

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission

Decision Package Code/Title: RF – Maintain Critical Core Operations

Budget Period: 2015-2017

Budget Level: M2 – Maintenance Level

Package Title: Maintain Critical Core Operations

Recommendation Summary Text:

State Parks is requesting reinstatement of the \$10.05 million removed from the 2015-17 carry-forward level budget. The agency has a critical need to restore these funds to continue providing core services and programs. The \$10.05 million allows the agency to maintain current funding levels into the next biennium. For three biennia, State Parks has received some source of “one-time” funding to support core operations. State Parks believes the “one-time” designation was not meant to be in the traditional sense, but was intended to provide transitional funds until a long-term stable funding solution is designated for State Parks; which has not yet occurred. Restoring the \$10.05 million (8.3% of budget before reduction) will retain approximately 81 FTEs. The FTEs are critical as State Parks is already operating below capacity. Lower staffing levels will adversely impact the park system. Restoring the \$10.05 million will provide a base funding level at least equivalent to the 2013-15 biennium and prevent service declines that will further erode the system and maintain current revenue streams. (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 - General Fund - Basic Account - State	5,025,000	5,025,000	10,050,000

Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	0.0	0.0	0.0

Revenue

Fund	Source	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
269-1	0402 - Camping	1,139,000	1,139,000	2,278,000
269-1	0663 - Discover Pass	605,000	605,000	1,210,000

Package Description:

State Parks requests reinstatement of the \$10.05 million removed in the 2015-17 carry-forward level budget. In the 2013-15 biennium, State Parks received \$10.05 million in “one-time” funding from the General Fund and Waste Reduction Recycling Account, helping to ensure parks remained open and basic services continued. Because the \$10.05 million was referred to as “one-time” funding this amount was removed from the carry-forward base budget for 2015-17. The agency believes that this funding does not meet the normal definition of “one-time” – meaning a one-time expense for a project, equipment, study, etc. The agency believes the funding has been “labeled” as one-time because there is the expectation that a long-term stable source will be found. Three biennia of “one-time” funding supports the notion that the \$10.05 million was temporary in the context recognizing that State Parks needs general tax support until a long-term stable revenue source is implemented. As of this budget submittal a long-term sustainable funding source has not been identified. State Parks believes the intent was never to cut the agency to the levels experienced, but was the casualty from earned Discover Pass revenue not meeting original expectations. State Parks believes the \$10.05 million should be restored in maintenance level to continue current biennium spending levels into the 2015-17 biennium. Without the additional funding, State Parks will have no alternative, but to reduce approximately 81 FTEs which will adversely impact programs and services that are already operating at subpar levels.

Funding this package will ensure State Parks will retain existing funding for services such as maintaining campsite availability of campsites, restroom cleanliness, continued enforcement efforts, and sufficient staff capacity to minimally support areas and programs. Maintaining current staffing levels is critical to adequately care for facilities, grounds and infrastructure. This funding is also critical for visitor and employee safety, and staffing programs such as partnerships, stewardship activities, interpretive programs and volunteer opportunities. This package will allow State Parks to continue promoting the Discover Pass and efforts to grow revenue.

This package restores approximately 8.3 percent of the agency’s base level funding (before reduction). The funding is critical to the agency to preserve core services at minimal levels and to make progress toward achieving the agency’s mission, strategic goals, and Results Washington priorities. Without these resources the agency will need to re-prioritize programs and services to affect a reduction of this magnitude and potentially re-evaluate the “Transformation Strategy”.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

Funding this package will enable State Parks to keep campgrounds open and existing staff in parks for maintenance, safety and customer service. Park based maintenance of facilities, campsites, lawns and grounds will continue at current levels as well as ranger presence and support staff. Interpretive and Environmental Learning Centers (ELCs) will remain open. This funding will also help to ensure that day use parks are staffed, rather than occasionally spot checked by staff from other parks.

Elsewhere in the agency, programs such as Stewardship, Interpretive programs, Lands, Business Development, and Marketing will continue to operate at near existing levels. Internal support and administrative areas will be retained at currently funded levels; such as human resources, payroll, payables, contracts, performance measurement, Results Washington report, sustainability efforts, etc.

The remainder of the budget submittal builds on funding this package at maintenance level.

Performance Measure Detail

<u>Activity</u>	<u>Incremental Changes</u>	
	<u>FY 2016</u>	<u>FY2017</u>
A002 – Administration		
• Total Revenue Generated	\$1,744,000	\$1,744,000
A004 – Park Operations		
• No Measures submitted for this activity		
A019 – Park Improvement and Real Estate Management		
• No Measures submitted for this activity		
A021 – Natural and Cultural Resource Stewardship		
• No Measures submitted for this activity		
A023 – Business Development, Partnership and Marketing		
Number of annual Discover Passes sold	20,167	20,167

Is this decision package essential to implement a strategy identified in the agency’s strategic plan?

This package supports State Parks’ core mission to care for a diverse collection of public lands and provide meaningful recreational and educational experiences that connect Washingtonians to their State’s natural and culture heritage. It also supports all seven strategies of the “Transformation Strategy” listed below.

Strategy #1: “Demonstrate that all Washingtonians benefit from their state parks.”

Strategy #2: “Adopt a business approach to park system administration”

Strategy #3: “Provide recreation, cultural, and interpretive opportunities people want”

Strategy #4: “Promote meaningful opportunities for volunteers, friends and donors”

Strategy #5: “Form strategic partnerships with other agencies, tribes and non-profits”

Strategy #6: “Expand use of land holdings for compatible revenue generating purposes”

Strategy #7: “Develop amenities and acquiring lands that advance transformation”

Does this decision package provide essential support to one or more of the Governor’s Results Washington priorities?

Goal 1: World Class Education. This package will promote educational opportunities through Stewardship and Interpretive Services.

Goal 2: Prosperous Economy. This package will allow parks to maintain and grow fee revenue.

Goal 3: Sustainable energy and a clean environment subsection Clean & Restored Environment and subsection Working & Natural Lands – Outdoor recreation. Sustaining current levels will protect parks and campgrounds from deterioration and vandalism and maintain natural resource management and historic preservation, and parks and programs staffed will preserve participation in outdoor experiences on state public recreation lands.

Goal 4: Health and Safe Communities. This package will promote healthy people and improved quality of life by operating parks for outdoor recreation.

Goal 5: Efficient, effective, and accountable government. This package provides staffing levels that help maintain an efficient, effective and accountable government through the ability to properly manage parks and the park system.

What are the other important connections or impacts related to this proposal?

Maintaining existing funding levels will allow State Parks to meet legal obligations, contract requirements, trust agreements and other regulatory requirements.

What alternatives were explored by the agency, and why was this alternative chosen?

Not applicable. Restoration of these funds is needed to retain existing funding for programs and services funded in the 2015-17 biennium.

What are the consequences of adopting or not adopting this package?

Adopting this package will allow Parks to retain approximately 8.3 percent of its base-level funding (before reduction) to continue managing the system at a sustainable level. Campgrounds, Interpretive Centers, and Environmental Learning Centers will remain open. Existing parks will remain staffed to keep facilities open, retain garbage collection, stewardship protection, law enforcement and Discover Pass compliance. Trail patrols and maintenance will continue for safety and preventive measures. Programs such as Volunteer and Friend's Groups will remain staffed to organize and supervise group events; Stewardship activities will be allowed to continue maintaining and preserving Parks natural and historic resources and the agency will continue with business development and marketing efforts to promote parks and increase fee revenue.

Adopting this package will retain approximately \$3.5 million in revenue. If not funded, the \$3.5 million in revenue will not be realized and further expenditure reductions will need to occur, starting a downward spiral. In addition, if this package is not funded, the agency will need to reprioritize programs and service needs and reconsider the "Transformation Strategy" to implement a reduction this large.

What is the relationship, if any, to the state's capital budget?

If current biennium spending levels are not restored, then routine and preventative maintenance will be reduced even further resulting in the faster decline in facility conditions – eventually leading to major repairs and renovation requiring capital projects.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

For costing purposes to reinstate the \$10.05 million, the assumption is that 80% of the funding pertains to park operations and 20% to all other areas of the agency. This split represents the approximate current budget ratio.

Estimated \$10.05 million equates to 81 FTEs for costing purposes. However, these FTEs are not reflected in this decision package as the carry-forward level adjustment did not reduce FTEs.

Revenue Calculations and Assumptions:

The following assumptions are made for calculating revenue:

- Assuming camping revenue associated with reduced staffing levels at parks.
- Assuming camping revenue loss in winter months for closing camping at parks 5 to 6 months /year
- Assuming all revenue for closing Interpretive or Retreat Centers
- Discover Pass revenue was calculated based on sales in parks when closed or non-staffed.

Camping revenue sustained by maintaining camping at present levels: \$1,910,600
 Roofed Accommodations and Retreat Centers revenue preserved by facilities remaining open: \$367,400
 Discover Pass revenue retained through continued services at approximately current levels: \$1,210,000

Total Revenue: \$3,488,000

Distinction between one-time and ongoing costs:

All costs are on-going.

What are the budget impacts in future biennia?

Budget impacts in future biennia are reduced maintenance costs and retention of fee revenue. Funding this package will support maintenance of State Parks’ facilities and grounds. Enforcement for compliance and parking permit patrols will continue to generate revenue. Continued maintenance, stewardship, and other programs will support revenue streams as visitors continue to recreate at State Parks.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries and Wages	3,408,300	3,408,300	6,816,600
B Employee Benefits	1,124,700	1,124,700	2,249,400
E Goods/Other Services	472,000	472,000	944,000
G Travel	20,000	20,000	40,000
Total Objects	5,025,000	5,025,000	10,050,000

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission

Decision Package Code/Title: AC - Realign Capital Program Costs

Budget Period: 2015-2017

Budget Level: M2 – Maintenance Level

Package Title: Realign Capital Program Costs

Recommendation Summary Text:

The 2015-17 Capital Budget instructions clarify and more narrowly define acceptable project management and administrative costs that can be charged to capital projects. These changes impact State Parks as the agency uses in-house professionals to provide critical functions like scoping, permitting, and architectural and engineering services versus contracting for these services. Parks has the need to retain skilled professionals who are experienced and familiar with the land use relationships; natural, historic and cultural constraints; scope of design and permitting; and other unique needs of park projects.

State Parks’ proposes to realign staff costs from the capital to operating budget as a result of the new capital budget instructions and an analysis of capital program staff’s time and costs. This will ensure compliance with new instructions and retain the in-house expertise needed to bring the diverse, numerous, and complex capital projects to successful completion. (General Fund - State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 – General Fund – Basic Account - State	633,000	633,000	1,266,000
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	6.3	6.3	6.3

Package Description:

Parks requests \$1.266 million and 6.3 FTEs to realign capital funded staff to operating funds to comply with the 2015-17 Capital Budget instructions to improve the capital project process.

During the past six months, Parks re-evaluated capital program work to determine how much time was spent doing certain tasks, how and when work was being done, and compared these results against the new 2015-17 Capital Budget instructions. The review revealed that for the most part, staff is charging time appropriately for work directly related to capital projects.

When the agency looked at how and when work is being done, it was determined that a process

improvement can be made as to when projects are scoped and estimated. The conclusion was that more time should be spent up front doing scoping and estimating projects prior to submission of the capital budget request versus after the capital projects have been approved and the funds received. This change results in a redistribution of time from the capital to the operating budget for twelve capital program positions. More thorough scoping and planning up front will result in more accurate cost estimates and better project time schedules yielding a better return on 4.2 FTEs.

Adjust Cost Distribution of FTE by Job Classification	No. of Positions	Current Capital FTE	Proposed Adjustments	Revised Capital	Realign to Operating
Environmental Engineer 3	3	0.95	(0.10)	0.85	0.30
Environmental Planner 4	1	0.80	(0.30)	0.50	0.30
Environmental Specialist 4	3	0.75	(0.50)	0.25	1.50
Park Planner 4	3	0.75	(0.50)	0.25	1.50
Project Specialist 5	2	0.80	(0.30)	0.50	0.60
TOTAL					4.20

However, three positions in the Capital Program, according to the budget instructions, should be charged to operating dollars. The Capital Program Manager position is fully allotted to capital projects and an Administrative Assistant that provides support for this position is apportioned at half time. Last is a part of the Construction Project Coordinator position that is also responsible for OFM’s Facilities Inventory System (FIS) and the Condition Assessment Program (FICAP) that should be covered by operating funds.

Adjust Cost Distribution of FTE by Job Classification	Current Capital FTE	Realign to Operating
Administrative Assistant 3	0.50	0.50
Capital Program Manager	1.00	1.00
Construction Project Coord 4	0.80	0.60
TOTAL		2.10

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

This request is to align project administrative and project management costs to comply with the 2015-17 Capital Budget Instructions with a shift of FTEs to the operating budget. Capital project funding requests will be more thoroughly scoped resulting in a more accurate cost estimate for capital project for Parks’ budget requests. Staff with more time for planning a project prior to funds being allocated will help improve time schedules and reduce the agency’s capital reappropriation rate.

Performance Measure Detail

Activity

Incremental Changes

A004 – Park Operations

No performance measures submitted for this activity.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. This project directly relates to the Agency Transformation Strategy #1 – Demonstrate That All Washingtonians Benefit from Their State Parks by Protecting Washington's Natural and Cultural Heritages by determining the immediate need to safeguard Washington's natural, cultural and historical resources and care for and protect the state parks.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Yes. This project directly relates to the Governor's Goal 2: Prosperous Economy - Sustainable, Efficient Infrastructure – Reliable Infrastructure: 3.1.c. Maintain or improve percentage of other non-transportation infrastructure assets in fair or better condition from 2013 baseline.

This project directly relates to the Governor's Goal 5: Efficient, Effective and Accountable Government, Cost-Effective Government: 1.3. Increase/maintain timely delivery for state services by reducing the agency's capital reappropriation rate, producing better scoped capital projects and aiding in completion of projects that reduce the deferred maintenance backlog by finishing projects early.

What are the other important connections or impacts related to this proposal?

Shifting a small portion of the agency's FTEs from capital to the operating budget will allow the agency to use Park Development staff for more comprehensive upfront project planning and scoping for capital projects and providing more assistance to Park Operations on maintenance projects.

What alternatives were explored by the agency, and why was this alternative chosen?

Not applicable, this request is a realignment of staff compensation between operating and capital funds.

What are the consequences of adopting or not adopting this package?

Parks' decisions related to capital project planning and operations, and park maintenance and improvements will be made with less analysis and information until funds are available to do a more thorough scoping and planning. Park priorities will need to be reevaluated and result in a reduction in park services and maintenance. If funding is not approved, the agency will have to reevaluate the capital requests and agency's programs and reprioritize projects to determine what the capital program staff will be able to complete. Some projects may be deferred until it becomes an emergent issue.

What is the relationship, if any, to the state's capital budget?

There is a direct correlation. Funding this proposal will reduce the State Building and Construction Account (bond obligation) funds needed to support the Capital Program's project administrative and management staff costs. Also, the ability to scope out project in advance will result in more projects being completed in one biennium, helping to reduce reappropriations.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Parks estimates that 6.3 FTEs and \$1.233 M is needed for on-going salary and benefits to align capital program operational work. There are three positions that serve statewide projects: two Project Specialists and one Environmental Planner (Archaeologist), that currently charge 80% of their workload to statewide capital projects. Workload includes: scoping capital projects, providing archaeological review, and evaluating potential land acquisitions. Parks request to charge 0.3 FTE of the capital-funded positions to operating funds; leaving 0.50 FTE to be charged to capital projects.

State Parks is divided into three regions; each has a Park Planner position allotted at 0.75 FTE to capital projects. Parks request operating funds to cover 0.5 FTE of these positions to do scoping and estimating of projects prior to the capital budget request. Each region also has an Environmental Specialist allotted at 0.75 FTE to capital projects. Similarly, a shift of 0.5 FTE is needed to perform capital project identification and scoping and should be charged to operating funds.

Last, the three Regional Environmental Engineer 4 positions are currently allotted as 0.95 FTE to capital projects. To comply with the more restrictive capital budget instructions; Parks requests that 0.10 FTE of the capital funding be shifted to operating to perform scoping, estimate costs for capital projects and provide engineering support for non-capital park projects.

Below is a table that shows the cost of salary and benefits for the positions that make up the 6.3 FTEs that are being proposed to pay for out of operating funds. In addition, an estimate of \$33,000 per fiscal year or \$5,200 per FTE is needed to shift associated staff-related expenses; like phone, computer, training, travel, and other goods and services.

Summary of Costs

FTE Summary	No. of Positions	Annual Salary	FY 1		FY 2		2015-17	
			FTE	Salary	FTE	Salary	FTE	Salary
Job Classification:								
Administrative Assistant 3	1	41,508	0.50	20,800	0.50	20,800	0.50	41,600
Capital Program Manager	1	89,280	1.00	89,300	1.00	89,300	1.00	178,600
Construction Project Coord 4	1	84,984	0.60	51,000	0.60	51,000	0.60	102,000
Environmental Engineer 3	3	80,892	0.30	24,300	0.30	24,300	0.30	48,600
Environmental Planner 4	1	66,420	0.30	19,900	0.30	19,900	0.30	39,800
Environmental Specialist 4	3	60,120	1.50	90,200	1.50	90,200	1.50	180,400
Park Planner 4	3	76,992	1.50	115,500	1.50	115,500	1.50	231,000
Project Specialist 5	2	66,420	0.60	39,900	0.60	39,900	0.60	79,800
Sub-Total (rounded)			6.30	451,000	6.30	451,000	6.30	902,000
Benefits @ 33%				149,000		149,000		298,000
Staff -related Costs				33,000		33,000		66,000
Requested Total			6.30	600,000	6.30	600,000	6.30	1,266,000

Revenue Calculations and Assumptions:

Indeterminate. In order to keep parks open and the public safe the agency has to focus on fixing deficiencies in State Park facilities before it limits use or closes a park. Facilities in good repair will be open to visitors and available on a more consistent basis allowing park visitors to use them when desired. These shifts should help to sustain the current revenue base if not increase it by focusing on efforts on maintaining quality facilities.

