maintenance	2,000	2,000	3,000	2,000	2,500	1,500	3,500	3,605	3,700	1,352	1,160	2,258	29,875
Commons	1,500	2,300	2,300	2,000	3,700	1,100	6,500	676	7,538	1,900	1,900	2,710	34,124
Programs, Classes & Camps	900	750	2,000	373	1,848	1,800	1,800	942	1,190	2,844	4,676	2,827	22,050
Pool	6,700	7,000	8,000	11,000	8,600	14,500	15,048	15,056	7,950	7,700	5,025	3,671	110,250
Point Robinson	10,396	13,896	13,896	13,896	16,896	17,896	20,896	16,655	14,896	8,396	8,396	7,066	163,181
Fern Cove	4,500	3,500	3,500	5,400	5,000	5,000	8,000	6,390	6,000	5,000	3,500	3,000	58,790
CIP	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations/Proceeds for RFAs	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue from Ops	26,416	29,726	34,216	44,048	40,064	42,156	58,104	43,794	41,894	35,125	26,177	21,902	441,622
Grand Total Levy and Ops	36,416	45,726	174,216	869,368	180,064	88,156	89,104	58,194	91,894	406,409	165,177	46,902	2,622,836
Less Operations:													
Admin	30,900	30,125	30,125	38,280	30,125	30,125	30,693	152,162	30,125	34,165	30,125	35,137	502,120
Parks & Facilities Maintenance	53,514	53,479	53,339	53,339	71,199	60,847	58,807	58,807	58,807	53,474	53,339	53,339	692,288
Commons	6,489	6,489	6,489	6,569	6,489	51,992	6,569	6,489	6,489	6,489	6,489	53,175	170,218
Programs, Classes & Camps	29,250	27,420	25,065	31,420	25,510	34,620	35,513	35,445	31,485	24,620	31,084	29,185	360,621
Pool - Summer	35,334	30,184	30,127	30,434	41,033	36,841	48,187	48,537	40,243	29,834	29,834	27,953	428,549
Point Robinson	15,369	14,739	14,589	15,929	21,289	14,984	14,589	14,629	14,674	14,768	14,589	14,589	184,759
Fern Cove	2,838	2,838	3,064	4,748	2,838	3,283	2,838	2,838	3,288	3,061	2,838	3,067	37,536
CIP	-	-	-	-	-	-	-	-	-	-	-	-	-
RFAs/Other	175	175	175	175	175	175	175	175	175	175	175	175	302,610
Total Ops	173,668	166,458	162,973	180,904	238,659	242,687	267,311	329,102	219,287	166,524	317,083	216,521	2,570,801
Net Operations:													
Levy	10,000	16,000	140,000	825,920	140,000	24,000	24,000	15,000	50,000	771,284	140,000	25,000	2,181,204
Admin	(30,680)	(29,845)	(28,605)	(29,811)	(28,605)	(28,765)	(30,333)	(151,912)	(29,505)	(28,332)	(28,605)	(34,767)	(478,868)
Parks & Facilities Maintenance	(51,314)	(51,479)	(50,339)	(50,339)	(68,699)	(59,347)	(55,307)	(55,002)	(55,107)	(52,122)	(52,179)	(51,081)	(652,313)
Commons	(4,989)	(4,189)	(4,189)	(4,569)	(2,789)	(50,892)	(69)	(5,813)	1,049	(4,589)	(4,589)	(50,465)	(136,094)
Programs, Classes & Camps	(28,350)	(28,670)	(22,065)	(31,047)	(23,652)	(32,820)	(33,713)	(34,503)	(30,285)	(21,676)	(28,408)	(26,359)	(338,571)
Pool	(28,634)	(23,194)	(22,127)	(19,434)	(32,433)	(22,341)	(33,139)	(33,481)	(32,293)	(22,134)	(24,809)	(24,282)	(318,299)
CIP	-	-	-	-	-	-	-	-	-	-	-	-	-
Point Robinson	(4,993)	(843)	(693)	(2,033)	(4,393)	(2,912)	(6,307)	(2,026)	222	(6,370)	(6,193)	(7,523)	(302,610)
Fern Cove	1,662	652	436	652	2,162	1,717	5,162	3,552	2,712	1,939	662	(67)	(21,578)
RFAs/Other	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	21,254
Net P & L from levy and ops	(137,473)	(119,743)	(11,243)	869,064	(58,595)	(176,741)	(177,261)	(270,408)	(127,393)	639,425	(150,906)	(175)	(2,100)
TAN/LOC proceeds													
TAN/LOC Payoff													
TAN Interest/Fees													
Additional payables (paid)/deferred													
League/Partner/Misc													
Ending cash balance	330,117	210,383	221,626	8,165	31,615	10,293	6,350	(345)	44,338	684,162	533,256	(56,078)	419,615

