



Parks & Recreation Commission AGENDA

Thursday, October 26, 2023, 6:00 pm

City Hall Council Chambers



- 1. CALL TO ORDER**
 - a. Roll Call
 - b. Pledge of Allegiance/Welcome
- 2. HONORS & RECOGNITIONS:**
- 3. APPROVAL OF AGENDA:** October 26, 2023
- 4. APPROVAL OF MINUTES:** September 28, 2022 Regular Meeting Minutes
- 5. VISITORS**
- 6. NEW BUSINESS**
 - a. Final Draft Comprehensive Plan Update
 - i. Teresa Jackson- Berry Dunn
 - b. Draft Pathways and Trail Master Plan
 - i. Parks & Recreation Commission involvement
 - c. December retreat scheduling
- 7. UNFINISHED BUSINESS**
 - a. Pump Track Proposal & Timeline
- 8. Director's Update**
 - a. General Parks & Recreation items
- 9. POLL OF COMMISSION MEMBERS AND STAFF**
- 10. ADJOURNMENT**

The next regularly scheduled meeting is canceled for Thursday, November 23, 2023 at 6:00 pm.

To assure disabled persons the opportunity to participate in or benefit from City services, please provide twenty-four (24) hour advance notice for additional arrangements to reasonably accommodate special needs.



Parks & Recreation Commission
MINUTES
Thursday, September 28, 2023 6:00 pm
City Hall Council Chambers



1. CALL TO ORDER

- a. Commission Chair Ken Hahn called the meeting to order at 6:00 p.m. Drea Myers completed a roll call.
- b. Commissioner Villegas led the Pledge of Allegiance.

Parks and Recreation Commissioners, City Council Liaison, and Staff Present:

Commission Chair Ken Hahn	Nick Farline, Parks, Facilities & Recreation Director
Commission Vice Chair Linda Stroben	Nick Lagunas, Parks & Planning Superintendent
Commissioner Jack Anderson	Brandon Lange, Recreation Manager
Commissioner Evelyn Martinez	Drea Myers, Recorder
Commissioner Uby Creek	Drea Myers, Recorder
Commissioner Sergio Villegas	
Commissioner Sergio Villegas	

Parks and Recreation Commissioners Absent:

Commissioner Ty Fischer
Council Liaison Loren Anderson

2. HONORS & RECOGNITION

- a. Mark Kesterson- Retirement (44 years)

3. APPROVAL OF AGENDA

- a. Commissioner Creek moved to approve the September 28, 2023 agenda as presented. Seconded by Vice Chair Stroben, the motion carried unanimously.

4. APPROVAL OF MINUTES

- a. Commissioner Martinez made a motion to approve the September 7, 2023 regular meeting minutes. Seconded by Commissioner Villegas, the motion carried unanimously.

a. VISITORS

6. NEW BUSINESS

- a. Fee Study Recommendation-Brandon Lange, Recreation Manager
 - o Commissioner Anderson moved to approve Fee Study Recommendation changes. Seconded by Commissioner Creek, the motion carried unanimously.
- b. Kason's Korner
 - o Commissioner Martinez moved to approve the name Kason's Korner for the dedication area at the Playground of Dreams. Seconded by Vice Chair Stroben, the motion carried unanimously.

6. UNFINISHED BUSINESS

- a. none

7. DIRECTOR'S UPDATE

- a. Comprehensive Plan Update
- b. General Parks & Recreation Item

9. POLL OF COMMISSION MEMBERS AND STAFF

10. ADJOURNMENT

The meeting adjourned at 7:26 p.m.

Respectfully submitted,
Drea Myers, Recorder



City of Kennewick, Washington

Parks and Recreation Comprehensive Plan

Parks & Recreation Commission: October 26, 2023

 BerryDunn

Bernardo Wills





Agenda

- 1** Department Mission and Vision
- 2** Implementation Plan
- 3** Capital Improvement Plan
- 4** Discussion and Next Steps

Department Mission and Vision



- ▲ The vision and mission are the result of input from a facilitated workshop with KPR staff coupled with findings from community engagement, stakeholder interviews, focus group sessions and survey results.
- ▲ Reoccurring Themes:
 - exceptional experiences
 - fostering community connections
 - enhancing the quality of life for all residents
 - creating life-long memories

A Clear Vision for the Future



Vision

Enhancing premiere experiences for all through dynamic spaces where connections deepen, and thriving communities create unforgettable memories.



Mission

Intentional development of parks and recreational experiences of the highest quality, ensuring opportunities for all, while focusing on sustainability, fostering community bonds, and creating memories that last a lifetime.

Implementation Plan

- ▲ The Comprehensive Plan aligns with the City of Kennewick key priority areas.
- ▲ For each priority area, KPR has developed an initiative that is supported by specific objectives, all designed to advance the City's priority areas over the six-year vision outlined in the plan

Responsible Government

- Organizational Excellence and Ensure Financial Stewardship

Infrastructure and Growth

- Maintain Recreation Infrastructure

Community Safety

- Enhance Community Safety through Safe Parks

Quality of Life

- Provide Inclusive Access to High-Quality Parks, Trails, and Programs

Economic Development

- Leverage the Potential of Recreation as an Economic Driver



Responsible Government

Initiative One: Pursue Organizational Excellence and Ensure Financial Stewardship

- The addition of 12 FTE over the next six years is recommended. To address immediate departmental needs, a Project Supervisor, Crew Leaders, Strategic Partnership Manager, and a Guest Services Specialist should be added in the near term.
 - Explore the need for new revenue sources dedicated to Parks & Recreation, including the continued evaluation of a voter-approved Metropolitan Park District (MPD). The new revenue is to provide dedicated funding source for parks, trails, and recreation programs.
 - Utilize the newly integrated maintenance management software to establish a comprehensive preventive maintenance strategy, encompassing scheduled inspections, assessments, and proactive repair and replacement of infrastructure, systems, and assets.
-  Shift from instructor-led program registrations to a department-managed registration process.



Infrastructure and Growth

Initiative Two: Maintain Recreation Infrastructure



- Allocate sufficient resources for park maintenance and development to help ensure high-quality standards.
- KPR should adopt a maintenance and operation program and plan that is reviewed periodically for the management of all park and recreation areas and facilities. Each facility should be assigned an appropriate set of maintenance standards, including both recommended frequency and acceptable quality.
- Perform a comprehensive facility audit of the Kennewick Activity Center to assess its viability for future use.

Community Safety

Initiative Three: Enhance Community Safety through Safe Parks



- Explore Park Ranger model implemented by regional partners.
- Implement safety measures, including adequate lighting, clear signage, and well-marked paths, to enhance user safety on trails and within park spaces.

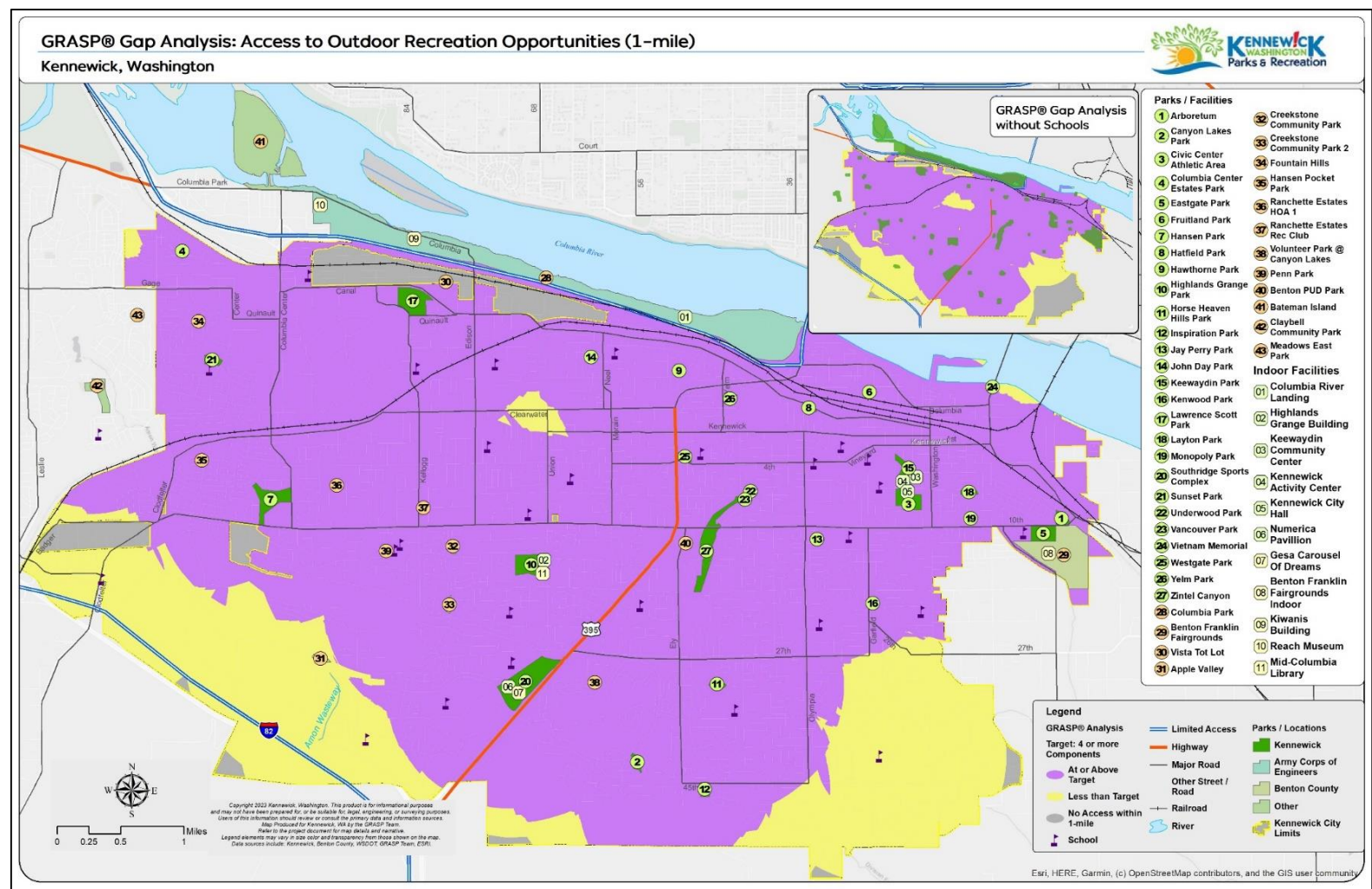
Quality of Life

Initiative Four: Provide Inclusive Access to High-Quality Parks, Trails, and Programs

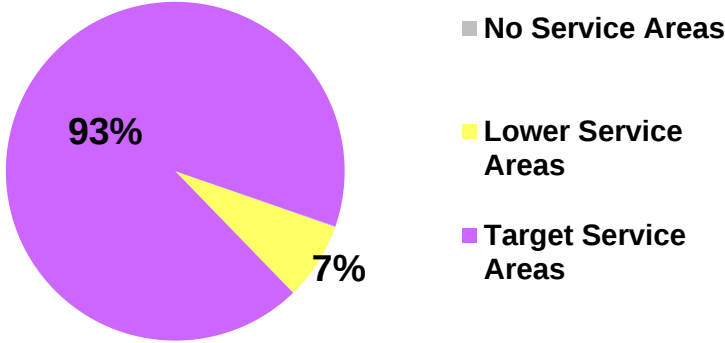


- Adopt a LOS standard of four recreational components in a one-mile proximity.
- Develop, partner, or acquire facilities to help bridge the gap between existing and needed recreational facilities, particularly in underserved locations.
- Explore the potential of developer land dedication or impact fee's on an individual cases by case basis to expand park spaces. Collaborate with local planning bodies to establish transparent and equitable criteria for assessing new park land and amenities.
- Regularly assess the success and impact of existing recreational programs and events to gather feedback for improvement.

Level of Service – One Mile Access



% of Population with Neighborhood Access to Outdoor Recreation



Economic Development

Initiative Five: Leverage the Potential of Recreation as an Economic Driver

- Develop a Trails Master Plan in partnership with KID.
 - Funding available in 2023/2024.
 - Timeline- post RFP in Nov. 23, Under contract by Jan 2024, Completed est. August 2024.
 - Grant opportunities Fall 2024
- Develop a Feasibility Study for the construction of a state-of-the-art recreation center, encompassing facility design, budget allocation including O&M, dedicated funding sources, community input, and coordination with relevant stakeholders.
- Conduct a thorough assessment of Kenneth Serier Memorial Pool (KSMP) to determine the need for a new pool facility, including feasibility studies, budget considerations, and community demand. Explore potential collaboration with the Kennewick School District to enhance project viability and impact.



Capital Improvement Plan

- ▲ Estimates of probable costs are shown in today's dollars and are a Rough Order of Magnitude (ROM) intended for general budget purposes.
- ▲ ***The ROM for the six-year CIP is \$10.5 million***
- ▲ All cost estimates are based on 2024 figures and were provided by Washington licensed Landscape Architects from Bernardo Willis.
- ▲ South Ridge Turf Replacement Project
 - \$1.45 million CIP Reserve Funds
 - Staff savings over the 15 years product warranty- \$1.5 million
 - Pending Council support, contract for dirt removal and gravel infill will be brought forward for Council approval and included mid-biennium budget review.
 - Timeline: Dirt work-Nov-Dec 2023, Installation of Turf February-March*.

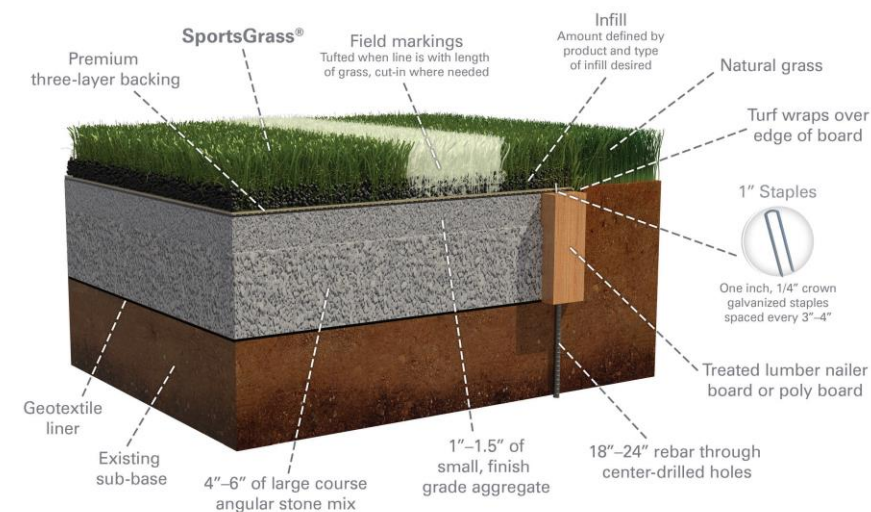
Facility	Rough Order of Magnitude
Columbia Center Estates Park	\$ 1,423,746
Add shelter (16x16)	\$ 154,746
Splash pad replacement	\$ 1,269,000
Eastgate Park	\$ 364,212
Upgrade irrigation and reorient fields	\$ 197,400
Repair, upgrade and enhance the loop walk.	\$ 166,812
Derelict Building Demolition	\$ 325,000
Remove horseshoe pits, update seating area and diamond	\$ 325,000
Fruitland Park	\$ 208,145
Remove horseshoe pits, update seating area and diamond	\$ 208,145
Hawthorn Park	\$ 91,650
Add shelter (16x16)	\$ 91,650
Highlands Grange Park	\$ 1,476,270
Splash pad replacement	\$ 1,269,000
Several amenities are showing wear, including trash cans and benches	\$ 207,270
Horse Heaven Hills Park	\$ 881,250
Playground and surface replacement	\$ 881,250
Jay Perry Park	\$ 130,264
Court hoops and nets	\$ 105,644
Improved accessibility to the community garden	\$ 24,620
Kenwood Park	\$ 290,674
Court hoops and resurfacing (concrete)	\$ 203,005
The addition of park paths and seating	\$ 87,669
Lawrence Scott Park	\$ 4,366,311
Synthetic Turf Fields. includes fencing, backstops and fabric	\$ 1,200,000
Building renovation, field lights and concrete replacement	\$ 1,800,000
Basketball court and three pickleball courts are due for resurfacing (concrete)	\$ 616,311
Destination size playground and reconceptualized entry/concrete area	\$ 750,000
Layton Park	\$ 572,180
Small back stop in south/east corner and soccer goal posts	\$ 32,430
Shelter Removal	\$ 11,000
New pre fab restroom	\$ 528,750
Recreation and Aquatics Center Feasibility Study	\$ 120,000
Feasibility Study	\$ 120,000
Underwood Park	\$ 145,000
Swing set replacement	\$ 145,000
Yelm Park	\$ 111,038
Accessible picnic grove	\$ 111,038
Grand Total	\$ 10,505,739



SportsGrass System

Installed next to natural grass, no curb

SportsGrass®
by ForeverLawn





Discussion and Questions

Next Steps

October:

- Final Draft review with Park and Recreation Commission
10/27

November:

- City Council Adoption
11/7



City of Kennewick, Department of Parks and Recreation

Draft Parks and Recreation Comprehensive Plan

Deliverable 13, V4



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October 16, 2023

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Acknowledgements

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Parks & Recreation Commission

Ken Hahn, Chairman

Evelyn Martinez

Linda Stroben, Vice Chair

Uby Creek

Jack Anderson

Sergio Villegas

Ty Fischer

Executive Summary

The City of Kennewick, Department of Parks and Recreation (KPR) offers spaces where community members can play, connect with nature, spend time with family and friends, meet new people, and participate in year-round indoor and outdoor programming.

The Parks and Recreation Comprehensive Plan (Comprehensive Plan) update process was designed to strategically address the needs of parks, trails, open space, and recreation throughout the City of Kennewick. The Comprehensive Plan endeavors to provide a sustainable approach to KPR resource allocation for the next six years.



The development of the Comprehensive Plan was shaped by input from residents, park and recreation partners, community collaborators, and City of Kennewick team members from all organizational levels. The process produced a set of flexible recommendations that can adapt to available funding and partnership opportunities, while maintaining focus on elements which stakeholders determined are critical to the city's long-term success.

The process reaffirmed essential goals and objectives of the 2019 Comprehensive Plan while recalibrating to help ensure KPR's services are tailored to meet current and future community needs.

Leading the Way

The City of Kennewick has a long history of **leading the way**, setting a precedent for innovation and community-driven progress. Throughout its history, Kennewick has demonstrated a remarkable ability to anticipate the evolving needs of its community. By proactively identifying and addressing challenges, the City has consistently improved the quality of life for its residents. From building critical infrastructure to developing programs that enhance the well-being of its residents, Kennewick's foresight has played a pivotal role in its continued growth and success.

"We are accountable to our community for innovative and collaborative efforts that anticipate needs, leverage resources and deliver solutions."
-City of Kennewick

Moreover, the City's talent for leveraging resources efficiently has allowed it to achieve more with less. Kennewick's commitment to responsible resource management has not only ensured financial stability but has also enabled the City to deliver exceptional services.

Kennewick's unwavering dedication to accountability is another cornerstone of its success. The City understands the importance of being transparent, responsive, and responsible to its community. This commitment to openness and a strong sense of duty to its residents have cultivated trust and fostered a deep connection between the City and its citizens.

Additionally, Kennewick's commitment to key priority areas, including Community Safety, Economic Development, Infrastructure & Growth, Quality of Life, and Responsible Government, reinforces its dedication to enhancing the overall well-being of its community. Through strategic

Responsible Government: Responsible government focuses on efficient and accountable use of public resources. It includes investments in administrative functions, compliance, transparency, and governance to ensure that government operations are responsible and responsive to community needs.

Infrastructure & Growth: This area covers the maintenance, improvement, and expansion of essential infrastructure, such as roads, utilities, parks, and facilities. It addresses the physical needs of the community and supports growth and development.

Community Safety: This priority area encompasses initiatives and investments aimed at ensuring the safety and well-being of the community. It may include funding for law enforcement, emergency services, and programs designed to enhance overall community safety.

Quality of Life: Quality of life initiatives aim to enhance residents' overall well-being and satisfaction. This can include funding for parks and recreation, cultural programs, affordable housing, public amenities, and services that contribute to residents' quality of life.

Economic Development: Economic development efforts focus on strategies to promote growth, job creation, and economic prosperity within the community. This can involve investments in business development, workforce development, tourism, and initiatives to attract new businesses.

investments and responsible governance, the City strives to create a safe, vibrant, and thriving environment for all its residents.

The Comprehensive Plan aligns with the City of Kennewick key priority areas. For each priority area, KPR has developed an initiative that is supported by specific objectives, all designed to advance the City's priority areas over the six-year vision outlined in the plan.

Responsible Government	• Pursuer Organizational Excellence and Ensure Financial Stewardship
Infrastructure and Growth	• Maintain Recreation Infrastructure
Community Safety	• Enhance Community Safety through Safe Parks
Quality of Life	• Provide Inclusive Access to High-Quality Parks, Trails, and Programs
Economic Development	• Leverage the Potential of Recreation as an Economic Driver



Tomorrow's Vision

The Comprehensive Plan serves as a strategic roadmap, offering KPR a clear vision of its role in advancing the City of Kennewick's priorities. It outlines strategies and allows flexibility for KPR to adapt to change while remaining dedicated to the City's priority areas.



As part of this planning process, KPR reevaluated its vision and mission, guided by thoughtful discussions, careful examination of planning outcomes, and a deep commitment to improvement. Recognizing the importance of community building and its role in advancing Kennewick's quality of life goals, KPR has strengthened and defined its future direction.

The following vision and mission are the result of input from a facilitated workshop with KPR staff coupled with findings from community engagement, stakeholder interviews, focus group sessions, and survey results. This inclusive approach has played a crucial role in aligning KPR's vision and shaping its core

mission to closely align with and support the priorities of the City and the community it serves.

Vision

Enhancing premiere experiences for all through dynamic spaces where connections deepen, and thriving communities create unforgettable memories.

Mission

Intentional development of parks and recreational experiences of the highest quality, ensuring opportunities for all, while focusing on sustainability, fostering community bonds, and creating memories that last a lifetime.

A Plan for Action

The Implementation Plan and Capital Investment Plan (CIP) are geared towards preserving and safeguarding KPR's current resources. The Implementation Plan aligns with the City of Kennewick's priority areas, featuring initiatives with objectives to advance these priorities over six years. The CIP outlines the expected expenses for the Comprehensive Plan's recommendations and establishes a prioritized roadmap for the next six years. The estimated investment identified in this plan for 2024 – 2029 is \$10.5 million in 2024 dollars.

The following summary represents high priority objectives for KPR to implement in the first one to five years. These items are not listed in any particular order. The full Implementation Plan and CIP can be found in Chapter Seven.

RESPONSIBLE GOVERNMENT

Initiative One: Pursue Organizational Excellence and Ensure Financial Stewardship

This initiative aligns with the City of Kennewick's priority of "Responsible Government." Organizational excellence and sound financial management are essential for the sustainability and growth of KPR. Optimizing resources, improving efficiency, and fostering a culture of continuous improvement will help ensure KPR operates effectively and efficiently. These efforts underscore KPR's dedication to responsible governance within the City.

Priority objectives include:

- Implement the recommended organizational chart as a means to improve morale, address deferred maintenance, and enhance the standard of care for parks, facilities, and trails. The addition of 12 FTE over the next six years is strongly recommended. Suggested positions are outlined in Chapter Two.

Figure 1: Suggested KPR Organizational Chart



- **To address immediate departmental needs, a Project Supervisor, two Crew Leaders, Strategic Partnership Manager, and a Guest Services Specialist should be added in the near term.**
- Continue to explore new revenue sources to ensure dedicated Parks and Recreation funding. Evaluate the implementation of a voter-approved Metropolitan Park District (MPD) to provide a dedicated funding source for parks, trails, and recreation programs..

MPDs have become an important tool for communities in Washington to secure dedicated funding for parks and recreation, helping to ensure the availability of quality recreational opportunities for all residents. Each MPD's structure and offerings vary based on the needs and desires of the community it serves. The creation of an MPD and any subsequent tax levies require voter approval through a ballot measure. Residents within the proposed district vote on whether to establish the district and authorize property tax levies to support its operations.

MPDs are authorized to levy property taxes within their boundaries to generate revenue for park and recreational services. This local funding source allows MPDs to finance the acquisition, development, and maintenance of parks and facilities independently. The service area of an MPD is determined by the district's boundaries, which may encompass one or more cities or unincorporated areas. The district's services are intended to benefit the residents and properties within these boundaries.

The property tax revenue collected by an MPD is dedicated solely to park and recreational purposes. This dedicated funding source allows MPDs to plan and invest in parks, facilities, and programs for the long term.

- Explore the implementation of a recreation revolving fund. This fund should have the flexibility to accumulate resources over time without being classified as part of the general fund. These accumulated funds can then be strategically allocated to bolster recreation programming and activities, or enhance park infrastructure.

A recreation revolving fund is a financial mechanism often used by government agencies or organizations responsible for managing recreational facilities and programs. It operates by allowing the generated revenues from recreational activities, user fees, rentals, and other related sources to be collected and kept within a separate fund. This fund is then utilized to cover the costs of maintaining, improving, and expanding recreational facilities and programs.

The term "revolving" implies that the fund sustains itself through the cycle of generating revenue, which is then reinvested into the maintenance, operation, and development of recreational assets. This approach can create a self-sustaining model where user fees and generated income contribute to the ongoing enhancement and sustainability of the recreational offerings, reducing reliance on external funding sources.

- Utilize the newly integrated maintenance management software to establish a comprehensive preventive maintenance strategy, encompassing scheduled inspections, assessments, and proactive repair and replacement of infrastructure, systems, and assets.

INFRASTRUCTURE AND GROWTH

Initiative Two: Maintain Recreation Infrastructure

This initiative aligns seamlessly with the City of Kennewick's priority of "Infrastructure and Growth." By focusing on maintaining high-quality parks, facilities and trails, this initiative contributes to the City's broader infrastructure by providing essential amenities and recreation facilities for its growing community.

Priority objectives include:

- Allocate sufficient resources for park maintenance and development to help ensure high-quality standards.
 - It is advisable to gradually increase per-acre spending over the six-year life of the Comprehensive Plan. A substantial portion of this increased spending should be allocated to augment Park and Facilities Services with approximately 5 FTEs to enhance the standard of care for parks, trails, and facilities.
- Implement maintenance and operations management standards.
 - KPR should adopt a maintenance and operation program and plan that is reviewed periodically for the management of all park and recreation areas and facilities. Each facility should be assigned an appropriate set of maintenance standards, including both recommended frequency and acceptable quality. See Appendix B for standard of care (frequency) and Appendix C for maintenance standards (quality).
- Perform a comprehensive facility audit of the Kennewick Activity Center to assess its viability for future use.

COMMUNITY SAFETY

Initiative Three: Enhance Community Safety through Safe Parks

This initiative aligns with the City of Kennewick's priority of "Community Safety." Safe parks not only enhance community well-being but create welcoming spaces for residents of all ages to participate in recreational activities with confidence.

Priority objectives include:

- Explore Park Ranger model implemented by regional partners.
- Implement safety measures, including adequate lighting, clear signage, and well-marked paths, to enhance user safety on trails and within park spaces.

QUALITY OF LIFE

Initiative Four: Provide Inclusive Access to Parks, Programs, and Trails

Ensuring all residents have access to parks, programs, and trails enriches the community's quality of life, aligning with the City of Kennewick's central priority. Through comprehensive offerings, KPR serves the diverse needs of all residents contributing to community vitality.

Priority objectives include:

- Adopt a LOS standard of four recreational components in a one-mile proximity. Low-service areas currently account for 7% of land area. These areas, by definition, have service, but the service does not currently meet the goal of four recreational components within a one-mile drive.
 - Develop, partner, or acquire facilities to help bridge the gap between existing and needed recreational facilities, particularly in underserved locations.
 - Initiate a Master Plan for the undeveloped acres at Southridge Sports Complex to enhance southwest Kennewick's recreational offerings.
- Explore the potential of developer land dedication to expand recreational spaces. Collaborate with local planning bodies to establish transparent and equitable criteria for assigning developer land donations.

ECONOMIC DEVELOPMENT

Initiative Five: Leverage the Potential of Recreation as an Economic Driver

This initiative directly aligns with the City of Kennewick's priority for "Economic Development". By focusing on recreation as an economic driver, this initiative acknowledges the significant economic benefits that vibrant recreation offerings can bring to the City. Quality recreational facilities attract visitors, tourists, and businesses to the area, stimulating economic activity. By fostering economic growth through recreation, Kennewick can create new job opportunities, increase revenue streams, and enhance the overall economic vitality of the City.

Priority objectives include:

- Develop a Feasibility Study for the construction of a state-of-the-art recreation center, encompassing facility design, budget allocation, community input, and coordination with relevant stakeholders.
- Conduct a thorough assessment of Kenneth Serier Memorial Pool (KSMP) to determine the need for a new pool facility, including feasibility studies, budget considerations, and community demand. Explore potential collaboration with the Kennewick School District to enhance project viability and impact.
- Develop a Trails Master Plan.
 - Consider a range of trail types to accommodate various activities, including walking, hiking, biking, and jogging.
 - Design trails with universal accessibility in mind, incorporating features like smooth surfaces and gradual slopes.
 - Gather input from trail users and local residents to understand preferences and prioritize improvements based on community needs.
 - KPR should also coordinate with regional partners such as Visit Tri-Cities, the Kennewick Irrigation District, and the Benton-Franklin Council of Governments on regional trail planning, wayfinding, and other projects related to access and nonmotorized transportation and connectivity. Work with the Kennewick Irrigation District, promoting the retrofitting of open canals into underground, pressurized systems to allow the rights of way as accessible pathways and trails.

Visit Tri-Cities aggressively promotes tourism to create a diverse economy for the region. In 2023, events and tournaments hosted in City of Kennewick parks are projected to generate economic activity of approximately \$7.8 million.

Chapter One: Introduction

The Parks, Recreation Comprehensive Plan (Comprehensive Plan) update considers the park and recreation needs of residents across the City of Kennewick. It provides updated inventories, demographic conditions, needs analysis, management considerations, and capital project priorities. The Comprehensive Plan reflects the community's interests and needs for parks, recreational facilities, trails, and programming. The planning process aimed to encourage and enable public engagement in the choices, priorities, and future direction of Kennewick's park and recreation system.



1.1 Project Purpose

The purpose of this Comprehensive Plan update is to conduct a thorough assessment of and recommend improvements to parks, recreation facilities, and open space in the City of Kennewick. This plan provides guidance for the continued development of the park system, including improvements and expansions to the existing system. The update establishes clear and realistic goals, objectives, and implementation strategies that can guide KPR decision-making for the next six years. The updated plan will position the City in such a way that residents, commuters, and visitors alike see Kennewick as a quality recreation destination within the Tri-Cities.

In February 2023, after a competitive selection process, a consultant team led by BerryDunn, including Bernardo Willis and ETC Institute, was chosen to develop and deliver the 2024 Comprehensive Plan. The process of developing the plan was driven by feedback received from the City of Kennewick, Department of Parks and Recreation (KPR) team members of all levels, park and recreation partners, community partners, and Kennewick residents. The included recommendations can be adapted depending upon available funding and partnership opportunities, while maintaining focus on the elements that Kennewick stakeholders determined to be critical to the long-term success of KPR.