Distinction between one-time and ongoing costs:

All costs are ongoing.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salary	451,000	451,000	902,000
B Employee Benefits	149,000	149,000	298,000
E Goods/Other Services	16,000	16,000	32,000
G Travel	3,000	3,000	6,000
Total Objects	633,000	633,000	1,266,000

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency: 465 State Parks and Recreation Commission
Decision Package Code/Title: LR - Law Enforcement Radio Upgrades

Budget Period: 2015-2017
Budget Level: M2 – Maintenance Level
Package Title: Law Enforcement Radio Upgrades

Recommendation Summary Text:

State Parks uses Washington State Patrol (WSP) dispatch services during emergency situations related to law enforcement. To comply with the Federal Communications Commission’s mandate on radio communications, WSP is shifting its wideband analog radio system to a narrowband system. The published date for conversion to the new system is December 31, 2015 and WSP is on schedule to meet this deadline. Before this conversion occurs, it will be critical for State Parks to upgrade their radios as existing equipment will no longer be operational. State Parks requests funds to replace law enforcement radios to ensure Rangers have the ability to communicate in the normal course of their business and during emergency situations, ensuring the health and safety of visitors and staff. (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001 - General Fund - Basic Account - State	1,808,000	0	1,808,000
			<u>Annual</u>
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Average</u>
FTEs	0.0	0.0	0.0

Package Description:

The Federal Communications Commission (FCC) ruled in December 2004 that all radio users operating below 512 MHz must move to 12.5 KHz narrowband wide channels after January 1, 2011. In response, standards have been developed for public safety land mobile radio channels. Washington State Patrol (WSP) radio system changes have been underway for the past 2 years, and have been occurring systematically by WSP District. While these changes occur, WSP is continuing to operate its old radio system, which State Parks is still using. WSP has provided notification to all external users that once their radio system project is completed, they will discontinue operation of their old radio system. External users including State Parks, will need to have radio equipment in place that is compatible with their new system in order to continue using WSP for dispatch services. WSP’s radio system project is planned to be completed by December 31st, 2015. State Parks presently has 11 portable radios that are compatible with WSP’s new system out of 285 total, leaving 274 radios that need to be replaced.

Radios are essential pieces of equipment in maintaining operations within the park system and ensuring the health and safety of staff and visitors. Park radios are used for (1) law enforcement dispatch activities; such as, running checks for outstanding warrants and vehicle registration during a law enforcement contact; (2) to summon aide to assist the public – medical, fire, search and rescue and law enforcement assistance; and (3) for communication among park staff working in dispersed rural areas without reliable cellular service. State Parks maintains a network of over 800 radios, including base station radios located in park offices and shops, car radios and portable radios carried by staff.

This package is requesting funding to supply essential communication equipment to the agency’s law enforcement field staff to maintain operations within the park system, communicate during emergency situations and ensure the health and safety of visitors and staff.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

The new equipment will ensure continued radio communication is available for Park Rangers. This is essential for staff and visitor safety.

Performance Measure Detail

Activity

Incremental Changes

A004 – Park Operations

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency’s strategic plan?

This package is essential to implementing strategy #3, Provide Recreation, Cultural, and Interpretive Opportunities People Will Want, by providing visitors a safe, healthy and desirable environment in which to recreate.

Does this decision package provide essential support to one or more of the Governor’s Results Washington priorities?

This decision package will make a key contribution to statewide results. This package will contribute to goal area #4, Healthy and Safe Communities, under the Safe People sub-topic of this category.

What are the other important connections or impacts related to this proposal?

The FCC has mandated these radio system changes in order to increase the spectrum in which it can license users, such as WSP, while decreasing the operational frequency. This action is the equivalent of increasing a three-lane highway to a five-lane highway while narrowing the road.

What alternatives were explored by the agency, and why was this alternative chosen?

None. State Parks must purchase the new radios to conduct business and to help ensure the safety of park staff and visitors by having uninterrupted communications for normal work activities and emergency situations.

What are the consequences of adopting or not adopting this package?

Without this funding for the purchase of new equipment, Park Rangers will lack the essential radio communications necessary to maintain operations within the park system, communicate during emergency situations and ensure the health and safety of visitors and staff.

What is the relationship, if any, to the state’s capital budget?

None

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

- \$1,644,000 Purchase of 274 radios: 138 mobile and 136 portable at \$6,000 per unit
 - \$151,800 Installation of 138 mobile radios at \$1,100 per unit
 - \$12,200 Accessories for 136 portable radios at \$90 per unit
- \$1,808,000 Total Costs

Revenue Calculations and Assumptions:

None

Distinction between one-time and ongoing costs:

All costs are one-time.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
J Capital Outlays	1,808,000	0	1,808,000
Total Objects	1,808,000	0	1,808,000

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission
Decision Package Code/Title: 9V – Operating Impact from Just-Completed Capital Projects

Budget Period: 2015-2017
Budget Level: M2 – Maintenance Level
Package Title: Operating Impact from 2013-15 Capital Projects

Recommendation Summary Text:

Capital projects add new or additional responsibilities to the park system through acquisition, development, construction and renovation of park facilities. These increased responsibilities frequently entail on-going expenditures and staffing to meet operations and maintenance needs. The projects in this decision package have no prior operating impact requests associated with them. Reasons may be that they are a recent acquisition, emergency project or there has been a change in the scope of the original project. This request allows State Parks to properly operate and maintain newly acquired, constructed, or renovated facilities throughout the park system. (General Fund – State)

Fiscal Detail

Operating Expenditures		<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 –General Fund State Account		\$703,400	\$806,000	\$1,509,400
Staffing		<u>FY 2016</u>	<u>FY 2017</u>	<u>Average</u>
FTEs		8.3	11.6	10.0
Revenue				
Fund	Source	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
269 Park Renewal & Stew	0402 Income from Property	\$444,700	\$508,200	\$952,900

Package Description:

The operating impacts requested in this decision package are the results of legislatively approved capital projects, new acquisitions, emergency projects or changes in the original project scope. These projects add additional responsibilities to the park system through acquisition, development or construction of new or improved facilities or services. The sum of this decision package is **\$1,509,400** and **10.0** FTE. Indirect calculations for FTE are 11% of requested FTEs and 24.3% of salary and benefits.

The 2015-17 biennium impacts are briefly discussed below with details attached:

SOUTHWEST REGION**Cape Disappointment North Head Parking****Funding: \$22,800****Revenue: \$17,200****FTE: 0.3**

No fiscal impact to park operations is expected until 2017. This project addressed structural and architectural repairs and restorations to the lighthouse, associated structures, and grounds. The project also re-aligned the lighthouse parking lot to provide adequate parking for visitors, added a vehicular turnaround and constructed a comfort station. Improvements are expected to increase visitations and use of facilities that have operating impacts for additional staff presence, maintenance and cleaning of facilities, maintenance of grounds and trails, and compliance enforcement. Revenue is based on a one percent increase from the 2013 Discover and day passes at Cape Disappoint State Park.

Dosewallips Wastewater Treatment System**Funding: \$234,900****Revenue: \$0.00****FTE: 0.6**

The new sewer system brings new labor-intensive responsibilities and will require year-round service. A 0.50 FTE Construction and Maintenance Specialist is needed to handle the increased routine workload associated with maintenance of the MBR. The MBR plant operation will require a one-time costs for start-up tuning; maintenance tool kit and staff-related costs, i.e. certification. Ongoing operating impact is for utilities, supplies and a service contract for the treatment plant. An annual contract is needed with an entity that specializes in this field for continuous monitoring, adjusting, upkeep and maintenance as required by DOH, DOE and other regulating agencies. The operation is highly technical requiring 24-hour monitoring along with technical certifications and licensing.

Lewis and Clark Replacement Wastewater System**Funding: \$83,600****Revenue: \$0.00****FTE: 0.3**

This project replaced a failing septic system with a more complex drip-style large onsite sewer system. The new system brings new labor-intensive responsibilities and will require year-round service. The operation is highly technical requiring 24-hour monitoring along with technical certifications and licensing. A 0.40 FTE Construction and Maintenance (C&M) Specialist is needed to handle the increased workload. A one-time cost of \$13,000 is needed for a utility vehicle. Other ongoing operating costs are for utilities and supplies.

Rainbow Falls FEMA Match Relocation of Campground Entrance**Funding: \$27,000****Revenue: \$1,000****FTE: 0.3**

This project paved the new entrance, completed the welcome center, and restored the water reservoir system that was a result of the 2007 flood. Improvements are expected to increase visitations and use of facilities that will require additional staff presence, maintenance and cleaning of facilities and trails, and compliance enforcement.

EASTERN REGION**Riverside Roofed Accommodations****Funding: \$125,000****Revenue: \$153,000****FTE: 1.1**

Riverside is scheduled to get 4 cabins at the Bowl and Pitcher. In addition, park staff recently converted unused ranger housing at the Bowl and Pitcher to a vacation rental. Staff also built a new 16 site equestrian campground utilizing an RCO grant. However, the grant did not provide for operating impacts for either of these revenue enhancing projects. The cabins, vacation rental and new Equestrian area will generate a substantial amount of revenue.

Rocky Reach Trail Development**Funding: \$249,400****Revenue: \$20,400****FTE: 1.3**

This trail project links the Apple Loop Trail in East Wenatchee to Lincoln Rock State Park. This project will provide a pedestrian and bicycle corridor and a logical connection between residential areas along the existing urban trail system to Lincoln Rock State Park. This trail will increase safety for motorists, bicyclists, and pedestrians (including those using wheelchairs) by providing an alternative transportation option to the heavily used State Road Highway 2. This project also allows for expanded recreational opportunities along the Columbia River as well as access to and from Lincoln Rock State Park. Parking at the trailhead will increase sales of day use and Discover Passes.

Eastern Region Parks Ice Age Floods Interpretive Panels**Funding: \$1,600****Revenue: \$0.00****FTE: 0.0**

This project will design, fabricate, and install Ice Age Floods (IAF) interpretive panels at the following sites: Spokane River Centennial Trail, Columbia Plateau Trail, Lincoln Rock State Park, Bridgeport State Park, and Maryhill State Park. This project will expand the number of parks with IAF interpretive panels. The interpretive panels provide information on the Ice Age Flood events state-wide, regionally and at the specific site of the panels. Operating impact is for maintenance, repair and replacement of interpretive panels and signs.

NORTHWEST REGION**Lake Sammamish Sunset Beach Bathhouse Replacement****Funding: \$220,500****Revenue: \$155,300****FTE: 2.2**

This project provides an event facility/multipurpose bathhouse. This structure combines restrooms, food concession with outdoor seating, lifeguard station, and a picnic shelter into a single facility. Design and permitting are completed. Operating impacts are needed for park aides to clean and maintain day use area/restrooms and an office assistant to handle incoming reservations. It is presumed that park attendance will rise with the addition of this facility. Revenue will increase with the rental of facilities, space leases and increased attendance.

Deception Pass Kukutali Access and Interpretation**Funding: \$7,800****Revenue: \$0.00****FTE: 0.2**

The Kukutali Preserve (AKA Kiket Island), a unit of Deception Pass State Park, will be developed with limited public access and interpretive facilities. Phase 1, in 2013-15, will include vehicular access improvements, trailhead parking, and trail improvements. Operating impacts needed for additional staff time to service the newly developed area and a one-time purchase of a hand-held radio for communication.

Camano Island Day Use Access and Facility Renovation**Funding: \$6,300****Revenue: \$4,600****FTE: 0.2**

The project renovated the day use facility of Camano Island State Park. Improvements include replacing the bathhouse which has exceeded its useful life, utility connections including relocation of the septic system, and water and electrical code compliance improvements. The project also includes road and parking paving as well as the design and permitting for a new access road that was damaged due to erosion. Construction of the access road will be completed in the 2015-17 biennium. Operating impacts are needed in FY 2017 for staff time due to increased use of bathhouse and day use facilities.

Flaming Geyser Infrastructure**Funding: \$49,700****Revenue: \$0.00****FTE: 0.6**

This project involves replacement of infrastructures that are failing or beyond their useful lives, or that are currently located within environmentally critical areas. The project will provide design and construction of updated electrical and water system facilities, and a wastewater treatment system, and construction of new water, sanitary and power utility lines necessary to connect new comfort station. Operating impacts begin in Fiscal Year 2017 for a full-time senior park aide to help maintain water system and improved facilities.

Flaming Geyser Day Use Renovation**Funding: \$73,600****Revenue: \$2,800****FTE: 0.6**

Design and construction of a comfort station to replace a failed "Thiokol" comfort station, including associated utilities infrastructure, waste treatment and road/parking modifications. Rebuild park entrance roadway between bridge and entrance road to office, provide restoration to natural landscape at east end areas north of roadway, and provide access improvements to Flaming Geyser vicinity - including new stream bank protection, walkways, signage, interpretive exhibits and landscaping. Also included, will be replacement picnic shelters and playground structures. Operating impacts begin in Fiscal Year 2017 for a one-time cost to purchase Gator-like vehicle for park maintenance and to help with potential lodge reservations. A 0.5 FTE for park aide for daily maintenance like cleaning facilities and restrooms, litter control, vegetation management, noxious weed control and to handle anticipated increase in the number of reservations and special events during the off season.

Northwest Region Pit and Vault Toilet Replacements**Funding: \$73,200****Revenue: \$0.00****FTE: 0.6**

The project removed numerous pit and vault toilets in the Northwest Region parks that were past their useful lives, were health risks and not ADA (American Disability Act)-compliant. These toilets were replaced with new prefabricated, ADA-rated vault or composting toilets. Composting toilets will reduce the cost of pumping but will increase operational costs associated with staff maintenance of the facility. Regionwide, the anticipated impact is approximately 0.5 FTE Senior Park Aide at about \$15,000 annually in increased operational maintenance costs principally due to costs of pumping vaults. This estimate is based on five vaults that will be converted to composting toilets and five pits converted to vault toilets. Operating impact is needed for park aide time at an average of 2 hrs. x 52 weeks/year = 104 x 10 toilets = 1,040 hrs./year.

STATEWIDE**Replace Failing Electrical Power System****Funding: \$16,200****Revenue: \$0.00****FTE: 0.0**

These projects will significantly reduce the number of electrical issues in the park, saving staff time and replacement equipment costs. Increased electric draw at RV utility campsites will result in higher electricity costs. Funding is needed for additional staff time and utilities to service newly developed area:

Belfair Replace Failing Electrical Supply to Main Camp Loop	\$2,700
Dosewallips Replace Failing Electrical	\$2,700
Fort Flagler Replace Failing Electrical Power in Historic District	\$2,700
Potholes Replace Failing RV Campsite Electrical	\$2,700
Wenatchee Confluence Replaced Failed RV	\$2,700
Lake Easton Replace Failed RV Campsites Electrical Hookups	\$2,700

Statewide - Cabins, Yurts, and Enhanced Amenities**Funding: \$317,800****Revenue: \$598,600****FTE: 2.0**

This project will develop additional yurts, convenience cabins, and associated sanitary facilities. Location of the cabins and yurts were determined as part of a system-wide business plan to ensure they are developed for optimal financial and public benefit. Available year-round, new facilities will require staffing to maintain and clean facilities and provide customer service.

Ft. Flagler Installation of 5 cabins and one 6-stall restroom with showers	0.4	\$59,300
Belfair Installation of 4 cabins	0.3	\$51,900
Twin Harbors Installation of 5 cabins	0.3	\$53,500
Ike Kinswa installation of 4 cabins and one restroom with showers	0.3	\$53,500
Yakima Sportsman Installation of 3 cabins	0.3	\$47,700
Lake Wenatchee Installation of 4 cabins	0.3	\$51,900

Narrative Justification and Impact Statement***What specific performance outcomes does the agency expect?***

The agency anticipate an increase in visitations because of the repairs, renovations or improvements made at state parks that will have an indeterminate positive impacts to economic growth, which will increase state and local revenue and business income.

Performance Measure Detail**Activity****Incremental Changes**

A004 – Park Operations

No performance measures were submitted with this package.

Outcome Measures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
3100 Total revenue generated	\$444,700	\$508,200	\$952,900

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. All of the capital projects are associated with one or more of the Agency Transformation Strategies.

- Strategy #1 – Demonstrate that All Washingtonians Benefit from their State Parks by Protecting Washington's Natural and Cultural Heritages by identifying, determining, and addressing the immediate needs for the natural resource.
- Strategy #2 – Adopt a Business Approach to Park System Administration by Generating Revenue. Underutilized land will address the increased demand for campsites. Park patrons will have access to previously closed sections of popular trails and areas of the park.
- Strategy #3 – Provide Recreation, Cultural and Interpretive Opportunities People Will Want by Encourage Use of Parks by offering interpretative services in parks.
- Strategy #4 – Promote Meaningful Opportunities for Volunteers, Friends and Donors by Engaging Volunteers and Donors to become actively involved the care of state parks, like Camp Hosts.

- Strategy #5 – Form Strategic Partnerships with other Agencies, Tribes, and Non-Profits by

Does this DP provide essential support to one or more of the Governor’s Results Washington priorities?

Yes. All of the capital projects directly relate to one or more of the following Governor's Result Washington priorities:

- Goal 2 - Prosperous Economy Sustainable, Efficient Infrastructure – Reliable Infrastructure to maintain or improve percentage of other non-transportation infrastructure assets in fair or better condition from 2013 baseline. Investing in improvement to electrical and wastewater systems are more efficient and better for the environment.
- Goal 3 - Sustainable Energy and a Clean Environment:
 - Clean and Restored Environment – Clean, Cool Water: 3.2.a. Increase the number of projects that provide stormwater treatment or infiltration and increase the percentage of (waterways) meeting good water quality.
 - Outdoor Recreation. With limited resources, Parks will invest in projects that preserve and protect cultural and recreational assets while encouraging park use. 4.3.a. Increase access to public recreation lands by increasing the number of Discover and daily passes. 4.3.b. Increase participation in State Parks environmental education and interpretive programs.
 - Working and Natural Lands – Habitat Protection by reducing the rate of loss of priority habitats.
- Goal 4 - Healthy and Safe Communities – Healthy People: Recreational opportunities offered by state parks will encourage people of all ages to get outdoors and be active that is good for mental and physical wellbeing.
- Goal 5 - Efficient, Effective and Accountable Government:
 - Resource Stewardship, Cost-Effective Government: The number of value added improvement ideas will increase by engaging volunteers who assist with park operations. Improvements to facilities will reduce the statewide energy use index of state facilities. Also, providing staff with access to data needed for effective decision making.