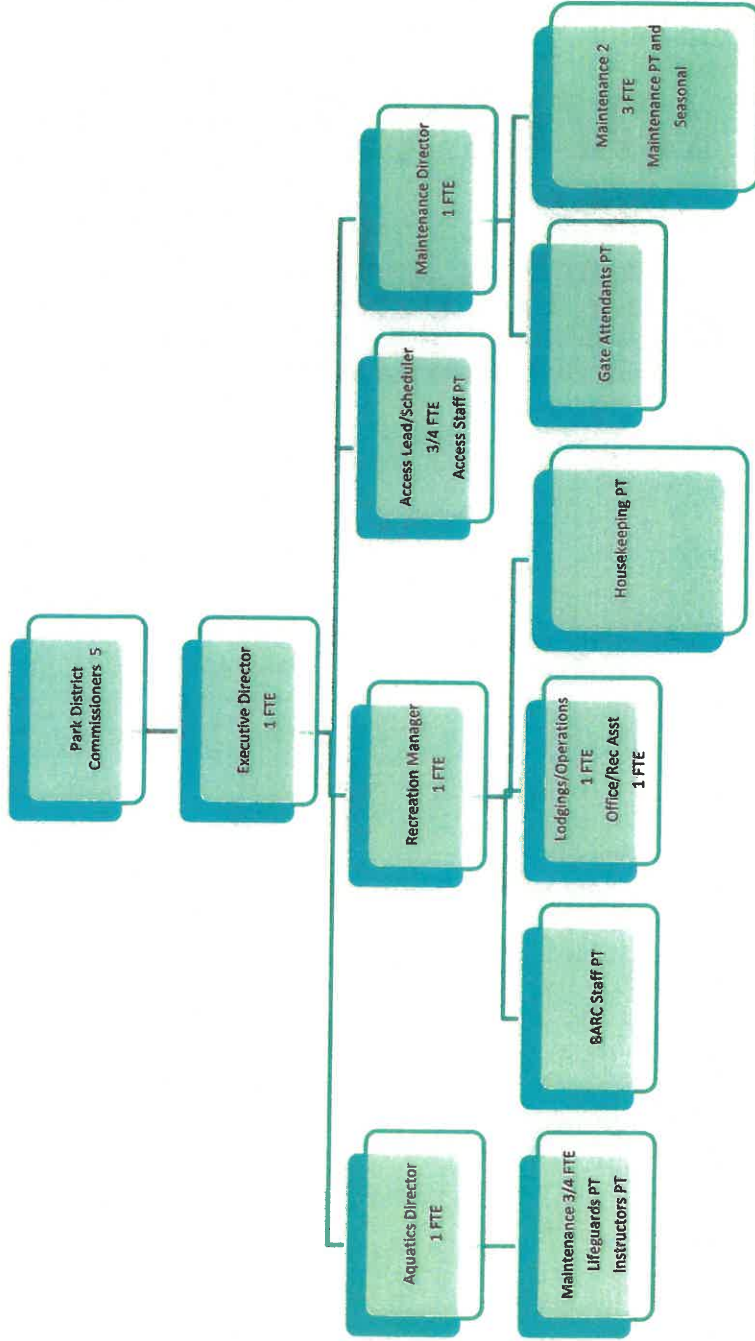


**Page left intentionally blank**

## **APPENDIX G**

### **Vashon Park District Organizational Chart**

# VASHON PARK DISTRICT ORGANIZATIONAL CHART



## **APPENDIX H**

### **CAPITAL IMPROVEMENT PLAN**

**Page left intentionally blank**





CAPITAL IMPROVEMENT PLAN

Part Site	Project Description	Project Cost	Grant Funding	Donor Funding	VPD Funds	2024	2025	2026	2027	2028	2029	Future
Equipment	More picnic tables/benches	\$ 30,000			\$ 30,000					\$ 30,000		
	Kubota 6030 Mower 72"	\$ 25,000			\$ 25,000					\$ 25,000		
	Emark logging mower 60"	\$ 18,000			\$ 18,000					\$ 18,000		
	3 Wheel John Deere Bunker Rate	\$ 20,000			\$ 20,000					\$ 20,000		
	Truck - replace F250 - electric?	\$ 52,000			\$ 52,000					\$ 52,000		
	Trailer	\$ 3,610			\$ 3,610					\$ 3,610		
	Aerator	\$ 30,000			\$ 30,000					\$ 30,000		
	Drive on lift for shop	\$ 5,000			\$ 5,000					\$ 5,000		
	Shop shelving	\$ 5,000			\$ 5,000					\$ 5,000		
	Metal Carport	\$ 50,000			\$ 50,000					\$ 50,000		
	Rec pickup	\$ 25,000			\$ 25,000					\$ 25,000		
	14 passenger bus for activity transport	\$ 42,000			\$ 42,000					\$ 42,000		
	20x40 event tent	\$ 5,000			\$ 5,000					\$ 5,000		
Contingency	Contingency	\$ 250,000			\$ 250,000					\$ 250,000		
		\$ 8,373,229	\$ 5,016,000	\$ 522,000	\$ 2,845,229	\$ 205,229	\$ 321,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
												\$ 1,332,000

Notes:

- Agren irrigation controller - sprinklers, controller, zone valves, sprinkler spare parts
- Fern Cove foundation repair - add retaining wall on north side afterward. Have geotech evaluate.
- Fern Cove roof and carriage house - change carriage house to metal? (Eric to check with historical people). Fix rot under soffits and fascia
- Lisabedula trees on south side of road - Is this ours or KC?
- Ober Park Roof replacement - Sloped roof? - call estimator. Seal up skylights. Remortar chimney stacks. Outcrop off west of building - falling off foundation?
- Ober Park drainage around building - David will get locator and determine next steps