1.2 Play, Connect, Thrive

As part of this planning process, KPR reevaluated its vision and mission, guided by thoughtful discussions, careful examination of planning outcomes, and a deep commitment to improvement. Recognizing the importance of community building and its role in advancing Kennewick's livability goals, KPR has strengthened and defined its future direction. The following vision and mission are the result of input from a facilitated workshop with KPR staff coupled with findings from community engagement, stakeholder interviews, focus group sessions, and survey results. This inclusive approach helped shape the vision of KPR and define its core mission so that it resonates with the desires of the community it serves.

Vision

Enhancing premiere experiences for all through dynamic spaces where connections deepen, and thriving communities create unforgettable memories.

Mission

Intentional development of parks and recreational experiences of the highest quality, ensuring opportunities for all, while focusing on sustainability, fostering community bonds, and creating memories that last a lifetime.

The vision statement emphasizes the idea of enhancing experiences for all individuals through dynamic spaces. This statement is supported by the growing understanding that public spaces,

such as parks and recreational areas, significantly enhance the overall quality of life of residents.

The mission statement outlines the purpose and core values guiding the development of parks and recreational experiences. It supports principles of sustainable development, community engagement, and inclusive recreational opportunities.

Both the vision and mission statements are grounded in the principle of delivering impactful experiences.

1.3 Kennewick Context

Kennewick is a growing city with a diverse economy, rich history, and access to outdoor recreational activities, making it an attractive place to live and visit. Kennewick is fortunate to have spectacular views of the Horse Heaven Hills to the south, Rattle Snake Mountain to the west, the Columbia River to the north, and the broad plains of the Columbia Basin and Blue Mountains to the east.

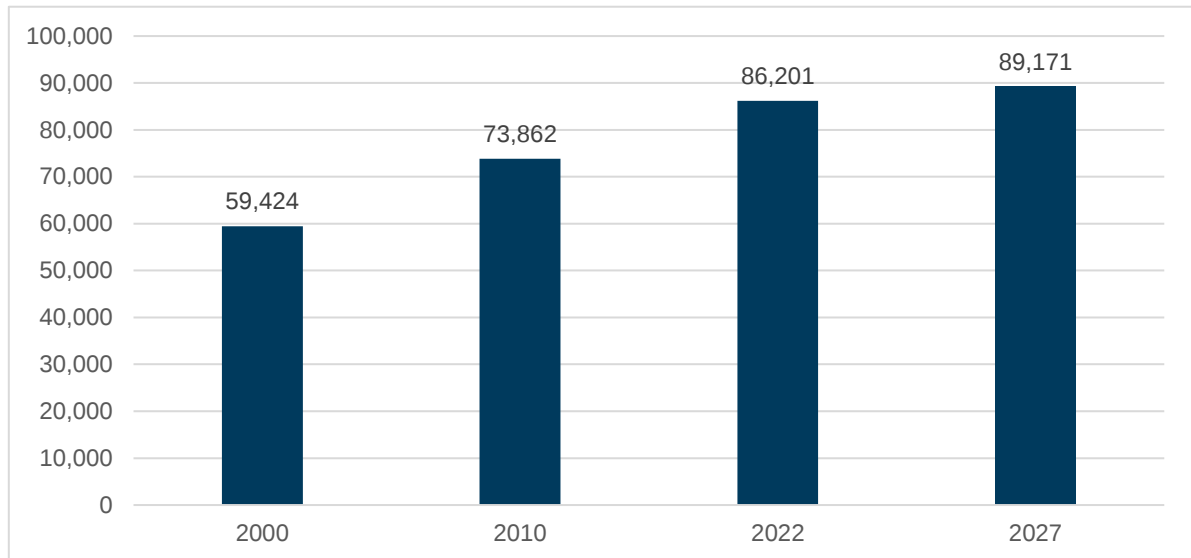
Population and Household Characteristics

Kennewick, Pasco, and Richland together constitute the Tri-Cities area in southeastern Washington. Among these three cities, Kennewick stands as the most populous. The **population** in the City of Kennewick was estimated at 86,201 people in 2022, and is expected to grow to 89,171 people by 2027.



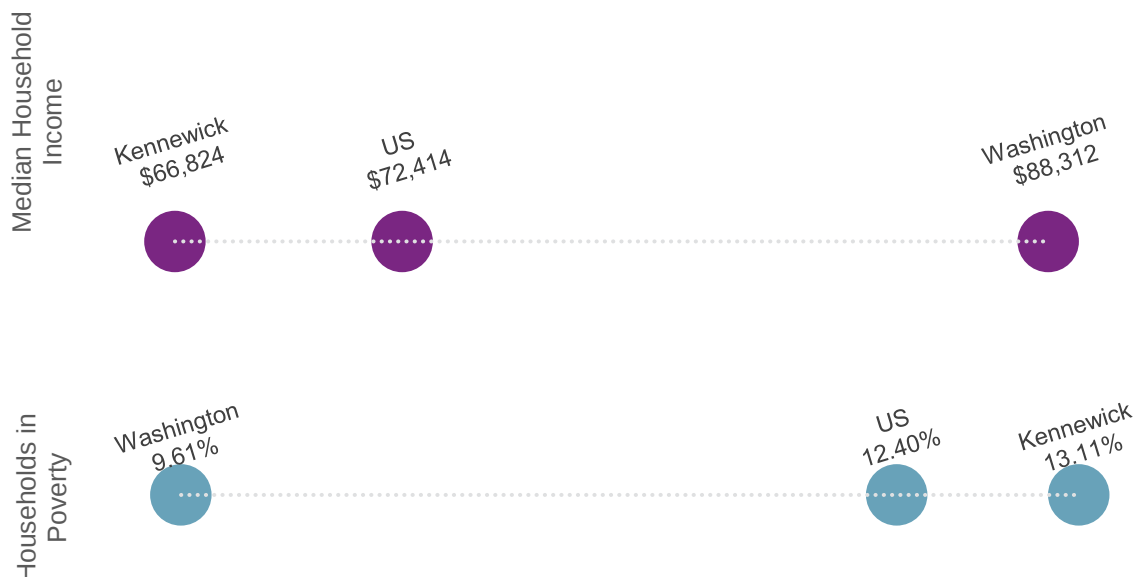
The Kennewick **population is expected to grow** by 0.68% annually from 2022 to 2027, a rate higher than both the State of Washington (0.52%) and the United States (0.25%).

Figure 2: Population Change (2000 to 2027)



The **household characteristics** in Kennewick indicate that the community has a lower median income (\$66,824) than the State of Washington and the United States, and more households in poverty (13.11%) than the State of Washington and the United States.

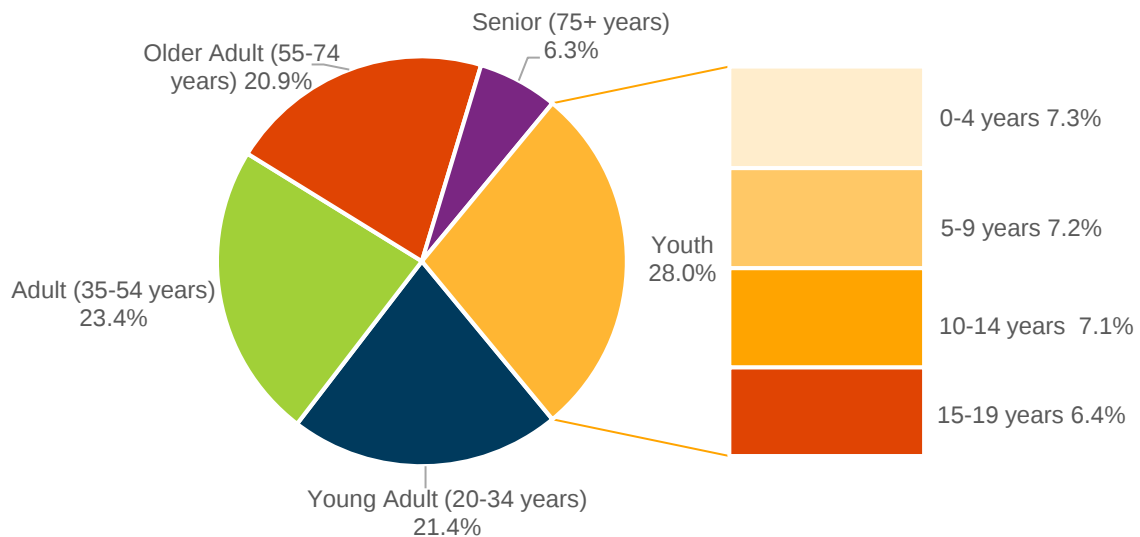
Figure 3: Household Characteristics (2022)



Age Distribution

The **median age of residents in Kennewick was 35.4 years old** in 2022, younger than the median age in the State of Washington (39.0) and the United States (38.9). The age groups making up the largest percentage of the population in the City were youth (0 to 19 years) at 28% and adults (ages 35 to 54 years) at 23%.

Figure 4: Age Distribution (2022)



Over the next five years, the age groups of **older adults, young adults, and youth are expected to shrink in size**, while **adults and seniors are expected to increase**.

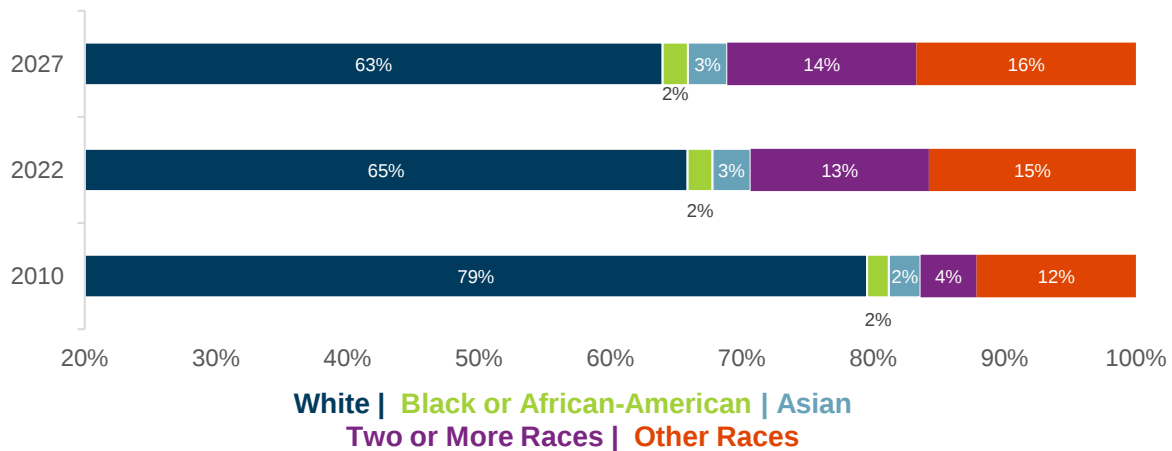
Figure 5: Age Growth Expected by 2027



Racial Diversity

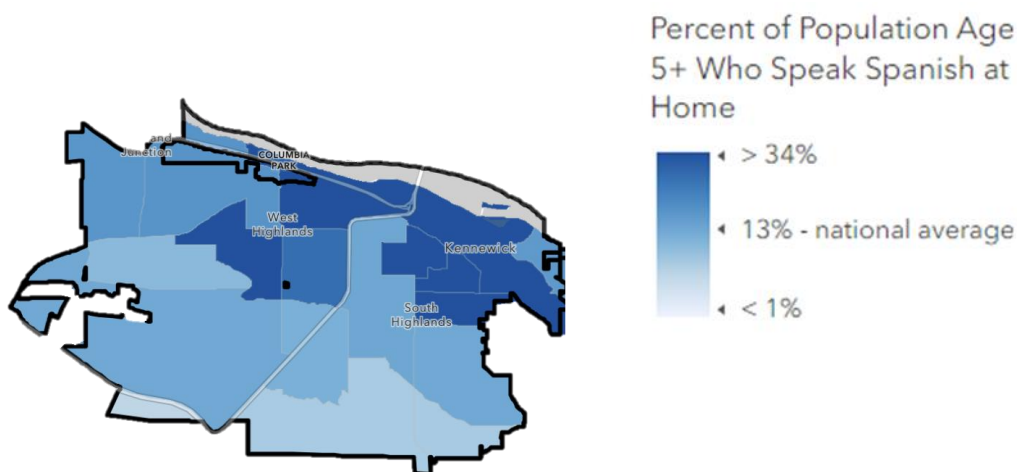
In the City of Kennewick, the demographic makeup is becoming increasingly more diverse. **From 2010 to 2022, the white population decreased by 14%. Those of “two or more races” are making up more of the population** (from 4% in 2010 to 13% in 2022), as well as “other races” not specifically defined in the census.

Figure 6: Change in Racial Diversity (2010 – 2027)



Approximately 24% (or 20,946 residents) in Kennewick speak Spanish. It is estimated that 30% of residents are of Hispanic origin (regardless of race), up from 24% in 2010.

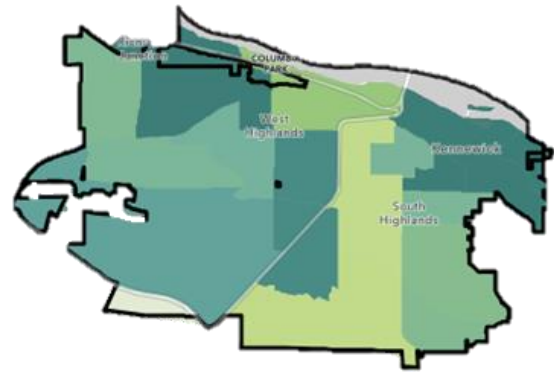
Darker colors in the map represent the percent of population older than five years of age that speak Spanish at home.



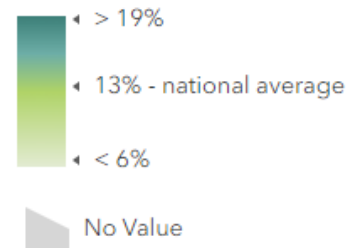
Health and Disabilities

According to the American Community Survey, 18.0% of individuals in the City live with a disability. Data from the American Community Survey indicates:

- Approximately 8%, or 15,516 people, live with a vision or hearing difficulty.
- The City of Kennewick has a growing population with a significant percentage of households in poverty and lower median income, which suggests a potential need for affordable and accessible parks and recreation programs.
- Another 8.1% of the population live with an ambulatory difficulty, which means having serious difficulty walking or climbing stairs.



Percent of population with a disability



Key Findings

The following findings summarize the demographic information with potential impacts to the parks and recreation planning effort in the City of Kennewick:

- The City has a relatively younger population, with youth and adults between the ages of 35 to 54 making up the largest percentage, indicating a potential need for programs and services that cater to these age groups.
- The demographic makeup of Kennewick is becoming more diverse over time, which suggests a need for inclusive programming and services that cater to a variety of cultures and backgrounds.
- A significant percentage of individuals in Kennewick live with a disability, with vision, hearing, or ambulatory difficulties being the most prevalent, indicating a need for facilities and services that are accessible and accommodating to those with disabilities.
- With the expected increase in the adult and senior population, there may be a need for programs and services that cater to the aging population, such as senior fitness programs, community centers, and social programs.

- It may be important to consider the languages spoken at home in Kennewick when planning for programming and services, as the increasing diversity of the City suggests a need for multilingual materials and communication for inclusivity.
- Kennewick's population is increasing, and many households have lower incomes, indicating a possible need for affordable and accessible parks and recreation programs

Chapter Two: Budget, Staffing Assessment, and Benchmarking Review

BerryDunn assessed KPR's staffing structure and operating budget to evaluate its effectiveness and efficiency in meeting current and future community needs. This assessment drew heavily on benchmarks established by the 2023 NRPA Agency Performance Review, along with comparisons against five specific agencies.



2.1 Introduction

The 2023 NRPA Agency Performance Review compiles findings from NRPA Park Metrics, a benchmarking guide for effective resource and capital facilities management in the park and recreation field. This comprehensive data set, derived from over 1,000 unique park and recreation agencies across the U.S., offers insights into industry trends.

NRPA's benchmarks are not meant to impose standards upon each agency; the uniqueness of communities' needs, demographics, and services prevents a one-size-fits-all approach. The characteristics of residents, their preferences, and projected future trends inform the optimal mix of services and facilities an agency should provide.

The agencies selected for the comparative analysis were identified by the City of Kennewick as peer agencies, with data researched and sourced from 2023 budget documents.

The agencies that are compared include:

- Kennewick Parks and Recreation Department
- Auburn Parks, Arts, and Recreation Department
- Kirkland Parks and Community Services Department
- Meridian Parks and Recreation Department
- Pasco Parks and Recreation Department
- Richland Parks and Recreation Department

These cities were selected based on similarities in population size and geographic dimensions. In this study, all participating agencies, except Meridian, share a population below 100,000 residents, with Kennewick boasting 86,201 residents as of 2022. Geographically, the agencies vary from 23 square miles (Richland) to 43 square miles (Meridian), with Kennewick occupying an intermediate position at 28 square miles. This strategic selection provides context for the comparative analysis that closely aligns with Kennewick's demographic and geographic characteristics.

Table 1: Comparative Analysis – Population and Size

Agency	Population	Square Miles
Richland Parks and Recreation Department	63,099	23
Auburn Parks, Arts, and Recreation Department	79,365	30
Pasco Parks and Recreation Department	80,646	27
Kennewick Parks and Recreation Department	86,201	28
Kirkland Parks and Community Services Department	92,165	24
Meridian Parks and Recreation Department	124,700	43

2.2 Organizational Context

KPR's organizational structure outlines the activities and duties the department must take to achieve its goals. Its structure is the foundation on which its operating procedures and daily routines stand. KPR's organizational functions are spread across three divisions: the Park and Facilities Services, Recreation Services, and Capital Improvement Services divisions. These divisions are supported by Administrative Services, which provides centralized support. Figure 7 maps KPR's organizational structure.

Figure 7: KPR Organizational Structure



The **Administration Services Division** handles day-to-day operations, fostering coordination and communication with the community and the Park Board.

The **Parks and Facilities Services Division** oversees the utilization, safety, maintenance, and management of 698 acres of parkland. Moreover, this division upkeeps 19 facilities totaling 406,000 square feet and performs maintenance and repairs for the Kenneth Serier Memorial Pool (KSMP), along with other construction projects. City right-of-ways and 49 greenway acres also fall under Parks and Facilities Services Division maintenance.

A collage of various summer-themed images. At the top left, a parade float shaped like a yellow school bus is visible. Next to it, a group of children are smiling and holding up their drawings. To the right, a construction worker in a high-visibility vest stands next to a yellow bulldozer. Below these, the text 'WE ♥ SUMMER!' is prominently displayed in a stylized font, with a red heart symbol. Underneath the text, there are several smaller images: a horse show with riders on horses, three police officers standing next to a motorcycle, a formation of jets flying in the sky, two children wearing cowboy hats sitting on a horse, and a large Ferris wheel at a fair.

Full-Time Equivalent Employee (FTE) Analysis

Staff levels differ across park and recreation agencies. The 2023 NRPA Agency Performance Review finds the typical park and recreation agency includes 51.5 FTEs, with a mix of both full- and part-time staff. Staff size, however, varies significantly based on the size of the population served. Park and recreation agencies serving jurisdictions of 50,000 to 99,999 residents have a **median** of 75.8 FTEs on staff. Fiscal Year 2023 staffing for KPR consists of 44.7 FTEs.

Another way NRPA evaluates agency staffing is to measure staffing in relation to service population. The typical park and recreation agency has 8.9 FTEs on staff for every 10,000 residents in the jurisdiction served. Agencies in less populated areas tend to have more FTEs on staff per population. Agencies serving jurisdictions between 50,000 to 99,999 residents have a median of 11.2 FTEs for every 10,000 residents. KPR operates with 5.2 FTEs per 10,000 residents. The low quartile is 6.6 FTEs for every 10,000 residents. KPR, serving a population of 86,201, operates with a staff of 44.7 FTE. Notably, this staffing level is about 12 FTEs lower than the lowest quartile of reporting agencies.

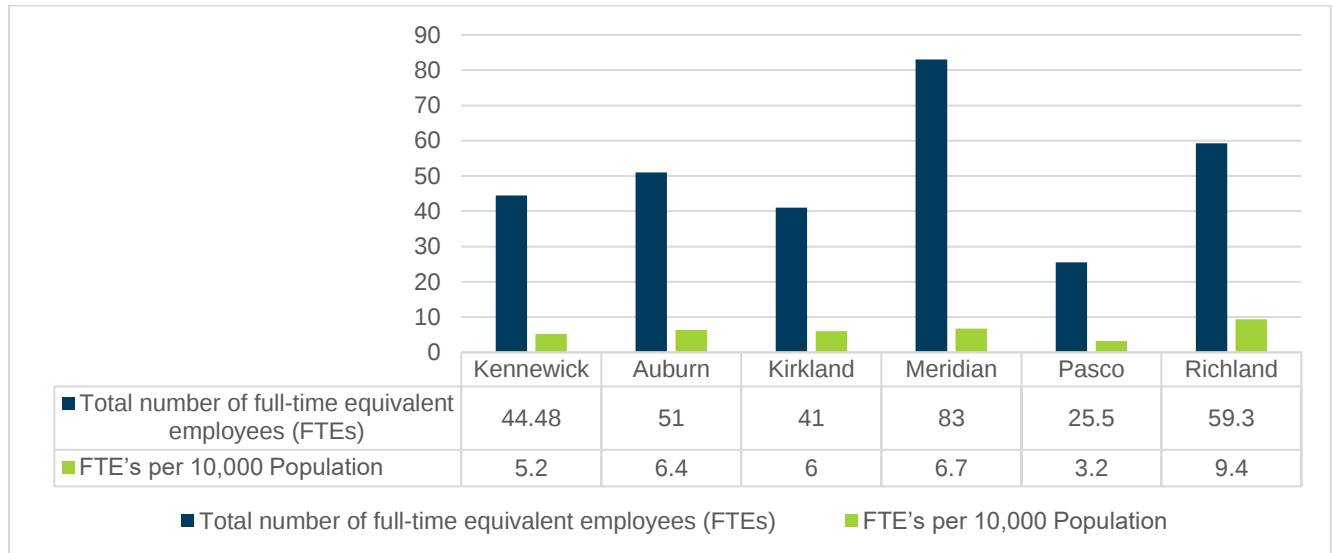
Table 2 illustrates the period between 2019 and 2023 when the FTE workforce growth at KPR remained stagnant, while the population expanded from approximately 81,000 to 86,000. Notably, in both 2020 and 2021, KPR had two more FTEs than its current count. A key observation is that the growth has been confined primarily to the Recreation Services Division, which saw an increase of 4.84 FTEs. However, it is important to highlight that this growth pertains exclusively to part-time seasonal Program Specialists and Lifeguards

Table 2: FTE Count

Division	2019	2020	2021	2022	2023	Net Change in FTEs
Executive Office	2.34	3	3	2	1	(1.34)
Administrative Services	4.3	3.8	3.8	3	4	(0.3)
Capital Improvement Services	2	2	2	1	.5	(1.5)
Park and Facilities Services	22	20	20	20	21.5	0.5
Recreation Services	12.84	17.68	17.68	17.8	17.68	4.84
Total	43.48	46.48	46.48	44.68	44.68	1.2
FTE per 10,000 residents	5.0	5.4	5.4	5.2	5.2	.02

In Figure 8, agency-specific benchmarking reveals an average FTE count of 7.4 per 10,000 residents.

Figure 8: Comparative Analysis – FTE Count



By adding 12 FTEs, KPR can achieve an FTE count of 6.6 per 10,000 residents, aligning with the lower-quartile average identified in the 2023 NRPA Agency Performance Review. The following 8 positions (12 FTE) have been identified as priority positions to be added within the next six years:

Executive Office:

- **Deputy Parks and Recreation Director (1.0 FTE)**

Assist the Parks and Recreation Director in overseeing the planning, development, and maintenance of parks, facilities, and recreational activities. The Deputy Director works closely with the Director to implement strategic initiatives, promote community engagement, and help ensure the effective operation of parks and recreation services.

Administrative Services:

- **Guest Services Specialist (1.0 FTE)**

Supports the smooth operation of the department by providing administrative support, facilitating communication, and helping to ensure efficient coordination of activities and resources.

- **Strategic Partnerships Manager (1.0 FTE)**

Enhance the quality and reach of park and recreation programs through effective volunteer engagement and strategic community partnerships.

Park and Facilities Services:

- **Crew Leader (3.0 FTE)**

Responsible for managing and leading a team of workers engaged in various maintenance and operational tasks related to parks, recreational areas, events, and public spaces.

- **Park Ranger (2.0 FTE)**

Park Rangers play a critical role in preserving the environment, supporting visitor safety, and providing educational programs and information to visitors.

- **General Craftsperson (2.0 FTE)**

Actively engage in hands-on maintenance tasks, addressing immediate maintenance needs and enhancing the overall upkeep of facilities.

Recreation Services:

- **Program Coordinator (1.0 FTE)**

Design recreational programs that synergize with community spaces, optimizing usage and well-being.

Capital Improvement Services:

- **Project Supervisor (1.0 FTE)**

Manage procurement and contracting processes efficiently, allowing for cost-effective and timely execution of maintenance projects. Monitor budget allocations, helping to ensure funds are channeled toward critical deferred maintenance projects.

These positions have been recognized as crucial roles that significantly contribute to the effective functioning of the organization. The order of position priority is as follows:

1. Project Supervisor (1.0 FTE)
2. Crew Leader (1.0 FTE)
3. Strategic Partnerships Manager (1.0 FTE)
4. Guest Services Specialist (1.0 FTE)
5. General Craftsperson (2.0 FTE)
6. Crew Leader (2.0 FTE)
7. Park Ranger (2.0 FTE)
8. Deputy Parks and Recreation Director (1.0 FTE)
9. Program Coordinator (1.0 FTE)

Upon adopting the Comprehensive Plan, a Project Supervisor, a Crew Leaders, Strategic Partnership Manager and a Guest Services Specialist should be added to KPR staff to address immediate department needs.

Figure 9: Future Organization Structure



2.3 Financial Assessment

The KPR budget is prepared on a biannual basis, for the year that begins January 1 and ends December 31. The general fund is the primary operating fund, which accounts for all financial and general revenues and expenditures. Table 3 provides the most recent general fund budget information.

Table 3: General Fund Budget

	2019/2020	2021/2022	2023/24
General Fund	\$10,959,496	\$12,044,555	\$12,900,544
Columbia Park Golf Course	\$1,238,894	\$922,500	\$1,037,500
Total	\$12,198,390	\$12,967,055	\$13,938,044

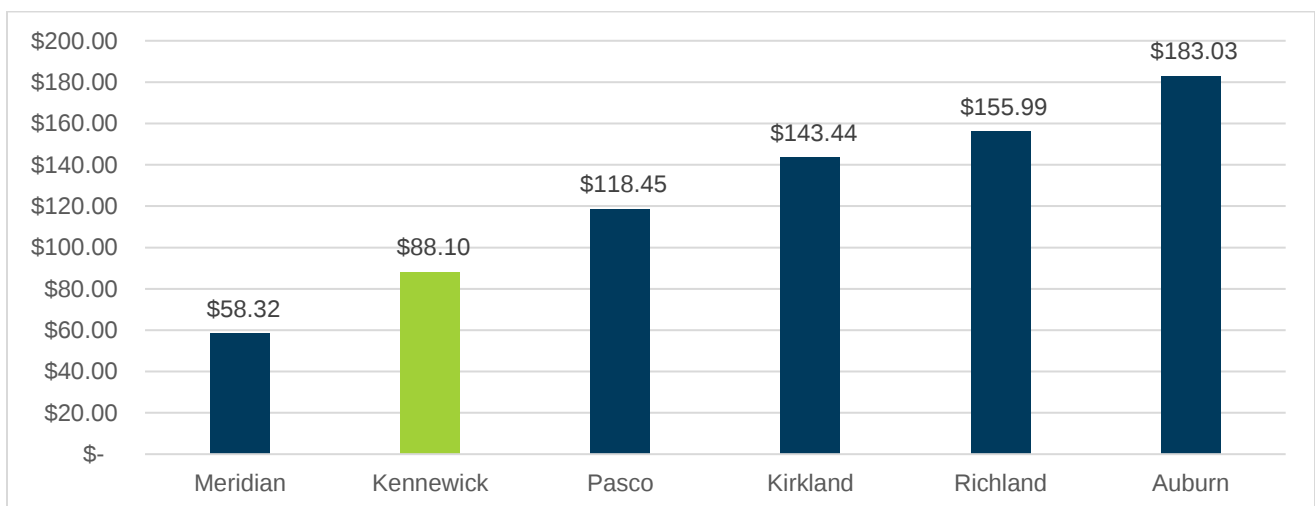
KPR's budget has grown over the past three budget cycles, with its general fund budget increasing by 15% since 2019.

Per Capita Spending

Normalizing operating expenditure data by the agency's service population is a meaningful way of articulating and comparing spending. By this measure, the 2023 NRPA Agency Performance Review finds the typical park and recreation agency has annual operating expenses of \$94.77 on a per capita basis. This measurement marks noncapital (i.e., for operational, services, and materials) dollar spending for each person living in a service area. In 2022, the median quartile spending for peer parks and recreation agencies catering to a population of 50,000 – 99,999 stood at \$121 per person within their service area. KPR's projected expenditure for 2023 is \$88 per capita. Notably, the low quartile spending for agencies serving a population of 50,000 – 99,000 amounted to \$73.64 per capita. While KPR surpasses the low quartile spending benchmark, there remains a \$33 difference from the median quartile spending level.

In Figure 10, agency-specific comparative analysis reveals an average per capita spending of \$124. Kennewick is spending approximately \$36 less per capita than similar agencies.

Figure 10: Comparative Analysis – Per Capita Spending



Operating Expenditures Per Acre

Operating expenditures can be normalized by the amount of parkland an agency manages. According to the 2023 NRPA Agency Performance Review for a typical agency, the median operating expenditure is \$7,388 per acre of park it manages. Agencies serving larger populations tend to have lower operating expenditures than those serving small- and medium-sized jurisdictions. The typical park and recreation agency serving a jurisdiction of fewer than 20,000 people spends a median of \$7,495 per acre of park and non-park sites. **The median increases to \$9,108 per acre for agencies serving jurisdictions with populations between 50,000 and 99,999**, but then declines to \$3,970 per acre managed for those serving more than 250,000 people.

KPR maintains 684 developed acres of parkland. Operating expenditures per acre are calculated by dividing total park-related operating expenditures by total parkland acres managed. KPR is projected to spend \$4,026 per acre in 2023. Given the existing budget allocation, achieving a spending level of \$8,106 is not feasible. For this analysis, aiming to match the low quartile spending of peer agencies is a more practical objective for KPR. The 2023 NRPA Agency Performance Review low quartile spending for jurisdictions with populations between 50,000 and 99,999 is \$5,434 per acre. This analysis finds KPR is spending 26% less than peer agencies when this metric is applied.

Table 4: Per-Acre Spending Comparison

	Variables	Variance From Park Metric	Percentage Difference	Budget Difference
2023 Maintenance and Operations Budget	\$4,936,000			
Total Acres	684			
2023 Operating Expenditure per Acre	\$4,026			
Park Metric Low Quartile	\$5,434	(\$1,408)	(26%)	(\$982,734)
Park Metric Median Quartile	\$9,108	(\$5,082)	(56%)	(\$3,547,236)
Park Metric Upper Quartile	\$20,564	(\$16,538)	(80%)	(\$11,543,524)

Capital Budget Spending

Beyond day-to-day operations, the 2023 NRPA Agency Performance Review found park and recreation agencies have a median of \$10 million in capital expenditures budgeted for the **next five years**. Not surprisingly, the larger the agency, the larger its five-year capital budget. The

typical park and recreation agency serving a population of 50,000 to 99,999 has a **low quartile five-year capital budget of \$6 million**. Five-year capital budgets increase greatly as the service population increases—to nearly \$43 million for those with more than 250,000 residents.