What are the other important connections or impacts related to this proposal?

All of the requested operating impacts are the result of improvements to a current service and/or safety of an existing facility, or enable the daily operation of additional lands or public facilities open to the general public. The agency expects sales growth from the anticipated growth of visitors to state parks as a result of the new or renovated accommodations and facilities and improved trail system will provide positive secondary impacts to economic growth, which will increase state and local revenue and business income.

What alternatives were explored by the agency, and why was this alternative chosen?

The only alternative explored was non-funding of the operating costs of each individual capital project. If project impacts are not funded, portions of the parks may not be opened to the general public which will nullify the purposes for which the capital projects were intended.

What are the consequences of adopting or not adopting this package?

State Parks is faced with growing challenges with inadequate funding to manage its facilities and infrastructure. Adopting this package will help the agency preserve the conditions of its assets and avoid an ever increasing list of deferred maintenance needs. Capital projects may not open as planned and the public will not have safe and/or upgraded facilities or the demand for increased public parklands and facilities will not be met. If these costs are not funded then reductions to other programs or services will need to be made to cover these expenses.

What is the relationship, if any, to the state's capital budget?

There is a direct correlation. Individual impact requests can be tracked through approved individual capital budget projects. Any improvements to Parks' facility and assets will result in savings through efficiency, mitigation of risk factors, and reduced costs.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Operating and maintenance costs are described within each project. Estimates for staffing, goods and services and one-time costs are based on prior agency operating impacts for similar park facilities and lands throughout the state. Staff costs are computed using the salary schedule – Step L.

Revenue Calculations and Assumptions:

Revenue is calculated on a project by project basis most revenue is calculated based on increased day-time visitation; assumes 1% growth; 10%-20% increase in day-use passes, and rental income for accommodations.

Distinction between one-time and ongoing costs:

Total one-time costs are \$90,800 of which \$18,900 is for goods & services and \$71,900 is for equipment. All remaining costs are on-going.

What are the budget impacts in future biennia?

Estimated total operating costs for the 2017-19 biennium are \$1,570,000; and revenue is \$1,019,200.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries and Wages	231,800	323,600	555,400
B Employee Benefits	152,300	202,900	355,200
E Goods and Services	156,200	133,300	289,500
G Travel	4,100	5,800	9,900
J Capital Outlays	72,000	18,900	90,900
T Intra-Agency Reimbursements	87,000	121,500	208,500
Total Objects	703,400	806,000	1,509,400

2015-2017 Operating Costs and Revenue

2015-17 Capital Operating Impacts (9V)	FTE		Funding		Total	Revenue		Total
	FY 2016	FY 2017	FY 2016	FY 2017	Costs	FY 2016	FY 2017	Revenue
Camano Island Day Use Access and Facility Renovation	-	0.2	-	6,300	6,300	-	4,600	4,600
Cape Disappointment North Head Parking	-	0.3	-	22,800	22,800	-	17,200	17,200
Deception Pass Kukutali Access and Interpretation	-	0.2	-	7,800	7,800	-	-	-
Dosewallips Wastewater Treatment System	0.6	0.6	124,000	110,900	234,900	-	-	-
Eastern Region Parks Ice Age Floods Interpretive Panels	-	-	-	1,600	1,600	-	-	-
Flaming Geyser Day Use Renovation	-	1.1	-	73,600	73,600	-	2,800	2,800
Flaming Geyser Infrastructure	-	1.1	-	49,700	49,700	-	-	-
Lake Sammamish Sunset Beach Bathhouse Replacement	2.2	2.2	111,000	109,500	220,500	62,100	93,200	155,300
Lewis and Clark Replace Wastewater System	0.2	0.6	32,700	50,900	83,600	-	-	-
Northwest Region Pit and Vault Toilet Replacements	0.6	0.6	36,600	36,600	73,200	-	-	-
Rainbow Falls FEMA Relocation of Campground Entrance	0.3	0.3	13,500	13,500	27,000	-	1,000	1,000
Replace Failing Electrical Power System	-	-	7,800	8,400	16,200	-	-	-
Riverside Roofed Accommodations	1.1	1.1	72,500	52,500	125,000	73,100	79,900	153,000
Rocky Reach Trail Development	1.3	1.3	141,900	107,500	249,400	10,200	10,200	20,400
Statewide - Cabins, Yurts, and Enhanced Amenities	2	2	163,400	154,400	317,800	299,300	299,300	598,600
Grand Total	8.3	11.6	703,400	806,000	1,509,400	444,700	508,200	952,900

2017-2019 Operating Costs and Revenue

2017-19 Capital Operating Impacts (9V)	FTE		Funding		Total	Revenue		Total
	FY 2018	FY 2019	FY 2018	FY 2019	Costs	FY 2018	FY 2019	Revenue
Camano Island Day Use Access and Facility Renovation	0.2	0.2	6,300	6,300	12,600	4,600	4,600	9,200
Cape Disappointment North Head Parking	0.6	0.6	22,800	22,800	45,600	17,200	17,200	34,400
Deception Pass Kukutali Access and Interpretation	0.2	0.2	6,300	6,300	12,600	-	-	-
Dosewallips Wastewater Treatment System	0.6	0.6	110,900	110,900	221,800	-	-	-
Eastern Region Parks Ice Age Floods Interpretive Panels	0.0	0.0	800	800	1,600	-	-	-
Flaming Geyser Day Use Renovation	1.1	1.1	60,600	60,600	121,200	2,800	2,800	5,600
Flaming Geyser Infrastructure	1.1	1.1	49,700	49,700	99,400	-	-	-
Lake Sammamish Sunset Beach Bathhouse Replacement	2.2	2.2	109,500	109,500	219,000	94,100	95,000	189,100
Lewis and Clark Replace Wastewater System	0.6	0.6	50,900	50,900	101,800	-	-	-
Northwest Region Pit and Vault Toilet Replacements	0.6	0.6	36,600	36,600	73,200	-	-	-
Rainbow Falls FEMA Relocate Campground Entrance	0.3	0.3	13,500	13,500	27,001	1,000	1,000	2,000
Replace Failing Electrical Power System	0.0	0.0	2,700	2,700	5,400	-	-	-
Riverside Roofed Accommodations	1.1	1.1	52,500	52,500	105,000	79,900	79,900	159,800
Rocky Reach Trail Development	1.3	1.3	107,400	107,600	215,000	10,200	10,300	20,500
Statewide - Cabins, Yurts, and Enhanced Amenities	2.0	2.0	154,400	154,400	308,800	299,300	299,300	598,600
Grand Total	11.8	11.8	784,900	785,100	1,570,001	509,100	510,100	1,019,200

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission

Decision Package Code/Title: 9S – Major Equipment Replacement

Budget Period: 2015-2017

Budget Level: M2 – Maintenance Level

Package Title: Major Equipment Replacement

Recommendation Summary Text:

Delaying major equipment purchases has left State Parks with a growing inventory backlog of outdated equipment (over 20 years old) that is used in the maintenance and operation of State Parks. Much of this equipment is used to work on the agency's 3,000+ buildings and other structures, landscaping and forest health projects, road repairs, and trail construction and maintenance. The majority of this equipment has far exceeded its useful life, resulting in higher repair costs and more frequent breakdowns that cause a loss in staff time. This request proposes funding to eliminate the backlog of the oldest equipment over a four-year time frame. (General Fund-State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 – General Fund – Basic Account - State	650,000	650,000	1,300,000
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	0.0	0.0	0.0

Package Description:

Funding is needed to replace major equipment used for the maintenance and operation of state parks. State Parks has an inventory of 1,410 pieces of equipment purchased for \$24.5 million dollars. Replacement costs are estimated at greater than \$30 million and the expected useful life ranges from 10-20 years. As a result of budgetary limitations, a significant amount of inventory is older than the useful life. A total of 840 pieces are older than 10 years and 319 are older than 20 years. This request proposes funding to eliminate the backlog of the oldest equipment (over 20 years old) over a four-year time frame.

Funding is requested to replace equipment that has outlived its useful life according to industry standards and is subject to high repair costs and frequent breakdowns. This equipment is used for maintenance and renovation projects all over the state, including work on the agency's 3,000+ buildings and other structures, landscaping and forest health projects, road repairs, and trail construction and maintenance. Equipment range from tractor-loader backhoes, older large dump trucks and tractors used for maintenance, to vehicles, and specialized equipment such as an aged road grader purchased in 1971.

Dump trucks bring sand, gravel and rocks to job sites and haul away shingles and other building site materials as well as tree debris for disposal. Some dump trucks are fitted with plows and used for snow removal in parks at high elevations. Both backhoes and trucks are on the statewide wild land firefighting call out list – available to be used to dig fire lines and to haul fire-fighting equipment and water tanks – and are also a key part of the agency being prepared to respond in other emergencies. One new piece of heavy equipment could cost upwards of \$100,000.

State Parks was provided spending authority in the 2014 Supplemental budget for the purchase of a much needed snow blower, but there's still a critical need to address the growing backlog of aging equipment and begin to systematically replace the equipment. The need to replace this equipment is a priority as purchases have been postponed for several years due to budget constraints.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

The agency would save time and money on costly equipment repairs. Critical park maintenance could be completed in a more efficient manner.

Performance Measure Detail

Activity

Incremental Changes

A004 – Park Operations

No performance measures submitted for this package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. The decision package is essential to a couple of the agency's strategic plan.

Strategic goal #2 Adopt a business approach to park system administration. This decision package would ensure that State Parks can work toward having a systematic equipment replacement cycle to achieve efficiencies and reduce costs.

Strategic goal # 3 Provide recreation, cultural, and interpretive opportunities people will want. This decision package ensures maintenance of key park infrastructure needed for a safe and healthy recreational experience, which will result in providing clean well maintained parks that offer recreation opportunities people will want.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Yes. Results Washington Goal 3: Sustainable energy and a clean environment by growing customer service satisfaction through proper maintenance and development of State Parks. With proper equipment to preserve and protect assets State Parks can help ensure quality cultural and recreational opportunities for current and future generations.

What are the other important connections or impacts related to this proposal?

Some of the requested equipment is available to support Department of Natural Resources and federal wild land firefighting efforts, as well as assist in responding to other emergencies.

What alternatives were explored by the agency, and why was this alternative chosen?

Other options include renting needed equipment and continuing to repair and deal with frequent breakdowns. The agency's policy is to rent equipment that is used only occasionally. The equipment in this request is used on a daily basis, or seasonally, and renting is not cost effective. Continuing to repair and cope with frequent breakdowns is also not cost effective and can only be continued for so long. For example, one piece of equipment, purchased in 1971, has over 300,000 miles on it. To continue to operate it, wheels will need to be replaced, because the tires used on the current wheels are obsolete and no longer being made.

What are the consequences of adopting or not adopting this package?

Expect increasingly high repair costs and more breakdowns. These breakdowns can occur while traveling on the road between parks. Breakdowns cause delays in maintenance and renovation projects and a waste of staff time. Failure to complete renovations makes parks less attractive to visitors and reduces its capacity to generate camping and Discover Pass revenue.

What is the relationship, if any, to the state's capital budget?

Most of this equipment is used for deferred maintenance projects, as well as for daily work and preventive maintenance. Failure to replace equipment will ultimately increase the maintenance backlog, which will ultimately lead to increased capital expenses.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Amounts calculated are based on eliminating the backlog (defined as over 20 years old) of equipment replacement over 4 years (2 biennia). Assuming the \$2.6M equipment backlog will be replaced at 25% each Fiscal Year ($\$2,600,000 \times .25 = \$650,000/\text{FY}$). This calculation does not account for equipment that will become part of the backlog during the 2015-17 biennium.

Revenue Calculations and Assumptions:

None

Distinction between one-time and ongoing costs:

On-going costs into the 2017-19 biennium.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
J Capital Outlays	650,000	650,000	1,300,000
Total Objects	650,000	650,000	1,300,000

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission

Decision Package Code/Title: ER – Environmental Regulation Compliance

Budget Period: 2015-2017

Budget Level: M1 – Maintenance Level

Package Title: Environmental Regulation Compliance

Recommendation Summary Text:

Regulations that govern State Parks environmental responsibilities include state noxious weed statute, federal and state wetland/water quality laws, and the federal culvert injunction. State Parks has the legal obligation to control noxious weeds, monitor wetland mitigation projects, and monitor fish passage barriers. Funding this request will pay for interagency agreements to perform the work and bring State Parks into compliance with these requirements. (General Fund-State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 – General Fund – Basic Account - State	200,700	199,300	400,000
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	0.0	0.0	0.0

Package Description:

Noxious Weed Management

State Parks has a legal responsibility to control or eradicate listed noxious weeds on its property. The state noxious weed list includes non-native species that degrade significant quantities of wildlife habitat; increase the risk of wildfire; endanger public health; and impact the long-term health of natural, agricultural, and recreation lands. Failure to control these weeds can result in fines. The agency has never had sufficient resources to fully comply with statute (RCW 17.10.145) and has received enforcement letters from county weed boards and had to pay the associated fines. The state noxious weed list has 100+ species and each county has its own list of noxious weeds. There are many methods of controlling or eradicating noxious weeds (e.g. mechanical, cultural, biological, and chemical). All treatments must be consistent and thorough to be successful.

Environmental Mitigation

There are many federal, state, and local laws and rules that pertain to mitigation for impacts to wetlands.

According to the National Wetland Inventory, State Parks manages 19,800 acres of wetlands. In some cases, park projects such as development of trails, parking lots, boat launches, piers, roads, and campsites unavoidably impacted the wetlands and wetland buffers. To permit these projects, State Parks is required to provide wetland mitigation. Current mitigation projects include Bottle Beach and Lake Sammamish. These mitigation projects have ongoing monitoring requirements of up to ten years and State Parks faces fines if these requirements are not met.

Fish Passages

Under the *U.S. v. Washington* culvert lawsuit, State Parks has a legal requirement to provide ongoing monitoring of fish passage barriers located in Water Resource Inventory Areas (WRIAs) 1-23. Currently there are fifteen barrier culverts under state owned roads in eight state parks: 1) Bogachiel, 2) Dosewallip, 3) Flaming Geysers, 4) Manchester, 5) Millersylvania, 6) Potlatch, 7) Sequim Bay, and 8) Wallace Falls.

In total, this request includes funds for 1) contracting assistance for surveying, mapping, and control of state-listed noxious weeds, 2) monitoring and reporting on wetland mitigation projects to fulfill permit requirements, and 3) monitoring of fish passage barriers in compliance with the federal injunction. This work will result in statutory compliance, habitat improvements, and reductions in public health threats.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

Number of acres restored on the approved resource restoration plans data. Potential increase in the number of acres recovered from degraded and/or high risk habitat conditions by 500 acres.

Performance Measure Detail

<u>Activity</u>	<u>Incremental Changes</u>	
	<u>FY 2016</u>	<u>FY 2017</u>
A021 – Natural and Cultural Resource Stewardship		
Acres of forested lands treated for forest health and fuel reduction	250	250

Is this decision package essential to implement a strategy identified in the agency’s strategic plan?

Yes. Strategy #1 Demonstrate that all Washingtonians benefit from their state parks. This request is directly related to the Natural Heritage Initiative and Fish Passage Initiative. Through surveying and mapping, State Parks can identify areas to restore the natural plant habitat by controlling noxious weeds. In addition, State Parks can identify, evaluate, and correct fish barriers through consistent monitoring.

Does this decision package provide essential support to one or more of the Governor’s Results Washington priorities?

Yes. Results Washington Goal 3: Sustainable Energy & a Clean Environment – Working and Natural Lands. It is essential to control the noxious weed population and monitor environmental concerns to protect habitat and promote healthy fish and wildlife populations. By controlling noxious weeds and monitoring wetland mitigation projects and fish passage barriers, the agency can 1) help reduce negative impacts on the environment, and 2) maintain habitat to support natural systems, and healthy fish and wildlife populations.

What are the other important connections or impacts related to this proposal?

Healthy and accessible habitat is essential to supporting fish and wildlife populations. Noxious weeds directly impact habitat for fish and wildlife and agricultural production. Fish passage barriers block access to important salmonid spawning grounds. Wetland degradation impacts water quality and habitat for diverse fish and wildlife species. Healthy plant, fish, and wildlife habitats are central to the agency's mission and a key factor that draws the public into the parks.

What alternatives were explored by the agency, and why was this alternative chosen?

The agency explored hiring staff to carry out this work. It was determined that accomplishing the work through interagency agreements would be more efficient as other agencies already have trained staff and the necessary equipment to do the work.

What are the consequences of adopting or not adopting this package?

Without additional funding, State Parks will continue to be out of compliance with state noxious weed statute, federal and state wetland/water quality laws, and the federal culvert injunction. As a result, State Parks would face potential fines, as well as administrative or judicial actions. Without funds committed to weed control, valuable park habitat and recreational opportunities will be degraded and weeds will spread from park land to highly valued agricultural land. Furthermore, failure to adhere to wetland monitoring requirements would jeopardize State Parks' ability to obtain permits from the Washington Department of Ecology for future development projects.

What is the relationship, if any, to the state's capital budget?

None

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:**Noxious Weed Management:**

\$125,000/year for Interagency Agreements (IAA) with Washington State Fish & Wildlife (WDFW) and county weed boards for weed control. \$50,000/year for Washington Conservation Crew (WCC) time for weed surveys and control (Based on Dept. of Ecology rates for 6 months).