- Village Green Euc tree - very flammable. Notify Peter Ray. Arborist to review. PSE has given up.
- CBB - quote was \$41k. Only replace if in context of partnership (Chamber?) or remove

## **APPENDIX I**

### **SMALL AGENCY BENCHMARKING 2022**

**Page left intentionally blank**

## Appendix I - Small Agency Benchmarking 2022

National data from appx 100 agencies with up to 20,000 residents

Parks	National	VPD
Acres of parks per 1,000 residents	13	29
Number of residents per park	1020	627

Operations Spending	National	VPD
Operating expenditures per capita	\$108	\$160
Operating expense per acre of parkland	\$7,912	\$4,000
Operating expenditures per FTE	\$98,574	\$110,000
Operating expense by category:		
Parks	45%	30%
Recreation	40%	50%
Other	15%	20%

Staff	National	VPD
FTEs per 10,000 population	11	14.6

Revenues	National	VPD
Total tax expense per capita	\$63	\$159
Earned revenue per capita	\$39	\$40
Earned revenue as % of operating spend	38%	14%
Capital spending for 5-years	\$1.7M	\$1.5M

Outdoor facilities	National	Island
Playgrounds	83%	VPD/VISD
Basketball courts	78%	VISD
Baseball fields	73%	VPD/VISD
Softball fields	63%	VPD/VISD
Rectangular fields multi-purpose	57%	VPD/VISD
Tennis courts outdoor	55%	VISD
Rectangular fields soccer field	48%	VPD/VISD
Dog park	47%	NO
Multiuse courts -basketball, volleyball	43%	VISD
Community gardens	42%	NO
Skate park	40%	VPD
Pickleball outdoor	36%	NO
Tot lots	31%	VISD
Swimming pools outdoor	28%	VPD
Multiuse courts tennis, Pickleball outdoor	28%	NO
Ice rink outdoor	26%	NO
Rectangular fields football field	25%	VISD
Aquatics centers	25%	NO
Golf courses	13%	PRIVATE
Golf driving range	12%	NO
Multipurpose synthetic field	11%	VISD



<b>Indoor facilities</b>	<b>National</b>	<b>Island</b>
Community centers	50%	NO
Recreation centers	45%	VISD
Senior centers	18%	OTHER
Pickleball indoor	18%	VISD
Performance amphitheater	16%	OTHER
Stadiums	13%	NO
Nature centers	12%	NO
Multiuse courts- Tennis, Pickleball (indoor)	12%	NO
Indoor competitive swimming pools	12%	NO
Indoor pool exclusively for leisure	10%	NO