The 2023 KPR Capital Investment Plan (CIP) stands at around \$650,000. If KPR maintains this level of annual CIP investment, it will amount to \$3.2 million in capital investments over the next five years—half the investment made by peer agencies.

When a park or facility lacks sufficient funds for capital improvements, necessary repairs and upgrades are postponed, resulting in deferred maintenance. This postponement can lead to deterioration, increased repair costs over time, and a decrease in the overall quality of the park or facility. An undersized capital improvement budget can contribute to a growing backlog of deferred maintenance issues.

Chapter Three: Community and Identified Needs

Community engagement played a pivotal role in the Comprehensive Plan update process, enabling an understanding of the present values and priorities of Kennewick residents. Soliciting community input has been integral in identifying the most frequently utilized facilities, pinpointing essential requirements, and gauging the preferred emphasis on recommendations. Throughout the planning phase, BerryDunn used diverse approaches to gather community insights, including presentations to the Park and Recreation Commission, user-focused group sessions, stakeholder interviews, and a community-wide, statistically-valid survey. The recommendations outlined in the 2024 Parks and Recreation Comprehensive Plan Update are strategically aligned to mirror the recreational desires and preferences of Kennewick residents.

Key findings highlight strong support for KPR, a desire for partnership development, and a focus on enhancing indoor facilities and trails. Priorities for investment were identified in areas such as trails, aquatic, and waterfront access.



3.1 Stakeholder Interviews

BerryDunn interviewed individual stakeholders to identify pertinent concerns associated with recreation facilities and programs within the City. These interactions revealed a shared enthusiasm and endorsement for KPR, evident in their valuable insights into significant matters and contributions to devising strategies for an enhanced overall system. Recurring themes encompassed the necessity for a forward-looking plan that helps ensure the KPR's sustainability, increased indoor facilities and trails, and a strategic approach that acknowledges the importance of fostering partnerships.

3.2 Focus Group Sessions

In May 2023, BerryDunn orchestrated three focus group sessions to glean insights from user groups regarding current strengths, opportunities, and priorities. The objective was also to determine whether KPR effectively meets resident needs. A series of questions facilitated comprehensive input from all participants. The collective sentiment from the focus groups highlighted a community-wide consensus on KPR's responsiveness and receptiveness. Strengths were acknowledged in the form of the number and variety of parks available. Conversely, participants acknowledged maintenance as a weakness. Looking ahead to the next 5 to 10 years, there was a prevailing desire for KPR to amplify its focus on trail development. Preservation of existing assets emerged an additional key priority emphasized by participants.

3.2 Needs Assessment Survey

ETC Institute administered a parks and recreation Needs Assessment Survey for KPR during the spring of 2023. ETC Institute mailed a survey packet to a random sample of households in Kennewick. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at [KennewickSurvey.org](https://kennewicksurvey.org).

After the surveys were mailed, ETC Institute followed up by sending text messages and mailing postcards to encourage participation. The text messages and postcards contained a link to the online version of the survey to make it easy for residents to complete the survey. The goal was to collect a minimum of 400 completed surveys from residents. The goal was met with 414 completed surveys collected. The overall results for the sample of 414 households have a precision of at least +/-4.8 at the 95% level of confidence.

Survey Findings

Use of Parks and Facilities

Most respondents (91%) indicated that they had used parks, the recreation center, golf courses, Numerica Pavilion, or other facilities owned and maintained by the City of Kennewick during the past year. Of those who had visited those areas, most (74%) rated the overall quality as either good (56%) or excellent (18%).

Barriers to Use

Respondents most often listed a lack of features they wanted to use (31%), lack of restrooms (28%), and not feeling safe using the parks/facilities (25%) as major barriers to use.

Satisfaction with Parks

Respondents were asked to rate their level of satisfaction regarding 12 aspects of parks. Respondents were most satisfied (rating “satisfied” or “very satisfied”) with the adequacy of parking at parks (72%), maintenance of parks (63%), and quality of outdoor athletic fields and courts (53%). **Respondents feel the most emphasis should be placed on the safety of parks (49%), maintenance of parks (44%), and quality of swimming pools (30%) over the next five years.**

Communications

Respondents most often use the KPR website (KennewickRecreation.com) (59%), social media (51%), or word of mouth (50%) to learn about KPR news, events, programs, and activities. Respondents would most prefer to use the website (56%), social media (50%), email (26%), or television (24%).

Willingness to Volunteer

Respondents were asked to select all the ways they would be interested in getting involved with volunteer work and advocacy with the City’s park system. Respondents were most interested in being special event volunteers (44%), getting involved with nature programming and education (37%), and joining friends of the park or a board of commission meeting (32%).

Agreement with Benefits

Respondents were asked to rate their agreement with 11 statements regarding potential benefits of parks and recreation services. **Respondents most agreed (selecting “agree” or “strongly agree”) that park and recreation services improves the overall quality of life in the City (85%), improves the health/wellbeing/fitness of residents (82%), and helps preserve open space and the environment (82%).** These were also the three items most important to households. Improving the quality of life in the City (42%), contributing to a sense of community (33%), and improving health/wellbeing/fitness of residents (29%) were the three areas respondents said were most important to the future of the City.

Support for Improvements

Respondents would most support (rating “somewhat supportive” or “very supportive”) improving/adding restroom facilities (86%), improving existing parks infrastructure (85%), and improving/expanding the existing trail system (84%). **The three improvements most important to households are improving existing parks infrastructure (49%), developing an indoor aquatic center (40%), and developing new multi-use recreation facilities (37%).**

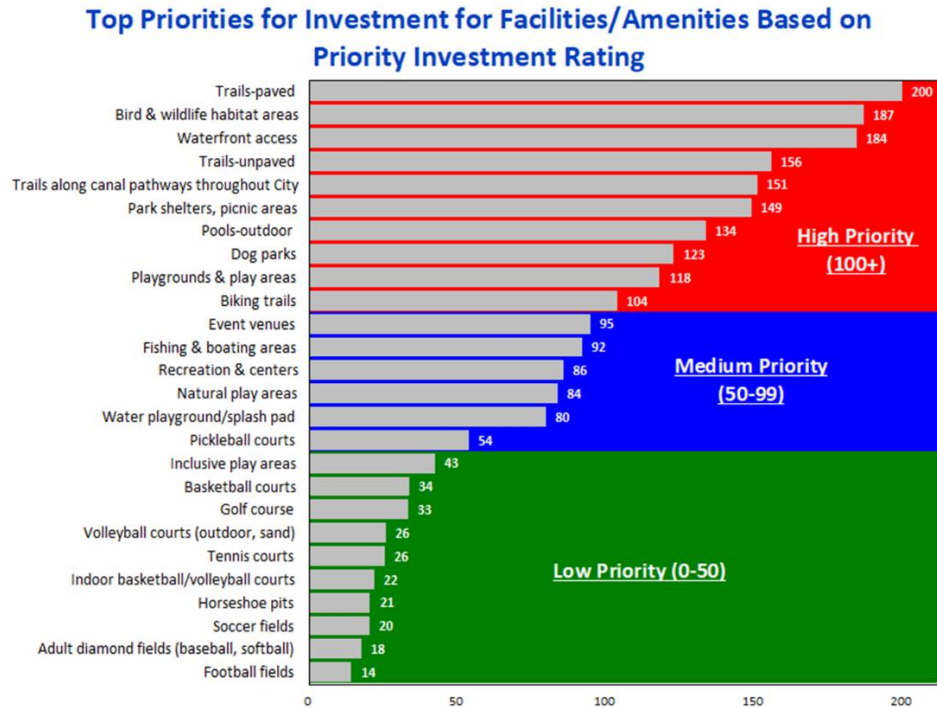
Priorities for Facility Investments

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The PIR equally weighs (1) the importance that residents place on amenities and (2) how many residents have unmet needs for the amenity. Based on the PIR, the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Trails—paved (PIR= 200)
- Bird and wildlife habitat areas (PIR= 187)
- Waterfront access (PIR= 184)
- Trails—unpaved (PIR= 156)
- Trails along canal pathways throughout City (PIR= 151)
- Park shelters, picnic areas (PIR= 149)
- Pools—outdoor (PIR= 134)
- Dog parks (PIR= 123)
- Playgrounds and play areas (PIR= 118)
- Biking trails (PIR= 104)

The chart below shows the PIR for each of the 26 recreation facilities assessed on the survey.

Figure 11: PIR for Facilities and Amenities



Priorities for Program Investments

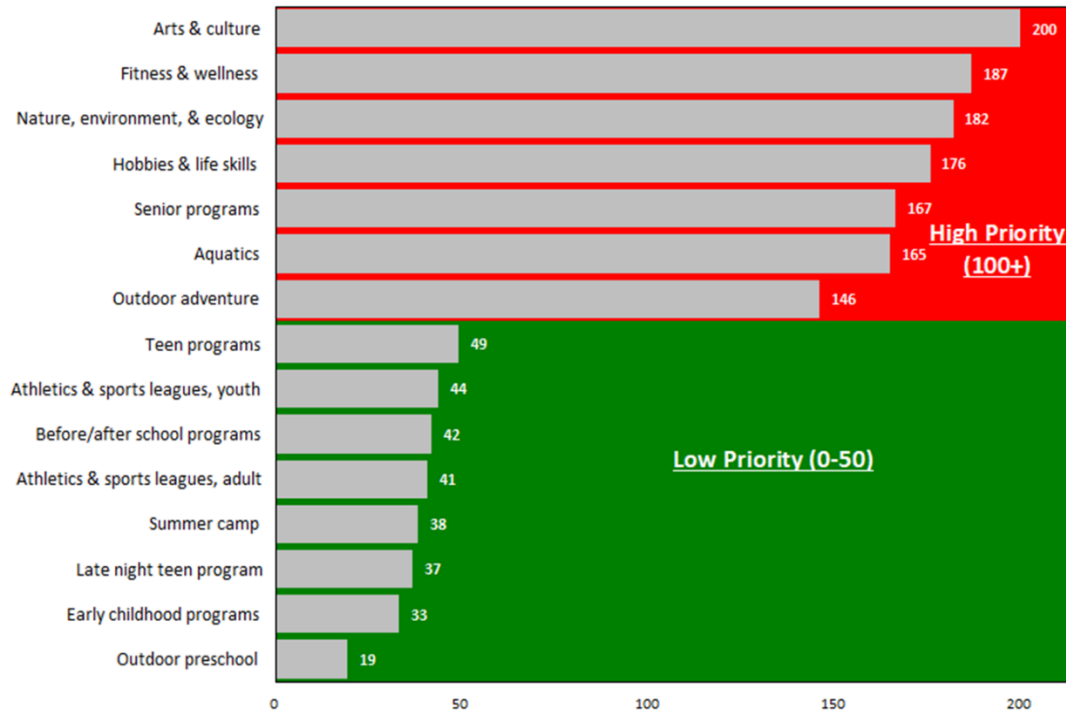
The program investments PIR equally weights the importance residents place on a program and the unmet needs for the program. Based on the PIR, the following KPR programs were rated as high priorities for investment:

- Arts and culture (PIR=200)
- Fitness and wellness (PIR=187)
- Nature, environment, and ecology (PIR=182)
- Hobbies and life skills (PIR=176)
- Senior programs (PIR=167)
- Aquatics (PIR=165)
- Outdoor adventure (PIR=146)

Figure 12 shows the PIR for each of the 15 programs assessed.

Figure 12: PIR for Programs

Top Priorities for Investment for Activities, Programs, and Events Based on Priority Investment Rating



Chapter Four: Facility Inventory and Level of Service (LOS) Analysis

LOS describes how a recreation system provides residents access to recreational assets and amenities. LOS indicates the ability of people to connect with nature and pursue active lifestyles, often reflects community values, and can have implications for health and wellness, the local economy, and quality of life.



4.1 Introduction

To help standardize parks and recreation planning, many parks and recreation professionals look for ways to benchmark and meet national standards. These standards might include how many acres, ballfields, pools, and playgrounds a community should have. In 1906, the fledgling Playground Association of America called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973; Lancaster, 1983). In time, “standard measurement” ratios emerged, with 10 acres of parklands per 1,000 becoming the most widely accepted norm. Other normative guides also have been cited as traditional standards but have been less widely accepted. In 1983, Roger Lancaster compiled a book called *Recreation, Park and Open Space Standards and Guidelines* published by the NRPA. Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population” (Lancaster, 1983, p. 56). The guidelines further recommended an appropriate mix of park types, sizes, service areas, acreages, and standards regarding the number of available recreational facilities per 1,000 people. The table became widely known as “the NRPA standards”, but these were never formally adopted for use by the NRPA.

Since that time, publications have updated and expanded upon possible standards, several of which the NRPA has published. Many of these publications did benchmark and other normative research to determine what an average LOS should be. Organizations such as NRPA and the American Academy for Park and Recreation Administration have focused on accreditation standards for agencies. These standards have been less directed toward outcomes and performance and more on planning, organizational structure, and management processes. NRPA standards for LOS do not exist.

Although the above standards can be valuable when referenced as norms for capacity, they are not necessarily the target standards for which a community should strive. Each agency is different, and the criteria above do not address several factors. For example:

- Does developed acreage include golf courses? What about indoor and passive facilities?
- What are the standards for skateparks? Ice arenas? Public art?
- What if it is an urban land-locked community? What if it is a small town surrounded by open federal lands?
- What about quality and condition? What if there are many ballfields, but they are not maintained?

Geo-Referenced Amenities Standards Program® (GRASP®)

Parks, trails, recreation, and open space are part of an overall infrastructure for a community and are made up of various components, such as playgrounds, multipurpose fields, and passive areas. A methodology for determining the LOS is appropriate to address these and other

relevant questions. Composite-values methods can be applied to measure and portray the service provided by parks and recreation systems. The trademarked name for the composite-values methodology process is called GRASP®.

This methodology records each park component's geographic location, quantity, and capacity. It also uses comfort, convenience, and ambiance as characteristics that are part of the context and setting of a component. They are not characteristics of the element itself, but they enhance the value when they exist. Combining and analyzing each component's composite value makes it possible to measure the service provided by a parks and recreation system from various perspectives and for any given location. Typically, this begins with deciding on relevant components, collecting an accurate inventory of those components, and conducting analysis.

4.2 Inventory Methods and Process

In March 2023, BerryDunn used mobile tablets preloaded with GIS data to conduct site assessments at KPR parks, trails and open spaces. The inventory for this study focused primarily on components at outdoor public spaces. The following information was collected during site visits:

- Component type and geo-location
- Component functionality
- Assessment scoring is based on the condition, size, site capacity, and overall quality
- The inventory team used the following four-tier rating system to evaluate park components:
 - 0 = Nonfunctioning
 - 1 = Below Expectations
 - 2 = Meets Expectations
 - 3 = Exceeds Expectations
- Components were evaluated from two perspectives:
 - The value of the component in serving the immediate neighborhood
 - The value of the component to the greater community
- Neighborhood Score:
 - Each component was evaluated from the perspective of a resident who lives nearby
 - High-scoring components are easily accessible to pedestrians in the neighborhood, are attractive for short and frequent visits, and are unobtrusive to the surrounding neighborhood

- Low-scoring components may have limited access to residents such as locked gates, have nuisance features such as sports lighting, or draw large crowds for which parking is not provided
- Community Score:
 - Components were evaluated from resident perspectives in the greater community
 - High-scoring components in this category may be unique components within the parks and recreation system, have a broad draw throughout the community, have the capacity and associated facilities for community-wide events, or are in areas accessible only by car
 - An example of low-scoring components may be when a park's components are limited to only homeowner association (HOA) residents
- Site Modifiers:
 - In addition to standard components, the inventory also evaluates features that provide comfort and convenience to users
 - These are things a user might not go to the parks specifically to use, but are aspects that enhance their experience by making it a nicer place to be
 - Modifiers encourage people to stay longer and enjoy the components more fully
 - The presence of features such as water fountains, shade, seating, and restrooms in proximity to a component increases the component's value
 - These features are scored as described above with the 0 – 3 system; scoring focuses on service to the user rather than the quantity

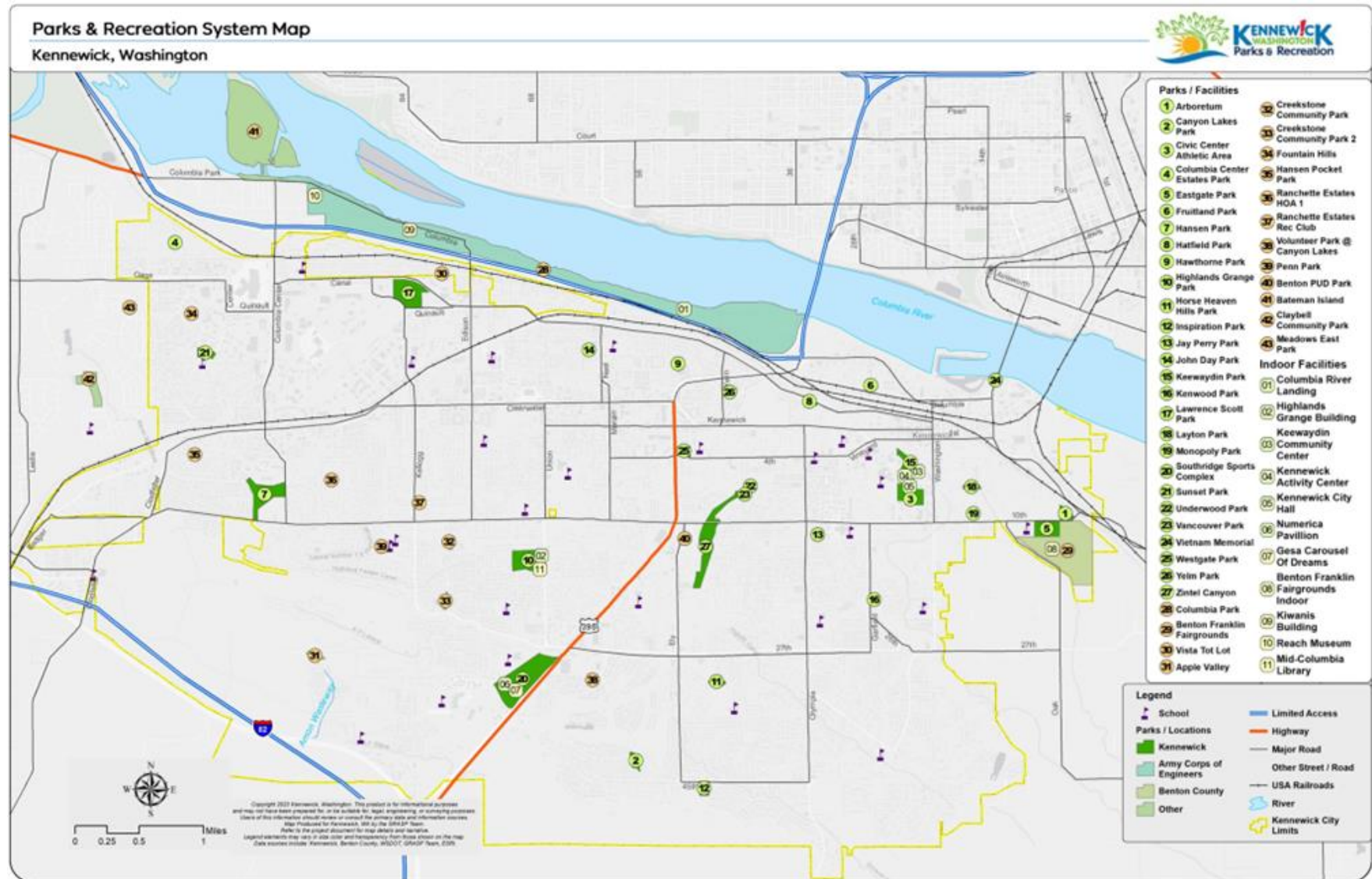
After the site visits, a scorecard and inventory map were created for each facility. Following review and approval of park scorecards and inventory maps by KPR, a GRASP® Inventory Atlas was created. The Atlas is provided as a supplemental document to the Comprehensive Plan update.

KPR System

KPR maintains 25 developed parks of varying sizes and intended uses. The City's two major regional parks are Columbia Park and the Southridge Sports and Events Complex. The 431-acre Columbia Park includes 5.5 miles of riverfront trail and a designated 70-acre regional linear park (the levee and Duffy's Pond Rivershore).

The system inventory map shows the relative size and distribution of existing parks and recreation facilities in and near the City of Kennewick. Green parcels represent parks. Map 1 also displays paths, trails, indoor facilities, other service providers, and schools. The map legend contains the complete list.

Map 1: System Map



Park Classifications

While NRPA provides definitions for park classifications, it also acknowledges that each community is unique in terms of geographical, cultural, and socioeconomic makeup. As such, each community or park agency should develop its own standards for recreation, parks, and open space, with NRPA definitions as a guide.

As a means of organizing the City's public open space facilities, park areas are classified according to a hierarchy that provides for a comprehensive system of interrelated parks. All parks can be placed into specific categories or classifications. Some parks that meet neighborhood needs and have specialized amenities could be placed into more than one classification but are placed in the classification that meets the broadest definition. The park and open space classifications that are appropriate for KPR do not necessarily meet the NRPA guidelines in a strict sense as far as size or amenities, but they are appropriate to the overall offerings of the City. The KPR classifications are as follows:

- Neighborhood Parks (fewer than 25 acres)
- Community Parks (25 – 99 acres)
- Premiere Parks (100+ acres)
- Special Use Parks
- Natural Parks

Neighborhood Parks

In Kennewick, neighborhood parks are the most essential units of the park system and serve as the recreational and social focus of the neighborhood. Seventeen parks in the KPR system are classified as neighborhood parks. These parks typically include a playground, picnic areas, athletic fields or courts, open space, or other amenities. Kennewick neighborhood parks range in size from as small as the 0.06-acre Jay Perry Park to the 25-acre Hansen Park. Neighborhood parks serve an area within a 10-minute walk time or half-mile radius uninterrupted by major roads or other barriers. The desirable size is 3– 24 acres, but may be reduced based on neighborhood need.

Community Parks

Community parks are diverse in nature, serving a broader purpose than neighborhood parks. While community parks may include neighborhood park amenities—and act as neighborhood parks—the focus of a community park is on meeting community-based recreation, athletics, and open space needs. These parks may contain significant athletic complexes, aquatic amenities, walking paths, picnic areas, and various other active and passive amenities depending upon community needs and site suitability. In some cases, a park with only a single athletic field that provides a venue for community athletic organizations may fall into this category regardless of

its small size. The community park may also be the venue of an activity or amenity that has broad community appeal but does not fit the “special use” designation.

Community parks usually serve multiple neighborhoods, with special amenities serving all City residents. For this park type, 25 acres or more are preferred, but special amenities of community interest or athletic fields that provide for the community as a whole may be on much smaller sites. Seven parks in the KPR system are classified as community parks. The desirable size is 25 – 40 acres.

Premiere Parks

Regional parks are large park sites developed for organized play that generally contain a wide array of both passive and active recreation facilities and appeal to a diverse group of users. Regional parks provide a large expanse of open land designed to provide natural scenery and unique features of citywide and regional interest. They also offer pleasant environments and open space to engage in active and passive recreation. Effective utilization of woodlands, open lands, meadows, and, particularly, water features, are important to the design. The desirable size is 100 acres or more.

Columbia Park

The 431-acre Columbia Park, initially developed by the Army Corps of Engineers and Benton County, lies on the Kennewick side of the Columbia River. On March 21, 2000, the City completed the Master Development Plan for Columbia Park, which outlined future potential and standards for development of this regional asset. The plan and subsequent updates are incorporated into this Comprehensive Plan update document by reference. In addition, the 70-acre riverfront area from SR-395 to the Kennewick-Pasco Intercity Bridge—which encompasses the riverfront levee, associated uplands, and Duffy’s Pond—is considered part of the regional park service area. The Riverfront Master Plan II and the West End Master Plan address much of the future redevelopment at the site.

Southridge Sports and Event Complex

In March 2012, the Southridge Sports and Events Complex opened to the public. The complex provides sports fields and a 30,000-square foot pavilion that houses three full-size basketball and multisport courts and a multipurpose room. It also hosts the Carousel of Dreams facility. An additional 10 acres adjacent to the facility is currently undeveloped but available for future growth and expansion.

Special Use Parks

Special use parks cover a broad range of specialized park and recreation facilities, often with a single major use. Golf courses, historical sites, sports complexes, community center sites, and other special use facilities fall into this category. These parks may also include neighborhood or community park elements, but with amenities that have a regional appeal to visitors from outside City boundaries. The size of the park or facility site can vary significantly based on the needs of the facility. The Vietnam Memorial and Arboretum are classified as special use parks.

Natural Parks

Open space areas are acquired to preserve the natural, unspoiled character of a particular location or geographic feature. These areas are typically important habitat conservation or environmentally-sensitive areas such as wetlands, shorelines, forest lands, and stream corridors. Passive recreation uses are appropriate for these sites, such as walking, bird watching, interpretive educational programs, and signage. Limited parking may be provided to support passive recreation needs with other support facilities, such as shelters and restrooms.

The desirable size is 25 acres or more, but smaller areas are acceptable, especially in developed areas, where the preserved open space is protecting environmentally-sensitive features. Smaller areas are encouraged to be maintained and protected through an HOA.

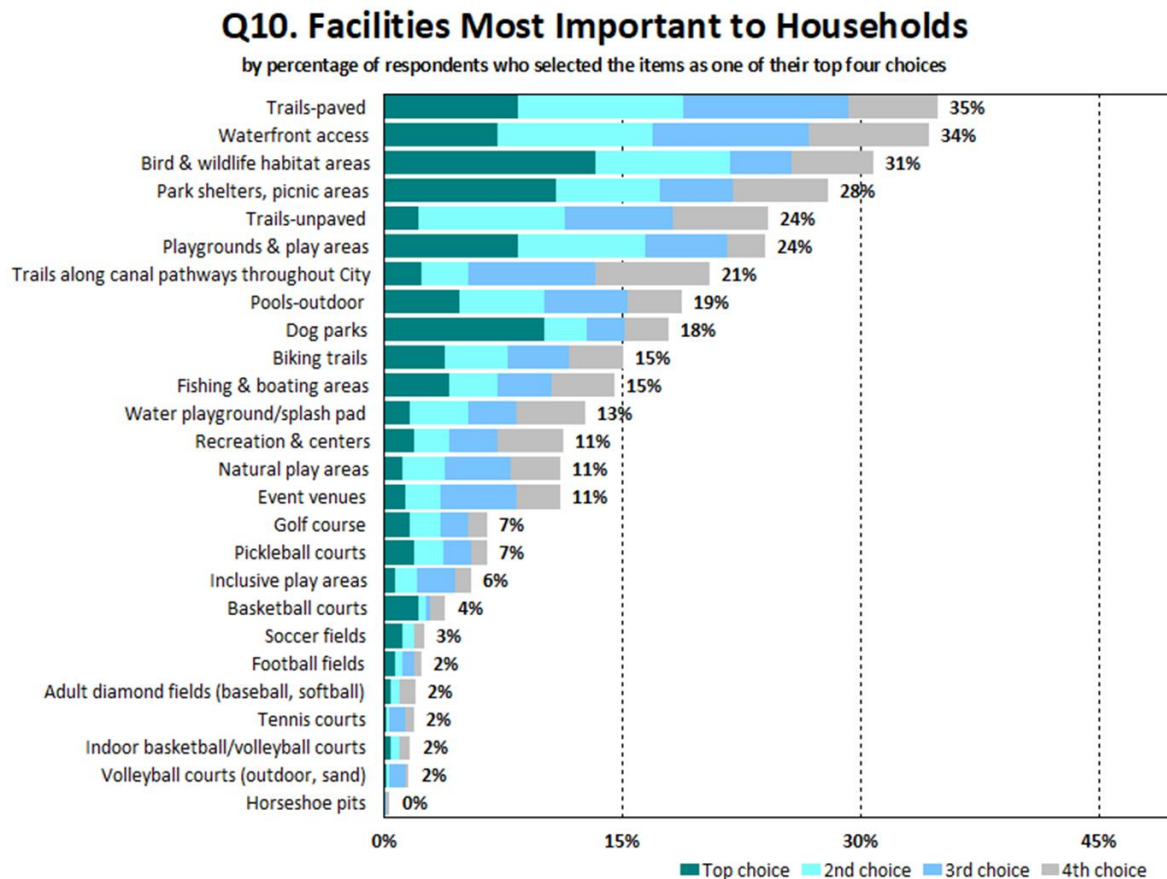
Trail Corridors

Trail corridors provide access to park sites, environmental areas, community facilities, commercial districts, and residential neighborhoods. Trail corridors are linear parks that may have local and regional significance.

In recent years, much attention has been given to urban and non-urban trail development in the Tri-Cities. Trail development by definition should include provisions for bicycles, pedestrian, horseback riding, hiking, or other compatible trail type activities. Recent highway construction has created additional pathways from Richland to Kennewick; both Kennewick and Pasco have lowered the river levees and developed a wide meandering surfaced pathway along the top of the lowered levees.

In focus group sessions and one-on-one discussions, trail access is a reoccurring theme that the City will need to address. It is vital to take a holistic approach to trail access and connectivity. The community survey assessed the importance residents placed on 26 facilities and amenities. Based on respondents' top four choices, trails ranked most important. The percentage of residents who selected each facility/amenity as one of their top four choices is shown in the chart below.

Figure 13: Community Survey – Facility Importance

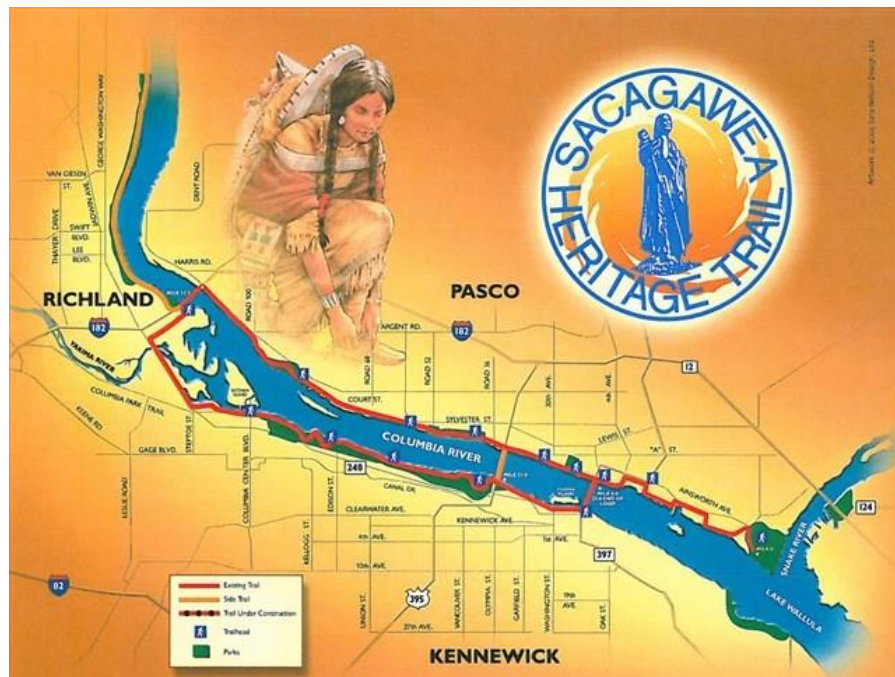


To facilitate increased trail access, cooperation and coordination with the City's Transportation, Engineering, and Public Works Divisions are essential. Additionally, KPR should collaborate with regional partners like Visit Tri-Cities, the Kennewick Irrigation District, and the Benton-Franklin Council of Governments for regional trail planning, wayfinding, and other access-related projects. Exploring the possibility of converting open irrigation canals into underground pressurized systems for use as paths or trails in conjunction with the Kennewick Irrigation District should also be considered.