Environmental Mitigation:

Bottle Beach monitoring costs of \$2,000 for FY16, and \$5,900 for FY17 based on WSDOT estimates to perform work. Lake Sammamish monitoring costs of \$8,700 for FY16 and \$3,400 for FY17 extrapolated from other consultant costs for monitoring.

Fish Passages:

\$15,000/year for culvert monitoring based on previous cost of IAA with WDFW for culvert assessments.

Revenue Calculations and Assumptions:

None

Distinction between one-time and ongoing costs:

All costs are on-going.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
E Goods/Other Services	200,700	199,300	400,000
Total Objects	200,700	199,300	400,000

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission

Decision Package Code/Title: 8L – Lease Rate Adjustments

Budget Period: 2015-2017

Budget Level: M2 – Maintenance Level

Package Title: Lease Rate Adjustments

Recommendation Summary Text:

Washington State Parks leases its Headquarters building from the Trust Land Office and space for artifact storage from the Washington State Historical Society. This request asks for funding to cover the cost associated with a scheduled \$2.43 per square foot rate increase on the Headquarters lease and a \$2.00 per square foot rate increase for storage space. (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 – General Fund – Basic Account - State	119,800	119,800	239,600
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	0.0	0.0	0.0

Package Description:

State Parks' Headquarters building is located in Tumwater, Washington. The current lease term is for 15 years and ends on November 30, 2023. This request asks for funding to cover the cost associated with a contractual rate increase of 9 percent, which equates to \$2.43 per square foot. The next scheduled rate increase is 7 percent, effective December 1, 2018.

State Parks leases space from the Washington State Historical Society for artifact storage. The current lease term ends on June 30, 2015, but is in the process of being renewed. Funding is requested to cover the cost associated with an estimated rate increase of 33 percent, which equates to a \$2.00 per square foot increase.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

N/A

Performance Measure Detail**Activity****Incremental Changes**

A002 - Administration

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, the Transformation Strategy #2 – “Adopts a business approach to park system administration.”

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Yes, with the additional funding the agency will be able to cover these additional costs without reducing programs or services. In result, this request will support the priorities of:

- Improve health and support of Washingtonians
- Protect natural resources and cultural/recreational opportunities
- Promote economic development

What are the other important connections or impacts related to this proposal?

None

What alternatives were explored by the agency, and why was this alternative chosen?

No other alternatives were explored. The headquarters lease is contractually required. The renewal of the Department of Archaeology and Historic Preservation (DAHP) lease is very cost effective at \$8.00 per square foot after the increase.

What are the consequences of adopting or not adopting this package?

Since these costs are mandatory and must be paid if this package is not funded, expenditure reductions will need to occur elsewhere that would reduce services provided to Park's customers.

What is the relationship, if any, to the state's capital budget?

None

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Headquarters Lease: The headquarters’ lease space is 46,857 square feet. On December 1, 2013 the rate increased by 9 percent from \$27.00 to \$29.43 per square foot per year. The 9 percent increase results in a \$9,489 per month cost increase.

The lease increase equals \$9,489/month x 24 months = \$228,000

Artifact Storage Lease: The artifact storage space is 2,907 square feet. The lease rate is currently \$6.00 per square foot and expires June 30, 2015. A new lease is anticipated to increase 33 percent to \$8.00 per square foot. The 33 percent increase results in a \$485 per month cost increase.

The lease increase equals \$485/month x 24 months = \$11,640

Revenue Calculations and Assumptions:

N/A

Distinction between one-time and ongoing costs:

All costs are ongoing.

What are the budget impacts in future biennia?

The headquarters’ lease rate will increase an additional 7 percent to \$122,961 per month beginning December 1, 2018, which calculates to a per month increase of \$8,044.

(See lease facility cost worksheet on attachment)

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
E Goods/Other Services	119,800	119,800	239,600
Total Objects	119,800	119,800	239,600

AGENCY	Code	Title
	465	State Parks and Recreation Commission

CURRENT AND PROJECTED LEASED FACILITY COSTS
FOR FACILITY LEASE-RELATED DECISION PACKAGE

DATE: 9/8/14

ACTION	STREET ADDRESS	CITY	SPACE TYPE	SQUARE FEET	LEASE START DATE	LEASE END DATE	SERVICES INCLUDED IN THE LEASE	FY15 FUNDED LEVEL	RENEWAL INCREASE	PROJECTED COSTS FY16	PROJECTED COSTS FY17	FY16 NEED	FY17 NEED	REQUESTED ONE-TIME COSTS	NOTES/ASSUMPTIONS
Change	1111 Israel Road SW	Tumwater	Office	46,856	12/01/2008	11/30/2023	water, sewer, garbage collection, natural gas, electricity, elevator service, exterior and interior window washing, landscape, irrigation water, janitor service, restroom supplies, light bulb replacement, building maintenance and repair	\$1,265,156	9%	\$1,579,004	\$1,579,004	\$113,868	\$113,868	\$0.00	Rate increase from \$105.428 per month to \$114.917 per month. Next rate increase occurs December 1, 2018.
Change	1911 Pacific Avenue	Tacoma	Storage	2,907	11/01/2012	06/30/2015	Building maintenance and repair, lightbulb replacement.	\$17,442	33%	\$23,256	\$23,256	\$5,814	\$5,814	\$0.00	Rate increase from \$6.00 per square feet to \$8.00 per square feet.

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission
Decision Package Code/Title: 9Q – Equipment Maintenance/Software Licenses

Budget Period: 2015-2017
Budget Level: M2 - Maintenance Level
Package Title: Software Licenses/Subscriptions

Recommendation Summary Text:

State Parks needs to invest in basic software to ensure uninterrupted support for key business functions. Re-enrolling in a lapsed Microsoft Enterprise Agreement subscription and purchasing updated GIS (geographic information system) software licenses will accomplish this goal. Participating in the Microsoft Enterprise Agreement will allow use of all new versions of Windows, Windows Server, and Office products, ensure agency systems are compatible with enterprise systems and services, ensure the security of business data and systems, and will keep licenses current and legal. Purchasing GIS licenses provides users with technical support and automatic updates to software to fully utilize the technology and allow for the exchange of information with other agencies and the public. (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 – General Fund – Basic Account - State	31,800	229,700	261,500
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	0.0	0.0	0.0

Package Description:

Four years ago deep budget reductions required State Parks to reduce spending wherever possible. One cost cutting measure employed was the cancellation of State Parks enrollment in the Microsoft Enterprise agreement managed by the Department of Enterprise Services. At that time, State Parks was licensed for Windows 7 and Office 2010. This decision was projected to save the agency \$110,000 per year, for six years, by not paying the annual subscription costs. These savings were also dependent on the agency not upgrading software.

By July of 2016, State Parks will need to upgrade to a new Windows version, Office version, Server licenses, and Client Access Licenses. Enrolling in the Microsoft Enterprise agreement ensures all computers have access to updated software, guaranteeing licenses for all computers and servers. This option of purchasing software licenses is an accepted practice throughout the state. If licenses are not kept current, the agency could find itself in the situation similar to the sunseting of Windows XP where

Microsoft no longer supports a product, leaving the agency vulnerable to security weaknesses in older software.

The Microsoft Enterprise Agreement is a three-year subscription-based licensing model that affords the agency the ability to utilize all new versions of Windows, Windows Server, and Office products. Microsoft Windows and Microsoft Office are the State’s standard software platforms. The Microsoft Enterprise Agreement allows the number of licenses to increase dynamically when needed, and:

- Ensures compatibility with enterprise systems and services
- Supports the OCIO Enterprise Portfolio Management Initiative
- Provides a secure computing environment
- Ensures agency is legal with software license requirements
- Provides current technologies to support more efficient and effective business

In 2010, State Parks also discontinued the maintenance contract for GIS licenses to reduce costs. The agency is currently running GIS software on an expired maintenance contract. A maintenance contract would provide technical support and automatic updates to the most recent version of the software. Without technical support, the agency does not have access to expertise for use of the software or for troubleshooting software issues. More importantly, by not having current software, the agency runs the risk of losing its ability to share data and information with other agencies due to incompatibility.

Purchasing new GIS licenses will allow State Parks to fully utilize spatial database software throughout the agency, with other agencies, and the public. State Parks uses GIS technology extensively to map out Parks information for multiple purposes and is used to answer questions and information requests by many users of the information. Users include staff, various counties, legislative staff, Department of Natural Resources, Department of Fish and Wildlife, and the Recreation and Conservation Office. For example, GIS technology is used to:

- Provide park maps
- Maintain record of land classification and long-term boundaries.
- Exchange of spatial data with public and other agencies.
- Connect map of land acquisition to the appropriate deed and other records.
- Calculate distances and acreage for pricing of easements granted to other entities.
- Identify park areas that support rare or sensitive plant species.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

The agency expects to enhance productivity and reduce security risks through utilizing the latest and most compatible software.

Performance Measure Detail

Activity

Incremental Changes

A002 – Administration

No performance measures submitted for this package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, this package is essential to implementing Goal #2, "Adopt a business approach to park system administration" by employing technology that support agency business needs and that provides a secure computing environment.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Goal 5: Efficient, effective, and accountable government. Investing in technology supports this priority by having current tools to interact with other agencies and to provide information to the public quickly and accurately. This package supports the customer satisfaction 1.1.a. of increasing the number of services available online and for mobile devices.

Goal 3: Sustainable energy and a clean environment, Subsection Working and Natural Lands – Habitat Protection and Outdoor Recreation. Information technology (IT) software contributes to all aspects of agency business. Therefore, an investment in technology supports these goals.

What are the other important connections or impacts related to this proposal?

Washington State IT systems operate as an enterprise. Agencies like Consolidated Technology Services (CTS) offer shared services that depend on agencies having the latest Microsoft software. An example of this is Shared Service for Email offering. It requires the agency to have the appropriate Client Access License in order to participate in the OCIO recommended service.

Also, in coordination with OCIO, attached to this package is the Information Technology Addendum as part of the budget submittal.

What alternatives were explored by the agency, and why was this alternative chosen?

The alternative of purchasing the software instead of subscribing was explored. It is estimated that during a six-year period all software would need to be purchased and upgraded twice for a total of \$1.2 M, which is more costly in the long run than the proposed solution.

What are the consequences of adopting or not adopting this package?

Without funding for the Microsoft Enterprise Agreement and GIS licenses, Parks IT systems will become outdated and vulnerable to security risks. CTS has announced plans to upgrade their Email Service offering to Exchange 2013. Parks will not be able to upgrade to the new system without the new Client Access Licenses that come with the Microsoft Enterprise Agreement. Parks is licensed for Windows 7 and Microsoft Office 2010. It is inevitable that support for Windows 7 and Microsoft Office will end and Parks would need to reduce programs and services to fund the outright purchase of Microsoft software.

What is the relationship, if any, to the state's capital budget?

None

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

The only contractual change would be the signed agreement to enroll in the Microsoft Enterprise agreement for 3 years.

Expenditure Calculations and Assumptions:

The purchase of 567 primary licenses and 67 ancillary licenses = \$221,200 per year, beginning in FY17.
 The purchase of 3 primary GIS licenses and 17 secondary licenses = \$31,800 for the first year
 GIS license maintenance costs = \$8,500 per year.

Revenue Calculations and Assumptions:

N/A

Distinction between one-time and ongoing costs:

The GIS software has a one-time license purchase cost of \$31,800 in FY16 with \$8,500 in ongoing maintenance costs.

Costs are ongoing for the Microsoft Enterprise agreement.

What are the budget impacts in future biennia?

For the 2019-21 biennium, the cost of the Microsoft agreement reduces to approximately \$141,000 per year, starting in July, 2019. By purchasing the Microsoft Enterprise agreement, budgeting for these costs becomes more predictable and part of ongoing operations.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
E Goods/Other Services	31,800	229,700	261,500
Total Objects	31,800	229,700	261,500

Information Technology Addendum

Recsum Code and Title 9Q - Software Licenses and Subscriptions

Brief Description: Washington State Parks & Recreation Commission is requesting funds to subscribe to the Microsoft Enterprise Agreement and to purchase GIS (geographic information system) software licenses. The Microsoft Enterprise Agreement is a three year subscription based licensing model that affords the agency utilization of all new versions of Windows, Windows Server, and Office products. State Parks is currently running GIS software on an expired maintenance contract. To keep business operations efficient and computer systems protected it is crucial that Washington State Parks has the latest and most secure platforms to conduct business with other agencies, business partners, and the public.

If this investment includes the use of servers, do you plan to use the state data center?

- Yes No, waiver received No, waiver not received Does not apply

Security

Security: How does this investment affect the state's security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?

The Microsoft Enterprise Agreement is utilized by many agencies within the state. Having current versions of the operating systems, software licenses, and client access licenses is essential in keeping the State's infrastructure secure. CTS is currently planning to upgrade their Shared Services Email offering to Exchange 2013. State Parks is not licensed to utilize Exchange 2013.

Feasibility/Risk

Cultural readiness/organizational capacity: Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?

The investment in the Microsoft Enterprise Agreement does not require institutional change within the agency. The agency is familiar with being enrolled in the Enterprise Agreement and is prepared to administer the agreement immediately. By enrolling in the agreement the administration of procuring the necessary Microsoft core business software will be streamlined.

Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?

Yes. The agency has proven this investment is easily administered and can manage the agreement with existing staff.

Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?

This investment is urgent in the sense that the agency is utilizing the CTS hosted Shared Services Email service. CTS is planning to upgrade to Exchange 2013 and the agency is not licensed to move to that platform. By enrolling in the Microsoft Enterprise Agreement, the agency will be prepared for the CTS planned upgrade and any upgrades in the future.

Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?

If the agency does not enroll in the agreement, we will have to purchase the necessary software outright. This carries a much larger administrative load and the agency will have to move funds from other projects to fund the purchase. This will put a strain on effected projects.

Technology Strategy Alignment

Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?

Enrollment into the Microsoft Agreement is amenable to incremental steps. The agreement can be budgeted for and paid as an annual subscription to keep the agency legal by having the proper number licenses required to conduct business functions.

Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?

The agreement allows the agency to utilize any versions available from Microsoft. This ability keeps the agency from holding onto legacy Windows versions and Office Suites.

Mobility: Does the investment help state employees conduct business “any time, anywhere”? Does it improve mobile access to services for customers?

The Enterprise Agreement will allow the agency to utilize updated technology and ensure our business process compatible with other agencies and business partners.

Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?

The Enterprise Agreement is primarily for internal business functions and allows the agency to have the latest software to conduct business with the public.

Accountability: Are the investment’s goals well articulated? How will “success” be determined or measured?

The goal of the investment is to keep the agency legal with the appropriate number of software licenses. The measured success will be: Do we have the proper number of licenses and is the most current software versions available.

Financial

Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?

If the agency does not enroll in the Enterprise Agreement it runs the risk of not having the legal number of software licenses available.

Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?

There will be cost savings in labor when we enroll in the Enterprise Agreement as it is much easier to administer and procure versus purchasing software licenses individually.

Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?

Not directly. However, if the agency does not have the proper business software available, it could impact the agency’s ability to conduct normal business which includes revenue collections.

Business Case/Agency Mission Priority

Mission priority: Does this investment help the agency better deliver its mission?

Appropriate software is necessary for the agency to deliver it’s mission and to conduct business on a daily basis.

Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?

Yes. If the agency does not have funds to acquire the needed software to conduct business with state citizens, the agency’s reputation, revenue and class of service could be adversely affected.

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission
Decision Package Code/Title: 9W – Operating Impact from proposed Capital Projects

Budget Period: 2015-2017
Budget Level: M2 – Maintenance Level
Package Title: Operating Impact from 2015-17 Capital Projects

Recommendation Summary Text:

Capital projects add new or additional responsibilities to the park system through acquisition, development, construction and renovation of park facilities. These increased responsibilities frequently entail on-going expenditures and staffing to meet operations and maintenance needs. The projects in this decision package have no prior operating impact requests associated with them. Reasons may be because they are a recent acquisition, emergency project or there has been a change in the scope of the original project. This request allows State Parks to properly operate and maintain newly acquired, constructed, or renovated facilities throughout the park system.

Fiscal Detail

Operating Expenditures		<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 –General Fund State Account		\$28,200	\$111,700	\$139,900
Staffing		<u>FY 2016</u>	<u>FY 2017</u>	<u>Average</u>
FTEs		0.1	1.1	0.6
Revenue				
Fund	Source	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
269 Park Renewal & Stew	0402 Income from Property	\$0.00	\$8,700	\$8,700

Package Description:

The operating and maintenance impacts requested in this decision package will be the results of legislatively approved capital projects, new acquisitions, emergency projects or changes in the original project scope. These projects add additional responsibilities to the park system through acquisition, development or construction of new improved facilities or services. The sum of this decision package is \$139,900 and 1.1 FTEs. Indirect calculations for FTE are 11% of requested FTEs and 24.3% of salary and benefits.

The 2015-17 biennium impacts are briefly discussed below with details attached:

SOUTHWEST REGION

Westport Light Sewer Connection

Funding: \$16,500

Revenue: \$0.00

FTE: 0.0

This project will abandon the failing, existing drain field and construct a new connection to the municipal sewer system. The agency is in violation of the city ordinance by not being connected to the municipal sewer system. Operating impacts are for a one-time connection fee of \$15,000 to the city and for annual waste disposal.

Bottle Beach Environmental Mitigation

Funding: \$26,400

Revenue: \$0.00

FTE: 0.1

The project permit requires mitigation for wetland impacts through 2018. Mitigation includes vegetation and noxious weed management with a high survival rate of plantings to meet permit requirements. Operating impact for goods and services is needed for a 0.1 FTE staff cost for vegetation and noxious weed management and to purchase replacement plantings. There will be one-time costs for corrections crew assistance over three years.