<b>Activities</b>	<b>National</b>	<b>Island</b>	<b>Notes</b>
Team sports	56%	OTHER	
Themed special events	55%	VPD	Easter, Halloween
Social recreation events	52%	LIMITED	
Individual sports	47%	OTHER	
Health and wellness education	46%	OTHER	
Fitness enhancement classes	46%	OTHER	
Safety training	43%	OTHER	
Racquet sports	40%	PRIVATE	
Aquatics	35%	OTHER	
Cultural crafts	32%	OTHER	
Running/cycling races	31%	VPD/OTHER	
Performing arts	29%	OTHER	
Visual arts	29%	OTHER	
Martial arts	27%	OTHER	
Natural and cultural history activities	26%	VPD/OTHER	
Trips and tours	23%	LIMITED	Lighthouse
Golf	19%	PRIVATE	
eSports/eGaming	11%	NO	

<b>Targeted Programs</b>	<b>National</b>	<b>Island</b>	<b>Notes</b>
Summer camp	67%	VPD/OTHER	Skate, Sail, etc.
Specific senior programs	65%	OTHER	
Specific teen programs	47%	VPD/OTHER	
After school programs	46%	OTHER	
STEM Programs	43%	OTHER	
Programs for people with disabilities	37%	OTHER	
Preschool	24%	OTHER	
Before school programs	15%	OTHER	
Full daycare	9%	LIMITED	

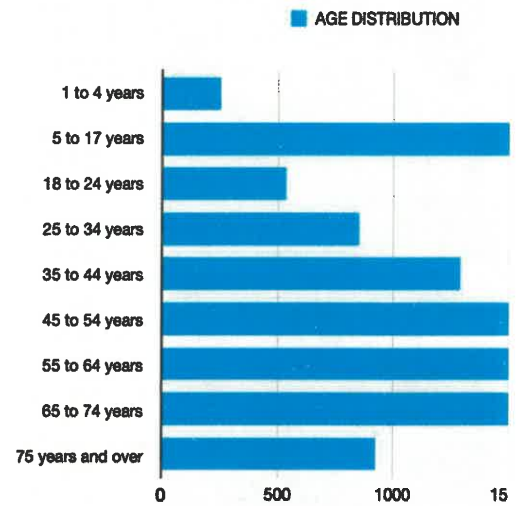
**APPENDIX J**

**VASHON-MAURY ISLAND DEMOGRAPHICS**

**Page left intentionally blank**

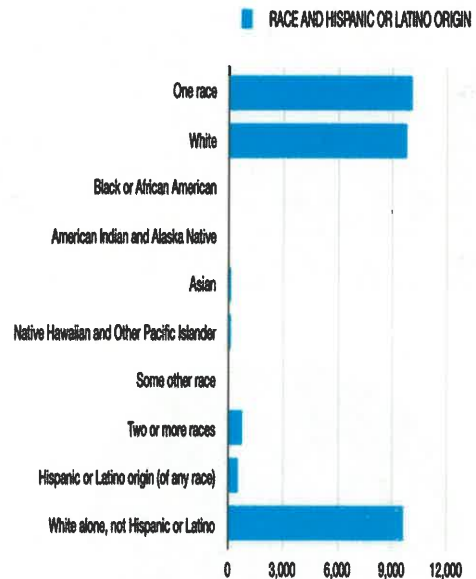
## Population

<b>Population 1 year and over</b>	<b>11,284</b>
<b>AGE</b>	
<b>1 to 4 years</b>	<b>250</b>
<b>5 to 17 years</b>	<b>1,699</b>
<b>18 to 24 years</b>	<b>531</b>
<b>25 to 34 years</b>	<b>847</b>
<b>35 to 44 years</b>	<b>1,288</b>
<b>45 to 54 years</b>	<b>1,581</b>
<b>55 to 64 years</b>	<b>1,837</b>
<b>65 to 74 years</b>	<b>1,871</b>
<b>75 years and over</b>	<b>922</b>
<b>Median age (years)</b>	<b>50.0</b>