Sacagawea Heritage Trail

The Sacagawea Heritage Trail is a scenic river trek along the Columbia River through Kennewick, Richland, and Pasco. The trail is a 23-mile blacktop loop with portions on both sides of the Columbia River. The Sacagawea Heritage Trail plays on the vision for a continuous bicycle and pedestrian route connecting the Tri-Cities. The trail, showcasing interpretive opportunities, is intended to serve as an amenity for both local residents and visitors. The nonmotorized loop routes along the riverfronts in the Tri-Cities area and links with waterfront parks.

Figure 14: Sacagawea Heritage Trail Map

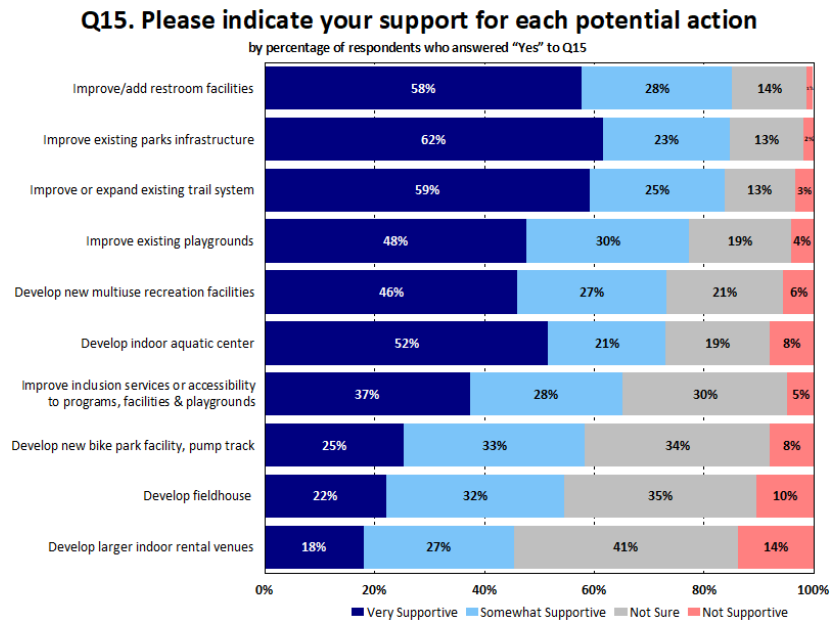


Indoor Facilities

Across the country, community centers are evolving from their original purpose as a community gathering place with facilitated programs into recreation centers that offer a host of fitness and active-life options, including pools, exercise and dance classes, weight rooms, personal trainers, and sports courts. A well-run facility serves as a thriving hub of activity for youth, adults, families, older adults, and civic organizations. KPR operates four indoor facilities; two operate as traditional community centers. The presence of sports courts at Numerica Pavilion meets the definition of a recreation center, but it is operated as a sports and event center.

Park Metrics finds 63% of reporting agencies offer an indoor facility that meets the definition of a recreation center. In 2022, peer parks and recreation agencies serving a population of 50,000 – 99,999 residents provided one recreation center per 38,000 residents. The community survey found 73% of Kennewick respondents to be very or somewhat supportive of developing a multiuse recreation facility.

Figure 15: Community Survey – Support for Multiuse Recreation Center

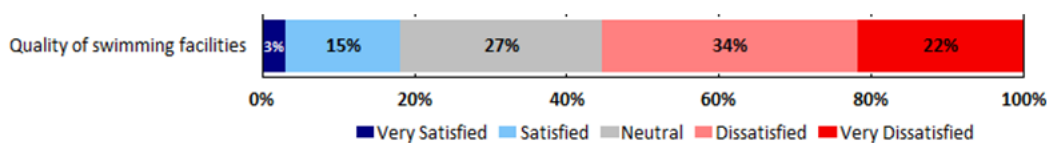


Aquatic Facilities

Opened in 1955, the Kenneth Serier Memorial Pool (KSMP) has served residents for nearly 70 years. With three separate swimming tanks, KSMP offers something for everyone. The main tank is a six-lane, 25-yard pool and varies in depth from four to six feet. The diving tank has a depth of 13 feet, has one diving board, and a climbing wall. The training tank starts at six inches and has a depth of three-and-a-half feet.

The last significant upgrade to KSMP occurred in 1987. KSMP has exceeded the average lifespan of an outdoor aquatic facility by 30 years. The community survey found 56% of respondents were dissatisfied or very dissatisfied with the quality of KPR swimming facilities.

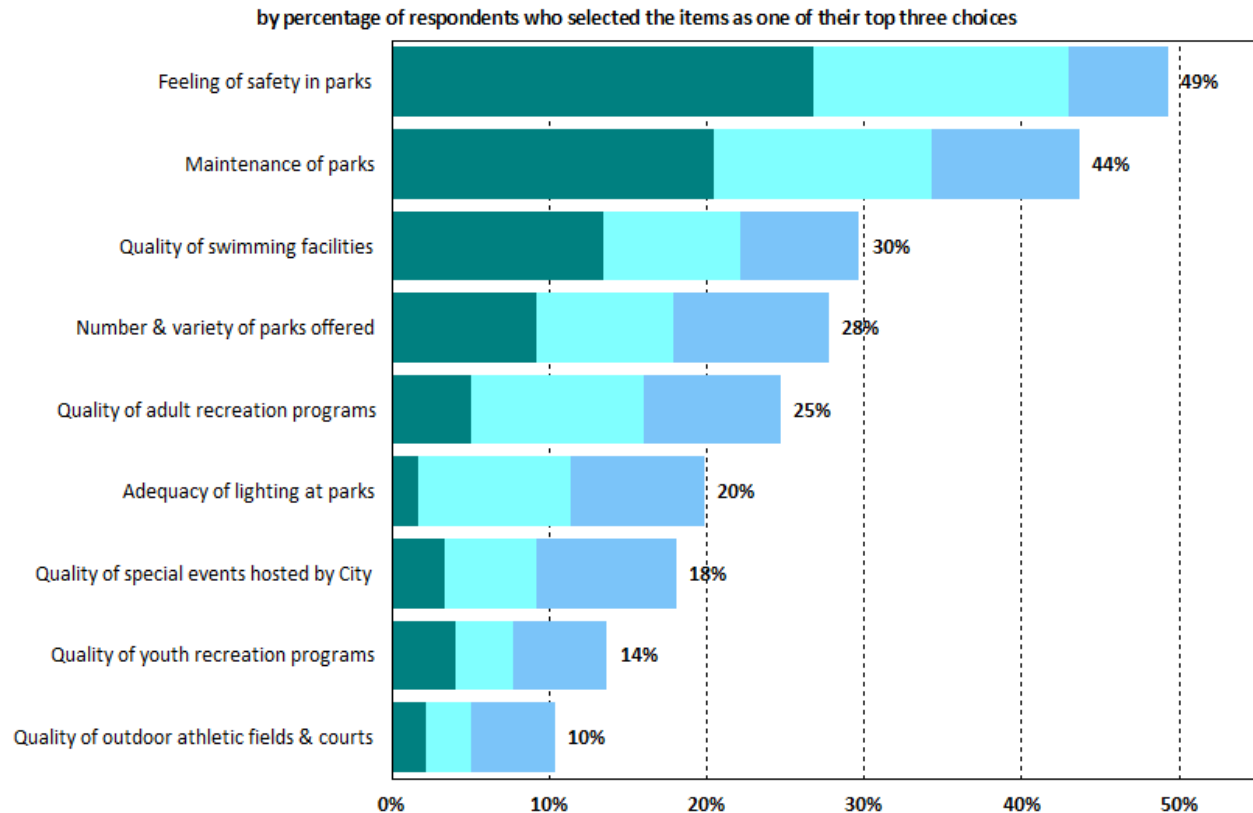
Figure 16: Community Survey: Pool Satisfaction



Respondents identified the quality of swimming pools as one of the top three areas they feel the most emphasis should be placed on (30%) over the next five years.

Figure 17: Community Survey – Emphasis Over the Next Five Years

Q4. Which THREE of the items from the list in Question 3 should receive the MOST EMPHASIS over the next five years?



JC Draggoo & Associates assessed sport facilities in the Kennewick area in 1995, summarizing results in a January 1996 report. The report was reviewed and updated in the Design Development Report, Economic Development Plan, and Asset Management Program for the Proposed Southridge Tournament Sports Fields Complex, dated September 13, 2004, by Public Enterprise Group (PEG). The Draggoo report highlighted the need to construct an indoor swimming pool.

The 2013 and 2018 Park and Recreation Comprehensive Plans each called for an additional outdoor and/or indoor swim facility. An indoor facility would reduce the existing outdoor facility demands by spreading lessons and classes over 12 months as opposed to 3 months.

Park Metrics finds 51% of reporting agencies offer an outdoor pool, and 28% have an indoor aquatics center. In 2022, peer parks and recreation agencies serving a population of 50,000 – 99,999 residents provided one outdoor pool per 43,100 residents and one indoor aquatic center per 64,150 residents.

4.3 Condition Audit



Each facility location and all on-site components have been assigned a GRASP® score. The resulting scores reflect the overall value of that site. A basic algorithm calculates scoring totals, accounting for components and modifiers for every park and facility in the inventory. Scores for each facility can be found in Table 8. Observations based on park and facility visits include the following:

- Kennewick has a variety of parks and components, but the system does not have a dog park.
- There is a need across the system for park and component updates; specifically, park signage, sport court surfacing, field fencing, curbing at playgrounds, and information kiosks. Many playgrounds and restrooms are also due for replacement.

Component Scoring

A component is any amenity—such as a playground, picnic shelter, basketball court, or athletic field—that allows people to exercise, socialize, and maintain healthy physical, mental, and social well-being. A list of GRASP® components and definitions can be found in Appendix A.

All components were scored based on condition, size, site capacity, and overall quality, reflecting the user’s expectations of recreational features. Beyond the quality and functionality of components, GRASP® considers other essential aspects of a park or recreation site. Not all parks are created equal, and their surroundings may determine the quality of a user’s experience. The GRASP® system acknowledges the differences to the user experience between identical playground structures in Figure 18.

Figure 18: GRASP® User Experience Differences



Overall, component scoring in Kennewick differs from the national GRASP® database relative to distribution of scores. **KPR components are 5% more likely to score 0 or 1 when compared to the national data set.**

Table 5: KPR Component Scores Versus National Data Set

KPR Neighborhood Scores		National Data Set Neighborhood Scores		KPR Community Scores		National Data Set Community Scores	
Scores	%	Scores	%	Scores	%	Scores	%
0	8%	0	3%	0	11%	0	3%
1	15%	1	10%	1	68%	1	10%
2	71%	2	79%	2	6%	2	78%
3	6%	3	8%	3	5%	3	9%

KPR Park Scoring

Park scoring measures how the parks and components serve residents and users. These scores often make the most sense when compared within the same classification (i.e., when comparing one neighborhood park to another). It may be reasonable that there is a wide range of scores within a category. Still, it may also be an opportunity to re-evaluate a park's particular classification based on the service to the community or neighborhood it serves.

Cumulative scores most directly reflect the number and quality of components. The availability of modifiers, such as restrooms, drinking fountains, seating, parking, and shade, also impact park scores. Higher scores reflect additional recreation opportunities than lower scores. There is no ultimate or perfect score. Each park has a GRASP® Neighborhood and Community Score. The biggest difference between these measurements is that the Neighborhood Score focuses on component diversity, while the Community Score also considers the quantity of each component. An example of this might be a park with several different components (e.g., playground, picnic shelter, basketball court and four tennis courts). The GRASP® Neighborhood Score would reflect that users have access to four different components, but the GRASP® Community Score not only recognizes the four unique component types but also factors in the four tennis courts. In this case, the park would score a higher GRASP® Community Score than a GRASP® Neighborhood Score.

There is no ultimate or perfect park score. Scores are cumulative and reflect the total number and quality of park components in addition to the availability of amenities, such as restrooms, drinking fountains, seating, parking, and shade. In general, parks with the highest scores offer more and better recreation opportunities than those with lower scores.

Park scores sorted by park classification are shown in Table 6. There is some variety in scores among park classifications. This may mean some adjustments to park classifications are needed to align services and public expectations.

Table 6: Park Scores

KPR	GRASP® Neighborhood Score	GRASP® Community Score	Total Components	Park Classification	Acres
Columbia Park	231	315	64	Regional	431
Southridge Sports Complex	60	103	17	Regional	55
Lawrence Scott Park	59	205	35	Community	28
Westgate Park	5	34	5	Community	5
Highlands Grange Park	78	86	16	Community	25
Eastgate Park	46	79	16	Community	15
Civic Center Athletic Area	34	58	10	Community	15
Keewaydin Park	31	34	7	Community	13
Sunset Park	44	52	10	Neighborhood	6
Hansen Park	38	38	7	Neighborhood	25
Canyon Lakes Park	34	34	7	Neighborhood	5
Inspiration Park	34	34	6	Neighborhood	5
Horse Heaven Hills Park	20	31	12	Neighborhood	5
Fruitland Park	24	26	6	Neighborhood	3
Underwood Park	24	24	5	Neighborhood	3
Hawthorne Park	18	24	6	Neighborhood	1.4
Monopoly Park	20	20	4	Neighborhood	1
Vancouver Park	15	19	5	Neighborhood	2
Hatfield Park	12	12	2	Neighborhood	3
John Day Park	12	12	2	Neighborhood	2
Jay Perry Park	14	10	3	Neighborhood	0.6
Layton Park	8	10	5	Neighborhood	3
Kenwood Park	9	9	7	Neighborhood	1.1
Columbia Center Estates Park	8	8	3	Neighborhood	2
Yelm Park	8	8	4	Neighborhood	3

KPR	GRASP® Neighborhood Score	GRASP® Community Score	Total Components	Park Classification	Acres
Vietnam Memorial	8	10	4	Special Use	1.1
Arboretum	4	4	1	Special Use	5
Zintel Canyon	31	31	6	Natural	34

Alternative Service Providers

Evaluators conducted a widespread effort to identify and evaluate alternative service providers of outdoor recreation facilities. Each facility was evaluated using the same scoring method. Components were located using aerial photography and confirmed during site visits. Facilities with restricted access were noted. Table 7 provides an alphabetical listing of facilities provided by alternative service providers located within or near Kennewick. Other service providers provide access to approximately 300 acres of parkland and 75 additional park components.

Table 7: Other Service Providers

KPR	GRASP® Neighborhood Score	GRASP® Community Score	Total Components	Park Classification	Acres
Claybell Community Park	53	101	20	Community	16
Apple Valley	9	2	3	HOA	4
Creekstone Community Park	34	5	7	HOA	4
Creekstone Community Park 2	22	5	5	HOA	3
Fountain Hills	7	2	2	HOA	2
Hansen Pocket Park	14	5	2	HOA	0.5
Ranchette Estates HOA 1	9	2	6	HOA	1.2
Ranchette Estates Rec Club	13	4	2	HOA	1.0
Volunteer Park at Canyon Lakes	24	5	4	HOA	2
Benton-Franklin Fairgrounds	5	29	5	Special Use	101
Bateman Island	73	101	13	Natural Area	161

KPR	GRASP® Neighborhood Score	GRASP® Community Score	Total Components	Park Classification	Acres
Vista Tot Lot	7	7	2	Neighborhood	0.3
Benton PUD Park	14	14	2	Neighborhood	1.3
Meadows East Park	6	6	2	Neighborhood	3
Penn Park	7	7	3	Neighborhood	0.8

Table 8 provides a component summary of schools within or near Kennewick. Limited access hours at schools result in a lower LOS. To account for this restricted availability, schools are assessed at a discounted rate in the LOS analysis.

Table 8: School Component Summary

Location	Playground	Open Turf	Multiuise Court	Basketball	Rectangular Fields, All Sizes	Diamond, Practice	Diamond Ballfield	Tennis	Athletic Track
Amistad Elementary	2	1	2	4	1				
Amon Creek Elementary	2	1	2	2	3	1			
Canyon View Elementary	2	1	1	2	1	2			
Cascade Elementary	2	1	2	1	2	1			
Cottonwood Elementary	2	1	2	2	2	2			
Eastgate Elementary	2	1	1	2	2	1			
Edison Elementary	3	1	2	4	4	1			
Fuerza Elementary	2	1	2	2	1	1			
Hawthorne Elementary	3	1	2	3	2	1			
Lincoln Elementary	2	1	2	2	1	1			
Sage Crest Elementary	2	1	1	2	3	1			
Southgate Elementary	2	1	2	2	4	1			
Sunset View Elementary	2	1	1	2	2				
Vista Elementary	2	1	1	1	1	1			
Washington Elementary	2	1	1	1	3	1			
Westgate Elementary	3	1	1	1	2	1			

Location	Playground	Open Turf	Multiuse Court	Basketball	Rectangular Fields, All Sizes	Diamond, Practice	Diamond Ballfield	Tennis	Athletic Track
Chinook Middle School		1		3	1		4		1
Desert Hills Middle School		1	1	3	3		4		1
Highlands Middle School		1	1	3	1		4		1
Horse Heaven Hills Middle		1	1	2	3		5		1
Park Middle School		1	1	2	2	4			1
Kamiakin High School		1			3	1	1	8	1
Kennewick High		1			2			8	1
Legacy High School		1		1					
Southridge High School		1		2	3	2	2	8	1
Total:	35	25	29	49	52	23	20	24	8

GRASP® Comparative Data

Using GRASP® scores enables comparison between KPR to systems across the country. The GRASP® National Data Set consists of 86 agencies, 5,584 parks, and more than 31,000 components. Table 9 provides additional comparative data from communities of similar populations across the United States. Because each community is unique, there are no standards or "correct" numbers, but the analysis offers interesting comparisons and insight into the Kennewick system versus other communities. For example, it might be concluded that Kennewick offers fewer parks than other agencies; however, it has higher-scoring, more developed parks. Fewer parks tend to limit walkable access.

Table 9: GRASP® Comparative Data

Agency	Willamalane, OR	Perris, CA	Kennewick, WA	Kirkland, WA	Meridian, ID	Average
Year	2022	2020	2023	2021	2022	
Population	70,337	79,137	86,170	92,165	124,790	90,520
Study Area Size	14,610	20285	39,694	11,678	23,191	21,892
Population Density (Per Acre)	4.8	3.9	2.2	7.9	5.4	5
Number of Sites	48	26	28	53	25	36

Agency	Willamalane, OR	Perris, CA	Kennewick, WA	Kirkland, WA	Meridian, ID	Average
Total Number of Components	249	151	325	261	256	248
Average Number of Components per Site	5.2	5.8	11.6	4.9	10.2	8
Total GRASP® Value (System)	1511	800	1610	1411	1694	1,405
GRASP® Index	21	10	19	15	14	16
Average Score per Facility	31	31	58	27	68	43
Percentage of Total Area With LOS >0	100%	68%	100%	100%	97%	93%
Average LOS per Acre Served	148	107	129	285	179	170
Components per Capita	4	2	4	3	2	3
Average Population Density per Acre	31	27	59	36	33	37
Percentage of Population With Walkable Target Access	22%	17%	26%	63%	68%	39%
People per Park	1,465	3,044	3,078	1,739	4,992	2,864
Park per 1,000 People	0.7	0.3	0.3	0.6	0.2	0.4

4.4 LOS

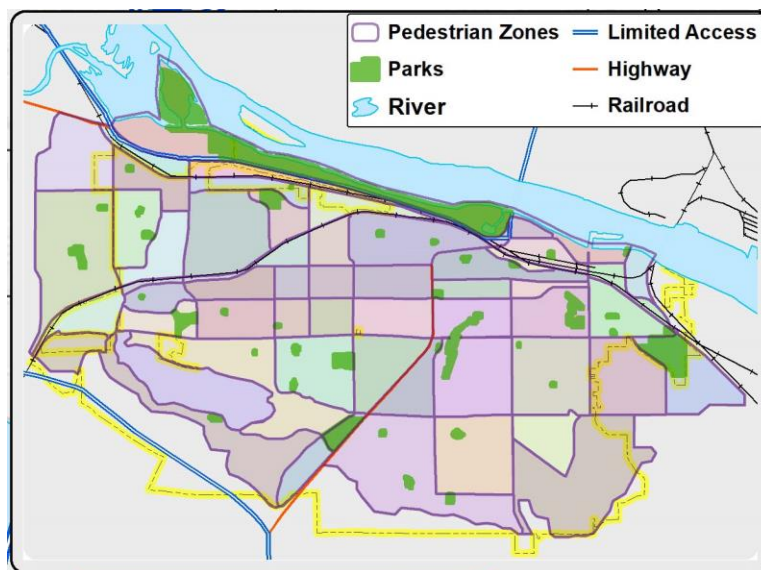
To analyze the LOS of KPR assets, the inventory team used GRASP® analysis. This process yields analytical maps and data that show access to recreation across a study area. This analysis also combines the inventory with GIS software to produce analytic maps and data that show the quality and distribution of park and recreation services across the City. The ability to show where the LOS is adequate or inadequate is an advantage of GIS analysis. This is done by defining a service area and using park scores to establish a reasonable number of components residents should have access to within the service area.

GRASP® scores suggest a reasonable LOS for Kennewick residents is four recreational components. The target value is comparable to a typical neighborhood park, which usually offers between three and seven components. For comparison, within KPR, access to Fruitland Park, Underwood Park, Hawthorne Park, Monopoly Park, or Vancouver Park would meet the target value. This target value may or may not be available at the same facility, and component makeups will vary. KPR has 275 components across its developed facilities. Colombia Park has the most with 64.

Walkability Analysis

Walkability analysis measures how conducive the built environment is to walking. Pedestrian barriers, such as highways, major streets, railroads, and natural features like rivers, impact walkable access. Map 2 denotes zones created by pedestrian barriers; these areas are accessible without crossing a major street or obstacle. Green parcels represent park properties. The yellow outline represents the City limit.

Map 2: Pedestrian Barriers



Map 3 represents the walkable LOS across Kennewick based on a 10-minute walk. Darker orange gradient areas indicate higher access to recreation components. Gray areas fall outside

of a 10-minute walk. The walkability analysis provides the distribution and equity of service across the community. The walkability analysis includes components provided by KPR and by schools and other service providers.

Map 3: Walkability Analysis

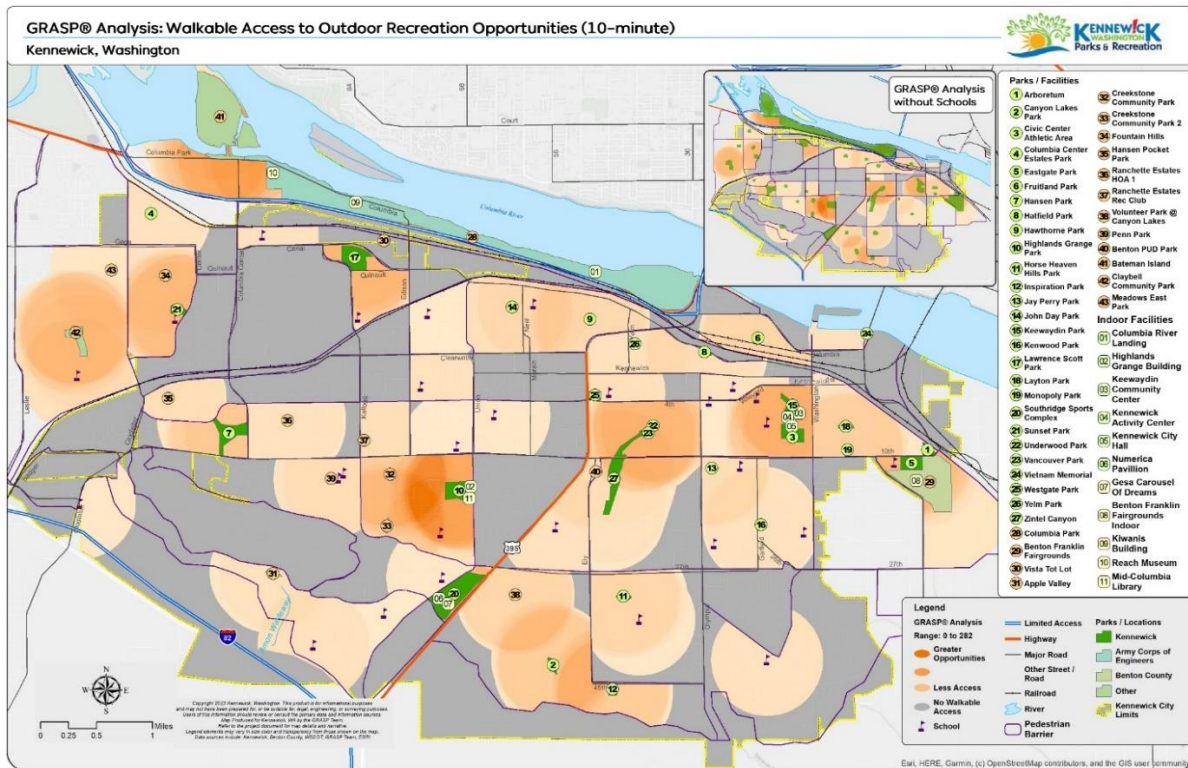


Figure 19: High-Value Walk Area

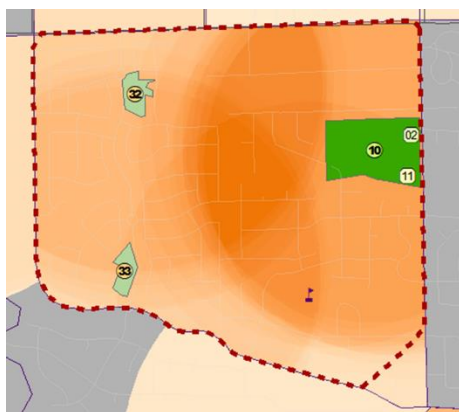
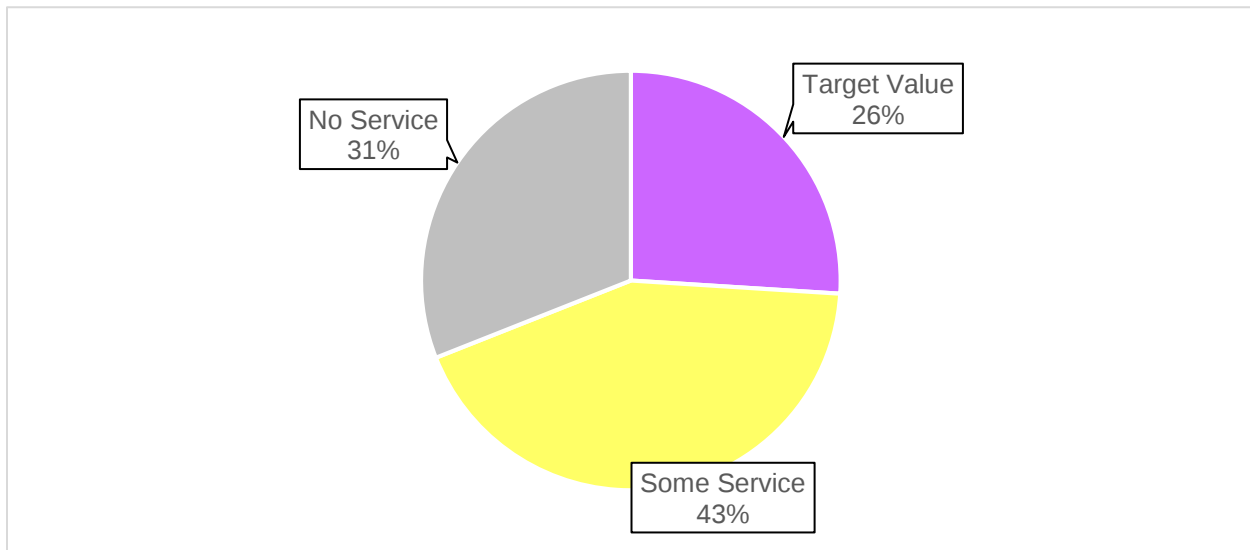


Figure 19 provides the highest service area in Kennewick. Within a 10-minute walk time, users can access 28 components between Highlands Grange Park and two HOA parks.

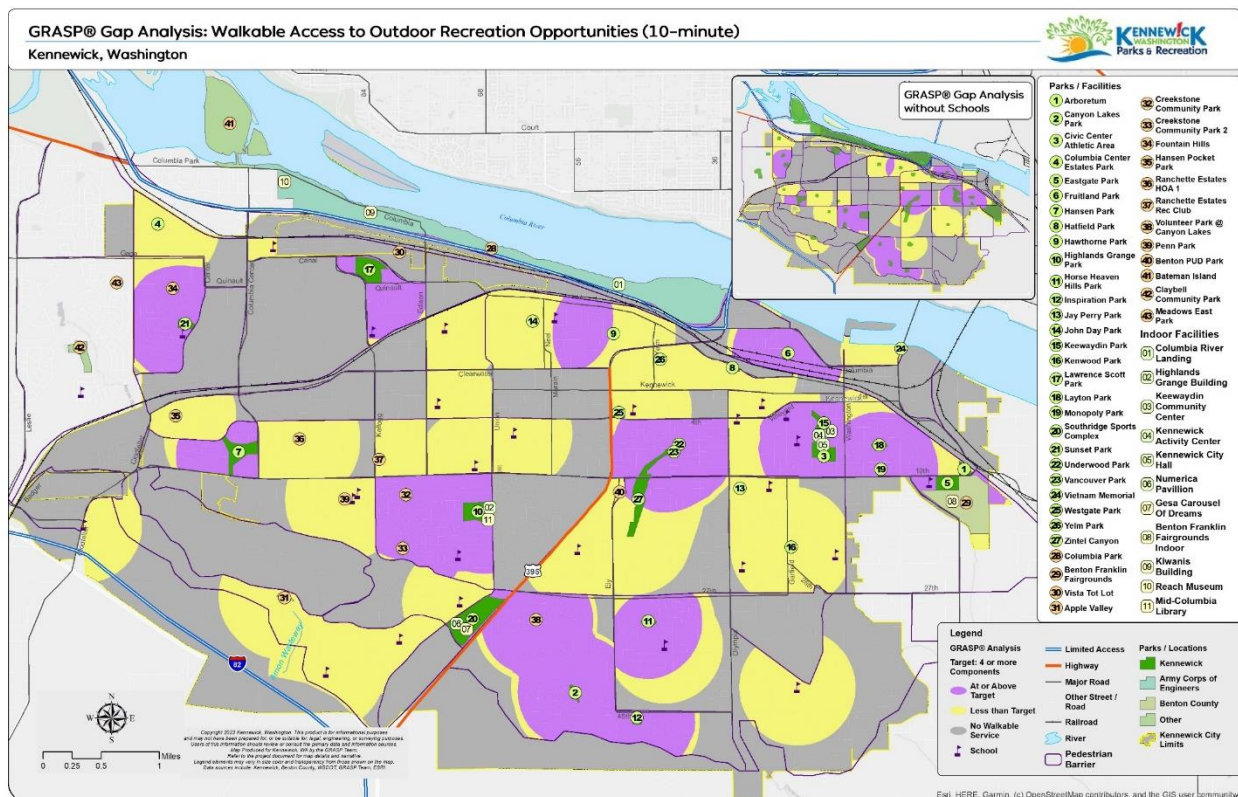
Analysis shows that more than two-thirds of Kennewick residents (69%) are within walking distance of outdoor recreation opportunities; 26% live within a target value service area. Figure 20 reflects the percentage of residents meeting the LOS target value based on where they live. Map 4 reflects access to the LOS target value. Purple indicates where LOS values meet or exceed the target value, while yellow areas provide access to limited recreation opportunities. Yellow areas offer some services but do not meet the target value of four components in a half-mile service area. Gray areas are currently not served within a half-mile service area.