Fort Flagler – Welcome Center Replacement

Funding: \$22,800

Revenue: \$2,300

FTE: 0.1

Operating impact for a park aide (1.0 FTE) is needed to perform facility cleaning/maintenance, help staff the station and provide customer service permitting rangers to be more available to Park visitors. Currently, the park welcome station does not have a restroom facility and has to be closed so staff can use other facilities. This staffed facility will allow the Retreat Center's customers to check in at the welcome center; currently, visitors are limited to the Retreat Center's hours of operation. The park campground is open eight months out of the year and the new facility will be available to day users open year-round. The welcome station will allow park staff to perform office functions onsite, improving the park experience for all park visitors. There will be an increase in the costs for utility and supplies associated with a new facility. One-time cost of \$14,000 is needed to equip four work stations in the welcome center. Staff will provide support to handle increased visitors and revenue collection.

Belfair – Welcome Center Replacement

Funding: \$16,300

Revenue: \$0.00

FTE: 0.0

This project will replace the non-ADA compliant Welcome Center which has surpassed its useful life and is in poor condition. The new Welcome Center will provide an accessible office and contact point for park visitors, and toilet facilities for staff and visitors. This new facility will reduce maintenance and utility cost and enhance the visitor's park experience. For this project, a new welcome center would be constructed in an area that can serve visitors to the campground and beach areas. An accessible unisex restroom will be constructed and connected to the sewage system. Operating impact for one-time expenses to equip the Welcome Center is needed. Minor increases in utility costs will occur. Additional staff time and operating dollars will be required to maintain this new facility beginning FY2018.

EASTERN REGION**Alta Lake Replace Waterlines****Funding: \$700****Revenue: \$0.00****FTE: 0.0**

A reduction in emergency responses is anticipated. This project will significantly reduce the number of electrical issues in the park, saving staff time and replacement equipment costs that can be used on the maintenance backlog. Operating impact needed for increased electrical draw at RV utility campsites will result in higher electricity costs.

Goldendale Observatory Expansion**Funding: \$7,300****Revenue: \$500****FTE: 0.1**

This project will provide an outdoor amphitheater and event infrastructure expansion, accessibility improvements, and interior and exterior exhibit renovations. Higher visitation and the need for more interpretive programming are anticipated. Summer schedule runs from April 1 to September 30. Operating impact for a 0.5 FTE for interpretative services is needed during the peak season beginning in April 2018.

NORTHWEST REGION**Dash Point Replace Bridge****Funding: \$15,900****Revenue: \$0.00****FTE: 0.4**

The old bridge was washed out twice and needs to be removed and a new bridge will be relocated to a more stable site. Trail has been closed off. Operating impacts include Park Aides to regularly maintain the trail, clear brush, perform vegetation management, control noxious weeds, and maintain gravel base before rutting and mountain bike use cause a drainage issue in multiple locations. Currently there are four volunteers working the trail repairs regularly. A six-month seasonal park aide position for the trail maintenance is needed starting FY 2017.

Bridle Trails Connection to City Sewer**Funding: \$1,500****Revenue: \$0.00****FTE: 0.0**

This project will connect the existing comfort station to the city of Kirkland sewer system as required per local ordinances. The agency is in violation of the city ordinance by not being connected to the city municipal sewer system. The existing sewer system is failing and is beyond repair. Operating impacts needed for annual waste disposal fees beginning Oct. 1, 2016.

NW Multi Park – Pit & Vault Toilet Replacement**Funding: \$18,700****Revenue: \$0.0****FTE: 0.1**

While more environmentally sound and certainly welcomed by visitors as a major improvement, composting toilets are by their very nature more labor intensive. The cost of pumping toilet vaults will be lessened or eliminated, but there will be some increased operational costs associated with staff maintenance of the facilities. Replacement of pit toilets will involve additional costs in either vault pumping or staff time for compost maintenance. Region-wide, approximately 0.5 FTE is needed for increased operational maintenance plus the cost of pumping vaults starting FY 2018. Operating impact is based on the assumption of five vaults converting to composting toilets and conversion of five pit toilets to vault toilets.

Fort Casey – Fortification Preservation and Interpretation

Funding: \$2,100

Revenue: \$0.00

FTE: 0.1

Interpretive panels on pedestals will be installed in areas where there is currently lawn. Placement of these structures will require additional trimming with weed cutting tools as opposed to just mowing through the area. Operating impact include, a minimal amount of staff time will be necessary to clean and maintain the displays.

Camano Island Day-Use Access & Facility

Funding: \$11,700

Revenue: \$5,900

FTE: 0.2

Once the project is completed there will be costs for staff time and operating and maintenance supplies due to increased use of bathhouse and day use facilities. This is a popular waterfront park; operating impact for an increase in staffing during peak season is needed to maintain and clean the park, and provide customer service resulting from an increase in the number of visitors. The addition of power to the site will increase the cost of utilities and replacement of light bulbs and outlets. The grinder pump for the sewage has an average life span of 10 years and so replacement cost of \$4,000 every 10 years is included.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

The agency anticipates an increase in visitation because of the repairs, renovations and improvements made at state parks that will have an indeterminate positive impact to economic growth, increasing state and local revenue and business income.

Performance Measure Detail

Activity

Incremental Changes

A004 – Park Operations

No Performance Measures were submitted with this package.

Outcome Measures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
3100 Total revenue generated	\$0.00	\$8,700	\$8,700

Is this decision package essential to implement a strategy identified in the agency’s strategic plan?

Yes. All of the capital projects are associated with one or more of the Agency Transformation Strategies.

- Strategy #1 – Demonstrate that All Washingtonians Benefit from their State Parks by Protecting Washington’s Natural and Cultural Heritages by identifying, determining, and addressing the immediate needs for the natural resource.
- Strategy #2 – Adopt a Business Approach to Park System Administration by Generating Revenue. Underutilized land will address the increased demand for campsites. Park patrons will have access to previously closed sections of popular trails and areas of the park.
- Strategy #3 – Provide Recreation, Cultural and Interpretive Opportunities People Will Want by Encourage Use of Parks by offering interpretative services in parks.

- Strategy #4 – Promote Meaningful Opportunities for Volunteers, Friends and Donors by Engaging Volunteers and Donors to become actively involved the care of state parks, like Camp Hosts.
- Strategy #5 – Form Strategic Partnerships with other Agencies, Tribes, and Non-Profits by Advancing Partnerships by working with partners.

Does this DP provide essential support to one or more of the Governor’s Results Washington priorities?

Yes. All of the capital projects directly relate to one or more of the following Governor’s Result Washington priorities:

- Goal 2: Prosperous Economy Sustainable, Efficient Infrastructure – Reliable Infrastructure: 3.1.c. Maintain or improve percentage of other non-transportation infrastructure assets in fair or better condition from 2013 baseline.
- Goal 3: Sustainable Energy and a Clean Environment:
 - Clean and Restored Environment – Clean, Cool Water: 3.2.a. Increase the number of projects that provide stormwater treatment or infiltration and increase the percentage of (waterways) meeting good water quality.
 - Outdoor Recreation - With limited resources, Parks will invest in projects that preserve and protect cultural and recreational assets while encouraging park use. 4.3.a. Increase access to public recreation lands by increasing the number of Discover and daily passes. 4.3.b. Increase participation in State Parks environmental education and interpretive programs.
 - Working and Natural Lands – Habitat Protection: 4.4. Reduce the rate of loss of priority habitats.
- Goal 4: Healthy and Safe Communities – Healthy People: 1.2. by providing recreational opportunities to encourage adults to get outdoors for mental and physical wellbeing.
- Goal 5: Efficient, Effective and Accountable Government - Resource Stewardship by providing staff with access to data needed for effective decision making, Cost-Effective Government: increase the number of value added improvement ideas by engaging volunteers who assist with park operations, and reduce the statewide energy use index of state facilities.

What are the other important connections or impacts related to this proposal?

All of the requested operating impacts are the result of improvements to a current service and/or safety of an existing facility, or enable the daily operation of additional lands or public facilities open to the general public.

What alternatives were explored by the agency, and why was this alternative chosen?

The only alternative explored was non-funding of the operating costs of each individual capital project. If project impacts are not funded, portions of the parks may not be opened to the general public which will nullify the purposes for which the capital projects were intended.

What are the consequences of adopting or not adopting this package?

State Parks is faced with growing challenges with inadequate funding to manage its facilities and infrastructure. Adopting this package will help the agency preserve the conditions of its assets and avoid an ever increasing list of deferred maintenance needs. If not funded, capital projects may not open as planned and the public will not have safe and/or upgraded facilities or the demand for increased public parklands and facilities will not be met.

What is the relationship, if any, to the state's capital budget?

There is a direct correlation. Individual impact requests can be tracked through approved individual capital budget projects. Any improvements to Parks' facility and assets will result in savings through efficiency, mitigation of risk factors, and reduced costs.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Operating and maintenance impacts are described within each project. Estimates for staffing, goods and services and one-time costs are based on prior agency operating impacts for similar park facilities and lands throughout the state. Staff costs are computed using the salary schedule – Step L.

Revenue Calculations and Assumptions:

Revenue is calculated on a project by project basis. Most revenue is calculated based on increased day-use visitation; assumes 1% growth; and 10%-20% increase in day-use passes.

Distinction between one-time and ongoing costs:

Total one-time costs are \$43,000 of which \$15,000 is for goods & services and \$28,000 is for equipment. All remaining costs are considered on-going.

What are the budget impacts in future biennia?

Estimated total operating costs for the 2017-19 biennium is \$316,500; and revenue is \$34,300.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries and Wages	\$2,100	\$23,700	\$25,800
B Employee Benefits	\$1,600	\$16,100	\$17,700
E Goods and Services	\$15,500	\$26,300	\$41,800
G Travel	\$100	\$600	\$700
J Capital Outlays	\$8,000	\$35,400	\$43,000
T Intra-Agency Reimbursements	\$900	\$9,600	\$10,500
Total Objects	\$28,200	\$111,700	\$139,900

2015-2017 Operating Costs and Revenue

2015-17 Capital Operating Impacts (9W)	FTE		Funding		Total Costs	Revenue		Total Revenue
	FY 2016	FY 2017	FY 2016	FY 2017		FY 2016	FY 2017	
Alta Lake Replace Waterlines	-	-	-	700	700	-	-	-
Belfair – Welcome Center Replacement	-	-	14,000	2,300	16,300	-	-	-
Bottle Beach Environmental Mitigation	0.1	0.1	14,200	12,200	26,400	-	-	-
Bridle Trails Connection to City Sewer	-	-	-	1,500	1,500	-	-	-
Camano Island Day-Use Access & Facility	-	0.2	-	11,700	11,700	-	5,900	5,900
Dash Point Replace Bridge	-	0.4	-	15,900	15,900	-	-	-
Fort Casey – Fortification Preservation and Interp.	-	0.1	-	2,100	2,100	-	-	-
Fort Flagler – Welcome Center Replacement	-	0.1	-	22,800	22,800	-	2,300	2,300
Goldendale Observatory Expansion	-	0.1	-	7,300	7,300	-	500	500
NW Multi Park – Pit & Vault Toilet Replace	-	0.1	-	18,700	18,700	-	-	-
Westport Light Sewer Connection	-	-	-	16,500	16,500	-	-	-
Grand Total	0.1	1.1	28,200	111,700	139,900	-	8,700	8,700

2017-2019 Operating Costs and Revenue

2017-19 Capital Operating Impacts (9W)	FTE		Funding		Total Costs	Revenue		Total Revenue
	FY 2018	FY 2019	FY 2018	FY 2019		FY 2018	FY 2019	
Alta Lake Replace Waterlines	-	-	1,200	1,200	2,400	-	-	-
Belfair – Welcome Center Replacement	0.1	0.1	5,900	5,900	11,800	-	-	-
Bottle Beach Environmental Mitigation	0.1	0.1	10,200	6,200	16,400	-	-	-
Bridle Trails Connection to City Sewer	-	-	1,800	1,800	3,600	-	-	-
Camano Island Day-Use Access & Facility	0.2	0.2	12,100	12,100	24,200	7,900	7,900	15,800
Dash Point Replace Bridge	0.6	0.6	23,700	23,700	47,400	-	-	-
Fort Casey – Fortification Preservation and Interp.	0.1	0.1	2,100	2,100	4,200	-	-	-
Fort Flagler – Welcome Center Replacement	1.1	1.1	22,800	50,400	73,200	2,300	14,000	16,300
Goldendale Observatory Expansion	0.6	0.6	27,800	27,800	55,600	1,100	1,100	2,200
NW Multi Park – Pit & Vault Toilet Replacement	0.6	0.6	37,300	37,300	74,600	-	-	-
Westport Light Sewer Connection	-	-	1,500	1,600	3,100	-	-	-
Grand Total	3.4	3.4	146,400	170,100	316,500	11,300	23,000	34,300

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission

Decision Package Code/Title: 8C - Minimum Wage Adjustments

Budget Period: 2015-2017

Budget Level: M2 – Inflation and Other Rate Changes

Package Title: Minimum Wage Adjustments

Recommendation Summary Text:

State Parks has approximately 420 staff that is paid at or near minimum wage. As a result, every January when the minimum wage is adjusted these employee salaries are adjusted to reflect the increase. This request asks for funding to pay the costs associated with statutorily required minimum wage increases. (General Fund-State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 – General Fund – Basic Account - State	38,400	64,800	103,200
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	0.0	0.0	0.0

Package Description:

State Parks currently employs a high percentage of low wage staff to work in the parks during peak seasons. These seasonal Park Aides (about 420 staff) account for approximately 34% of State Parks workforce. Every January the minimum wage is adjusted and creates the need to adjust these employee's salaries to reflect the increase. This request reflects the costs associated with projected January 1, 2015, 2016, and 2017 minimum wage increases.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

N/A

Performance Measure Detail

Activity

Incremental Changes

A004 – Park Operations

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. Strategy # 2 Adopt a business approach to park system administration. State Parks must meet legal requirements pertaining to employee compensation.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Yes. Results Washington Goal 2: Prosperous Economy. Increase the average earnings of Washington workers.

What are the other important connections or impacts related to this proposal?

Initiative 688 (passed 1998) requires Labor & Industries to make a cost-of-living adjustment to minimum wage each year based on the federal Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W). At some point the continued increase in minimum wage will impact pay levels for other state employment classifications.

What alternatives were explored by the agency, and why was this alternative chosen?

None. These wage increases are statutorily driven

What are the consequences of adopting or not adopting this package?

Other essential programs or services will be reduced in order to pay staff increased wages.

What is the relationship, if any, to the state's capital budget?

None

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Estimates are based on a 5-year average of the state's historical minimum wage, which equates to a fifteen cent increase each year.

Season	Months	Hours	Wage Increase (\$)	Minimum Wage (Increase per FTE)	FTE	Salary Increase (per FTE)	Benefits (18%)	Total Increase
July-Aug 2015	2.0	348	0.15	52.20	231	\$12,058	\$2,170	\$14,229
May-June 2016	1.7	296	0.30	88.74	231	\$20,499	\$3,690	\$24,189
FY 2016	3.7	643.8	0.50	140.9	462	\$32,557	\$5,860	\$38,417
July-Aug 2016	2.0	348	0.30	104.40	231	\$24,116	\$4,341	\$28,457
May-June 2017	1.7	296	0.45	133.20	231	\$30,769	\$5,538	\$36,308
FY 2017	3.7	644.0	0.80	237.6	462	\$54,886	\$9,879	\$64,765
Total	7.4	1,287.8	1.20	378.5	924	\$87,443	\$15,740	\$103,182

Other assumptions included:

- Base number of seasonal Park Aides is 420.
- 55% of the Park Aides are hired at minimum wage.
- Hourly wage increases by 15 cents every January.
- Average number of hours per month is 174.
- Calculated benefit rate as 18% of salaries; excludes health insurance.

Revenue Calculations and Assumptions:

N/A

Distinction between one-time and ongoing costs:

All costs are on-going.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries and Wages	32,600	54,900	87,500
B Employee Benefits	5,800	9,900	15,700
Total Objects	38,400	64,800	103,200

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency: 465 State Parks and Recreation Commission
Decision Package Code/Title: WR - Winter Recreation Spending Auth

Budget Period: 2015-2017
Budget Level: M2 – Inflation and Other Rate Changes
Package Title: Winter Recreation Spending Auth

Recommendation Summary Text:

State Parks requests additional spending authority to use revenue generated from an increase in snowmobile license fees resulting from the passage of Senate Bill 5889. The additional spending authority is needed to cover expected costs associated with plowing, trail grooming, law enforcement, and sanitation facilities. These are activities and services that are desired by the motorized winter recreation enthusiasts. The revenue generated from these fees is dedicated for use by the Winter Recreation Program. (Snowmobile Account)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
01M-1 - Snowmobile Account	450,000	450,000	900,000
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	0.0	0.0	0.0

Package Description:

The mission of the Winter Recreation Program is to provide access to both non-motorized and motorized winter recreation activities around the state. Access to trails for snowmobiling is funded through fees to parks in designated “Sno-Park” areas adjacent to trails.

Costs associated with access to motorized winter recreation include plowing Sno-Park parking lots, trail grooming, law enforcement, sanitation facilities, equipment repair/replacement, safety education and training, and trail signage and maps. More than 3,000 miles of groomed trails are provided through the Winter Recreation Program, in cooperation with federal, county, and local agencies, ski areas, snowmobile clubs, and private landowners.

On March 17th, 2014, Senate Bill 5889 was signed into law by the Governor, increasing snowmobile license fees from \$30 to \$40 effective June 12th, 2014 and from \$40 to \$50, effective October 1st, 2015. Overall, the fee increases are expected to generate approximately \$900,000 in additional revenue for the

2015-17 biennium, and they were supported by stakeholders.

This decision package requests authority to spend an additional \$900,000 in projected revenue during the 2015-17 biennium. The entire increase will be used for purchased service contracts and inter-agency agreements, with no increase in staffing anticipated.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

The winter recreation program will ensure that motorized winter recreationists have access to snow-based recreational opportunities throughout the state.

Performance Measure Detail

Activity

Incremental Changes

A018 – Winter Recreation

No performance measures submitted for this package

Is this decision package essential to implement a strategy identified in the agency’s strategic plan?

This package is essential to implementing Transformation Strategy #3: “Provide recreation, cultural, and interpretive opportunities people will want”.