## Race

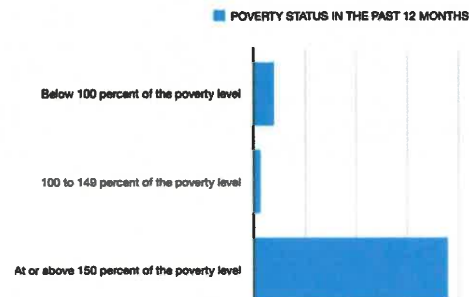
<b>RACE AND HISPANIC OR LATINO ORIGIN</b>	
<b>One race</b>	<b>10,088</b>
<b>White</b>	<b>9,786</b>
<b>Black or African American</b>	<b>5</b>
<b>American Indian and Alaska Native</b>	<b>40</b>
<b>Asian</b>	<b>109</b>
<b>Native Hawaiian and Other Pacific Islander</b>	<b>112</b>
<b>Some other race</b>	<b>36</b>
<b>Two or more races</b>	<b>738</b>
<b>Hispanic or Latino origin (of any race)</b>	<b>521</b>
<b>White alone, not Hispanic or Latino</b>	<b>9,657</b>



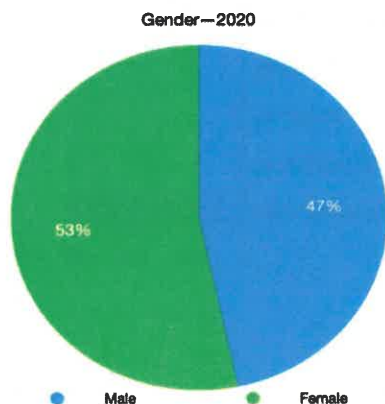
## Income

INDIVIDUAL INCOME IN THE PAST 12 MONTHS (IN 2021 INFLATION-ADJUSTED DOLLARS)	
Population 15 years and over	9,365
\$1 to \$9,999 or less	1,541
\$10,000 to \$14,999	369
\$15,000 to \$24,999	1,082
\$25,000 to \$34,999	956
\$35,000 to \$49,999	852
\$50,000 to \$64,999	865
\$65,000 to \$74,999	409
\$75,000 or more	2,557
Median income (dollars)	41,705

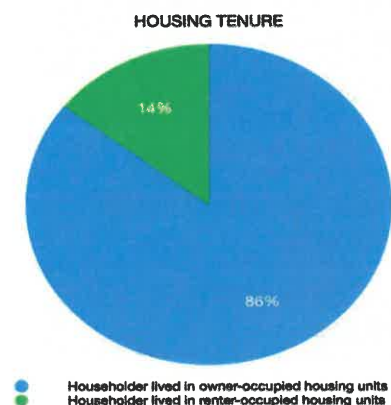
POVERTY STATUS IN THE PAST 12 MONTHS	
Population 1 year and over for whom poverty status is determined	10,733
Below 100 percent of the poverty level	974
100 to 149 percent of the poverty level	308
At or above 150 percent of the poverty level	9,451



SEX	
Male	5,055
Female	5,771
LGBTQ+/Non-Binary	229
Total	11,284



HOUSING TENURE	
Population 1 year and over in housing units	10,777
Householder lived in owner-occupied housing units	9,218
Householder lived in renter-occupied housing units	1,559



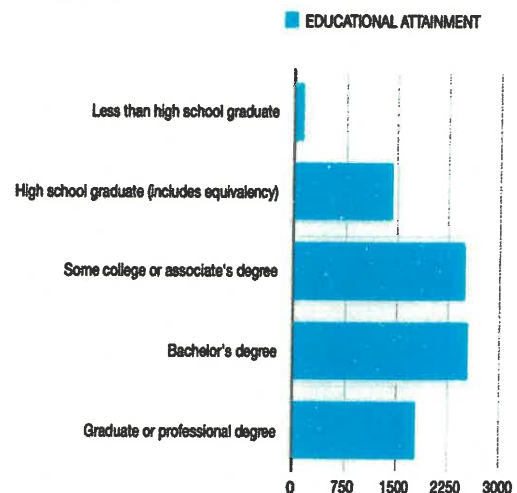


NATIVITY AND CITIZENSHIP STATUS	
Native	10,150
Foreign born	676
Naturalized U.S. citizen	382
Not a U.S. citizen	294

MARITAL STATUS	
Population 15 years and over	9,365
Never married	2,213
Now married, except separated	5,201
Divorced or separated	1,301
Widowed	650