Figure 20: Percentage of Residents Meeting LOS Target Value With Walkable Access



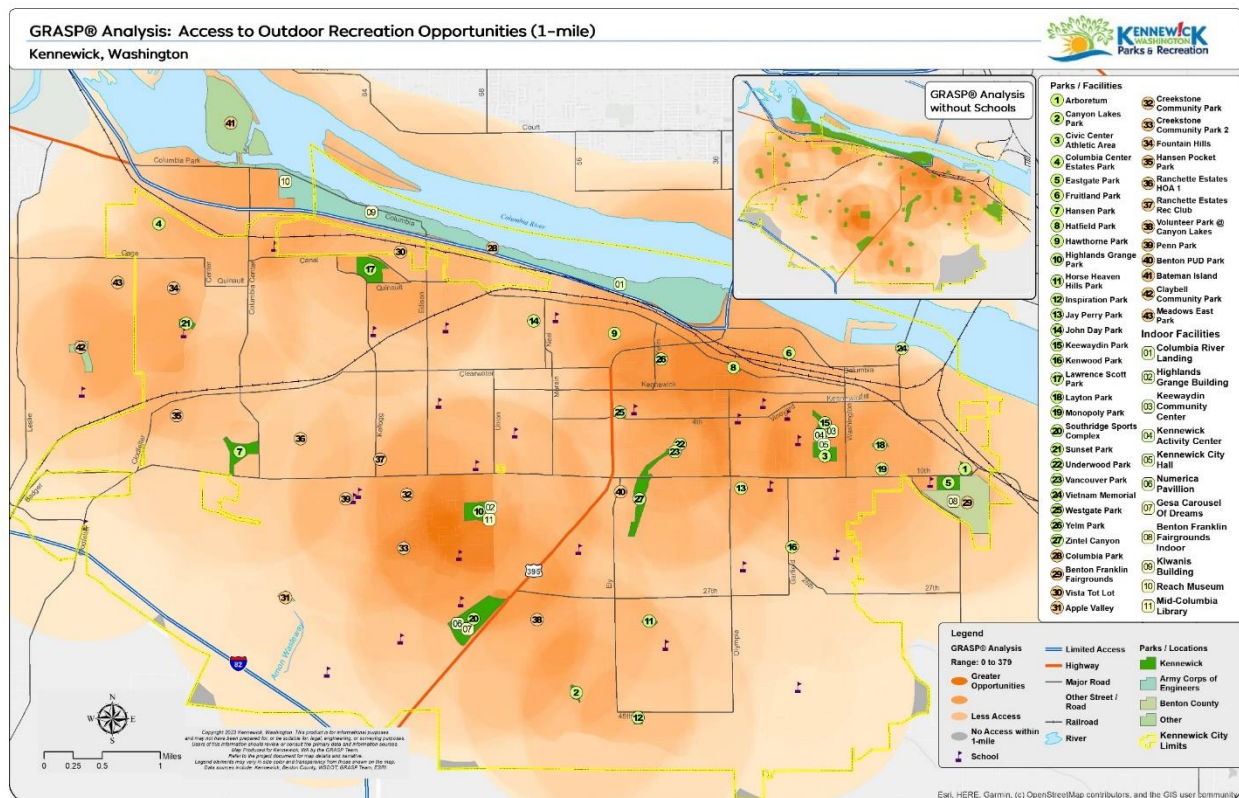
Map 4: Walkable Gap Analysis



One-Mile Gap Analysis

Based on walkability analysis, a one-mile service area for KPR is recommended. Map 5 provides the volume of recreation opportunities based on a one-mile service area. Darker gradient areas indicate a higher volume of opportunities. In general, KPR has effective distribution of parks and facilities in terms of one-mile access.

Map 5: One-Mile Access to Outdoor Recreation



Nearly all Kennewick residents have access to active or passive recreation opportunities within a one-mile service area. Gap analysis, however, shows that 93% of residents live within an area that meets the LOS target value of four components. Figure 21 reflects the percentage of residents meeting the LOS target value based on where they live. Map 6 reflects access to the LOS target value. Purple indicates where LOS values meet or exceed the target value, while yellow areas provide access to limited recreation opportunities. Yellow areas offer some services but do not meet the target value of four components in a three-mile service area. Gray areas are currently not served within a three-mile service area.

Map 6: One-Mile Gap Analysis

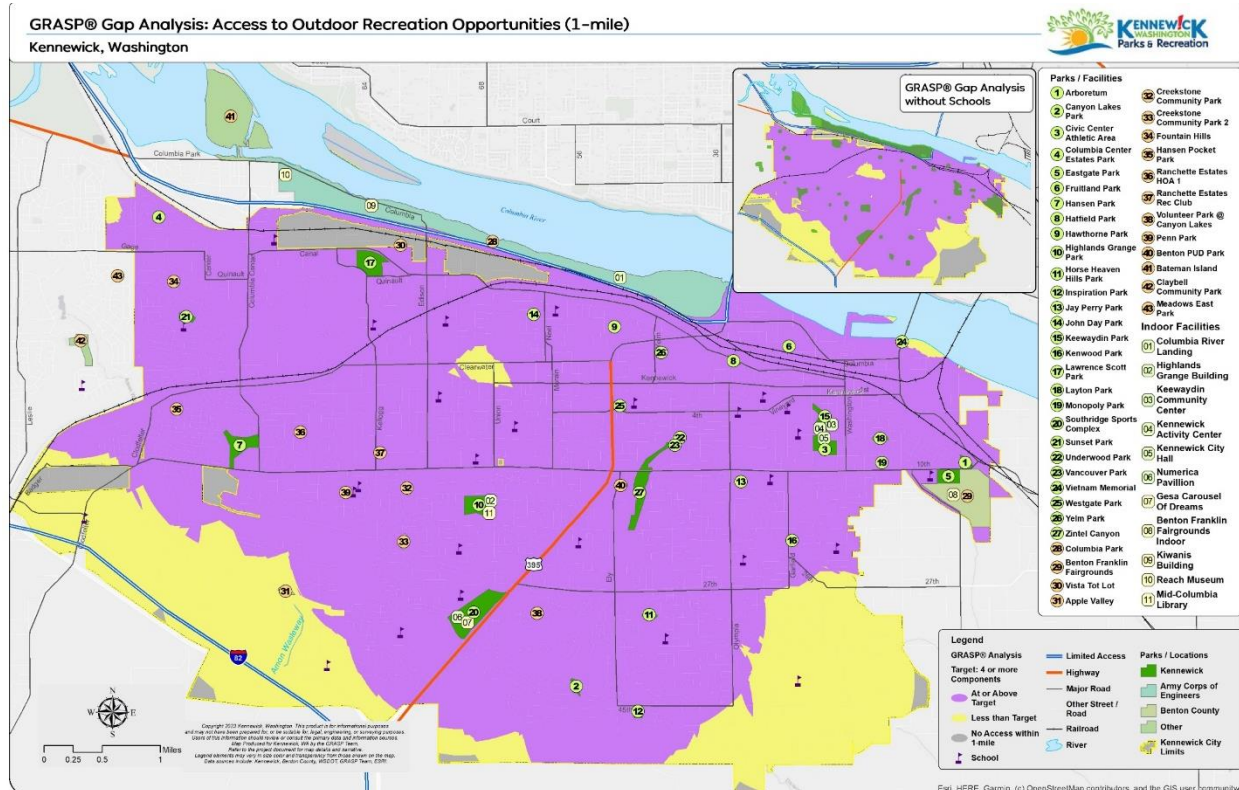
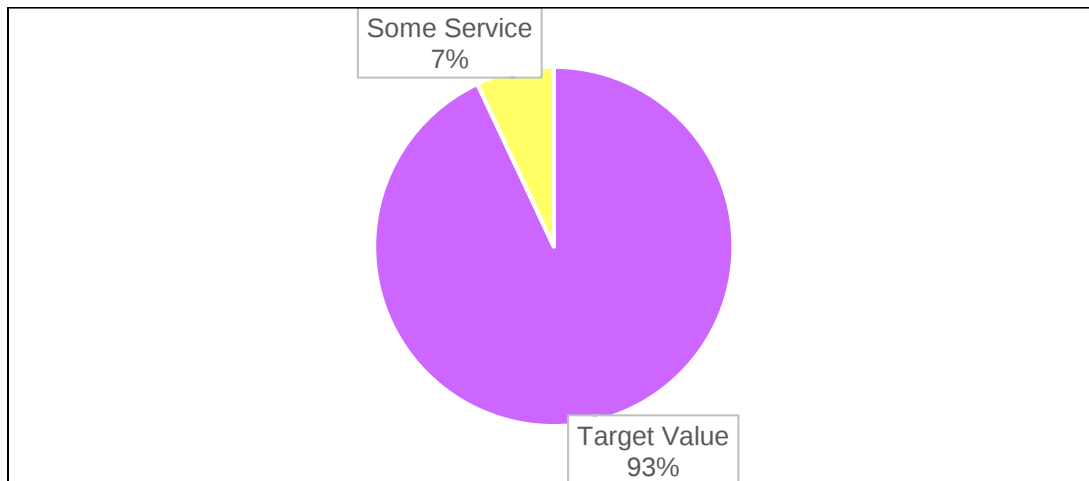


Figure 21: One-Mile Gap Analysis



Park Metric Analysis

The park metric analysis compares KPR to recent NRPA national statistics from its 2023 Agency Performance Review. KPR is below the NRPA median for park acres per capita, with 8.1 acres per 1,000 residents, versus the NRPA median of 11.2 acres. In 1993, the City adopted a ratio of 3 acres of park land to 1,000 population. Total open space goals were established at 20 acres per 1,000 population for a citywide average. The City of Kennewick 2017

Comprehensive Plan reiterated this overall goal in calling for 3 acres of park land per 1,000 residents. The 2019 Parks and Recreation Comprehensive Plan utilized a standard of 8 acres per 1,000 population for community parks and 2 acres per 1,000 residents for neighborhood parks.

Considering population increases, the analysis finds the need for 24 additional developed acres of parkland in the next five years to maintain the current LOS of 8.1 acres per 1,000 residents.

When comparing specific components to the NRPA Park Metrics, KPR meets the median in most categories. Tennis courts, basketball courts, dog parks, and multipurpose synthetic fields are the exceptions. Park Metrics are not intended to represent any standards against which each park and recreation agency should measure itself. There is not one single set of standards for parks and recreation because different agencies serve different communities with unique needs, desires, and challenges. Table 10 provides a NRPA park metric comparison, but the community survey findings shown in Figure 22 provide greater understanding of the importance of amenities to KPR residents.

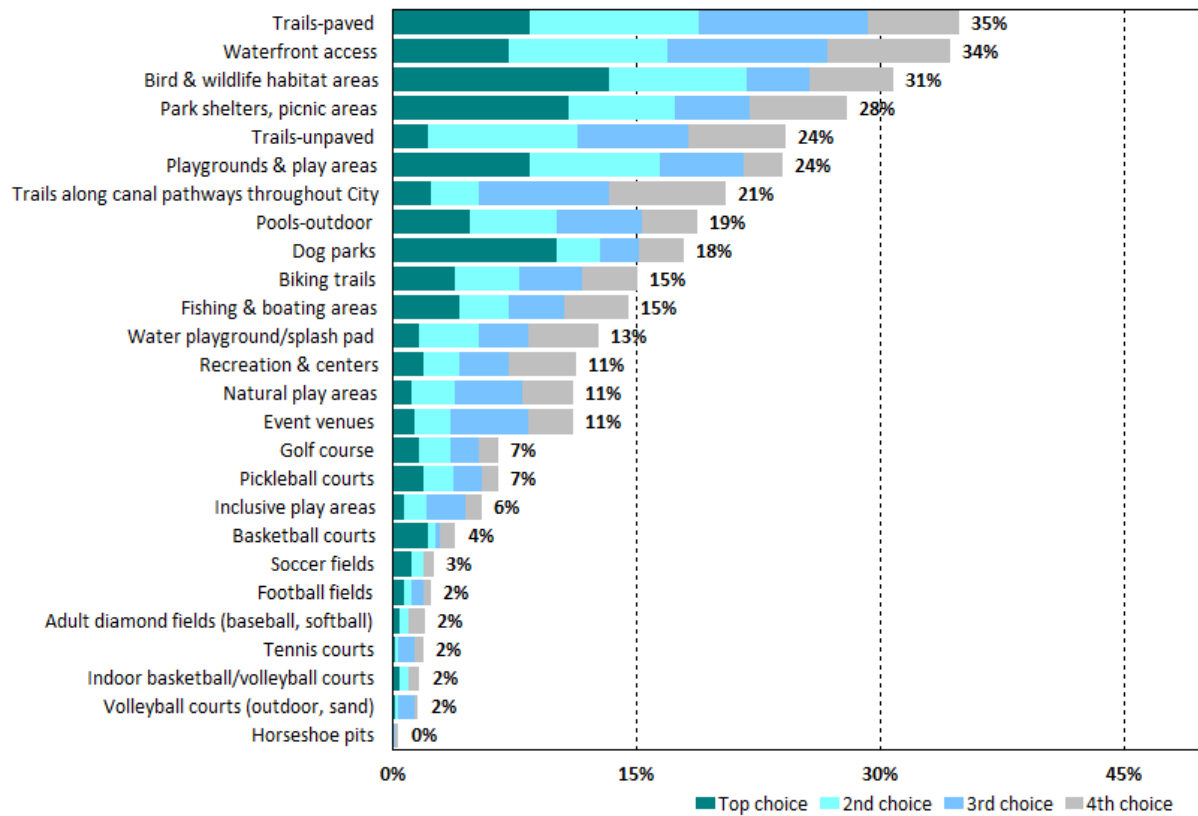
Table 10: Park Metric Analysis

Outdoor Facility	Agencies Offering This Facility	Median Number of Residents per Facility	KPR Current Quantity*	KPR Residents per Facility	Need to Add to Meet NRPA Median
Playgrounds	95%	3,779	23	3,747	0
Basketball Courts	86%	8,790	7	12,310	3
Tennis Courts	76%	5,577	8	10,771	7
Pickleball Courts	31%	11,150	17	5,069	(9)
Diamond Fields: Multipurpose	79%	7,237	21	4,103	(9)
Rectangular Fields: Multipurpose	69%	13,244	13		(6)
Multipurpose Synthetic Field	25%	43,1000	0	N/A	1
Dog Parks	68%	54,119	0	N/A	1
Swimming Pool	51%	43,100	1	86,201	1
Skate Parks	41%	52,906	2	43,085	0
Community Gardens	52%	62,927	2	43,055	(1)

Figure 22: Survey Findings – Facility Importance

Q10. Facilities Most Important to Households

by percentage of respondents who selected the items as one of their top four choices



Chapter Five: Maintenance Assessment

High-performing maintenance operations help ensure quality experiences through well-managed spaces and places. The work that is completed routinely—daily, weekly, monthly, or annually—often defines the quality of a park system.

Maintenance not only determines the outward appearance and supports the daily use of parks, but it also contributes to the longevity of facilities, the ability of plant materials to successfully mature, and consistent user experiences.



5.1 Introduction

Strategic, regular maintenance helps ensure the ongoing quality and longevity of the park. The ability to provide successful maintenance is positively supported by well-designed facilities, the use of high-quality materials, established maintenance practices, an adequately funded capital project renovation and replacement program, and trained, dedicated, professional maintenance staff.

Professional maintenance practices are a key factor in the long-term success of KPR goals for maintaining premiere parks for customer satisfaction in recreation programs and general drop-in use of parks and trails. In addition, maintenance and operations practices fulfill goals related to resource protection through tree and landscape planting and maintenance and invasive weed removal.

BerryDunn assessed the maintenance and operations resources and practices of KPR to increase efficiency and effectiveness. This assessment identifies best practices and recommendations for the future.

5.2 Financial and Staff Resources

The per-acre spending analysis shown in Chapter Two finds the investment less than peer agencies. In 2023, KPR is projected to spend \$4,026 per acre. Analysis suggests this is 26% less than peer agencies. To bring the KPR in line with peer agencies, an additional annual investment of \$982,734 is recommended. Table 4 provides per-acre spending comparisons. As new parks are developed, additional resources for park maintenance will be needed. Operations and maintenance estimates for new parkland should be calculated at \$5,434 per acre.

Several key organizational and operational aspects within the Parks and Facilities Services division require improvement, including:

High Span of Control: The Parks and Facilities Service Manager currently oversees a substantial number of staff—both full-time and seasonal. This can be an organizational challenge, as a high span of control may limit the manager's ability to provide sufficient supervision and support to each team member.

Roles of Crew Leader: The Parks and Facilities Crew Leader is actively involved in scheduling work assignments, assigning overtime, and addressing low-level disciplinary matters. While these responsibilities are essential for efficient operations, they do not significantly reduce the span of control, as Crew Leaders are also represented employees. The addition of three Crew Leaders is recommended, each specializing in specific areas such as events, Columbia Park, and/or general parks.

Focus Areas of Parks Crew Leader: The Parks Crew Leader's role encompasses a wide range of responsibilities, including parks, events, and Columbia Park. This diverse set of responsibilities may require a more proactive approach to help ensure effective management, especially given the overlap between Parks and Facilities teams.

Overtime and Employee Well-being: The significant amount of scheduled overtime, while embraced by some employees, raises concerns about potential burnout and reduced productivity during extended work periods. It is important to strike a balance between meeting operational demands and maintaining the well-being of staff.

Capital Projects Management: Additional funds have been allocated to capital projects for addressing deferred maintenance. To effectively manage these projects, there's a recognized need for a Projects Supervisor to assist with project management. This investment is seen as crucial for successful project execution.

Challenges in Facility Management: Managing 406,000 square feet of facilities with only three dedicated FTEs poses operational challenges. This includes responsibilities such as winterizing restrooms, playground inspections, pool operations, and mechanical system, roof, and janitorial contract coordination. The overlapping responsibilities between facility management and parks requires attention. It is recommended to include two General Craftspersons to address these needs effectively.

These points collectively underscore the importance of improving organizational structures, resource allocation, and employee well-being to help ensure effective park and facilities management. Balancing workload, addressing deferred maintenance, and improving project management processes are key areas for consideration and improvement. The FTE analysis in Chapter Two suggest Park and Facility Services is operating with a **6.5 FTE shortfall**.

5.3 Maintenance and Operations Observations

Maintenance refers to actions performed to help ensure components continue to function at expected levels of efficiency and effectiveness. Operations refers to decisions that help ensure systems achieve desired levels of efficiency and effectiveness. In simplest terms, maintenance is doing, and operations is deciding what needs to be done.

Efficient and effective operations are critical to the success of an organization's mission. Among the major reasons are enhanced recreational experiences, increased economic efficiencies, reduced liability, and improved public image and environmental stewardship.

The objective of the maintenance and operations assessment is to provide guidance for staff involved in parks and grounds maintenance to manage in an efficient manner. Changes will be required within Park and Facility Services to increase efficiency and effectiveness. The following are observations that need to be addressed:

- Maintenance and operations managements standards are in development but have not been adopted. KPR should adopt a maintenance and operation program and plan that is reviewed periodically for the management of all park and recreation areas and facilities. Each facility should be assigned an appropriate set of maintenance standards, including both recommended frequency and acceptable quality. Appendix B contains standard of care considerations (frequency), and Appendix C contains maintenance standards (quality) recommendations.

- A preventative maintenance plan is not in place. KPR should leverage the recently implemented maintenance management software to develop a comprehensive preventative maintenance plan to provide periodic, scheduled inspections, assessment, and repair, as well as replacement of infrastructure, systems, and assets.
- The existing signage for the parks system appears to be limited to signs for each park. No hierarchy or wayfinding signage exist for trails. KPR should develop a signage and wayfinding master plan.
- A park ranger program with service seven days a week could greatly assist with education in parks, homelessness, compliance issues (dogs on leash, inappropriate use of spaces, etc.) and the closing of parks.
- There is limited preventative maintenance. Staff has historically spent a significant amount of time reacting to park issues.
- KPR does not have standards for park features such as benches, pour-in-place playground surfacing, ramadas, signage, courts, and trash receptacles.

5.4 Standard of Care

All park assets (buildings, infrastructure, and amenities) are proactively managed to provide longevity. KPR maintains safe parks by routinely assessing conditions of and addressing needed maintenance or repairs to playground areas, hard surfaces, trees, sports fields, furniture, and park structures. Maintenance of the parks system is essential for KPR to:

- Be accountable to the community in preserving the value of its parks and recreation assets
- Help ensure the community's continued safe access to those amenities
- Provide proactive maintenance that helps prevent replacement or loss of park assets at a much higher cost and impact
- Maintain quality of life in the City

While no universal standard of care exists across park systems, it is common to organize maintenance practices in levels based on recognized criteria. The standards of care, as detailed in Appendix B, are based on a level (e.g., 1, 2, or 3) and mode (tasks and frequencies of each task) and follow NRPA best practices.

Level 1 (white): High-maintenance applications usually associated with high-use/high-participation elements that predominately provide upper gradient programs and services. Any element with a high safety risk exposure (i.e., play equipment, splash pads) are considered Level 1. Additionally, certain environmentally sensitive conservation/natural resource management areas are considered Level 1.

Level 2 (light blue): Moderate-level maintenance applications usually associated with reasonably moderate visitation that accommodates structured recreational gradient programs and services.

Level 3 (turquoise): Low-maintenance applications usually associated with low levels of visitation.

These guidelines are intended to provide a general framework for establishing sound and appropriate maintenance standards. To gain a better understanding of the standard of care, it's beneficial to compare the current maintenance level for each task against established best practices. As shown in Table 11, the maintenance standard currently indicates that only a quarter of maintenance tasks are performed at Level 1.

Table 11: Maintenance Standards by Level

Level 1	24% of Tasks
Level 2	16% of Tasks
Level 3	63% of Tasks

To enhance maintenance standards, it is recommended that KPR increases park maintenance standards closer to Level 1. Currently, most tasks are carried out at very low frequency. For the overall health of the system, additional and more frequent maintenance is necessary. Appendix C provides general maintenance standard to serve as starting points for KPR to review and consider as a basic desired maintenance standard for all parks and recreational facilities. The following recommendations are provided to guide future resource allocation efforts.

- Implement regular GMAX testing and proper grooming of artificial fields to increase safety and longevity.
- Introduce overseeding and regular fertilization to parks with increased aeration for soil health.
- Enhance the appearance and health of landscape beds by increasing efforts in shrub trimming, edging, and mulch application.
- Double the standards for aeration, overseeding, fertilization, and weed control for better sports field turf quality.
- Establish routine inspections and power washing for sport courts to ensure safety and longevity.

Chapter Six: Recreation Assessment

BerryDunn conducted an assessment of KPR's recreational and program service offerings through three separate analyses: program life cycle, age segmentation, and program performance. This assessment also included a review of services provided by benchmark agencies and a comprehensive review of other alternative service providers. The insights gathered from these analyses will be instrumental in identifying opportunities for shaping KPR's future program direction.



6.1 Introduction

To begin the Recreation Program Assessment, a focus group session was held with four programming staff to discuss system strengths, weaknesses, and opportunities and to review the core program areas offered by KPR.

Strengths

- Following the Covid-19 pandemic, most recreation programs have returned to pre-pandemic levels.
- Staff members are quick to make changes when programs are not successful and eliminate them from the program menu.
- Specific program types have gained significant attendance and community respect:
 - Summer swim lessons consistently reach capacity, with limited room for additional sessions during the summer season.
 - The youth softball program is experiencing growth and typically operates at full capacity.
 - Senior fitness classes enjoy high popularity and attendance.
 - A drop-in art class for seniors attracts between 10 and 15 participants per session.
 - A newly introduced event, "America Family Fun Day," provided by the Department, exceeded expectations by attracting nearly 1,000 attendees in its first year, far surpassing the initial goal of 200.
- KPR provides space to external organizations for events, with approximately 90% of public events organized by outside groups. Some organizations, like the softball association, have been utilizing these spaces successfully for over two decades.
- The support received from City marketing, accounting, and information technology departments is strong and greatly appreciated by KPR.

Weaknesses

- Staff has identified a need for additional indoor programming space to meet the community's growing demand. This demand encompasses rentals and the introduction of new programs, aligning with the findings from the community survey. These programs include arts and culture, fitness and wellness, hobbies, and life skills, as well as new senior programs.
- A significant weakness highlighted is the shortage of personnel, both full-time and part-time, required to ensure the effective operation of KPR. The shortage occasionally impacts the quality of customer service, particularly when part-time staff handle registration and phone inquiries.
- Communication challenges have surfaced with certain part-time staff groups, mainly due to the lack of overlap with full-time staff schedules. The reliance on evening part-time

staff necessitates additional training, as they are expected to have comprehensive knowledge about KPR operations.

- Participation in several senior drop-in programs has shown a recent decline. While historically attracting up to 20 attendees at each session, activities such as cards and board games now draw fewer than 8 participants. Additionally, low attendance led to the discontinuation of Bingo.

Opportunities

- There is an opportunity to create a Memorandum of Understanding (MOU) with the local school district. This MOU would confirm the roles and responsibilities of each and make it easier for KPR to utilize indoor school space to help meet the recreation programming needs of residents.
- Currently, KPR contracts the operation of many programs to outside vendors. These vendors collect all the program data and registration fees from participants. In some instances (Jiu Jitsu for example), it is difficult to determine where payment should be made (KPR or the contractor).
- New program spaces – via new partners, construction, renovation, or rental – would allow Department staff to provide new programs that are not currently offered. Some of these have already been noted regarding the survey results, others include:
 - Esports
 - Dance for youth and adults
 - Music – voice and instrument instruction
 - Programs for children that are homeschooled
 - Do It Yourself (DIY) programs for adults such as gardening, home repair, etc.
 - Family and senior trips

For better control of the registration data and revenue, KPR might consider taking the registration for all KPR programs offered and pay the contracted vendors according to the terms of their agreement. The standard contractual agreement in parks and recreation is between 60/40 and 70/30 with the higher percentage being paid to the agency providing the program space – which includes the space, utilities, building staffing, and registration.

6.2 Core Program Areas

Following the focus group with staff and a review of the data, the BerryDunn team determined that KPR's core programs include:

- Adult programs
- Aquatics
- Camps
- Events

- Seniors
- Youth Sports

Nearly all the camp programs and the adult programs are sports related. **KPR programming outside of sports is extremely limited.**

Adult Programs

For adults over the age of 18, KPR offers spring and fall co-ed softball leagues, Jiu Jitsu, summer lap swim, fencing, and parent-child swim lessons.

Aquatics

During the summer months, a multitude of swim lessons are offered at the Kenneth E. Serier Memorial Pool. The aquatics program strives to provide a safe, fun, and creative experience to patrons of all ages. On average, the Department provides swim lessons to more than 2,500 registered participants annually through over 200 opportunities. There are parent-child options for those 6 months to 3 years followed by Polywogs for ages 4 to 6 years, and then five levels of swimming for youth. KPR provides opportunities for private lessons and adaptive swim lessons for those with disabilities. A swim team for ages 6 to 17 years is also offered. The pool operates from Memorial Day to Labor Day. After the Labor Day closure, the Kennewick High School swim team utilizes the pool for training and hosts approximately four swim meets each year.

Camps

A number of sports camps are offered for you during the summer. These include:

- Tennis camp for 5 – 12-year-olds
- M.A.D. Inspiration Camp for children in grades 4 through 6 and 7 through 10
- Themed dance camps for ages 4 – 8 years
- Sports camps for ages 6 – 12 years

Events

KPR provides many large events throughout the year for people of all ages. These include:

- Vintage at the Ridge
- Family Fun Day
- Harvest Bazaar
- National Night Out*
- Columbia Cup*
- River of Fire*
- Kids Fishing Day*

Three of these annual events (*) KPR partners with other agencies to provide but the Department plays a lead role in all.

Seniors

Most of the KPR senior programs are drop-in opportunities where participants are charged \$1 to attend including:

- Bunco
- Creative Palette Art
- Bridge
- Dominos
- Pinochle
- Chinese Mah-Jongg
- Sewing
- Woodcarving
- Billiards (\$20/month or \$2/day)

In addition, there is a senior swim during the summer and two fitness classes that attract a senior population including Life Done Right and Momentum Fitness.

Youth Sports

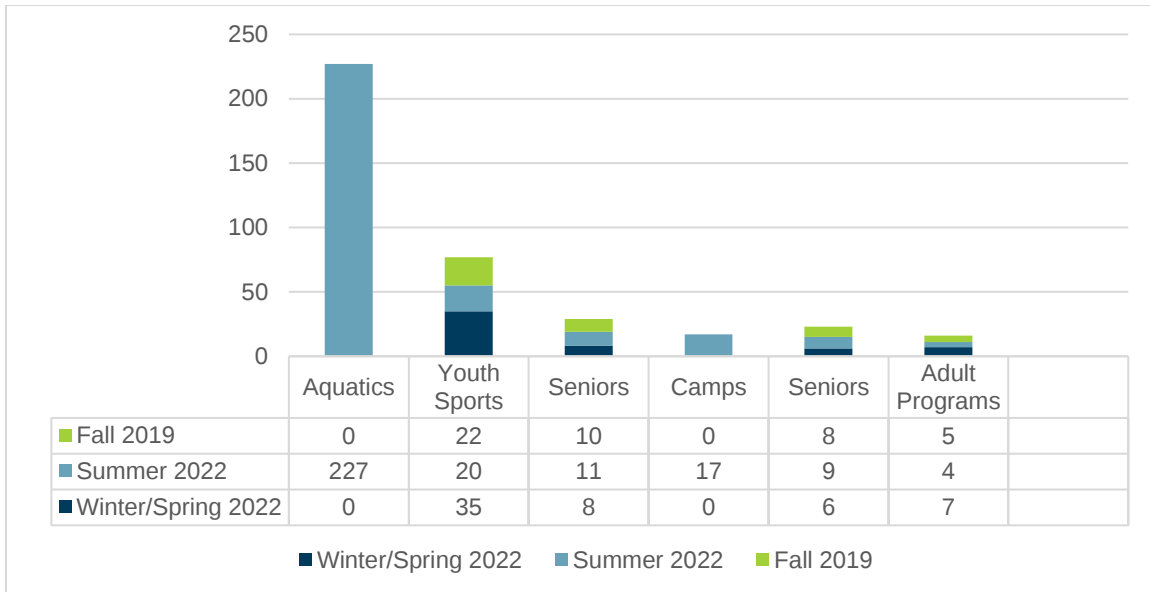
The largest number of programs that KPR offers annually to residents are youth sports. There are a wide variety of offerings for children as young as 2 through 17 years of age. These programs are offered all year round, often by contracted services. These sports programs include:

- Basketball instruction and leagues (ages 2 – 12 years)
- Baseball (ages 3 – 5 years)
- Co-ed T-Ball (ages 5 and 6 years)
- Co-ed Coach Pitch baseball/softball (ages 7 and 8 years)
- Co-ed Machine Fastpitch softball (ages 9 – 11 years)
- Soccer (ages 2 – 12 years)
- Fencing (ages 12 and up)
- Siri Brazilian Jiu Jitsu (ages 4 – 13 years)
- Volleyball (ages 5 – 12 years)
- Flag Football (ages 5 – 12 years)
- Tennis (ages 5 – 12 years)
- Football Tots (ages 3 – 5 years)

6.3 Program Distribution

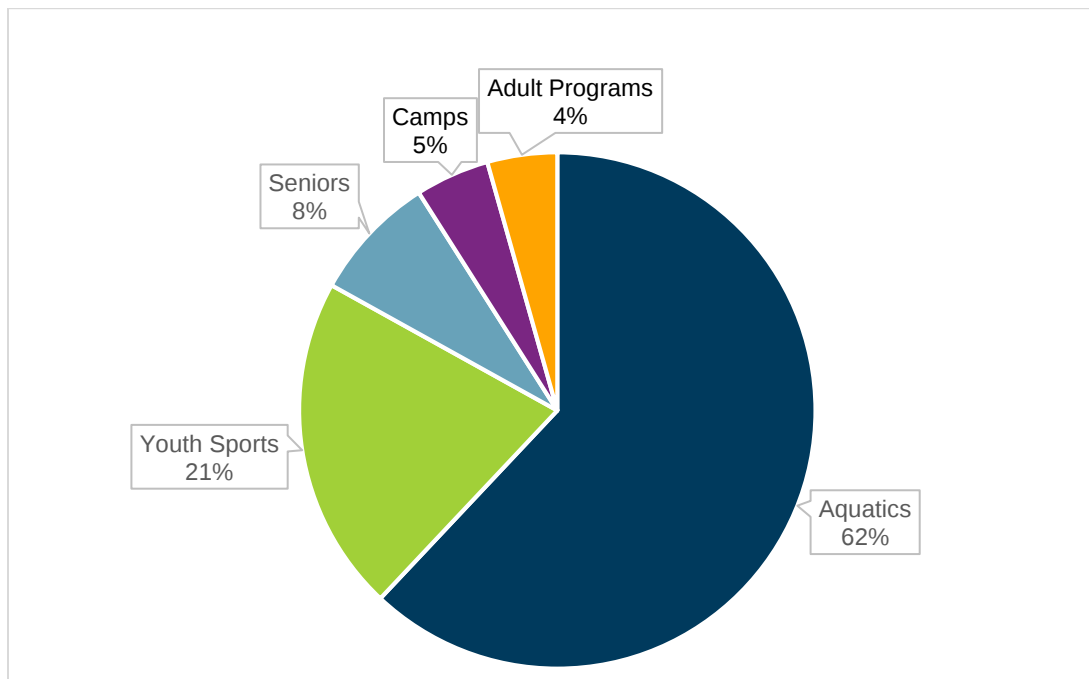
Understanding how KPR's program menu is distributed across the core program areas helps to identify the extent of programming within each area in relation to the whole. Figure 23 depicts the total of programs offered in 2022 according to program area and season.