Does this decision package provide essential support to one or more of the Governor’s Results Washington priorities?

This decision package will make a key contribution to statewide results. This package would contribute to goal area #3: Sustainable Energy and a Clean Environment. It addresses the sub-topic of Outdoor Recreation by helping to “increase participation in outdoor experiences on state public recreation lands and waters”.

What are the other important connections or impacts related to this proposal?

The motorized winter recreation program will continue to operate sno-parks designated for snowmobiling activity and maintain more than 3,000 miles of trail throughout a winter recreation season expected to last 16 weeks per year.

What alternatives were explored by the agency, and why was this alternative chosen?

State Parks could choose to not increase program activities; however, this would be contrary to the intent behind the stakeholder supported fee increase.

What are the consequences of adopting or not adopting this package?

The commission will not be able to spend revenue collected through the fee increases. This could result in reduced access to motorized winter recreation sites.

What is the relationship, if any, to the state's capital budget?

None

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Expenditures are estimated based on additional purchased service contracts and inter-agency agreements that will be possible with the increase in revenue. These contracts and agreements are needed to better maintain sno-parks and trails throughout the state.

Revenue Calculations and Assumptions:

Snowmobile license fees are increasing from \$30 to \$40 effective June 12th, 2014. The license fees will increase another \$10, from \$40 to \$50, effective October 1st, 2015. The Department of Licensing estimates that approximately 28,000 registered snowmobiles are in the State of Washington. Overall, the fee increases are expected to generate approximately \$900,000 in additional revenue for the 2015-17 biennium.

Assumptions:

- FY14 projection is the basis for current expenditure authority level below
- FY15 projection is based on assumption of a 4% decrease in registered snowmobiles from FY14
- FY16 projection is based on assumption of a 4% decrease in registered snowmobiles from FY15
- FY17 projection is based on assumption of no decrease in registered snowmobiles from FY16
- The winter recreation season is expected to last 16 weeks per year, beginning in October and ending in February

Fiscal Year	Projected # of Registered Snowmobiles	Snowmobile License Fee	Revenue
2014	28,000	\$30	\$840,000
2015	26,880	\$40	\$1,075,200
2016	25,800	\$50	\$1,290,000
2017	25,800	\$50	\$1,290,000
2013-15 Expenditure Authority			\$1,680,000
2015-17 Estimated Revenue			\$2,580,000
Additional Expenditure Authority Requested for 2015-17			\$900,000

Distinction between one-time and ongoing costs:

All costs are ongoing.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
E Goods/Other Services	450,000	450,000	900,000
Total Objects	450,000	450,000	900,000

**State of Washington
Decision Package**

Agency: 465 State Parks and Recreation Commission
Decision Package Code/Title: MB - Boating Safety Education

Budget Period: 2015-2017
Budget Level: M2 – Inflation and Other Rate Changes
Package Title: Boating Safety Education

Recommendation Summary Text:

State Parks requests additional spending authority to use increased revenue generated from the Washington State Boater Education Card. The additional spending authority is needed to provide additional funding to law enforcement agencies throughout the state which have approved recreational boating safety programs. These programs provide boating safety education, assistance, and enforcement activities in an effort to reduce the number of accidents, injuries and deaths on Washington State waterways; resulting in a safer, more enjoyable experience for the boating public. The revenue generated from these fees is dedicated for use by the Boating Safety Program. (Boating Safety Education Certification Account – Non-appropriated)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
09B-6 Boating Safety Ed. Cert. Account – Non-Appropriated	50,000	50,000	100,000
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	0.0	0.0	0.0

Package Description:

The mission of the Boating Safety Program is to reduce the number of accidents and increase the enjoyment of boating by all operators of recreational vessels. State law requires boat operators to carry a Washington State Boater Education Card when operating motorboats with 15 horsepower or greater (including personal watercraft or any motorized watercraft), with some exceptions. A card is issued to a person who has successfully completed a boating safety education test and has paid the fee for the boater card. The records for boater cards issued are maintained in a data base.

The fee for the boater education card is \$10. Program costs are associated with card production and processing, test manuals and exams, oversight of instructors, program administration, and promotion and education about card requirements.

Chapter 79A.60 RCW has scheduled the phase-in for the mandatory education requirement by age group as follows:

January 1, 2008	All boat operators twenty years old and younger must be certified
January 1, 2009	All boat operators twenty-five years old and younger must be certified
January 1, 2010	All boat operators thirty years old and younger must be certified
January 1, 2011	All boat operators thirty-five years old and younger must be certified
January 1, 2012	All boat operators forty years old and younger must be certified
January 1, 2013	All boat operators fifty years old and younger must be certified
January 1, 2014	All boat operators sixty years old and younger must be certified
January 1, 2015	All boat operators seventy years old and younger must be certified
January 1, 2016	All boat operators must be certified

This decision package requests authority to spend an additional \$100,000 in projected revenue in the 2015-2017 biennium, bringing the total expenditure authority for this account to \$765,000. The program expects to spend \$735,000 and hold aside \$30,000 as a working capital reserve. The spending increase will be used to provide additional funding to law enforcement agencies throughout the state which have approved recreational boating safety programs. No increase in staffing is anticipated.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

The Boating Safety Education program will continue to promote mandatory boater education to reach certification projections, provide oversight of instructors, produce boater cards and maintain the database of card holders. From January 1st, 2008 to August 24th, 2014 there have been 204,316 cards issued in Washington State.

Performance Measure Detail

Activity

Incremental Changes

A022 - Statewide Boating

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

This package is essential to implementing the strategy of a "Healthy Park System", by providing visitors a safe and healthy environment.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

This decision package will make a key contribution to statewide results. This package will contribute to goal area #4: Healthy and Safe Communities. Although boating fatalities are not specifically addressed, funding this package will promote safety and therefore contribute to the "Safe People" sub-topic of this category.

What are the other important connections or impacts related to this proposal?

The Washington State Boating Safety Program is overseen by the U.S. Coast Guard's Boating Safety Division, which is dedicated to reducing loss of life, injuries and property damage that occur on U.S. waterways by improving the knowledge, skills and abilities of recreational boaters. The standards for boating safety education course of instruction and examination are required to be in compliance with the National Association of State Boating Law Administrators minimum standards.

What alternatives were explored by the agency, and why was this alternative chosen?

State Parks could choose to not increase program activities; however, this will be contrary to the intent behind RCW 79A.60.630, that states that these fees are "to provide additional funds to local governments for boating safety enforcement and education programs".

What are the consequences of not funding this package?

The commission will not be able to spend fee revenue it is collecting and which is required under RCW 79A.60 to be used for boating safety education. Boating education is a key strategy in reducing recreational boating related accidents, injuries, and fatalities. National data suggests boaters that have taken an educational course are less likely to be involved in a boating accident.

What is the relationship, if any, to the state's capital budget?

None

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

The \$100,000 in additional expenditure authority will be used to provide additional funding to law enforcement agencies throughout the state which have approved recreational boating safety programs. These programs provide boating safety education, assistance, and enforcement activities.

Revenue Calculations and Assumptions:

The final two fiscal years of the phase in of the mandatory education requirement are 2014 and 2015. Revenue for FY14 was approximately \$472,600. Revenues are expected to decrease slightly during FY 2015, but are still estimated to be \$412,000 barring any economic conditions which could greatly affect recreational boating activities. This estimate is based on 41,200 cards being issued. The same number of cards is expected to be issued during FY2016 and FY2017 respectively. Beginning in FY2018, the number of cards issued is expected to decrease significantly to approximately 10,000 cards per year.

Assumptions:

- FY14 projection is the basis for 2013-15 expenditure authority level below
- FY14 actual is revenue earned from the safety card fees during FY14
- FY15 projection is based on assumption of a decrease in boater safety cards issued from FY14
- FY16 projection is based on assumption of a decrease in boater safety cards issued from FY15
- FY17 projection is based on assumption of no decrease in boater safety cards issued from FY16

Fiscal Year	Number of Boater Safety Cards Issued	Safety Card Fee	Revenue
2014 - Estimate	33,000	\$10	\$330,000
2014 - Actual	47,260	\$10	\$472,600
2015 - Estimate	41,200	\$10	\$412,000
2016 – Estimate	41,200	\$10	\$412,000
2017 – Estimate	41,200	\$10	\$412,000
2013-15 Expenditure Authority			\$665,000
2015-17 Estimated Revenue			\$824,000
Additional Expenditure Authority Requested for 2015-17			\$100,000

Distinction between one-time and ongoing costs:

All costs are ongoing.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
E Goods/Other Services	50,000	50,000	100,000
Total Objects	50,000	50,000	100,000

**State of Washington
Decision Package**

Agency: 465 State Parks and Recreation Commission
Decision Package Code/Title: FS - Clean Vessel Spending Authority

Budget Period: 2015-2017
Budget Level: M2 – Inflation and Other Rate Changes
Package Title: Clean Vessel Spending Authority

Recommendation Summary Text:

The Washington State Parks Clean Vessel Program is supported primarily by federal grants from the U.S. Fish and Wildlife Service (USFWS). State Parks serves as a pass-thru for these funds which are distributed to other entities for the installation of boating pump-out stations. The program will have federal carry over from previous grant awards and the USFWS has authorized funds to be used for the operation and maintenance of existing pump-out facilities throughout the state. With the addition of \$900,000 in federal spending authority the agency will be able to utilize these funds to further the goals of the Clean Vessel Program. Related to Puget Sound Action Agenda Implementation.
 (General Fund - Federal)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-2 General Fund – Basic Account - Federal	450,000	450,000	900,000
			<u>Annual</u>
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Average</u>
FTEs	0.0	0.0	0.0

Package Description:

The federal Clean Vessel Act provides funds to help reduce pollution from vessel sewage discharges into U.S. waters. These funds come from taxes on the sales of boats, fishing equipment and on recreational boating fuel.

Each year, Washington State Parks receives grants from the U.S. Fish and Wildlife Service to fund its Clean Vessel Program. In turn, the agency makes grants to both public and private sector boating facility operators for the construction, renovation, operation, and maintenance of pump-out and dump stations for use by recreational boaters. The program also provides boater education to promote public awareness about boat sewage and its proper disposal.

In 2013, Washington boaters prevented 5,699,962 gallons of sewage from contaminating Washington's waters by using Clean Vessel Act pump-out facilities.

A clean marine environment is very important for everyone to enjoy the beautiful bodies of water

throughout Washington. The state offers more than 150 disposal facilities with a variety of stationary and portable pump-outs that provide a convenient way to properly dispose of boat sewage. For additional convenience, on-the-water restrooms and pump-out skiffs that can service boats right in their slips are also available.

This decision package requests authority to spend an additional \$900,000 in projected federal fund carry over in the 2015-2017 biennium. The spending increase will be used for the operation and maintenance of existing pump-out facilities throughout the state.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

The Washington State Parks Clean Vessel Program will continue to help keep Washington’s waterways clean by providing recreational boaters with convenient ways to properly dispose of boat sewage.

Performance Measure Detail

Activity

Incremental Changes

A022 – Boating Safety

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency’s strategic plan?

This package is essential to implementing strategy #5, Form Strategic Partnerships with Other Agencies, Tribes and Non-Profits, by providing funding to pump-out facilities for environmental protection.

Does this decision package provide essential support to one or more of the Governor’s Results Washington priorities?

This decision package will make a key contribution to statewide results. Specifically this package will contribute to goal area #4: Healthy and Safe Communities. Funding will enhance public safety and therefore contribute to the “Safe People” sub-topic of this category. This package will also contribute to goal area #3: Sustainable Energy and Clean Environment. Funding will help keep Washington’s waterways clean and contribute to the “Clean and Restored Environment” sub-topic of this category.

What are the other important connections or impacts related to this proposal?

The federal funding received for the Clean Vessel Program supports the economic development of the state by providing a safe and clean boating environment.

Puget Sound Action Agenda - Ecology, in collaboration with State Parks and the Environmental Protection Agency (EPA), will administer grants to fund the development of a petition to EPA to establish a No Discharge Zone to prohibit recreational and commercial vessels from discharging sewage in all or parts of Puget Sound.

What alternatives were explored by the agency, and why was this alternative chosen?

The alternative to utilizing federal funds awarded to the Clean Vessel Program will be to request state funding for the program. If State Parks is not allowed to increase the spending of these federal funds for the benefit of Washington State's boating population, the options will be to either:

- allow these funds to lapse or be redistributed to other states, or
- begin accepting only partial allocations

What are the consequences of not funding this package?

These funds are derived from boater paid federal taxes and fees and are attributed based on the taxes and fees paid by Washington State boaters. Non-funding or rather to decline these federal fees will result in the federal funds being redistributed to the other 49 participating states and U.S. territories.

What is the relationship, if any, to the state's capital budget?

The Washington State Parks Clean Vessel Program is administered through the operating budget. Capital federal funds are used for pump-out construction and maintenance/operation projects in marinas.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

The \$900,000 in additional expenditure authority will be used to reimburse operation and maintenance costs of existing pump-out facilities throughout the state.

Revenue Calculations and Assumptions:

Funding from the U.S. Fish and Wildlife Service is awarded to the Parks Clean Vessel Program each federal fiscal year. The performance period for all grants awarded is 4 ½ years. For any given fiscal year, the program expends funds first from the carry-forward balance remaining, then from the prior year's awards. Federal funding received is generally not expended in the year in which it is awarded.

Assumptions:

- FY16 & FY17 projected grant awards are based on FY15 actual award
- Operating expenditures have continued to increase as more pump-out facilities are constructed

2013-15 Beginning Grant Balance	1,599,300
Add FY14 Grant Awards	1,500,000
Less FY14 Capital Expenditures	783,400
Less FY14 Operating Expenditures	436,400
Carry-Forward Fund Balance to FY15	1,879,500
Add FY15 Grant Awards	1,650,000
Less FY15 Projected Capital Expenditures	1,000,000
Less FY15 Projected Operating Expenditures	450,000
Projected Carry-Forward Fund Balance to FY16	2,079,500
Add FY16 Projected Grant Awards	1,650,000
Less FY16 Projected Capital Expenditures	800,000
Less FY16 Projected Operating Expenditures	900,000
Projected Carry-Forward Fund Balance to FY17	2,029,500
Add FY17 Projected Grant Awards	1,650,000
Less FY17 Projected Capital Expenditures	800,000
Less FY17 Projected Operating Expenditures	900,000
Projected Remaining Fund Balance 2015-17	1,979,500
2015-17 Projected Operating Expenditures	1,800,000
Less 2015-17 Carry-Forward Operating Spending Authority	900,000
Additional Operating Spending Authority Requested for 2015-17	900,000

Distinction between one-time and ongoing costs:

All costs are ongoing.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
E Goods/Other Services	450,000	450,000	900,000
Total Objects	450,000	450,000	900,000

**State of Washington
Decision Package**

Agency: 465 State Parks and Recreation Commission
Decision Package Code/Title: EE - Educ & Enhancement Spending Auth

Budget Period: 2015-2017
Budget Level: M2 – Inflation and Other Rate Changes
Package Title: Educ and Enhancement Spending Auth

Recommendation Summary Text:

The State Parks Education and Enhancement Account is supported by revenue generated from special license plates fees. RCW 79A.05.059 states that all revenue deposited into this account must be used to provide public educational opportunities and enhancement of Washington State Parks. This package is requesting \$150,000 in additional expenditure authority for the 2015-2017 biennium to maintain and advance educational programs, replace interpretive exhibits and develop web and mobile-based applications. (Education and Enhancement Account – Non-Appropriated)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
08P-6 Education and Enhancement Account	100,000	100,000	200,000
			<u>Annual</u>
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Average</u>
FTEs	0.0	0.0	0.0

Package Description:

The state parks education and enhancement account was created during the 2010 Legislative Session (RCW 79A.05.059). All receipts from the sale of Washington state parks and recreation commission special license plates, after permitted deductions, must be deposited into the account. Expenditures from the account may only be used to “provide public educational opportunities and enhancement of Washington State Parks” and must be authorized by the Director or the Director's designee.

A statewide assessment of the program has identified 3 key areas of investment: program enhancement, exhibit replacement and digital media development.

Program enhancement funds will be used to:

- Maintain Traditional Arts in the Parks programs and events
- Advance youth engagement through the Urban Partnership program and the Junior Ranger Outreach program
- Support interpretive training for seasonal staff and volunteers

Exhibit replacement funds will be used to:

- Replace deteriorated exhibits through grants that are awarded
- Replace outdated interpretive center exhibits through a partner - WA Stories

Digital media development funds will be used to:

- Develop attractive interpretive content to advance website and mobile-based applications

This package requests \$200,000 in additional expenditure authority for the 2015-2017 biennium to invest Education and Enhancement Account funds in the key areas identified.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

This package will provide enhanced public educational, cultural and interpretive opportunities to visitors of State Parks.

Performance Measure Detail.

Activity

Incremental Changes

A023 – Business Development, Partnerships and Marketing

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency’s strategic plan?

This package is essential to implementing strategy #3: Provide Recreation, Cultural, and Interpretive Opportunities People Will Want. Funding will support the Parks Events and Interpretation priority initiatives.

Does this decision package provide essential support to one or more of the Governor’s Results Washington priorities?

This decision package will make a key contribution to statewide results. Specifically this package will contribute to goal area #3: Sustainable Energy and Clean Environment. Funding will increase participation in outdoor experience on state public recreation lands and waters and therefore contribute to the Working and Natural Lands sub-topic of this category through environmental education and interpretation.

What are the other important connections or impacts related to this proposal?

Funding this package will increase educational, cultural, and interpretive opportunities at State Parks, potentially increasing attendance and revenue.

What alternatives were explored by the agency, and why was this alternative chosen?

State Park could choose to not request additional spending authority; however, this would contradict the intent of the Education and Enhancement Account by restricting the use of revenue necessary to enhance key areas of investment in educational, cultural and interpretive opportunities.

What are the consequences of adopting or not adopting this package?

Without an increase in spending authority, State Parks will lack the ability to spend available resources held in the Education and Enhancement Account on education and interpretation. The current spending authority for this account is less than half of the revenue being received during a biennium.