## Education

EDUCATIONAL ATTAINMENT	
Population 25 years and over	8,346
Less than high school graduate	128
High school graduate (includes equivalency)	1,419
Some college or associate's degree	2,484
Bachelor's degree	2,539
Graduate or professional degree	1,776



**Page left intentionally blank**

## **APPENDIX K**

### **STRATEGIC PLAN 2018 – 2024 ACHIEVEMENT REPORT**

**Page left intentionally blank**

## **Strategic Plan 2018 – 2024 Achievement Report**

For perspective, the following were the Goals and Objectives from the 2018 – 2024 Strategic Plan with evaluation and commentary on how well those goals and objectives were achieved:

### ***Goal 1: Improve the professionalism of the District's organization.***

*Objective 1.1: Achieve CAPRA's highest accreditation (Commission for Accreditation of Park and Recreation Agencies).*

Admittedly, achieving CAPRA certification was a lofty objective! Most accredited agencies have dedicated staff solely for CAPRA achievement and management. Rather than striving for accreditation, the District is committed to following the CAPRA guidelines in developing its plans and policies going forward.

*Objective 1.2: Develop a Board of fully engaged commissioners.*

The current Board of VPD Commissioners can proudly boast full engagement as demonstrated by their commitment to regularly attending their "assigned" parks, regular attendance at Board meetings, and robust participation in fulfilling the goals of the former Strategic Plan and development of the new Comprehensive Plan.

*Objective 1.3: Develop a schedule of pay and benefits for VPD employees that is financially responsible and benchmarked against local park and recreation industry standards.*

This objective was achieved in 2018 and 2019 when employees were given pay increases in line with like-sized park agencies throughout the Puget Sound region. The plan was intended to continue into 2020, but pro-rationing concerns overrode that commitment. In 2018, the District added the Washington State Retirement System's pension plan to employee benefits in lieu of contributing to Social Security and the District's matching Simple IRA program.

### ***Goal 2: Strengthen community relations, involvement, and partnerships.***

*Objective 2.1: Create an effective and active citizen advisory committee.*

The District tried! The Board ran advertisements in the Beachcomber soliciting committee members with varied skills and interests, but their efforts yielded very little response from the community.



*Objective 2.2: Encourage a strong volunteer program relative to specific projects.*

Volunteer efforts, particularly related to specific projects, are strong and much appreciated by VPD. Volunteer projects included the following:

- RJ's Kids fundraised, were awarded grants, and solicited volunteers for the installation of a new cement pump track at BARC with a perimeter walking path surrounded by art and game facilities.
- Volunteers designed and installed an expanded disc golf course at BARC. Volunteers installed new horse stalls at Paradise Ridge.
- The Vashon Soccer and LaCrosse Clubs applied for a grant and managed the installation of sport lighting at VES Fields.
- The Horse Association, Pony Club, and 4H regularly assist with Paradise Ridge park maintenance.
- The Rowing Club helps maintain Jensen Point.
- The Keepers of Point Robinson assist with park projects and events.
- Club Sport groups volunteer for coaching and sport events.
- The Seals Swim Team volunteers for bubble maintenance and pool projects. They led the efforts to fundraise, purchase, and install the "Bubble" for year-round swimming.
- The South End Community Club helped clear the view at Inspiration Point.
- Vashon citizens volunteer regularly for trail and flower bed maintenance, beach clean-ups, and recreation activities.
- A group of citizens formed to assist with the Tramp Harbor Dock design project.
- An ecological restoration specialist volunteers to hold workshops on invasive species remediation.

*Objective 2.3: Encourage VPD's partnerships with other community groups and agencies, assuring efficient use of community assets and best coordination of effort in working to make Vashon better for everyone.*

VPD's development of community partnerships has grown extensively over the years. Please see "VPD Existing Partnerships" in Current State Analysis – External Factors for a list of the organizations and agencies that make up this valuable resource to VPD.

***Goal 3: Improve the District's financial health and viability.***

*Objective 3.1: Responsibly reduce the inventory of surplus properties.*

VPD determined that maintaining open space and undeveloped properties was not in keeping with its mission, particularly in light of liability and maintenance concerns. That said, an important objective was to attempt to keep the properties in the public domain, so every effort was made to transfer the properties to King County Parks. Revenue from properties that were sold was committed to capital project funding.