Figure 23: 2022 Programs by Core Program Category and Season



Aquatics was the largest quantity of programs (227), regardless of season. Youth sports was the second-largest quantity of programs (77). Conversely, the areas with the lowest quantity of programming were camps (17) and adult programs (16). The distribution of the core program areas in relation to each other is depicted in Figure 24.

Figure 24: 2022 Program Distribution



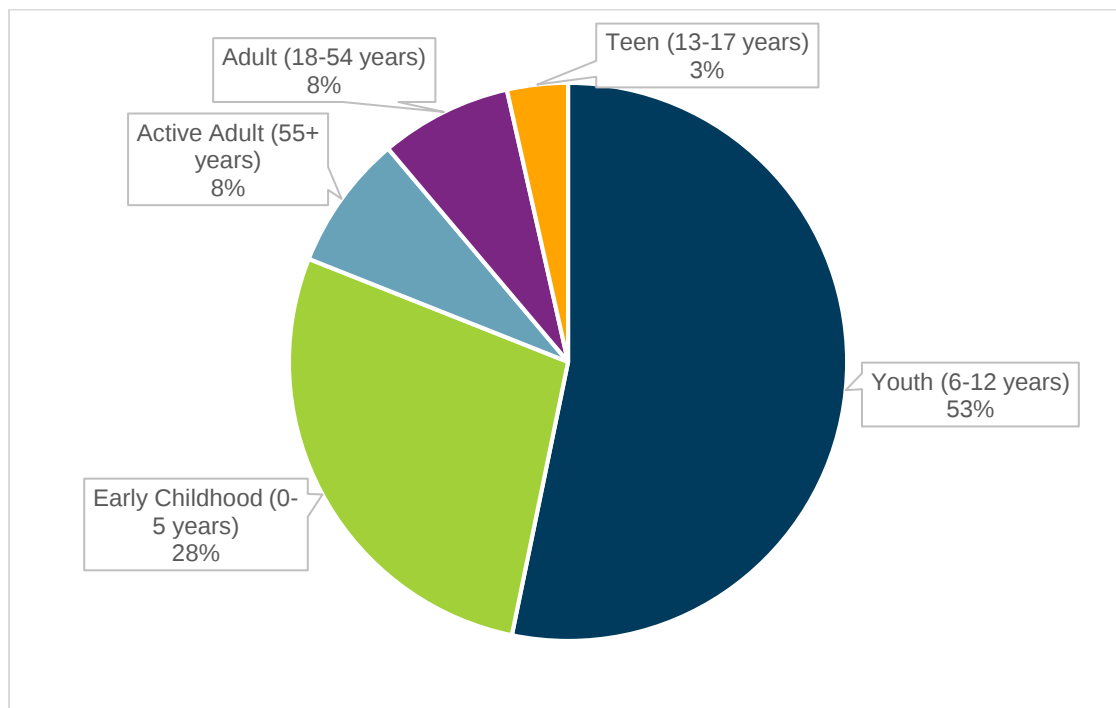
6.4 Age Segmentation

The age segment analysis reviews the distribution of program offerings according to the age segments serviced. For the purposes of this assessment, BerryDunn delineated age categories according to the following age structure:

- Early Childhood, ages 0 – 5 years
- Youth, ages 6 – 12 years
- Teens, ages, 13 – 18 years
- Adults, ages 18 – 54 years
- Seniors, ages 55+ years

BerryDunn tallied the number of program opportunities (both registration based and drop-in) geared toward particular age groups for the three seasons (winter/spring, summer, and fall). If a program spanned clearly across two age categories (e.g., ages 8 – 14 years), BerryDunn counted that section once in the youth category and once in the teen category. Figure 24 displays KPR's 2022 program menu's percentage of programs offered according to each age segment.

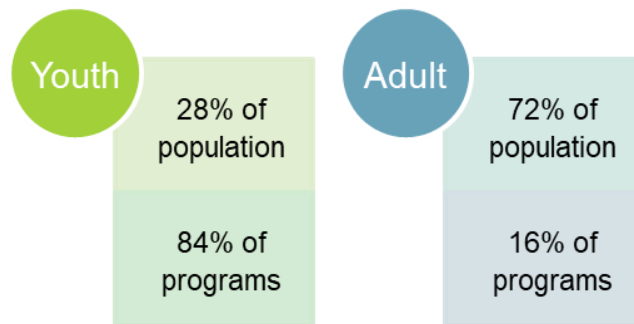
Figure 25: 2022 Age Segmentation of Programs



Of all the age-specific programming, 84% of the programs are designed for youth 18 years and younger while 16% are designed for adults 18 years of age and older.

The age segmentation analysis is a useful method to review recreation programming related to community demographics. Demographic data can be helpful to consider how programming efforts are aligned with the makeup of the community. The adjacent comparison of the community's population and program offerings in Figure 26 demonstrates two key age segments' relationship between the population percentage and the percentage of programs offered.

Figure 26: Population vs. Program Menu



Most (84%) of KPR's programs are designed for youth, while the youth age segment represents 28% of the population. Adults, over 18 years of age, make up 72% of the population while 16% of programming is designed for adults. The notion of offering a majority of programming for youth is consistent with most park and recreation agencies' program menus across the county; that said the percentage of youth is typical within the 60 to 70% range.

6.5 Program Life Cycle

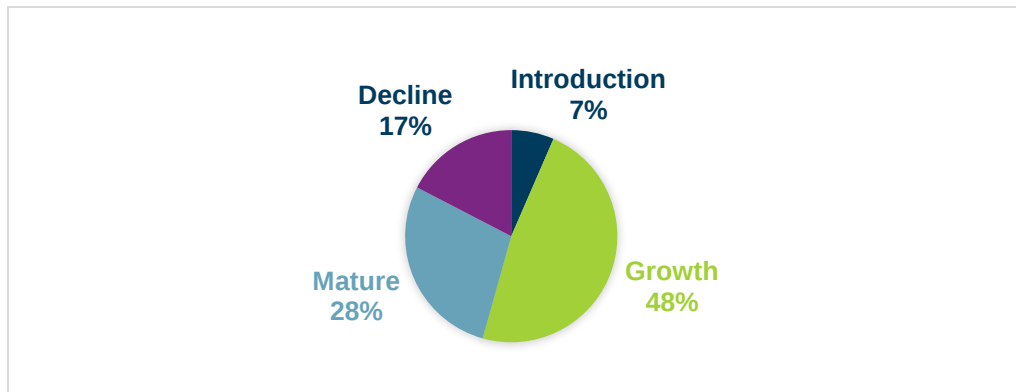
The recreation assessment included a life cycle analysis of programs core programs. This type of assessment helps to determine if Department staff need to develop new and more innovative programs, reposition programs that are in the decline state, or continue with the current balance of life cycle stages. BerryDunn based this assessment on staff members' opinions of how their core programs were categorized according to the four life cycle stages: introduction, growth, mature, and decline. Table 12 outlines the descriptions of those life cycle stages and KPR's percentage of programs within each stage.

Table 12: Life Cycle Stages

Life Cycle Stage	Description	KPR Percentage
Introduction	Getting the program off the ground, heavy marketing	7%
Growth	Moderate and interested customer base, high demand, not as intense marketing	48%
Mature	Steady and reliable performer, but increased competition	28%
Decline	Decreased registration	17%

Figure 27 depicts the percentage of programs in each life cycle stage. A healthy balance between the stages is optimal with the bulk of programs in the growth and mature stages.

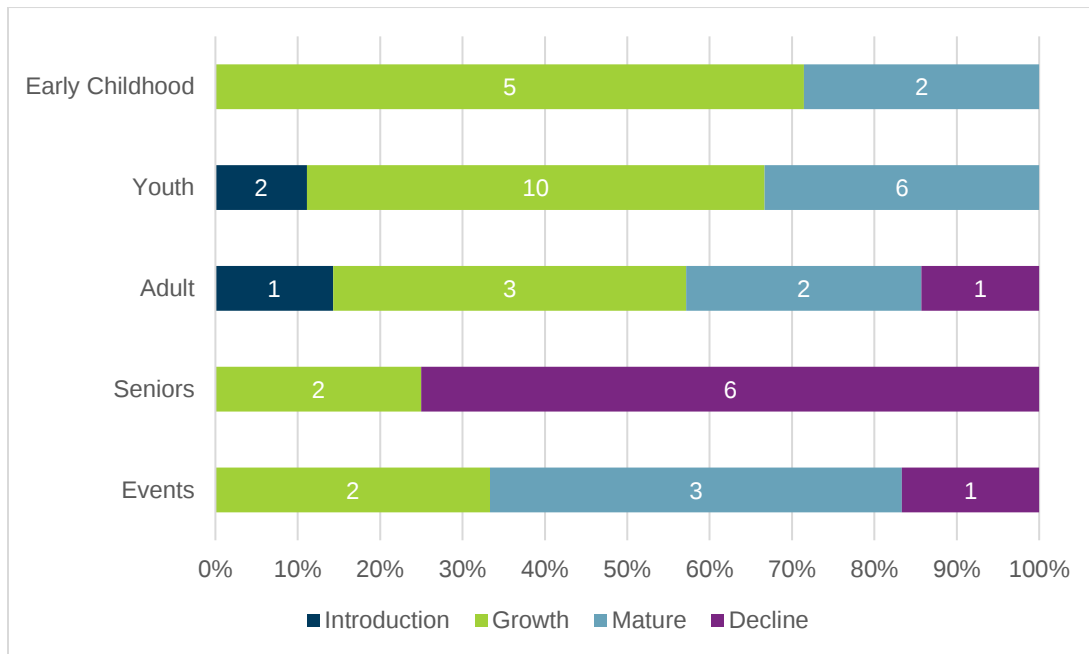
Figure 27: Life Cycle Stages



As a normal part of the planning cycle, there should always be programs in the introduction stage that bring new and innovative programming to the menu. There will typically also be programs in the decline stage; those programs that should either be repositioned or decommissioned. The percentage of KPR programs in the decline stage (17%) is somewhat high. To reduce this percentage, staff should identify programs to either reposition or decommission. Additionally, efforts to encourage the introduction of new programs, as well as to shift programs from growth into mature status, will create a more balanced menu.

Figure 28 provides a visual representation of age categories and their respective spread across life cycle stages.

Figure 28: Life Cycle Distribution of Programs



Programmers should strive to have programming for each age group that falls into all four life cycle stages, with the majority in the growth and mature stages. Only one age group, adults, has programs in all four categories. The creation of new programs for early childhood and seniors will begin to create a more balanced menu. For senior programming, it appears there is an opportunity to either reinvest or divest from a high number of programs in the decline stage.

6.6 Additional Metrics to Measure and Track

With solid data, there are other program performance measures that can be measured and tracked from season to season and year to year. Some of these metrics include:

- Program performance: total enrollment by program type and by season and revenue generated in each program area by program type and by season.
- Program cancellation rate: the difference between the number of courses offered and the number of courses held
- Resident Participation: the total number of residents and nonresidents served in each program area and by season and annually
- Participant reach: with all the registration data, a heat map can be created of all participants to visually depict where participants live who are in programs for a specific period of time (seasonally or annually).
- Wait list analysis: the total number of participants that cannot be accommodated during a specific season due to lack of space or instructors).

- Number of programs offered compared to the number of programs that ran successfully in each season

Because KPR does not take all the registration for programs, there is not currently enough information to evaluate and track these metrics. It is highly recommended that KPR begin the process of taking all the registration to have more control over the revenue, to know who is in programs (residents and nonresidents), and to be able to monitor a variety of program success factors.

6.7 Benchmarked Agencies Programs and Services

Recreation programs are core to the primary services that park and recreation agencies provide. The type of programs varies based off several factors, including facility space, staff/instructor availability and expertise, alternative service providers in the area, benefit to the community, and program demand.

Consistent to all agencies compared in this study is fitness classes, team sports, social recreation events, and individual sports. Kennewick was the only agency in the study that did not offer health and wellness education and safety training. Running and/or cycling races are also an opportunity that other agencies offer. Very few agencies in the study offer eSports/eGaming, cultural crafts, performing arts, and visual arts.

Table 13: Programming Offered by Parks and Recreation Agencies

Programs and Services	Kennewick	Auburn	Kirkland	Meridian	Pasco	Richland
Health and wellness education	○	●	●	●	●	●
Safety training	○	○	●	●	●	●
Fitness enhancement classes	●	●	●	●	●	●
Team sports	●	●	●	●	●	●
Individual sports	●	●	●	●	●	●
Running/cycling races	○	●	●	○	●	●
Racquet sports	●	●	●	●	○	●
Martial arts	●	●	●	●	○	○
Aquatics	●	○	●	●	●	●
Golf	●	●	●	●	○	●
Social recreation events	●	●	●	●	●	●
Cultural crafts	○	○	○	○	●	●
Performing arts	○	●	○	○	○	○
Visual arts	○	○	●	●	○	●
Natural and cultural history activities	○	○	●	●	●	●
Themed special events	●	○	●	○	●	●

Trips and tours	☐	☒	☒	☒	☐	☒
eSports/eGaming	☐	☐	☒	☐	☐	☐

Legend ● Yes ○ No

Targeted Programs for Children, Seniors, and People with Disabilities

Among the key programs and services offered by park and recreation agencies nationwide are those that provide activities for youth, teens, seniors, and people with disabilities. These might be in the form of summer camps, before/after school programs, or STEM programs.

In the case of these benchmarked agencies, all agencies offer summer camps and senior programs. Many agencies offer accommodations for those with disabilities to participate in programs, but KPR was the only agency explicit about offering this type of inclusive programming.

Table 14: Targeted Programs for Children, Seniors, and People with Disabilities

Targeted Programs	Kennewick	Auburn	Kirkland	Meridian	Pasco	Richland
Summer camp	☒	☒	☒	☒	☒	☒
Before-school programs	☐	☐	☐	☐	☐	☐
After-school programs	☐	☐	☒	☐	☒	☐
Preschool	☐	☒	☒	☐	☐	☐
Full daycare	☐	☐	☐	☐	☐	☐
Specific teen programs	☐	☒	☒	☒	☒	☒
Specific senior programs	☒	☒	☒	☒	☒	☒
Programs for people with disabilities	☐	☐	☐	☐	☒	☐
STEM programs	☐	☒	☒	☐	☐	☒

Legend ● Yes ○ No

6.8 Alternative Service Providers

An alternative service provider review, or gap analysis, is a process used to assess the availability of recreational services and facilities in a specific area. The goal is to help organizations make informed decisions about how to allocate resources and prioritize initiatives.

In August 2023, a comprehensive inventory of over 100 service providers in the Tri-Cities region was collected and organized into six categories that relate to programs and services provided by KPR:

- Aquatic Facilities (7)
- Fitness Centers and Gyms (41)
- Adult Sports Centers (2)
- Recreation Centers (6)
- Youth Enrichment (23)
- Youth Sports (16)

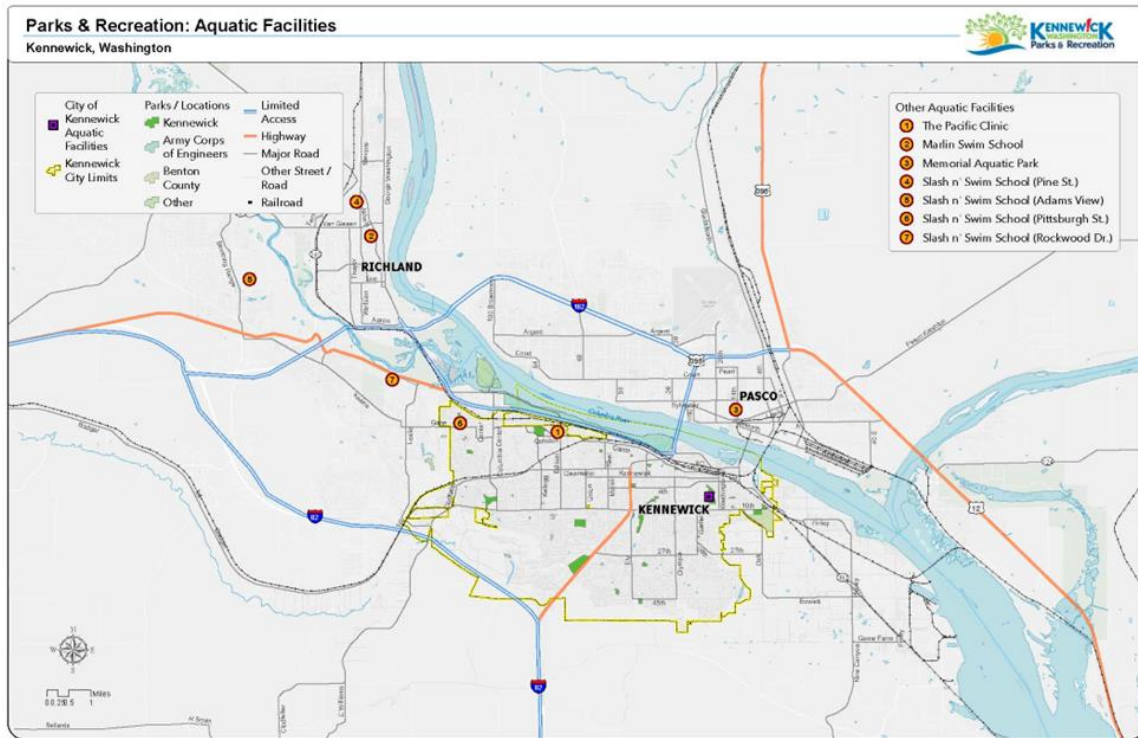
The inventory prepared for this study offers a snapshot in time. Service providers are continuously updating their offerings. The review seeks to capture 90% of alternative service providers at the time of the study.

After a thorough review of the Tri-Cities area, while numerous alternative service providers are present, the market does not appear oversaturated. In fact, specific gaps were identified, particularly in areas such as adult sports, aquatics, and youth sports. Additionally, there are few Recreation Centers available in the area. Out of the six facilities identified, only one offers comprehensive programming suitable for all age groups.

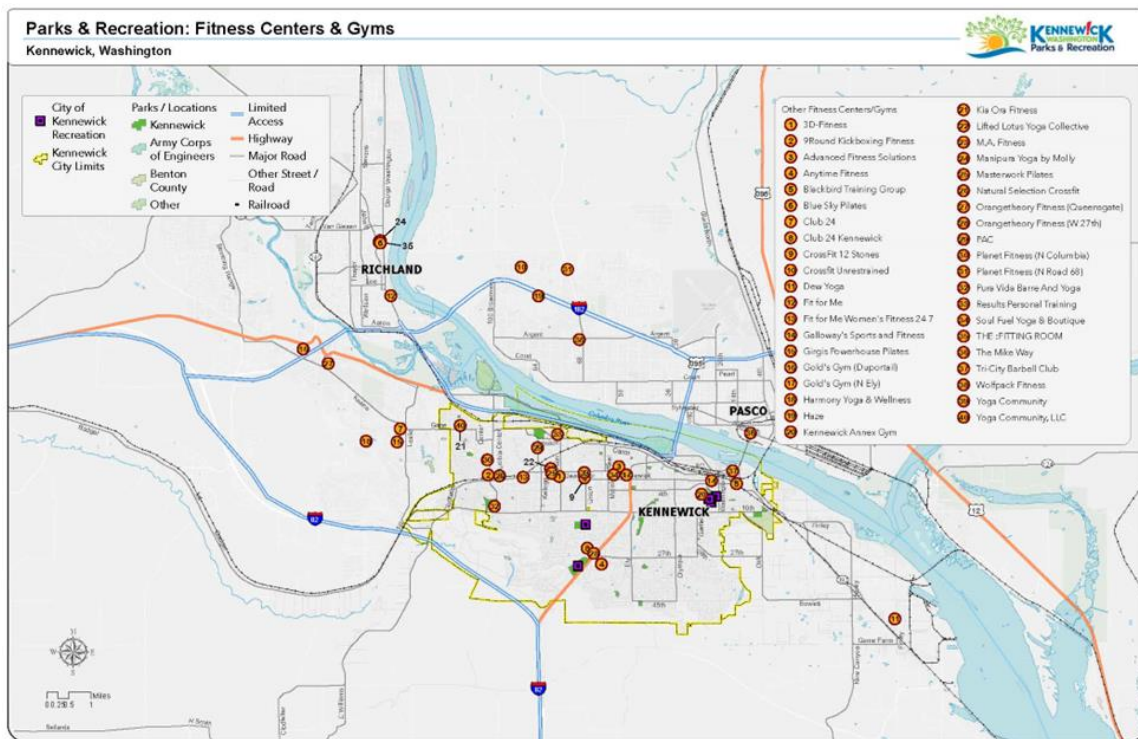
The deficiency in aquatic facilities correlates with the results of the Needs Assessment Survey, which highlighted the heightened priority placed on aquatic facilities by the community. Out of the seven identified aquatic facilities, only one offers public swim opportunities. The absence of Recreation Centers is also consistent with the survey results, which indicated that 73% of Kennewick respondents are very or somewhat supportive of developing a multiuse recreation facility.

The following series of maps displays alternative service providers with an orange icon, and City of Kennewick parks and facilities with purple squares.

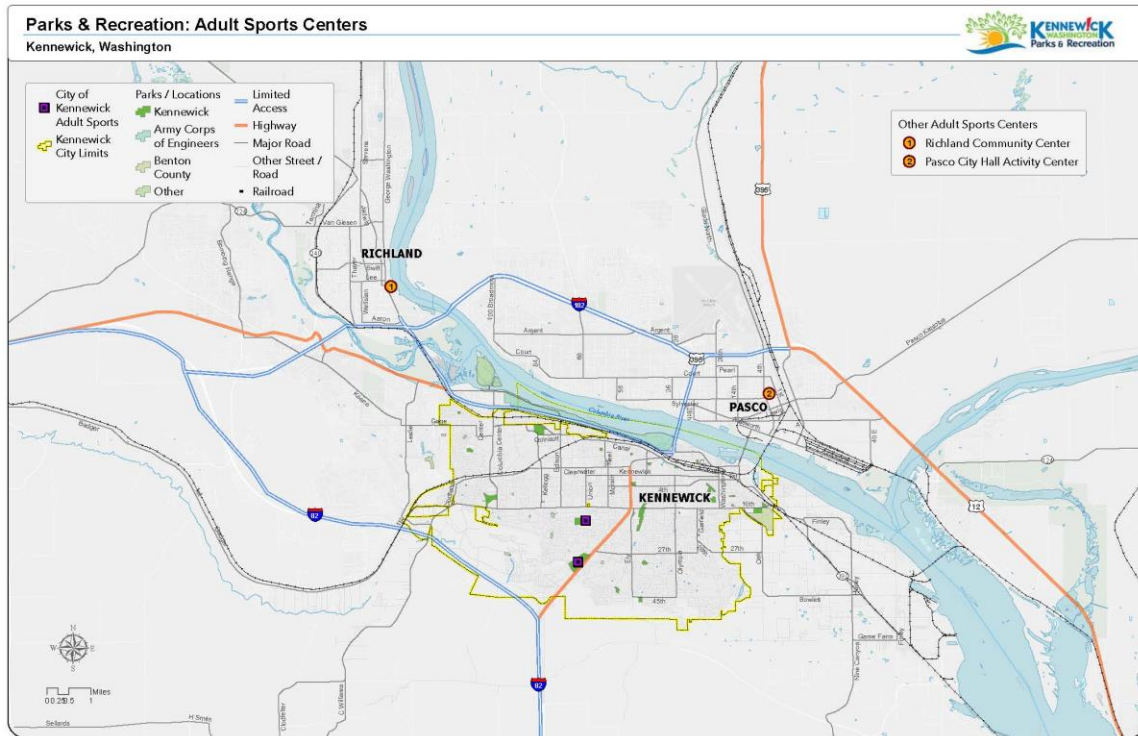
Map 7: Aquatic Facilities



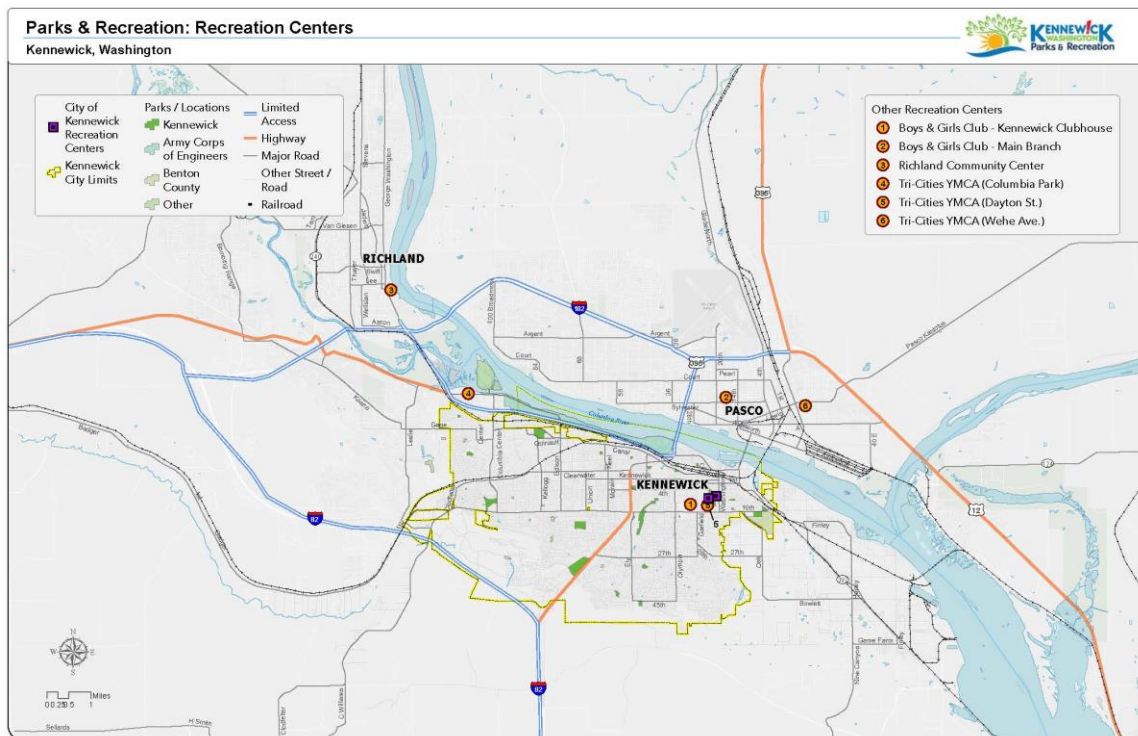
Map 8: Fitness Centers and Gyms



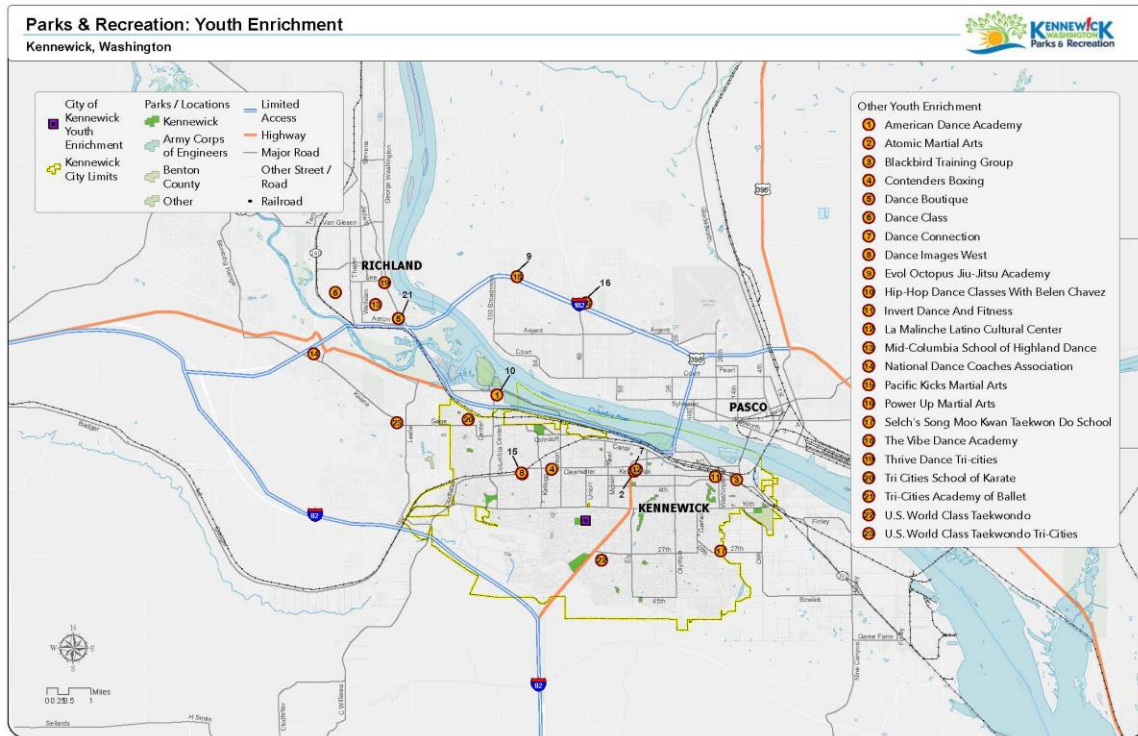
Map 9: Adult Sports Centers



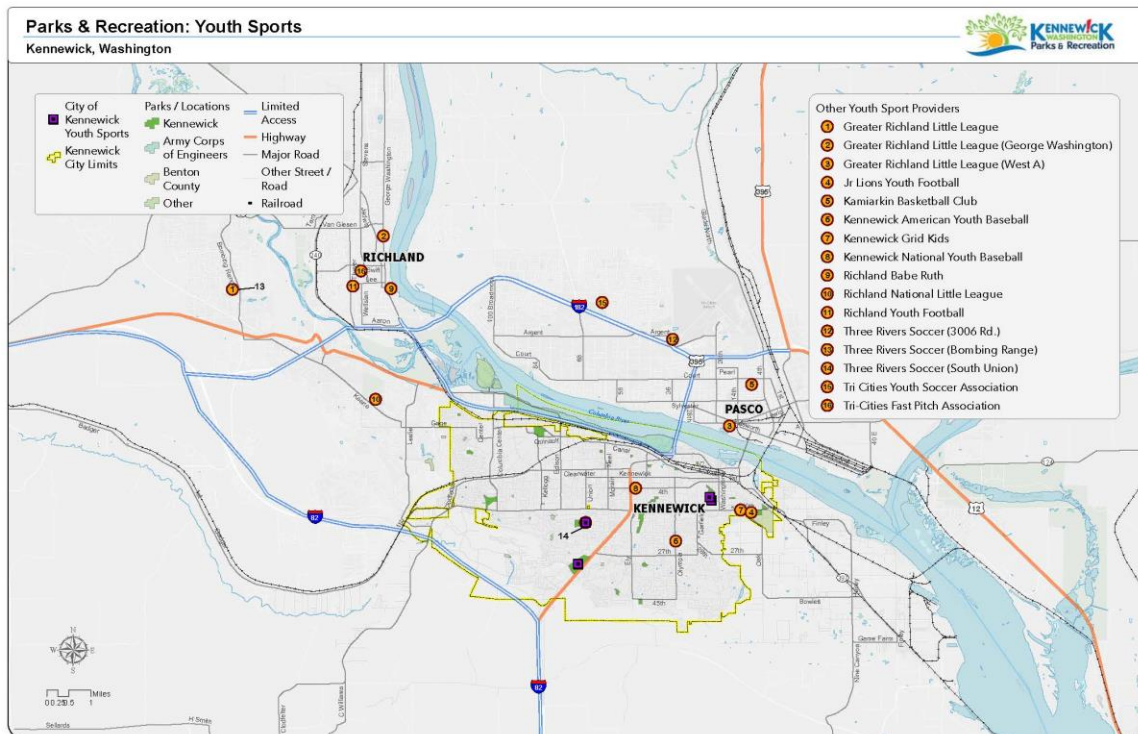
Map 10: Recreation Centers



Map 11: Youth Enrichment



Map 12: Youth Sports



Chapter Seven: Implementation Plan and CIP

The Implementation Plan and CIP are geared toward preserving and safeguarding KPR's current resources, while also setting up the operational foundations needed to realize the City's vision. The Implementation Plan delineates the initiatives and objectives to support City priorities. The CIP outlines the expected capital expenses for the plan's recommendations and establishes a prioritized implementation roadmap for the next six years. Together, they serve as a guiding framework, aligning with KPR's commitment to

"Intentional development of parks and recreational experiences of the highest quality, ensuring opportunities for all, while focusing on sustainability, fostering community bonds, and creating memories that last a lifetime."