What is the relationship, if any, to the state's capital budget?

None

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

The \$200,000 in additional spending authority is computed based on available resource calculations and provides for a reserve amount to be left in the fund. See chart below.

Revenue Calculations and Assumptions:

Special license plate fees have been deposited into the Education and Enhancement Account since FY09.

Assumptions:

- FY13 actual revenue was \$103,000
- FY14 actual revenue was \$110,000
- FY15, FY16 & FY17 projected revenue is based on historical trends
- A one-time spending authority increase of \$300,000 was approved for 2013-15

2013-15 Beginning Fund Balance	\$419,000
Add FY14 Actual Revenue	\$110,000
Add FY15 Projected Revenue	\$116,000
Total Projected Fund Balance 2013-15	\$645,000
Less 2013-15 Projected Expenditures	\$400,000
2015-17 Projected Beginning Fund Balance	\$245,000
Add FY16 Projected Revenue	\$123,000
Add FY17 Projected Revenue	\$132,000
Total Projected Fund Balance 2015-17	\$500,000
Less Funds Held in Reserve	\$200,000
2015-17 Projected Expenditures	\$300,000
Less 2015-17 Carry-Forward Spending Authority	\$100,000
Additional Spending Authority Requested for 2015-17	\$200,000

Distinction between one-time and ongoing costs:

All costs are ongoing.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
E Goods/Other Services	100,000	100,000	200,000
Total Objects	100,000	100,000	200,000

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission
Decision Package Code/Title: PS – Personnel Services Charges

Budget Period: 2015-2017
Budget Level: M2 – Maintenance Level
Package Title: Personnel Services Charges

Recommendation Summary Text:

The Department of Enterprise Services charges other state agencies for personnel services costs. These costs are to be budgeted at .007 of classified salaries. Increased funding is requested to pay the anticipated increase in personnel services costs. (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 – General Fund – Basic Account - State	16,000	16,000	32,000
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	0.0	0.0	0.0

Package Description:

State Parks will be required to pay the Department of Enterprise Services for personnel services for the 2015-17 biennium. These charges are based on a calculation of .007 of classified salaries. Based on salary projections these costs are expected to be \$32,000 higher than the carry forward level. (General Fund – State)

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

N/A

Performance Measure Detail**Activity****Incremental Changes**

A002 – Administration

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Funding this item will keep other resources intact that fund program and activities that support the agency's mission.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

N/A

What are the other important connections or impacts related to this proposal?

None

What alternatives were explored by the agency, and why was this alternative chosen?

No alternatives were explored because these costs are required to be paid to the Department of Enterprise Services.

What are the consequences of adopting or not adopting this package?

The consequences of not funding this package may result in reduced services if dollars need to be diverted to pay these costs.

What is the relationship, if any, to the state's capital budget?

None

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

For the 2013-15 biennium, classified salaries are \$54,000,000. In 2015-17, classified salaries are expected to increase to \$58,570,000. Based on the calculation of .007 the anticipated expense for 2015-17 equals \$410,000. This is an increase of \$32,000 over the 2013-15 cost.

2013-15 classified salaries: \$54,000,000 x .007 = \$378,000

2015-17 classified salaries: \$58,070,000 x .007 = \$410,000Difference: \$ 32,000

Revenue Calculations and Assumptions:

N/A

Distinction between one-time and ongoing costs:

All costs are ongoing.

What are the budget impacts in future biennia?

If salaries increase significantly in future biennia, an increase in funding may be requested.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
E Goods/Other Services	16,000	16,000	32,000
Total Objects	16,000	16,000	32,000

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency: 465 State Parks and Recreation Commission
Decision Package Code/Title: TC - FTE Technical Correction

Budget Period: 2015-2017
Budget Level: M2 – Inflation and Other Rate Changes
Package Title: FTE Technical Correction

Recommendation Summary Text:

State Parks is proposing a reduction of 20.0 unfunded FTEs. This is a technical correction to remove the FTEs from the record. (Parks Renewal and Stewardship Account-State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
269-1 - Parks Renewal and Stewardship Account - State	0	0	0

Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	-20.0	-20.0	-20.0

Package Description:

Over the last several biennia, State Parks has ended with a substantial positive variance in FTEs. For the 2013-15 biennium, many FTEs currently remain unfunded. For that reason, State Parks is proposing a technical correction to remove 20.0 FTEs.

State Parks Unused FTEs:

<u>Biennium</u>	<u>2007-09</u>	<u>2009-11</u>	<u>2011-13</u>	<u>2013-15 (Estimated)</u>
FTE Allotted	755.1	733.6	638.9	683.5
FTE Actual	711.5	655.8	599.7	648.5
FTE Remaining	43.7	77.8	39.2	35.0

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

N/A

Performance Measure Detail

Activity

Incremental Changes

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

N/A

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

N/A

What are the other important connections or impacts related to this proposal?

N/A

What alternatives were explored by the agency, and why was this alternative chosen?

N/A

What are the consequences of adopting or not adopting this package?

N/A

What is the relationship, if any, to the state's capital budget?

N/A

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

N/A

Expenditure Calculations and Assumptions:

N/A

Revenue Calculations and Assumptions:

N/A

Distinction between one-time and ongoing costs:

N/A

What are the budget impacts in future biennia?

N/A

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission
Decision Package Code/Title: A0 – Delay Major Equipment Replacement

Budget Period: 2015-2017
Budget Level: PL - Performance Level

Package Title: Delay Major Equipment Replacement

Recommendation Summary Text:

State Parks has a critical need to begin systematically replacing aging equipment used in the maintenance and operation of the parks. The agency has 20+ year old equipment subject to breaking down and high repair costs. Years of budget reductions has created an equipment replacement backlog. However, faced with a potential 15% General Fund reduction, the agency would propose as its second option to postpone equipment replacement and implement a short-term strategy of replacing equipment only when it breaks down and cannot be reasonably fixed. The only other choice is to reduce staff, which will directly and adversely impact service delivery. This short-term strategy of delaying major equipment replacement will result in higher costs in the long run, less park maintenance which would contribute to a backlog in deferred maintenance, and lost productivity due to equipment breaking and more time spent on repairs. Eventually this would contribute to sub-standard facilities and negatively impact visitation and revenue. (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 - General Fund - Basic Account - State	(650,000)	(650,000)	(1,300,000)
			<u>Annual</u>
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Average</u>
FTEs	0.0	0.0	0.0

Package Description:

State Parks has an inventory of 1,410 pieces of equipment purchased for \$24 million dollars. Replacement costs are estimated at greater than \$30 million and expected useful life ranges from 10-20 years. As a result of budgetary limitations a significant amount of inventory is older than the useful life. A total of 840 pieces are older than 10 years and 319 are older than 20 years.

State Parks would postpone replacing equipment that has outlived industry useful life standards as the first option to meet the 15% General Fund reduction. The agency's current maintenance level for major equipment replacement is not sufficient to replace the type of heavy equipment used in Parks. One new piece of heavy equipment could cost upwards of \$100,000.

The agency chose to delay equipment replacement as the only other alternative is staff reductions, whether current or proposed. Staffing levels have decreased due to budget restrictions since FY09. The agency is currently operating at staffing levels below what is needed to provide adequate maintenance and services at the parks. Administrative and program staff are also operating at levels below what is sufficient to run effective programs and support the agency. In many areas across the agency work is not getting done.

Postponing equipment replacement runs the risk of reducing staff when equipment starts breaking down at an accelerated rate requiring replacement or costly repair. Maintenance will fall further behind and other services will decline.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

By delaying equipment replacement the agency expects parks maintenance will suffer. Equipment will break down causing loss of productivity and park staff will have to spend more time working on equipment repair and less time on park maintenance.

Performance Measure Detail

Activity

Incremental Changes

A004 – Park Operations

No performance measures submitted for this package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

No. Postponing equipment replacement works against Strategy #2 - Adopt a business approach to park system administration. Instead of working towards a systematic equipment replacement cycle and replacing outdated equipment, State Parks will continue to repair and work with outdated equipment, experiencing costly breakdowns.

It also works against Strategy #3 – Provide recreation, cultural, and interpretive opportunities people want. As older machinery breaks, parks maintenance will decrease and become further behind resulting in parks becoming less attractive to visitors.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

No. Postponing equipment replacement works against Goal 3 – Sustainable energy and a clean environment. Without proper equipment for park maintenance and development, the parks will not be able to sufficiently maintain their facilities and assets. Also, older equipment is likely to emit more carbon emissions and be less energy efficient.

What are the other important connections or impacts related to this proposal?

None

What alternatives were explored by the agency, and why was this alternative chosen?

Agency has explored equipment rental and will utilize this option when specialized equipment is required or if existing equipment is broken or unrepairable.

Staff reductions are the only other alternative to implementing the 15 percent reduction. The agency chose not to reduce staff as staffing is already below levels needed to maintain and operate parks.

What are the consequences of adopting or not adopting this package?

If this package is adopted, park maintenance will suffer significantly. The agency will lose efficiencies and service levels will decline, resulting in decreased fee revenues.

What is the relationship, if any, to the state’s capital budget?

Maintenance delays due to broken equipment will increase the maintenance backlog and lead to higher capital expenses.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Reduction based on Maintenance Level (9S) request for funding to increase major equipment expenditures by \$1.3 million for 2015-17.

Revenue Calculations and Assumptions:

Indeterminate. Reduced maintenance may result in less visitation, resulting in decreased fee revenue.

Distinction between one-time and ongoing costs:

The agency is assuming this is a one-time reduction.

What are the budget impacts in future biennia?

In future biennia, State Parks will need to increase investments in replacing broken-down or outdated equipment at levels higher than the proposed reduction as more equipment continues to age and cost of replacement continues to rise.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
J Capital Outlay	(650,000)	(650,000)	(1,300,000)
Total Objects	(650,000)	(650,000)	(1,300,000)

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency: 465 State Parks and Recreation Commission
Decision Package Code/Title: A1 – Eliminate Oper Costs Capital Proj

Budget Period: 2015-2017
Budget Level: PL – Performance Level

Package Title: Eliminate Operating Costs from Capital Projects

Recommendation Summary Text:

State Parks’ second priority option for a 15% General Fund reduction would be to postpone funding for operating costs resulting from capital projects. The impact of this reduction includes: 1) insufficient staff needed to properly operate and maintain newly acquired, constructed, or renovated facilities, and 2) inadequate supplies, materials, and equipment needed to perform maintenance on facilities. A reprioritization of programs and services would be required in order to cover fixed costs like utilities. This reduction would place additional burden on existing staffing levels that are currently not sufficient to accomplish necessary work. And, further reductions in routine and preventative maintenance would result in further decline in park conditions and services. Ultimately this decline in park condition would negatively impact visitation and fee revenues. (General Fund-State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 –General Fund State Account	(\$568,400)	(\$763,600)	(\$1,332,000)

Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Average</u>
FTEs	(6.4)	(10.7)	(8.6)

Revenue

Fund	Source	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
269 Park Renewal & Stew	0402 Income from Property	(\$145,400)	(\$217,600)	(\$363,000)

Package Description

State Parks would postpone funding for operating costs resulting from capital projects as the second option to meet a potential 15% General Fund reduction.

This proposal would eliminate, at least in the short term, staff and other resources needed to maintain and clean facilities, buildings and other fixtures; maintain trails and grounds; provide compliance and

customer service. This proposal also eliminates funding for increased utilities and supply costs associated with capital projects. As a result of this reduction, the agency would need to reprioritize and cut back on other programs and services. This reduction can also delay the opening of a new facility or activation of specialized facilities such as a Membrane Bio-Reactor (MBR) for the wastewater treatment system. This operation is highly technical requiring staff to monitor and maintain the MBR system and contracted services for year-round maintenance, plus an increase in utility expenses and supplies. At facilities where staff are already operating at full capacity this reduction causes a greater burden and struggle to clean new day-use areas or restrooms or handle workload created by the anticipated growth in visitations.

The agency's current maintenance level for operating impacts is not sufficient to maintain the additional maintenance and service it takes to support or operate new or renovated facilities, utility systems, and trails.

The agency's second reduction option is to delay funding for operating costs resulting from capital projects, as the only other alternative is to reduce staff, which is the worst reduction option. Parks is already operating at staffing levels below what is needed to provide adequate maintenance and services at the parks due to several years of budget reductions. Nevertheless, the reduction will negatively impact the agency's ability to maintain facilities and provide services.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

It is difficult to achieve the cost reductions without sacrificing the quality of the park system. Delaying programs and facility maintenance can affect the health and safety of park visitors.

Performance Measure Detail

Activity

Incremental Changes

A004 – Park Operations

Outcome Measures	<u>FY 2016</u>	<u>FY 2017</u>
3100 Total revenue generated	(\$145,400)	(\$217,600)

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

No. Lack of funds for operating impacts works against Strategy #1 – Demonstrate That All Washingtonians Benefit from Their State Parks. Without additional funding to address the increased maintenance and operation costs, the maintenance backlog and will continue to grow and visitors will be affected by diminished services and neglected facilities that may impact revenue.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

No. Lack of funds for operating impacts works against Goal 2: Prosperous Economy Sustainable, Efficient Infrastructure – The lack of resources to maintain the new facilities, will hinder State Park's ability to operate the parks efficiently.

It also works against Goal 3 Sustainable Energy and a Clean Environment: Working and Natural Lands – No additional resources to implement trail, park, and facility maintenance can result in loss of habitat, and reduce compliance enforcement, such as keeping hikers away from habitat.

What are the other important connections or impacts related to this proposal?

All of the requested operating impacts are the result of improvements to a current service and/or safety of an existing facility, or enable the daily operation of additional lands or public facilities to be available to the general public. The agency expects sales growth from the anticipated growth in visitors to state parks. A result of the new or renovated accommodations and facilities and improved trail system is increased sales from more visitors and will produce a positive secondary impact to economic growth, which will increase state and local revenue and business income.

What alternatives were explored by the agency, and why was this alternative chosen?

The agency believes this is the second possible reduction option behind the proposed delay in major equipment replacement purchases. The only other alternative is to reduce essential park programs and services through reductions of current staffing levels. FTEs represented in this package are future hires for increased workload associated with capital projects and do not reduce current staff.

What are the consequences of adopting or not adopting this package?

Years of not requesting funding for operating costs associated with capital projects, compounded by reduction in staff from prior biennia, has created a backlog of maintenance projects and reduced customer service. Faced with a potential reduction, State Parks is forced to make a tough decision on what project's operating costs to reduce or retain. This proposal maintains funding for the addition of cabins at several parks statewide as those projects are expected to generate a considerable amount of revenue.

What is the relationship, if any, to the state's capital budget?

There is a direct correlation. The state's investment in these capital projects will be diminished if funding is not provided for operating and maintenance impacts.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Out of the two operating cost packages (9V) and (9W) State Parks is opting to propose a reduction for all costs except those associated with the statewide cabins, yurts, and associated park improvements. This approach reduces the negative revenue impact associated with this option. Costs were computed on a project by project basis and include wage and benefit costs and related goods and services. Also included goods and services associated with facility costs, such as electricity and cleaning supplies.

Staff costs assumptions are based on workload need; peak season @ 26 weeks = 1,040 hours/year = 0.5FTE. Reduction includes indirect costs computed at 11% of requested FTEs and 24.3% of salary

and benefits.

Revenue Calculations and Assumptions:

Revenue is calculated on a project by project basis, and impact is tied to projects associated with this reduction option.

A reduction in revenue is expected if operating and maintenance costs are not provided for staffing and support costs.

Other than the cabins and yurts project, revenue was computed based on an anticipated increase in day time visitation; assumes 1% growth; with increase from 10%-20% for day-use passes and an increase in Discover Pass sales.

Distinction between one-time and ongoing costs:

All one-time and on-going costs will be eliminated with this reduction package.

What are the budget impacts in future biennia?

Expenditure reductions for the 2017-19 Biennium are \$1,577,700; Revenue is \$454,900.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries and Wages	(170,300)	(283,700)	(454,000)
B Employee Benefits	(112,600)	(177,700)	(290,300)
E Goods and Services	(140,000)	(136,900)	(276,900)
G Travel	(3,100)	(5,300)	(8,400)
J Capital Outlays	(80,000)	(54,300)	(134,300)
T Intra-Agency Reimbursements	(62,400)	(105,700)	(168,100)
Total Objects	(568,400)	(763,600)	(1,332,000)

**State of Washington
Decision Package**

Agency: 465 State Parks and Recreation Commission
Decision Package Code/Title: N0 - Preserve Essential Park Services

Budget Period: 2015-2017
Budget Level: PL – Performance Level
Package Title: Preserve Essential Park Services

Recommendation Summary Text:

State Parks is requesting funds to hire 0.4 FTE on average per park, to stop the decline in park conditions and basic customer services. Park staff reductions over the last several years have reduced routine and preventative maintenance below levels that are needed to prevent grounds, facilities and infrastructure from deteriorating further. Staff needed to answer questions, collect fees, ensure a safe, family friendly environment, and provide other critical services, have been reduced below minimally needed levels. The \$6.0 million requested in this package will pay for staff to reverse this decline in grounds and facility conditions and service levels, stabilizing park conditions. Funding this package will help preserve the park system, ensure visitors will continue to use the parks and maintain current revenue streams. (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund – Basic Account State	3,048,000	2,905,000	5,953,000
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	51.1	51.1	51.1

Package Description:

State Parks has seen a significant decrease in park staffing levels due to budget reductions. These reductions started in FY09 and have adversely impacted the agency's ability to perform basic routine and preventative maintenance and adequately provide customer service. Current staffing levels are not sufficient to adequately care for facilities, grounds and infrastructure. Well maintained restrooms, welcome centers, grounds and trails, as well as basic services such as garbage and litter pickup, responding to questions, and opening and closing gates, will improve customer satisfaction.