The following properties were sold to private citizens: a tideland property in Burton and a ¼ acre property on 216<sup>th</sup> and 103<sup>rd</sup>. The following properties were sold or transferred to King County Parks: two Hitchings properties; the Manzanita parcels; a tideland at Quartermaster; Spring Beach; Lost Lake; and three Mileta Creek parcels.

*Objective 3.2: Improve and maintain a VPD facility user fee schedule that (1) equitably shares the cost, among users, of providing these facilities for public use and (2) is in line with the schedules in use in other local park and recreation districts.*

VPD streamlined its fee schedule in 2023, making user fees consistent amongst all parks, facilities, and users. While fees were increased in 2018, 2022, and again in 2023, VPD user fees remain the lowest of benchmarked park agencies throughout the Puget Sound region. Lodging fees remain consistent with like vacation rentals on the island so as not to compete with private enterprises.

*Objective 3.3: Augment the District's capital improvement program funding through development of a strong base of financial donors, through grant writing, through fundraising for specific programs, and through development of bonding strategies for large capital projects.*

The VPD Board determined that the public has little appetite for increased taxes via bonding strategies. Fundraising has been minimal and mostly for events via sponsorship opportunities, although significant fundraising occurs via user group interests through their own 501©3s. VPD is encouraged by the revitalization of the Vashon Parks and Recreation Foundation for fundraising for VPD priority projects. VPD has been awarded several grants over the course of the prior Strategic Plan:

- \$250,000 from the King County Youth and Amateur Sports program for the Agren Field renovation;
- \$60,000 from a District 8 Get Active Stay Active grant for installation of a permanent restroom at VES Fields;
- \$175,000 from a King County Youth Sports grant for the Ober Park "Playground for All."
- \$19,000 from 4Culture for renovation of the Lighthouse decking;
- \$100,000 from a King County Aquatics Facilities grant for the Vashon Pool, which will be fully utilized in 2024.

#### ***Goal 4: Enhance/improve parks, facilities, programs, services.***

*Objective 4.1: Continuously improve the physical condition and appearance of our facilities in accordance with board-accepted standards so that they are a source of pride to all our citizens.*

In early 2018, VPD adopted minimum maintenance standards for each of three levels of properties – Level One parks receiving maximum maintenance and repair, as they are the most used in the District and rank high amongst Vashon citizens; Level Two

receiving medium maintenance and repair, as they are considered “second-tier parks” in the eyes of island citizens; and Level Three properties not to be maintained other than to overcome emergency situations until funds are available to improve them. VPD adheres to the Maintenance Standards Policy.

*Objective 4.2: Create a variety of recreational programs that meet the diverse needs and interests of the community, including those of school-age children, the elderly and the special-needs population.*

See Chapter 4: Recreation Programming – Needs Assessment for a full list of newly developed and ongoing recreation activities and events.

*Objective 4.3: Reduce the list of deferred maintenance projects currently listed to a minimum consistent with responsible management of available funding.*

Projects addressed in the Capital Improvement Plan throughout the last Strategic Plan cycle were as follows:

- Agren Park
  - Field renovation
  - Road regrade
  - Tree maintenance
- BARC fields repurposed/scotch broom addressed – in the context of the Cement Pump Track installation and disc golf expansion projects
- Belle Baldwin House and Carriage House painted
- Inspiration Point
  - Wall repair
  - View clearing
- Lisabeula parking lot regrade
- Ober Park playground replacement
- Point Robinson
  - Lighthouse decking
  - Quarters A windows replacement
  - Keepers Quarters replumbing
  - Keepers Quarters exterior painting
  - Septic system and pipe replacement
  - Keepers Quarters furnace replacement
- Tramp Harbor Dock – replacement design
- VES Fields
  - Field Lights
  - Restroom installation
- Wingehaven
  - Invasive species remediation
  - Road repair

*Objective 4.4: Invest in new and/or updated facilities, funded principally by non-levy dollars, when such facilities are clearly shown through surveys, public forums, workshops, and open houses to be strongly desired by Vashon's citizens.*

The top two new facilities desired by Vashon's citizens are a dog park and pickleball courts. Due to funding priorities for existing asset preservation needs over the course of the last Strategic Plan, VPD's hope is to address those in the new Comprehensive Plan if appropriate locations can be identified. The VES restroom was a new facility installation in 2021, and the BARC Cement Pump Track installation was done in 2023. Updated facilities include those listed in the addressed deferred maintenance projects above.