Vision

Enhancing premiere experiences for all through dynamic spaces where connections deepen, and thriving communities create unforgettable memories.

Mission

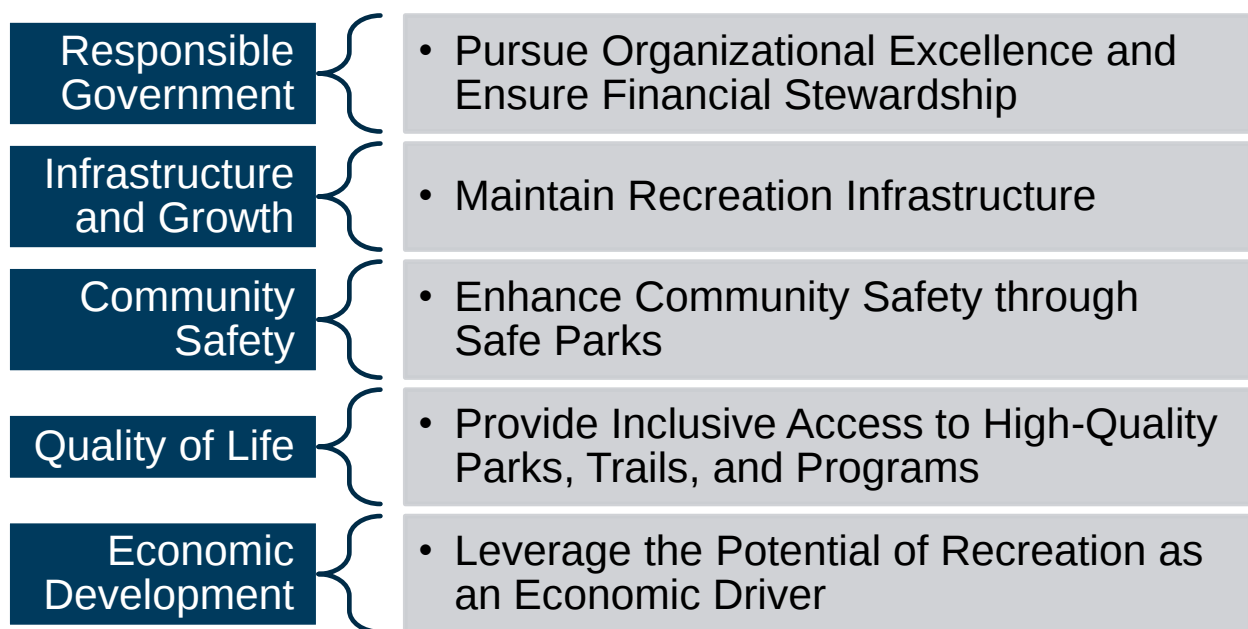
Intentional development of parks and recreational experiences of the highest quality, ensuring opportunities for all, while focusing on sustainability, fostering community bonds, and creating memories that last a lifetime.

7.1 Introduction

The Implementation Plan identifies five initiatives to support the City of Kennewick priorities. Each initiative is accompanied by objectives to guide the Department for the next six years. **Priority objectives are shown in bold text.**

The plan improvements will require additional funding sources and FTEs to complete. Many factors, both inside and outside KPR's control, will define the implementation of the Plan. The realization of the plan will address needs and desires of the Kennewick community and establish a solid foundation for City's long-term success.

Figure 29: Priorities and Initiatives



7.2 Initiative One: Organizational Excellence and Financial Stewardship

This initiative aligns with the City of Kennewick's priority of "Responsible Government." Organizational excellence and sound financial management are essential for the sustainability and growth of KPR. Optimizing resources, improving efficiency, and fostering a culture of continuous improvement will help ensure KPR operates effectively and efficiently. These efforts underscore KPR's dedication to responsible governance within the City.

Objectives:

1.1	Implement the recommended organizational chart as a means to improve morale, address deferred maintenance, and enhance the standard of care for parks, facilities, and trails. The addition of 12 FTE over the next six years is recommended. Suggested positions are out lined in Chapter Two. To address immediate departmental needs, a Project Supervisor, two Crew Leaders, and a Strategic Partnership Manager should be added in the near term.
1.2	Facilitate and encourage opportunities for staff engagement, involvement, and recognition to foster a positive and collaborative work environment.
1.3	Implement a process for soliciting feedback from staff regarding operational challenges and improvement suggestions.
1.4	Conduct regular evaluations of departmental operations to identify areas for streamlining processes and improving efficiency.
1.5	Provide ongoing professional development opportunities for staff to enhance skills, leadership, and departmental effectiveness.
1.6	Evaluate dedicated Parks and Recreation funding sources such as a voter-approved Metropolitan Park District (MPD) to provide a dedicated funding source for parks, trails, and recreation programs.
1.7	Explore the implementation of a recreation revolving fund. This fund should have the flexibility to accumulate resources over time without being classified as part of the general fund. These accumulated funds can then be strategically allocated to bolster recreation programming and activities, or enhance park infrastructure.
1.8	Establish a formal planning partnership with regional partners, including Cities of Pasco and Richland, to plan for amenities that serve the entire region.
1.9	Maintain a capital improvement program, which specifies a six-year schedule for component replacement and park development. Allocate funding for park development projects based on identified priorities and community feedback.
1.10	Use alternative and dedicated funding mechanisms such as sponsorships, advertising, and other revenue sources to support parks and recreation programs and facilities.

1.11	Collaborate closely with the school district and special interest user groups to foster shared recreational facilities and programs. Prioritize finalizing a Memorandum of Understanding (MoU) with the school district to formalize and solidify this partnership.
1.12	Utilize the newly integrated maintenance management software to establish a comprehensive preventive maintenance strategy, encompassing scheduled inspections, assessments, and proactive repair and replacement of infrastructure, systems, and assets.
1.13	Explore the implementation of automated field lighting systems to improve efficiency.
1.14	Shift from instructor-led program registrations to a department-managed registration process. All registration fees should be directed to the City, with instructor compensation disbursed by the City in accordance with their contractual terms.
1.15	Pilot new technologies through small-scale projects to assess their viability and impact.

7.3 Initiative Two: Maintain Recreation Infrastructure

This initiative aligns seamlessly with the City of Kennewick's priority of "Infrastructure and Growth." By focusing on maintaining high-quality parks, facilities and trails, this initiative contributes to the City's broader infrastructure by providing essential amenities and recreation facilities for its growing community.

Objectives:

2.1	Allocate sufficient resources for park maintenance to help ensure high-quality standards. Gradually, increase per-acre spending by about 26% over the six-year life of the plan, amounting to an annual investment increase of \$982,734. To align with operational needs, it is advisable to augment Park and Facilities Services by approximately 5 FTEs over the plan's duration.
2.2	Implement maintenance and operations management standards. KPR should adopt a maintenance and operation program and plan that is reviewed periodically for the management of all park and recreation areas and facilities. Each facility should be assigned an appropriate set of maintenance standards, including both recommended frequency and acceptable quality. See Appendix B for standard of care (frequency) and Appendix C for maintenance standards (quality).
2.3	Develop a comprehensive preventative maintenance plan to provide periodic/scheduled inspections, assessment and repair, and replacement of infrastructure, systems, and assets.
2.4	Perform an annual park audit using GRASP® GIS. Prioritize improvements based on annual identification of low-scoring components.
2.5	Adopt standards for park features, such as benches, pour-in-place playground surfacing, ramadas, signage, courts, and trash receptacles.
2.6	Develop a Trails Master Plan. - Consider a range of trail types to accommodate various activities, including walking, hiking, biking, and jogging. - Design trails with universal accessibility in mind, incorporating features like smooth surfaces and gradual slopes. - Gather input from trail users and local residents to understand preferences and prioritize improvements based on community needs. - KPR should also coordinate with regional partners such as Visit Tri-Cities, the Kennewick Irrigation District, and the Benton-Franklin Council of Governments on regional trail planning, wayfinding, and other projects related to access and nonmotorized transportation and connectivity. - Work with the Kennewick Irrigation District, promoting the retrofitting of open canals into underground pressurized systems to allow the rights of way as accessible pathways and trails.

2.7	Implement a routine inspection and maintenance schedule for trails, addressing issues such as erosion, signage, and accessibility. • Zintel Canyon is a nature trail that is under-utilized and requires mitigation to function as intended. Identify priority needs and long-term goals to increase use and safety. • Establish a dedicated trail maintenance team to help ensure regular upkeep and safety. Implement a trail repair and improvement schedule to address safety concerns and optimize trail accessibility.
2.8	Organize quarterly volunteer-driven trail clean up events to engage the community.

7.4 Initiative Three: Enhance Community Safety through Safe Parks

This initiative aligns with the City of Kennewick's priority of "Community Safety." Safe parks not only enhance community well-being but creates welcoming spaces for residents of all ages to participate in recreational activities with confidence.

Objectives

3.1	Explore Parks Ranger staff program similar to regional agencies.
3.2	Implement safety measures, including adequate lighting, clear signage, and well-marked paths, to enhance user safety on trails and within park spaces.
3.3	Conduct regular safety audits to identify potential hazards and areas for improvement.

7.5 Initiative Four: Provide Inclusive Access to Parks, Programs, and Trails

Ensuring all residents have access to parks, programs, and trails enriches the community's quality of life, aligning with the City of Kennewick's central priority. Through comprehensive offerings, KPR serves the diverse needs of all residents contributing to community vitality.

Objectives:

4.1	Adopt a LOS standard of four recreational components in a one-mile proximity. Low-service areas currently account for 7% of land area. These areas, by definition, have current service, but the service does not currently meet the goal of four recreational components within a one-mile drive. • Develop, partner with, or acquire facilities to help bridge the gap between existing and needed recreational facilities, particularly in underserved locations. • Initiate a Master Plan for the undeveloped acres at Southridge Sports Complex to enhance southwest Kennewick's recreational offerings.
4.2	Explore the potential of developer land dedication to expand recreational spaces. Collaborate with local planning bodies to establish transparent and equitable criteria for assigning developer land donations.
4.3	Collaborate with disability advocacy groups to identify specific needs and implement changes that cater to a diverse range of abilities.
4.4	Develop and distribute multilingual materials and communications for equitable access to information about park offerings and events.
4.5	Collaborate with community organizations representing various cultural groups to design culturally relevant programming that fosters inclusivity.
4.6	Create a transparent financial assistance application process, making it easy for eligible individuals to access support.
4.7	Regularly assess the success and impact of existing recreational programs and events to gather feedback for improvement.
4.8	Develop creative and engaging programs that cater to both established and emerging recreational interests. In response to survey findings, consider introducing offerings in the following categories: • Arts and culture • Fitness and wellness • Hobbies and life skills This expansion should also address age-group gaps, with a focus on serving teens, adults, and seniors.

7.6 Initiative Five: Leverage the Potential of Recreation as an Economic Driver

This initiative directly aligns with the City of Kennewick's priority for "Economic Development". By focusing on recreation as an economic driver, this initiative acknowledges the significant economic benefits that vibrant recreation offerings can bring to the City. Quality recreational facilities attract visitors, tourists, and businesses to the area, stimulating economic activity. By fostering economic growth through recreation, Kennewick can create new job opportunities, increase revenue streams, and enhance the overall economic vitality of the City.

Objectives:

5.1	Develop a Feasibility Study for the construction of a state-of-the-art recreation center, encompassing facility design, budget allocation, community input, and coordination with relevant stakeholders.
5.2	Conduct a thorough assessment of KSMP to determine the need for a new pool facility, including feasibility studies, budget considerations, and community demand. Explore potential collaboration with the Kennewick School District to enhance project viability and impact.
5.3	Collaborate with stakeholders to enhance riverfront properties for recreational use. - In conjunction with the neighboring jurisdictions and stakeholders in the community, continue to work with federal legislators and the U.S. Army Corps of Engineers (USACE) to allow conveyance of the shoreline that is currently owned by the USACE and leased to the local jurisdictions to maintain. Take advantage of the river frontage as a recreational, natural, and scenic asset. - Develop Columbia Park in accordance with the 2018 Columbia Park Master Plan Vision. This includes development of Columbia Park, the Columbia Levee, adjacent lagoons, wetlands, access points and other riverfront property for water access and natural resource recreation.
5.4	Perform a comprehensive facility audit of the Kennewick Activity Center to assess its viability for future use.

7.7 Six-Year CIP

At the heart of this implementation plan lies the CIP, serving as the cornerstone for guiding the development, and revitalization of park spaces and facilities. Spanning six years, this plan hinges on the availability of funds and remains adaptable.

All cost estimates are based on 2024 figures and were provided by Washington licensed Landscape Architects at Bernardo Willis. Estimates are dependent on the extent of the enhancements and improvements known at this time. Estimates of probable costs are shown in today's dollars and are a Rough Order of Magnitude (ROM) intended for general budget purposes. They are not detailed cost estimates and will require additional research as designs continue to be developed in the future. As a best practice, however, ROMs are derived from reputable databases, such as RSMeans Data Online. They are also based on “real world” numbers, including previous bid figures and/or direct communication with contractors, vendors, and manufacturers.

The ROM for the six-year CIP is \$10.5 million.

Table 15: 2024 – 2029 CIP

Facility	Rough Order of Magnitude
Columbia Center Estates Park	\$ 1,423,746
Add shelter (16x16)	\$ 154,746
Splash pad replacement	\$ 1,269,000
Eastgate Park	\$ 364,212
Upgrade irrigation and reorient fields	\$ 197,400
Repair, upgrade and enhance the loop walk.	\$ 166,812
Derelict Building Demolition	\$ 325,000
Remove horseshoe pits, update seating area and diamond	\$ 325,000
Fruitland Park	\$ 208,145
Remove horseshoe pits, update seating area and diamond	\$ 208,145
Hawthorn Park	\$ 91,650
Add shelter (16x16)	\$ 91,650
Highlands Grange Park	\$ 1,476,270
Splash pad replacement	\$ 1,269,000
Several amenities are showing ware, including trash cans and benches	\$ 207,270
Horse Heaven Hills Park	\$ 881,250
Playground and surface replacement	\$ 881,250
Jay Perry Park	\$ 130,264
Court hoops and nets	\$ 105,644
Improved accessibility to the community garden	\$ 24,620
Kenwood Park	\$ 290,674
Court hoops and resurfacing (concrete)	\$ 203,005
The addition of park paths and seating	\$ 87,669
Lawrence Scott Park	\$ 4,366,311
Synthetic Turf Fields. includes fencing, backstops and fabric	\$ 1,200,000
Building renovation, field lights and concrete replacement	\$ 1,800,000

Basketball court and three pickleball courts are due for resurfacing (concrete)	\$	616,311
Destination size playground and reconceptualized entry/concrete area	\$	750,000
Layton Park	\$	572,180
Small back stop in south/east corner and soccer goal posts	\$	32,430
Shelter Removal	\$	11,000
New pre fab restroom	\$	528,750
Recreation and Aquatics Center Feasibility Study	\$	120,000
Feasibility Study	\$	120,000
Underwood Park	\$	145,000
Swing set replacement	\$	145,000
Yelm Park	\$	111,038
Accessible picnic grove	\$	111,038
Grand Total	\$	10,505,739

Funding Sources

The Capital Improvement Fund accounts for the acquisition or construction of major capital assets, including continued development of City parks. Sources of revenue include taxes, state grants, federal grants, impact fees, contributions, and allocations from the Park Reserves and Recreational Trails and Paths Funds.

Some funding sources are dedicated to parks and recreation. The Recreational Trails and Paths Fund receives revenue from 0.5% of the motor vehicle fuel tax, according to provisions of RCW 46.68. These funds are to be expended for the planning, accommodation, establishment, and maintenance of facilities for pedestrian, equestrian, or bicycle traffic.

Park impact fees are levied on new housing construction to fund system improvements related to new growth. A per-unit fee, park impact fees are collected at the time a project is issued a building permit. Impact fee revenues go to a separate fund and are dedicated to park capital projects. Once collected, fees are placed into the park reserve fund and are used for the acquisition or development of park and recreation facilities within the designated park service area for which the fees were imposed. Fees are meant for park development within the area they are collected. In the past, this was limited to small geographical area. This limited the ability for the City to “pool funds” to make more substantial improvements. In 2018, two park zones were established to designate the location for where park funds shall be employed.

Future Funding Considerations

There are additional funding sources that should be considered to realize the plan recommendations. This section details potential opportunities for KPR to pursue.

Partnerships

KPR proactively partners with other recreational providers to create a broader range of activities and programming opportunities. The services are especially designed to meet the physical, mental, cultural, and social needs of residents while enhancing their quality of life. Partnering

with neighboring municipalities, local schools, nonprofit organizations, and private businesses can give residents access to a much more diverse array of recreational opportunities. It can also increase the user base for existing programs and facilities.

Partnerships can help accomplish tasks with limited resources, respond to compelling issues, encourage cooperative interaction and conflict resolution, involve outside interests, and serve as an education and outreach tool. Partnerships can take the form of cash gifts and donor programs, improved access to alternative funding sources, property investments, charitable trust funds, labor, materials, equipment, sponsorships, technical skills and/or management skills, and other forms of value.

Partnerships are typically associated with collaborations between public and private entities; however, they also extend to alliances between public agencies, nonprofit organizations, and other governmental bodies. To enhance service offerings, KPR should persist in nurturing partnerships with fellow public agencies like the Kennewick School District, City of Pasco, City of Richland, Benton County, and State of Washington. Additionally, forging alliances with partner organizations like Friends of Badger Mountain and Chinook Cycling Club can further enrich opportunities.

Recreation Revolving Fund

A recreation revolving fund is a financial mechanism often used by government agencies or organizations responsible for managing recreational facilities and programs. It operates by allowing the generated revenues from recreational activities, user fees, rentals, and other related sources to be collected and kept within a separate fund. This fund is then utilized to cover the costs of maintaining, improving, and expanding recreational facilities and programs.

The term "revolving" implies that the fund sustains itself through the cycle of generating revenue, which is then reinvested into the maintenance, operation, and development of recreational assets. This approach can create a self-sustaining model where user fees and generated income contribute to the ongoing enhancement and sustainability of the recreational offerings, reducing the reliance on external funding sources.

Land Dedication Requirement

Land dedication requirement refers to a policy or practice where property developers are required to dedicate a portion of their land for public use or community development as a condition of receiving development approvals.

For example, a city or municipality may require a developer to set aside a certain percentage of their land for parks, green spaces, schools, or other public amenities. This helps ensure that as new developments are built, there is also an expansion of public facilities and spaces to accommodate the growing population.

Developer land dedication is a common practice used by local governments to help balance the need for urban development with the preservation of public spaces and community infrastructure. It contributes to the creation of well-planned and livable communities.

Metropolitan Park District (MPD)

MPDs have become an important tool for communities in Washington to secure dedicated funding for parks and recreation, helping to ensure the availability of quality recreational opportunities for residents. Each MPD's structure and offerings vary based on the needs and desires of the community it serves. The creation of an MPD and any subsequent tax levies require voter approval through a ballot measure. Residents within the proposed district vote on whether to establish the district and authorize property tax levies to support its operations.

MPDs are authorized to levy property taxes within their boundaries to generate revenue for park and recreational services. This local funding source allows MPDs to finance the acquisition, development, and maintenance of parks and facilities independently. The service area of an MPD is determined by the district's boundaries, which may encompass one or more cities or unincorporated areas. The district's services are intended to benefit the residents and properties within these boundaries.

The property tax revenue collected by an MPD is dedicated solely to park and recreational purposes. This dedicated funding source allows MPDs to plan and invest in parks, facilities, and programs for the long term.

Washington Wildlife and Recreation Program

The primary land conservation grant program managed by the Washington Recreation and Conservation office is called the Washington Wildlife and Recreation Program (WWRP), which was created by the Legislature in 1989. WWRP is funded by appropriations in Washington State's capital construction budget, primarily from the sale of general obligation bonds. The legislature establishes funding levels for WWRP on a biennial basis at approximately \$50 million. According to state statute, WWRP funds must be distributed equally between Outdoor Recreation and Habitat Conservation purposes. Local agencies, special purpose districts (such as park and recreation districts), state agencies, Native American tribes, salmon recovery lead entities, and nonprofits can apply for WWRP funding. Local agencies, special purpose districts, salmon recovery lead entities, and nonprofits must provide 50% match and at least 10 percent of the total project cost must be from a non-state, non-federal contribution. State agencies do not have to provide match. Native American tribes must provide 50% match.

WWRP provides funding for a broad range of land protection and outdoor recreation, including park acquisition and development, habitat conservation, farmland preservation, and construction of outdoor recreation facilities. Typical projects include protecting wildlife habitat, building athletic complexes, building or renovating community parks, protecting farmland, and developing regional trails.

7.8 Future Investment Summary: Long-Range CIP

The long-range CIP provides a long-term vision for parks, recreation, and open space in Kennewick, based on an analysis of existing conditions, community demographics, residents' needs and interests, and regional trends for parks and recreation activities. No long-range CIP can be certain of the characteristics of a dynamic population over a 15-year period. Therefore, the long-range CIP will most effectively meet the needs of Kennewick residents if it is updated

on an ongoing basis to help ensure consistency between the KPR mission and vision and residents' needs.

Projects that KPR anticipates having funding to implement in the next six years are included in the six-year CIP. Projects anticipated in the next 15 years are provided in Table 16.

Table 16: Long-Range CIP

Project and Scope
Canyon Lakes Park
Court replacement (concrete)
Hatfield Park
Playground replacement
Highlands Grange Park
Playground replacement
John Day Park
Playground replacement
Add a shelter (16x16)
Layton Park
Playground replacement
Sunset Park
Court replacement (concrete)
Safe Routes to Play: neighborhood access from the east
Columbia Center Park
Playground replacement
Fruitland Park
Playground replacement
Hansen Park
Playground replacement
Hatfield Park
Pre-fab restroom
Hawthorn Park
Playground replacement
Court replacement (concrete)
Sunset Park

Project and Scope
Add a tot lot
Underwood Park
ADA accessibility Improvements
Splashpad replacement
Yelm Park
ADA accessibility Improvements
Zintel Park
Shade structure for playground

Appendix A: GRASP® Components and Definitions

Table 17: Grasp® Outdoor Component List

GRASP® Outdoor Component List	
Component	Definition
Adventure Course	An area designated for activities such as ropes courses, zip lines, challenge courses.
Amusement Ride	Carousel, train, go-carts, bumper cars, or other ride-upon features. The ride has an operator and controlled access.
Aquatics, Complex	An aquatic complex has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A swimming pool intended for swimming laps.
Aquatics, Leisure Pool	A swimming pool intended for leisure water activities. May include zero-depth entry, slides, and play-and-spray features.
Aquatics, Spray Pad	A play feature without immersion intended for interaction with moving water.
Aquatics, Therapy Pool	A temperature-controlled pool intended for rehabilitation and therapy.
Basketball Court	A dedicated full-sized outdoor court with two goals.
Basketball, Practice	A basketball goal for half-court play or practice, including goals in spaces associated with other uses like parking lots.
Batting Cage	A stand-alone facility with pitching machines and restricted entry.
Bike Complex	A bike complex accommodates various bike skills activities with multiple features or skill areas.
Bike Course	A designated area for nonmotorized bicycle use may be constructed of concrete, wood, or compacted earth. Includes pump tracks, velodrome, and skills courses.
Camping, Defined	Defined campsites may include a variety of facilities such as restrooms, picnic tables, and a water supply. Use the official agency count for quantity if available.
Camping, Undefined	Allows users to stay overnight outdoors in undefined sites and receives a quantity of one for each park or location.
Climbing, Designated	A designated natural or human-made facility provided or managed by an agency for recreation climbing but is not limited to play.
Climbing, General	Allows users to participate in a climbing activity. Use a quantity of one for each park or other location.
Concession	A facility used for selling, renting, or other provisioning of food, drinks, goods, and services to the public.

GRASP® Outdoor Component List	
Component	Definition
Diamond Field	Softball and baseball fields suitable for organized diamond sports games. Not specific to size or age appropriateness.
Diamond Field, Complex	Many ballfields at a single location suitable for tournaments.
Diamond Field, Practice	An open or grassy area used to practice diamond sports and is distinguished from a ballfield. Does not lend itself to organized diamond sports games or open turf by the presence of a backstop.
Disc Golf	A designated area for disc golf. Quantities: 18-hole course = 1; 9-hole course = 0.5
Dog Park	An area explicitly designated as an off-leash area for dogs and their guardians.
Educational Experience	Signs, structures, or features provide an educational, cultural, or historical experience. They are distinguished from public art by the presence of interpretive signs or other information. Assign a quantity of one for each contiguous site.
Equestrian Facility	An area designated for equestrian use and typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event, including an amphitheater, bandshell, and stage.
Fitness Area	Features intended for personal fitness activities. Fitness areas are groupings of equipment in immediate proximity.
Fitness Course	Features intended for personal fitness activities are typically located along a path or trail. A course receives one for each complete grouping of fitness equipment.
Game Court	Outdoor court designed for a game other than tennis, basketball, and volleyball that is distinguished from a multiuse pad, including bocce, shuffleboard, and lawn bowling. The type specified in the comments. Quantity counted per court.
Garden, Community	A garden area that provides community members a place to have a personal vegetable or flower garden.
Garden, Display	An area designed and maintained to provide a focal point or destination, including a rose garden, fern garden, native plant garden, wildlife/habitat garden, and an arboretum.
Golf	A course designed and intended for the sport of golf counted per 18 holes. Quantities: 18-hole course = 1; 9-hole course = 0.5
Golf, Miniature	A course designed and intended as a multihole golf putting game.
Golf, Practice	An area designated for golf practice or lessons, including driving ranges and putting greens.

GRASP® Outdoor Component List	
Component	Definition
Historic Feature	A site designated to commemorate an event, person, or place of local, statewide, or national significance.
Horseshoe Court	A designated area for the game of horseshoes, including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in a single location. They are suitable for tournaments.
Ice Hockey	Regulation-size outdoor rink explicitly built for ice hockey games and practice.
In-Line Hockey	Regulation-size outdoor rink built specifically for in-line hockey games and practice.
Loop Walk	Opportunity to complete a circuit on foot or by nonmotorized travel mode. Suitable for use as an exercise circuit or leisure walking. Quantity of one for each park or other location unless more than one particular course is present.
Multiuse Pad	A painted area with games such as hopscotch, four square, and tetherball found in schoolyards. As distinguished from “game court,” which is typically single use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native regions of the local ecology. It can include grasslands, woodlands, and wetlands.
Open Turf	A grassy area not suitable for programmed field sports due to size, slope, location, or physical obstructions. It may be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	An active or passive component that does not fall under another definition. Specified in comments.
Passive Node	A place designed to create a pause or particular focus within a park such as seating areas, plazas, and overlooks; not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Account for individual picnic tables as Comfort and Convenience modifiers.
Playground, Destination	A destination playground attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.
Playground, Local	A local playground serves the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. These parks generally do not have restrooms or on-site parking.
Public Art	Any art installation on public property. Art receives a quantity of one for each contiguous site.

GRASP® Outdoor Component List	
Component	Definition
Rectangular Field Complex	Several rectangular fields in a single location. A complex is suitable for tournament use.
Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sports game, such as soccer, football, lacrosse, rugby, and field hockey. The approximate field size is 180 feet by 300 feet (60 by 100 yards). The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sports game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area arranged in configurations for any number of rectangular field sports. Sports may include soccer, football, lacrosse, rugby, and field hockey. The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sports game but accommodates at least one youth field sports game. Sports may include soccer, football, lacrosse, rugby, and field hockey. A field may have goals and lines specific to a particular sport that may change with a permitted use.
Shelter, Large	A ramada, shade shelter, or pavilion large enough to accommodate a group picnic or other event for a minimum of 16 seated individuals.. Address lack of seating in scoring.
Shelter, Small	A ramada, shade shelter, or pavilion large enough to accommodate a family picnic or other event for approximately 4 – 16 people, with seating for a minimum of 4. Covered benches are included in comfort and convenience scoring and should not be included here.
Skate Feature	A small or single feature primarily for wheel sports, such as skateboarding and in-line skating. The component may or may not allow freestyle biking. Categorize dedicated bike facilities as bike courses.
Skate Park	An area set aside primarily for wheel sports, such as skateboarding and in-line skating. The park may allow freestyle biking. It may be specific to one user group or allow for several user types and accommodate various abilities. Typically has a variety of concrete or modular features.
Target Range	A designated area for practice or competitive target activities. The type specified, such as archery or firearms, in comments.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis Court	A court suitable for recreation or competitive play. Quick-start or other nonstandard types specified in comments.

GRASP® Outdoor Component List	
Component	Definition
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multilane, regulation-sized running track appropriate for track and field events.
Trail Access Point	A point of connection to a trail or trail system, without amenities generally associated with a trailhead.
Trail, Multiuse	A trail, paved or unpaved, is separated from the road and provides recreational opportunities or connections to walkers, bikers, rollerbladers, and equestrian users. Paths that make a circuit within a single site are loop walks.
Trail, Primitive	An unpaved path within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.
Trail, Water	A river, stream, canal, or other waterway trail for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point may include restrooms, an information kiosk, parking, water fountains, trash receptacles, and seating.
Volleyball Court	One full-sized court. It may be a hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts are associated with handball and racquetball—the type specified in the comments.
Water Access, Developed	A developed water access point includes docks, piers, kayak courses, boat ramps, and fishing facilities. It is specified in comments, including the quantity for each unique type.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives a quantity of one for each contiguous site.
Water Feature	This passive water-based amenity provides a visual focal point of fountains and waterfalls.
Water, Open	A body of water, such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity. For example, a downhill ski area, Nordic ski area, sledding hill, toboggan run, and recreational ice. The type specified in the comments.

Appendix B: Standard of Care

The standard of care is based on a level (e.g., 1, 2, and 3) and mode (tasks and frequencies of each task) and follow NRPA best practices.

Level 1 (white): Very high-maintenance applications usually associated with high-use/high-participation elements that predominately provide upper gradient programs and services. Any element with a very high safety risk exposure (i.e., play equipment) are considered Level 1. Additionally, certain environmentally-sensitive areas are considered Level 1.

Level 2 (light blue): High-level maintenance applications usually associated with reasonably moderate visitation that accommodates structured recreational gradient programs and services.

Level 3 (turquoise): Moderate- to low-maintenance applications usually associated with low levels of visitation.

Table 18: Current Standard of Care

Task	KPR's Current Level	Level 1	Level 2	Level 3
Turf				
Mow/Trim/Blow Clippings	1x/7 days	1x/7 days	1x/7 – 10 days	1 or 2x/year
Aerate	As needed	2x/year	1x/year	As needed
Overseed	Not performed	1x/year	As needed	Not performed
Fertilize	Not performed	2 – 4x/year	1x/year	Not performed
Apply weed control	1x Year	2x/year and as needed	As needed	As needed
Trim shrubs	As needed	1x/7 days	1x/year	As needed
Pick up trash prior to mowing	1x/7 days	1x/7 days	1x/10 days	1x/10 days
Control pest	As needed	Biweekly	As needed	As needed
Manage leaves	2x/year and as needed	2x/year and as needed	2x/year and as needed	1x/year
Line trim	1x/week	1x/week	1x/week	Monthly
Edge	As needed	1x/month	1x/year	As needed
Pavilion/Shelters/Picnic Areas				
Clean and Sweep/Blow	As needed	Daily	Weekly	As needed
Remove and/or replace garbage bags and trash cans	As needed	Daily	As needed	As needed
Paint	As needed	As needed	As needed	As needed
Power wash	As needed	Daily	Weekly	As needed
Inspect electrical system	1x/year	1x/year	1x/year	1x/year

Inspect picnic tables	Monthly	1x/week	1x/week or as needed	Monthly
Restrooms				
Clean and restock	Daily	1x/day (weekdays); 2x/day weekend	Daily	Daily
Repair vandalism	As needed	As needed	As needed	As needed
Remove and/or replace garbage bags and trash cans	Daily	Daily	Daily	As needed
Mechanical inspection (plumbing)	1x/month	Weekly	1x/month	1x/month
Schedule Lighting/Mechanical systems	1x/year	1x/week	1x/week	1x/year
Seasonal start-up and close-down	2x/year	2x/year	2x/year	1x/year
Fence				
Inspect	1x/year and following storms	Monthly	1x/year and following storms	1x/year and following storms
Repair	As needed	As needed	As needed	As needed
Replace	As needed	As needed	As needed	As needed
Repaint	As needed	As needed	As needed	As needed
Vegetation Control	1x/year and as needed	1x/year and as needed	1x/year and as needed	1x/year and as needed
Mulching				
Apply mulch	As needed	2x/year	1x/year	As needed
Weed control	As needed	2x/year	1x/year	As needed
Playgrounds				
Inspect and document	Bimonthly (4x/year)	Weekly	Monthly (7x/year)	Bimonthly (4x/year)
Major inspection	Semiannually	Monthly	Semiannually	Annually
Repair	As needed	As needed	As needed	As needed
Clean and pick up trash	Daily	Daily	Daily	Weekly
Remove graffiti	As needed	As needed	As needed	As needed
Inspect water fountains	As needed	Weekly	Monthly	As needed
Seal rubberized, poured in place	Every 2 years	Annually	Annually	Every 2 years
Replace	Every 15 years	Every 10 years	Every 15 years	As needed
Inspect for Pest/Bees/etc.	Monthly	Weekly	Monthly	As needed
Clean and Sweep/blow	Daily	Daily	Weekly	As needed

Sports Field Turf				
Mow/Trim/Blow Clippings	1x/7 days	1x/7 days	1x/7 – 10 days	1 or 2x/year
Aerate	1x/year	2x/year	1x/year	As needed
Overseed	As needed	1x/year	As needed	Not performed
Fertilize	1x/year	2 – 4x/year	1x/year	Not performed
Apply weed control	As needed	2x/year and as needed	As needed	As needed
Pick up trash prior to mowing	1x/7 days	1x/7 days	1x/10 days	1x/10 days
Control pest	As needed	Biweekly	As needed	As needed
Manage leaves	2x/year and as needed	2x/year and as needed	2x/year and as needed	1x/year
Line Trim	1x/week	1x/week	1x/week	Monthly
Edge	1x/month	1x/month	1x/year	As needed
Artificial Turf				
Repairs	1 or 2x/year	1x/7 days	1x/7 – 10 days	1 or 2x/year
Infill	As needed	2x/year	1x/year	As needed
Inspection gmax testing	Not performed	1x/year	As needed	Not performed
Groom	1x/year	2 to 4x/year	1x/year	Not performed
Sports Court				
Pressure washing	Not performed	1x/7 days	1x/7 – 10 days	1 or 2x/year
Inspection	Not performed	2x/year	1x/year	As needed
Line Striping	As needed	1x/year	As needed	Not performed
Fence Maintenance	As needed	2 – 4x/year	1x/year	Not performed
Apply weed control	As needed	2x/year and as needed	As needed	As needed
Trim shrubs	As needed	1x/7 days	1x/year	As needed
Manage leaves (blowing)	1x/year	2x/year and as needed	2x/year and as needed	1x/year
Landscape Bed Maintenance				
Prune trees	As needed	1x/7 days	1x/7 – 10 days	1 or 2x/year
Fertilize	Not performed	2 – 4x/year	1x/year	Not performed
Apply weed control	As needed	2x/year and as needed	As needed	As needed
Trim shrubs	As needed	1x/7 days	1x/year	As needed
Pick up trash	1x/7 days	1x/7 days	1x/10 days	1x/10 days
Control Pest	Not performed	Biweekly	As needed	As needed
Manage leaves	2x/year and as needed	2x/year and as needed	2x/year and as needed	1x/year
Line trim	1x/week	1x/week	1x/week	Monthly
Edge	As needed	1x/month	1x/year	As needed

Appendix C: Maintenance Standards

These general maintenance standards are meant to serve as starting points for KPR to review and consider as a basic desired maintenance standard for all parks and recreational facilities.

Parks

Grounds

- Grounds mowed and trimmed regularly
- Park is free of litter, debris, and hazards
- Parking lots, if applicable, are clean, striped, and free of debris, holes, and tripping hazards

Drinking Fountains (Where Applicable)

- Fountains are accessible and operational
- Fountains are in appropriate locations and comply with ADA requirements
- Fountains are installed on a solid surface and free of standing water and debris
- Drain system is operational

Signage

- Park identification signs are secure and properly installed in a noticeable location
- Handicapped parking signs are secure, visible, and installed to code
- Park rules signs are secure and properly installed in a noticeable location
- Restroom signs are secure and visible
- Signs are clean, painted, and free of protrusions and graffiti
- Directional signs provided as needed in appropriate locations
- Signs include the KPR logo and contact phone number

Ornamental Plants and Trees

- Plants and trees are healthy and free of disease and insects
- Plant beds are free of litter, debris, and weeds
- Plant selection is appropriate for season and area usage
- Trees trimmed and shaped regularly; inspect and remove hazardous trees as needed

- Tree species selection should provide a wide variety of native and selected non-native trees where appropriate
- Tree wells and planting beds mulched for protection and water conservation

Walkways and Trails

- May be hard surface or soft surface depending on location and intended use
- Soft-surface trails are free of water-collecting depressions and erosion
- Walkways and trails have a uniform surface, have positive drainage, are level with the ground, and free of trip hazards and excessive material deflection
- Walkways and trails are free of litter, debris, sediment, and seasonal snow
- Walkways and trails meet ADA requirements
- Walkways and trails provide unobstructed access and are free from low and protruding tree limbs, guide wires, signposts, and ornamental plants
- Walkways in irrigated park areas are neatly edged
- Walkways and trails are clear of weeds and grass growth in cracks and expansion joints; adequate trash receptacles provided
- Guard rails and safety fencing provided in appropriate locations
- Routine safety and function inspections are performed including surface, culverts, water crossings, signage, and vegetation

Trash Receptacles (Random Locations)

- Receptacles are clean and free of odor with liners in place
- Receptacles are painted, free of damage and missing parts, and properly anchored
- Roll-off containers and dumpsters are clean, screened, and placed in nonintrusive locations
- Area around trash receptacles is clean and free of trash and debris
- Area around roll-off containers and dumpsters is clean and free of trash and debris

Fencing

- Fences are intact, structurally sound, and free of damage or deterioration
- Nails, bolts, and screws are flush with surface with no exposed sharp points
- Fences have no excessive voids, cracks, or splintering

Security and Exterior Lights

- In total, 90% of security and exterior lights are operational
- No electrical conducting wires are exposed
- Lights comply with appropriate building code
- Poles and components are secured in the ground and are operational and straight

Bridges

- Bridges have a uniform surface, are free of trip hazards, and are free of graffiti
- Lumber and other materials are structurally sound, free of cracking deterioration and splintering
- Bridges comply with ADA requirements
- Bridges have handrails intact and properly installed and anchored
- Bridges are free of litter and debris

General Use Turf Areas

- Turf areas are free of litter and debris
- Turf areas are mowed and trimmed regularly
- Turf areas have a uniform surface and are well drained
- Areas have clean trash receptacles in good condition
- Turf is free of disease, insects, and weeds
- Supplemental irrigation is provided as needed
- Turf areas are fertilized and aerated regularly

Athletic Use Turf Areas

- Turf areas are free of litter and debris
- Turf areas are mowed and trimmed according to usage schedule
- Turf areas have a uniform surface and are well drained
- Playing surface maintained according to sport-specific guidelines
- Areas have clean trash receptacles in good condition
- Turf is free of disease, insects, and weeds
- Supplemental irrigation is provided as needed

- Turf areas are fertilized and aerated regularly

Irrigation

- Irrigation system is fully operational with complete and uniform coverage
- System is free of leaks; backflow prevention devices are in place and functioning properly
- Heads are installed properly for intended use
- Heads are properly adjusted with rotations and arcs to reduce water runoff
- Systems are set to run at specific times to minimize evaporation and waste
- System function checks are conducted regularly
- Repair excavations are properly compacted, and turf is restored

Open Space Areas

- Native grasses are mowed, if necessary, according to specific management plans, with focus on promoting natural growth heights and cycles and wildlife habitat
- Trail corridors and picnic areas are mowed as needed
- Trail surfaces are free of debris and weeds
- Native tree and shrub growth are encouraged
- Wildlife habitat and water quality preservation are emphasized
- Rules and regulations and identification signs are posted in noticeable locations
- Annual and noxious weeds are controlled as needed
- Property access points and boundaries are clearly marked

Athletic Facilities and Competitive Play Fields

Turf

- Turf has a healthy, dense stand of grass, and coverage is no less than 95% of playable area
- Play area has a uniform surface and is well drained
- Turf to be mowed at the appropriate height for the type of grass used, time of season, and type of field use
- Turf is free of any litter or debris
- Apply top dressing and over seeding, as needed, to maintain healthy grass

- Fields may be closed for use periodically to allow for turf recovery
- Turf is free of disease, insects, and weeds

Artificial Turf

- To help ensure a synthetic turf field is operating at its best, conducting a GMAX test annually is recommended; GMAX scores should not exceed a score of 200 G's according to American Society of Testing Materials International, or a score of 165 G's according to the Synthetic Turf Council
- Sweep and drag to keep the carpet fibers in an upright position; once a week or once a month depending on use
- Loosen and redistribute infill to improve footing, reduce static electricity, and improve the look of the field; groom fields before each game
- Check and replenish the infill level, especially in high-use areas; the infill creates the padding and shock absorption for the synthetic turf system and restores the field's resiliency at least once a year (it takes about 20 tons of crumb rubber to provide a 0.25-inch layer)
- Use a vacuum or leaf blower to remove debris, like sunflower seeds, weekly
- Treat turf with antimicrobial products to remove bacterial growth, weekly to monthly
- Troubleshoot for common problems and minor repairs, such as seam repair

Softball Infields

- Infields have a uniform surface and are free of lips, holes, and trip hazards
- Infields are well drained with no standing water areas
- Infields have proper soil composition for intended use, with ballfield mix added as needed
- Infields are free of weeds and grass
- Infields are free of rocks, dirt clods, and debris
- Bases and plates are properly installed, level, at proper distances, and anchored according to manufacturer's specifications and league requirements
- Fields dragged and lined as needed according to use schedules

Bleachers

- Hardware is intact, and bracing and safety rails are tightly connected
- Seating surface is clean, smooth, free of protrusions, and have no exposed sharp edges or pointed corners

- Clean trash receptacles provided and in good condition; the area under the bleachers is free of trash

Lights

- Electrical system and components are operational and comply with applicable building codes
- A majority (90%) of lamps for each field are operational
- No electrical conducting wires exposed
- Ballast boxes and components are properly installed and secured
- Lights provide uniform coverage on facilities and fixtures and are adjusted to eliminate dark or blind areas
- Fixtures securely fastened to poles, with poles secured in the ground according to manufacturer's specifications
- Poles and fixtures inspected immediately after any major wind, ice, or hailstorm

Fencing

- Fencing material is galvanized chain link and appropriate gauge wire for specified use
- Fencing material is properly secured to support rails
- Support rails are properly connected and straight
- Fencing is free of holes and protrusions
- Fabric is straight and free of bending and sagging
- Gates and latches are operational

Restrooms/Portable Toilets

- Toilets are clean, sanitary, and properly stocked with paper products
- Lights and ventilation systems are operational
- Toilets, stall doors, and hand air dryers are operational
- Buildings and enclosures are free of graffiti
- Doors are properly marked for visitors
- Restrooms have clean trash receptacles
- All doors and locks are operational
- Restrooms/portable toilets comply with ADA requirements

- All restrooms stocked with hand sanitizer

Playgrounds

Play Equipment

- Equipment and surrounding play areas meet ASTM International and National Playground Safety Institute (NPSI) standards
- Play equipment and hardware is intact
- Play equipment is free of graffiti
- Age appropriateness for equipment is noted with proper signage
- Regular inspection and repair program is in place and enforced

Surfacing

- Fall surface is clean, level, and free of debris
- Fall surface meets ASTM and NPSI standards
- Fall surface is well drained
- Rubber cushion surfaces are free of holes and tears
- Rubber cushion surfaces are secure to base material and curbing

Borders

- Playground borders are well defined and intact
- Playground borders meet ASTM and NPSI standards

General

- Slides and climbing devices are properly anchored
- All moving parts are properly lubricated and functioning as intended
- S-hooks and swing seats are in good operating condition
- Damaged or under-repair equipment is removed or properly marked and isolated from public use until repaired
- Playgrounds should adhere to ADA standards

Picnic Areas and Shelters

General

- Access to facilities complies with ADA
- Shelters are clean, sanitary, and free of graffiti
- Lights and electrical plugs are operational and comply with appropriate building codes
- Vegetation around structure is trimmed back to reduce hazards and does not impede entry and egress
- Grounds around structure are mowed, trimmed, and free of litter, debris, and hazards
- Shelters are structurally sound, clean, painted, have no rotted lumber or rusted metal, and have no loose siding or shingles
- Water fountains and hose bibs (if provided) are operational
- Signage and rules and regulations information are posted in a noticeable location

Tables

- Tables are clean, free of dust, mildew, and graffiti
- Table hardware is intact
- Table frames are intact, and slats are properly secured
- Table seats and tops are smooth with no protrusions and have no exposed sharp edges or pointed corners

Grills

- Grills are operational and free of rust and metal deterioration
- Grills are clean and free of grease buildup
- Grill racks are operational and secure, and grills are properly anchored to reduce hazard and theft

Trash Receptacles

- Receptacles are clean, free of odors, and have liners in place
- Receptacles are painted, free of damaged or missing parts, and properly anchored
- Area around receptacles is clean and free of trash and debris

Tennis Courts

Surfacing

- Surface is smooth, level, and well drained with no standing water
- Surface is free of large cracks, holes, and trip hazards
- Surface is painted and striped in accordance with U.S. Tennis Association court specifications and for pickleball where appropriate
- Worn painted surfaces do not exceed 30% of total court surface
- Surface is free of litter, debris, gravel, and graffiti

Nets

- Nets and wind screens are free of tears and frays
- Nets are properly installed and secured to support poles
- Nets have center stripes installed at the regulated height and are anchored to the court
- Support poles have hardware intact and are properly anchored and installed
- Wind screens are properly installed and secured to fencing

Fencing

- Fencing is galvanized chain link and is the appropriate gauge wire for specified use
- Fencing material is properly secured to support rails
- Support rails are properly secured and straight
- Fencing is free of holes, protrusions, and catch points
- Fabric is straight and free of bending or sagging
- Gates and latches are operational
- Windscreens are tightly secured and free of tears and holes

Outdoor Basketball Courts

Surfacing

- Surface is smooth, level, well drained, and free of standing water
- Surface is free of large cracks, holes, and tripping hazards
- Surface is painted and striped per court specifications
- Surface is free of litter, debris, gravel, and graffiti

Goals and Backboards

- Goals and backboards are level with hardware intact
- Goals and backboards are painted
- Nets are properly hung and free of tears and fraying
- Support poles are secure in ground and straight

Ponds and Lakes

Water

- Aerators, if provided, are operational
- Pond surface is at least 90% free of vegetation
- Water area is free of trash and debris
- Bank areas are smooth and free of washouts and erosion; riprap in place where needed
- Ponds and lakes, where appropriate, are stocked with appropriate species of fish
- Inlet and outlet structures are operational
- Appropriate and seasonal rules and regulations signage is in place at noticeable locations

Fishing Piers and Decks

- Planks are intact, smooth, structurally sound, free of splinters, and have no cracks greater than 0.25 inches
- Nails, bolts, and screws are flush with surface
- Planks are level with no excessive warping
- Handrails are present and structurally sound
- Piers and decks comply with ADA requirements
- Trash receptacles are provided nearby

Benches

- Hardware is intact and structurally sound
- Nails, bolts, or screws are flush with surface
- Seats and backing are smooth with no protrusions, have no sharp edges or pointed corners, and are structurally sound
- Benches are secured in ground and properly installed

Decks

- Planks are intact, smooth, structurally sound, free of splinters, and have no cracks greater than 0.25 inches
- Nails, bolts, and screws are flush with surface
- Planks are level with no excessive warping



City of Kennewick

Parks & Recreation Pathways & Trails Master Plan

Projected Timeline:

Advertisement	November 3, 2023
Deadline for Proposal Submission:	December 4, 2023
Oral Presentations/Interviews with the City Team	January 4, 2024
Potential Approval of Firm	January 12, 2024
Project Start Date	January 22, 2024
Complete Project with Council Adoption	by September 3, 2024

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1. Information

(i) *Introduction*

The City of Kennewick Parks, Recreation and Facilities Department is requesting proposals from qualified firms to provide consulting services to the City of Kennewick to produce a comprehensive planning process for pedestrian and bicycle pathways and trails, leading to the adoption of a Pathways and Trails Masterplan. The overarching goal is to understand the extent of pathway and trail needs, development of trails using existing canal infrastructure, connection of new trails development, development through maintenance, and the resources required to meet these needs. This will lead to strategic development of new facilities as well as implementation of a maintenance regimen upon completion. The plan will direct development and ongoing maintenance of shared-use paths and similar facilities. The selected firm will have excellent proven experience and knowledge in parks and recreation planning, project management, urban and rural pathway and trail planning, maintenance of trails and pathways, and will be effective in soliciting public involvement, will work closely with City staff, Parks & Recreation Commission, and Kennewick Irrigation District in preparing the Plan.

The Plan will establish priorities and phased recommendations for existing and future pathways and trail development, timing of future development, resources needed to plan build and maintain trail priorities. This plan will address appropriate staffing needs to support current level of service and identify future growth staffing needs.

The main goals in producing this plan are to:

- Increase participation in walking and cycling for active transportation, recreation and wellness.
- Understand the maintenance impacts of pedestrian/bike facilities and develop strategies to provide for lifecycle maintenance
- Identify priority projects and detail implementation steps based on feasibility and public input.
- Demonstrate to partner agencies, grant funders, and tax payers that the previous three goals have been carefully considered.
- Establish a planning document composed and stylized in an expert manner, that can be easily replicated in the future when producing complementary plans.

(ii) *Background*

The City of Kennewick's 2020 population estimate was 84,606. Kennewick has experienced steady residential and commercial growth over the past several years. Kennewick's population in 2000 was 54,571 and in 2010 the population had grown to 73,917 and a projected growth to 91,785 in 2025. Kennewick is the largest city in the region and the growth is expected to continue with 2037 population estimates are projected to be 112,044.

The City is a full-service municipality employing approximately 365 people to provide general government, public works, public safety, planning and community development, and recreational services.

The City of Kennewick currently maintains 25 developed city neighborhood/community parks, two regional parks – Columbia Park which is a 387-acre park and a regional 1.5-mile riverfront linear 70-acre park, and the Southridge Sports and Events Complex that includes 49 acres. These parklands are owned and/or leased by the City. In addition, the City is responsible for city right-of-ways, and an additional 164+ acres of urban natural open space and three park sites that are maintained by others.

The City of Kennewick offers recreational programs on a year-round basis across the city using both City of Kennewick and Kennewick School District sites. Participation in various types of recreation programs fluctuates from year to year with local interest, trends and established demand.

The Special Events program has been in existence for over 15 years. The program began due to an increased trend in the use of Columbia Park and other selected parks in the Kennewick Park System for special events. The continued success of the program is due to staff's ability to attract regional tournaments and the city's desirability as a tourism destination.

(iii) Desired Qualifications of Consultant Firm

- Experience in working with citizens, boards, commissions, council, special interest groups and volunteer organizations.
- Expertise in visioning or similar public involvement projects and consensus building among diverse interest groups.
- Knowledge and experience in the preparation of comprehensive plans, including recreational land use, trail design, funding strategies and pathway infrastructure development.
- Knowledge and experience in the analysis and development maintenance and staffing long-range plans.
- Innovation in the design of policies for revitalization and redevelopment of existing pathway and trail systems.
- Proven track record of customer service and responsiveness to clients in a high contact setting.

(iv) Services Requested

The City seeks a qualified consulting firm to develop a comprehensive pathway and trails masterplan.

2. Scope of Work

The project consists of furnishing all personnel, materials, supervision and travel to generally undertake and complete the tasks identified above.

The responsive submittal will include methods, means, and costs associated with achieving the above stated project goals and outcomes and a clear delineation of how the bidder intends to meet each of the desired qualifications outlined above.

Submissions of proposal should be no longer than 10 pages excluding appendices, consultant bios and include, but not necessarily be limited to, the following:

The core scope of this project is a planning process that identifies and prioritizes pedestrian and bicycle facility projects based on existing conditions and the partnership with KID for the use of irrigation canals.

The process and outcome will entail:

- A cohesive vision for developing pathways and trails in the City of Kennewick while establishing a model for sustainable maintenance
- Meaningful public involvement with equitable representation from community stakeholders and partners
- Recommendations for priority projects based on existing conditions, plans, and stakeholder input
- An estimation of the fiscal requirement, long term maintenance, and staffing to implement the plan

- Production of the Pathways and Trails Master Plan

Due to the predominately-urban setting of the planning area including proposed shared use of KID canals, it is anticipated that shared-use paths and supplemental improvements (signs, crosswalks, ADA improvements, etc.) will constitute the majority of new facility types recommended in the final plan. Other facility types — including sidewalks, natural surface trails, undeveloped bike trails, roadway modifications, etc. — are anticipated to be recommended and considered, albeit less frequently so than shared-use paths.

The following three categories reflect the core services required to execute this project. It is not an exhaustive list and further refinement shall occur during contract negotiation. Recommendations for additional services are welcome but should be noticed as such in the proposal.

(i) *PROJECT ADMINISTRATION*

- Direct all project work including staff assignments, progress tracking, budget oversight and quality control
- Facilitate coordination meetings to report on project status, resolve issues and identify additional needs
 - Prepare agendas, materials and take meeting notes
- Maintain a stakeholder registry for communications and project involvement purposes
- Provide monthly invoices and written progress reports
 - Maintain a visual reference (Gantt-chart, or similar) to demonstrate project advancement

(ii) *PUBLIC OUTREACH AND STAKEHOLDER INVOLVEMENT*

A main goal of the project is to effectively engage local communities, partner agencies, and other stakeholders. The consultant will be responsible for executing the public involvement process including:

- Preparing publicity materials
- Running public meetings (anticipate three in-person)
- Presentation to Parks and Recreation Commission (anticipate three in-person)
- Presentation to City of Kennewick City Council during a workshop (anticipate two in-person)
- Providing multiple channels/platforms for engagement (e.g. website, surveys, focus groups, etc.)
- Gathering, synthesizing and incorporating the input for proposed projects
- Preparing a summary of the outreach method and response

(iii) *MASTER PLAN PRODUCTION*

The main deliverable will be a document defining a course of action for development and long-term maintenance of pathways and trails in Kennewick for the next 20 years. The format and presentation should be appropriate for both a technical and lay audience as the plan will be referenced in detailed project planning as well as garnering public support.

At minimum, plan production should involve the following tasks:

1. Identifying trail connection gaps in the regional (Tri-Cities) connected network to Kennewick, as well as a limited number of critical local trail gaps in Kennewick.
2. Enhancing and integrating an existing draft document pertaining to the maintenance of shared-use paths with particular consideration of:
 - a. Maintenance impact amounts from new facility construction including focused attention on creating a trail system using KID canals.
 - b. Staffing needs to maintain the plan
3. Assessing a limited number of phased priority projects to include:
 - a. Specification of implementation with a determination of overall feasibility
 - b. A cost estimate for overall project execution

4. Articulating strategies for implementing the plan with consideration of:
 - a. Clear action steps
 - b. Performance metrics
 - c. Partnership opportunities (existing and needed)
 - d. Funding opportunities
 - e. Policy change impacts and adaptations
 - f. A defined process to update project priorities as conditions change
5. Estimating an annual budget amount to sustain a pathways and trails program at the current and future levels of infrastructure and staffing recommendations to implement the plan.
6. Preparing materials for public presentation and formal adoption of the plan.

Upon completion of a draft version of the plan, the consultant shall supply five print copies and a digital version. Following finalization of the plan, the consultant shall supply six print copies and a digital version of the plan. A final draft of the plan will be presented to the Recreation Commission and the City of Kennewick City Council during the adoption process.

3. Evaluation & Selection

Proposals will be evaluated on the basis of both the consultant(s) and individual team member's experience and expertise on similar projects, as well as upon the team/firm's capacity (personnel and other resources) to complete the project within the proposed schedule. Factors that will be considered in the evaluation of the Scope of Work submitted will include:

- Responsiveness of the written proposal to the purpose and scope of services;
- Qualifications of key individuals in terms of what personnel will be committed to this project and what their qualifications are in producing the end product;
- Cost/Budget;
- Ability and history of successfully completing contracts of this type, meeting projected deadlines and experience in similar work;
- Successful and timely public participation;
- Park and Recreation Comprehensive plan development, and Pathways and Trails planning.

Written technical questions regarding this RFP are required and should be directed to Parks, Recreation & Facilities Director, Nick Farline at City of Kennewick, via email at nick.farline@ci.kennewick.wa.us. Please allow a minimum of 3-business day's response time. No questions will be accepted within 4 days prior to submittal deadline.

A selection committee consisting of three (3) City staff, one (1) Recreation Commission Member will evaluate proposal independently on the above factors. A short list of consultants will be invited to participate in virtual interviews with Parks and Recreation staff. An electronic version of the consultant's submittal packet is required. The submittal of the RFP is interpreted by the City as permission by the consultant for the City to verify all information contained therein. Failure to comply with such requests may automatically disqualify the consultant from further consideration. Additional information may be requested from the City by email nick.farline@ci.kennewick.wa.us

The selected consultant(s) will be required to certify compliance with applicable local, federal and state requirements and regulations. The City reserves the right to waive informalities, and to reject any and all proposals. All proposal materials shall become the property of the City of Kennewick.

It is anticipated that the contract will be a not to exceed maximum amount. A cost proposal is required as part of the submission. During the final selection process, the City will discuss available project funds and a firm scope of work that will contain the City's objectives within the funds available.

4. Schedule

The City requires all work performed under the contract completed by the consultant/vendor within the timelines specified above, after receiving the notice to proceed, with interim reports or draft results available for earlier consideration. This schedule shall be negotiated and discussed with the finalist.

Nothing contained in this RFP request shall create any contractual relationship with the City of Kennewick. Consultants are solely responsible for any costs incurred in the development and submission of the Proposal or any other presentation, in response to this RFP.

DRAFT

ATTACHMENT A

CERTIFICATION OF PROPOSER

PROPOSAL SUBMITTED BY:

Company Name: _____

Contact Person: _____

Address: _____

Mailing Address (If different): _____

City, State and Zip Code: _____

Telephone No: _____

I certify that I am affiliated with the above noted company or individual and authorized to enter into a contract for services for the City of Kennewick as set forth in the Request for Proposal and the attached submission in response to such request. I further certify that the proposer will be able to comply with the insurance provisions of the City, and that the proposer will obtain all necessary licenses and permits for the operation of the proposed concession as required by the State of Washington, Benton County, the City of Kennewick or any other lawful authority.

Proposer:

(Please Print)

Signature: _____

Date: _____

ATTACHMENT B

CITY OF KENNEWICK

AFFIDAVIT OF COMPLIANCE WITH KENNEWICK "E-VERIFY"

As the person duly authorized to enter into such commitment for

_____,
(Company or Organization Name)

I hereby certify that the Company or Organization named herein will

(check one box below)

☐ Be in compliance with all of the requirements of City of Kennewick for the duration of the contract entered into between the City of Kennewick and the Company or Organization.

OR

☐ Hire no employees for the term of the contract between the City and the Company or Organization.

SIGNATURE

PRINTED NAME

TITLE

DATE