State Parks manages an extensive system of parks, parkways and undeveloped properties including 124 developed parks open to the public and nearly 3,000 buildings, structures and facilities. The system contains over 120,000 acres in 38 counties of the state, operates close to 300 cabins and rentals, grooms nearly 700 miles of trails, and maintains over 250 day use buildings, sewage treatment plants, 62 boat launches, nearly 700 restroom facilities, water systems and 440 miles of roadway. Many of these

properties are in remote locations and all require some basic level of maintenance to address safety and health issues, preserve buildings and structures, provide clean facilities, and maintain grounds. The negative impacts of not providing this level of maintenance will impede the agency from meeting customer expectations.

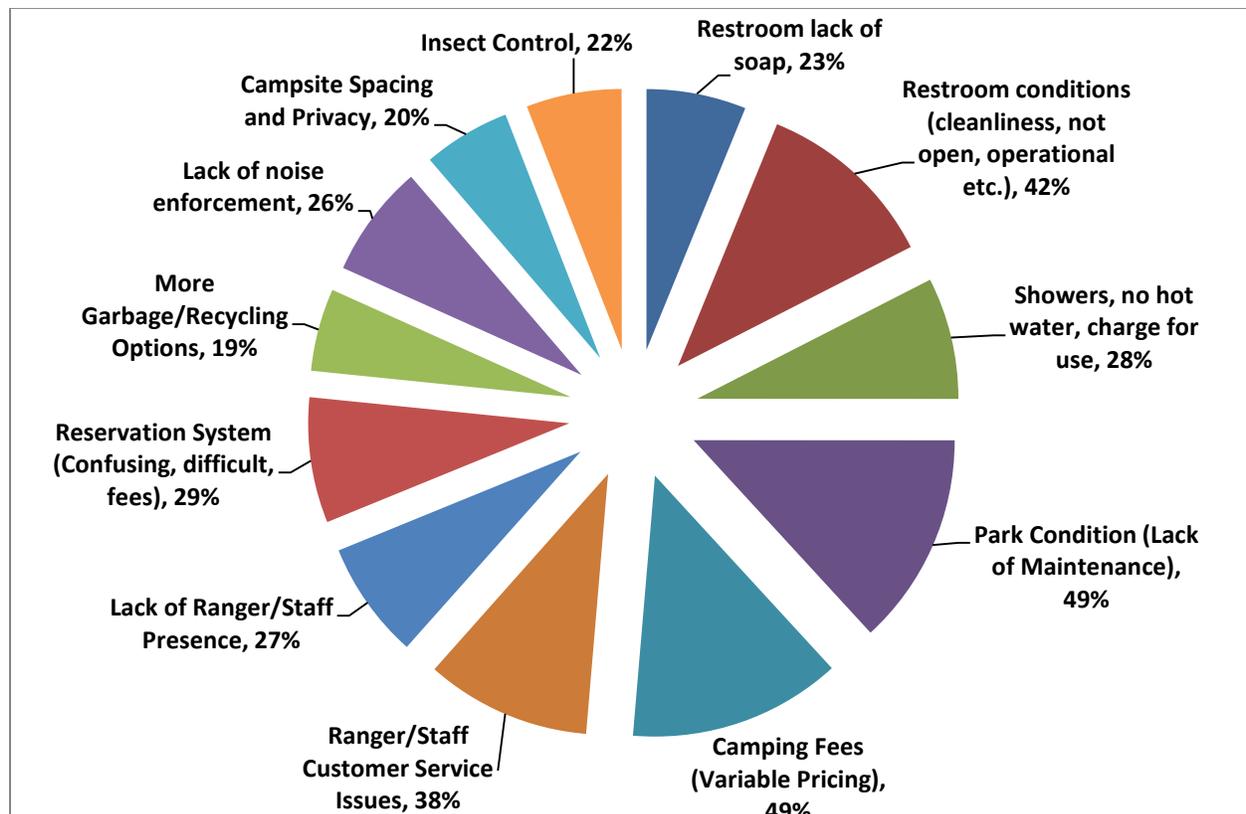
Expected outcomes include:

- Restrooms cleaned an average of 20 more times during peak season
- Buildings and other facilities cleaned more regularly
- Increased staff availability for direct customer contact for questions and information
- Increased efforts to collect fees
- Greater enforcement of fees and other regulations
- More public contact and increased presence at parks to ensure a family friendly experience in campgrounds and day use areas
- Quicker resolution and response to public safety issues
- Increased customer satisfaction

The value of customer satisfaction is return visits and the sharing of positive experience with others. This benefits State Parks by maintaining and increasing revenues from fees. It is also less costly to retain customers than to acquire new ones.

Below is a chart that provides feedback on areas that 3,671 customers identified as needing improvement. These comments were collected through an ongoing survey provided to camping visitors from January through August 2014.

Top 12 Camping Survey Customer Comment Categories



The staff time requested in this package is intended to stop the decline in basic services and routine and

preventative maintenance. This request is based on a general assessment of park workload, services and conditions. Extensive discussions took place to determine a staffing request to sustain the system at a minimally acceptable level.

A systemic and comprehensive look at how parks are staffed and managed was also conducted resulting in a new park staffing model. Implementation of this model is underway and is expected to improve capacity, enhance operations and build in efficiency. The new model, when fully implemented, will consolidate 46 management areas to 24. Among other benefits, the new model will establish clearer roles for staff, provide training for enforcement methods in the safe and courteous interactions with the public and emergency responsiveness, and improve consistency in the application of agency policies, procedures and directives. Implementing the new management model and receiving funding for the 51.1 FTEs in this package will reverse the downward trend in customer service and basic park maintenance – stabilizing field operations.

A small increase in staffing (on average 0.4 FTE per park) is requested to provide minimally necessary services and maintenance of grounds, trails, buildings, structures and other facilities to provide base level services and prevent further deterioration of park infrastructure.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

This modest increase in per park staffing levels (average of 0.4 FTEs per park) will stabilize and maintain customer service levels and routine maintenance at parks.

Outcomes include:

- All Parks open and accessible for recreational use at existing levels
- Restrooms and other facilities cleaned more regularly
- Modest increase in staff availability for collecting fees, checking campsites, responding to customer information requests and complaints
- Minimal increase in response time to public safety issues – benefiting visitor and employee safety
- Additional 47 days per park to address routine and preventative maintenance such as minor repairs, painting, cleaning roofs
- Slightly better maintained grounds, roads and structures and overall improvement in park facility conditions
- Small reduction in broken fixtures such as faucets and shower meters
- Modest reduction in deferred maintenance requirements over time
- Customer and revenue retention

Performance Measure Detail

Activity

Incremental Changes

A004 – Park Operations

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

This package is essential to implementing the strategy to “Adopt a Business Approach to Park System Administration” by pursuing efficiencies and effectiveness in park management and operation. This package also supports the strategy to “Provide Recreation, Cultural, and Interpretive Opportunities People Will Want”. Increased maintenance, even at minimal levels, will improve park facilities conditions to enhance visitor satisfaction, ultimately resulting in increased revenue. Improved service will maintain customer satisfaction at current levels.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

This decision package will make a key contribution to statewide results. Specifically this package will contribute to goal area #3: Sustainable Energy and a Clean Environment, under the sub-topic of Working and Natural Lands. In addition, it supports area #5, Efficient, Effective and Accountable Government, under the sub-topics of Customer Satisfaction and Confidence, Resource Stewardship, and Transparency and Accountability.

What are the other important connections or impacts related to this proposal?

If additional dollars are not invested in routine and preventative maintenance then buildings, structures and facilities will continue to deteriorate resulting in increased numbers of capital projects, reduced visitation and loss of revenue. Without funding, Parks cannot afford to provide basic services, leading to unhappy customers, lowered satisfaction and negative impacts to visitation and revenue.

What alternatives were explored by the agency, and why was this alternative chosen?

State Parks can choose to not request funding for this essential park staff, but this would not fulfill the Commission's dual mission to provide long term recreational opportunities and provide care and protection of cultural, natural and historical resources.

What are the consequences of adopting or not adopting this package?

Not funding this request will result in continued deterioration of park facilities, customer service and resource protection. Ultimately, this can negatively impact visitation and revenue generation creating the need to make staff reductions, compounding the decline in facilities conditions and customer satisfaction. The neglect of park facilities will also lead to liability risks.

What is the relationship, if any, to the state's capital budget?

Additional park staff will help achieve a higher level of overall park maintenance and coordination with the agency capital program. This will lead to lower capital needs over the long term as increased routine and preventative maintenance will reduce the backlog of deferred maintenance projects.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Park Aides – This package is requesting funding for 17 Park Aides, as well as associated costs for tools and supplies. Total = \$1,135,200 and 17 FTEs.

Senior Park Aides – This package is requesting funding for 9 Senior Park Aides, as well as associated costs for tools and supplies. Total = \$768,800 and 9 FTEs.

Park Rangers – This package is requesting funding for 9 Park Rangers, as well as associated costs for training, vehicles, equipment, supplies, radios and travel. Total = \$1,458,500 and 9 FTEs.

Administrative Assistants – This package is requesting funding for 3 Administrative Assistants, as well as associated costs for training, office equipment, supplies and travel. Total = \$359,100 and 3 FTEs.

Maintenance Mechanics – This package is requesting funding for 8 Maintenance Mechanics, as well as associated costs for training, tools, supplies and travel. Total = \$1,128,400 and 8 FTEs.

Indirect – State Parks is requesting funding for indirect costs associated with this package. Indirect is calculated at 24.3% of salaries and benefits and 11% of FTEs. Total = \$1,103,000 and 5.1 FTEs.

Revenue Calculations and Assumptions:

None; however, State Parks believes this funding will help maintain current visitation numbers and revenue.

Distinction between one-time and ongoing costs:

\$89,600 in one-time equipment costs for park vehicles, radios, office equipment and maintenance tools.

All other costs are ongoing.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries and Wages	1,469,000	1,469,000	2,938,000
B Employee Benefits	801,000	801,000	1,601,600
E Goods/Other Services	172,000	58,000	230,000
G Travel	23,000	23,000	46,000
J Capital Outlays	31,000	3,000	34,000
T Intra-Agency Reimbursements	552,000	551,000	1,103,000
Total Objects	3,048,000	2,905,000	5,953,000

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission

Decision Package Code/Title: N1 – Maintain Adequate Fund Balance

Budget Period: 2015-2017

Budget Level: PL – Performance Level

Package Title: Maintain Adequate Fund Balance

Recommendation Summary Text:

State Parks is requesting \$12.0 million from the General Fund to maintain a sufficient fund balance in its Parks Renewal and Stewardship Account. These dollars will be used to pay for \$6 million in ongoing operating costs at carry-forward level, and \$6 million in potential employee compensation and central services cost increases that result from the 2015-17 budget. State Parks believes an \$8.5 million working capital reserve is necessary and prudent to cover fluctuations in cash flow, unanticipated downturns in the economy, unexpected costs and declines in revenue collections. At the base budget level, revenues are not sufficient to cover costs for operating the park system. This carry-forward budget funding gap is primarily caused by two factors: \$2.7 million in employer health benefit costs added to the carry-forward level budget; and no longer having cash reserves to use to cover budget deficits. Dollars to cover potential compensation costs are needed as the agency has no resources to cover these costs. State Parks efforts to increase earned revenue are expected to generate an 8.7% growth in the 2015-17 biennium (over 2013-15 estimates), but that growth is not sufficient to cover costs. The \$12 million in General Fund support will enable State Parks to pay expected increases in compensation, retain a prudent, adequate reserve fund balance, and stabilize service levels and prevent further erosion of the park system. (General Fund-State)

Revenue

Fund	Source	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1	General Fund - Basic Account - State	6,000,000	6,000,000	12,000,000

Package Description:

State Parks is requesting \$12 million from the General Fund to pay for \$6 million in operating costs at carry-forward level to maintain a sufficient fund balance in its Parks Renewal and Stewardship Account (PRSA). Another \$6 million will pay for potential wage and employee benefit cost increases and statewide adjustments for central service costs that result from the 2015-17 legislatively authorized budget.

The Office of Financial Management Operating Budget Instructions includes a provision that instructs agencies to ensure their budget submittal will “reserve enough remaining fund balance to cover potential salary, health insurance, pension, and central service agency charge adjustments by OFM and the Legislature.” State Parks surmises this provision is intended to guide agencies to curtail spending to

allow for these additional costs when operating out of dedicated accounts. However, State Parks is in a unique critical situation. There is recognition that State Parks' budget has been reduced to unsustainable levels. In addition, "one-time" funding has been provided for 3 biennia in a row in recognition that additional general tax or fee support is needed to continue operations. And, it has been acknowledged that use of reserves would at some point no longer be an option as fund balance is reduced to minimal levels. That point has been reached with projected \$8.5 million ending fund balance. Therefore, \$6.0 million is needed to pay for current service levels and establish a minimally adequate reserve.

\$8.5 Million Fund Balance.

State Parks believes an \$8.5 million working capital reserve is necessary and prudent to cover fluctuations in cash flow, unanticipated downturns in the economy, unexpected costs, and downturns in revenue collections.

State Parks funding has significantly been reduced since the 2007-09 biennium. To shore up funding, the Legislature has provided "one-time" funding each biennium to prevent even more catastrophic cuts to the agency. In addition, the agency has been instructed to use reserves to pay for operating costs, and a targeted \$5.5 million ending fund balance in the Parks Renewal Stewardship Account was established for June 30, 2015. State Parks is cautious and conservative in its spending for 2013-15 even though the agency is operating under capacity across all programs, support and administrative areas and field operations. But, concerns about revenue fluctuations, unanticipated costs, downturns in the economy and other unforeseen events, creates the need to curtail spending. As a result State Parks is targeting an \$8.5 million ending fund balance which aligns with Commission policy. An \$8.5 million fund balance is a minimal balance as it represents about six weeks of spending.

To pay for ongoing, current operating costs and maintain an \$8.5 million fund balance during the 2015-17 biennium, State Parks needs an infusion of \$6.0 million in revenue. This funding gap between expenses at carry-forward level and earned revenues is primarily due to two factors. The first is the impact of health insurance costs. During the 2013-15 biennium one-time funding mechanisms were used to pay for a portion of the employer's share of the premiums. In carry-forward level the agency had approximately \$2.7 million in health insurance costs added to its expenditure base. The other factor is the need to maintain a minimally adequate \$8.5 million fund balance.

Compensation, Central Service Costs.

An additional \$6.0 million to offset potential compensation costs is needed as the agency is not able to absorb these costs through use of earned revenue. The \$6.0 million estimate is based on the anticipation that the employer share of health insurance and pension costs will increase, that there will be a COLA proposed and funded for state employees, and the belief that state agency central service charges will increase. A range of cost consideration is \$5 to \$7 million, but these numbers will be dependent on what is included in the Governor's and Legislature's budgets and ultimately based on what costs are included in the final budget.

Another factor is that the agency is requesting a significant number of FTEs at Performance/Policy level. Cost estimates include these additional FTEs. State Parks does not have the financial capacity to absorb these costs, so therefore requesting General Fund dollars.

State Parks continues to work toward increasing earned revenue to help with its budget situation. In fact, earned revenues are projected to increase by 8.7% higher in the 2015-17 biennium (over 2013-15 estimates). However, the expected growth in earned revenue is not sufficient to offset these costs.

Revenue Comparison Parks Renewal and Stewardship Account 2013-15 vs 2015-17			
Revenue Category	2013-15 Estimate	2015-17 Estimate*	% Increase or Decrease
Discover Pass	28,380,668	32,348,400	14.0%
Donations	13,740,400	13,378,000	(-3%)
Overnight Accommodations	33,941,100	37,405,517	10.2%
Other	10,499,800	10,997,400	4.7%
Total	86,561,968	94,129,317	8.7%

*Note: The \$94.1 million is dependent on funding the “Maintain Critical Core Operations” (RF) Decision Package. Funding this package retains \$3.5 million included in the 2015-17 forecast.

Without this funding further significant reductions will need to occur. These reductions will further erode core services and programs. State Parks has been operating at significantly lower staffing levels than is necessary to manage parks properly. The ability to adequately care for facilities, grounds and infrastructure has greatly decreased. Staff to perform duties, such as cleaning restrooms, mowing lawns, and enforcement is limited or non-existent at several parks. Without funding, recreation opportunities for the public will diminish as several campgrounds may close seasonally or in some cases, year round. These issues, along with minimal ranger time available for enforcement of Discover Pass permits, could jeopardize the ability for State Parks to generate sustainable levels of revenue.

The \$12.0 million requested in this package may be mitigated by the implementation of potential recommendations for a long-term, adequate, stable funding source for State Parks by the Governor’s Task Force on Outdoor Recreation.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

This package requests funds to maintain a sufficient working capital reserve keeping park and headquarter operations at a sustainable level. This revenue as well as funding of the rest of the budget request will enable State Parks to keep campgrounds open and staff in parks for maintenance, safety and customer service. The expected outcome will provide park-based maintenance of facilities, campsite, lawns and grounds for the public to enjoy and return for future visits.

Performance Measure Detail

Activity

A002 - Administration
A004 - Park Operations
A018 - Winter Recreation
A019 - Park Improvement and Real Estate Management
A021 - Natural and Cultural Resource Stewardship
A022 - Statewide Boating
A023 - Business Development, Partnerships and Marketing

Incremental Changes

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes,

Goal #1, "Demonstrate that all Washingtonians benefit from their state parks."

Goal #3, "Provide recreation, cultural, and interpretive opportunities people want"

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Goal 3: Sustainable energy and clean environment, sub-section Working & Natural Lands – Outdoor recreation. "Increase participation in outdoor experiences on state public recreation lands and waters, increase day use visitation to public recreation lands, and increase participation in State Parks environmental education and interpretive programs."

Goal 4: Healthy & safe communities, sub-section Healthy People.

What are the other important connections or impacts related to this proposal?

Maintaining the current service levels at parks and programs intact will allow park operations to continue at a minimally acceptable level. Staff at parks will continue to maintain park assets which will prolong the life of capital assets and help minimize the deterioration that results in capital budget requests.

What alternatives were explored by the agency, and why was this alternative chosen?

If this package is not adopted, the agency may have to close parks, reduce staff and services. The agency will lose efficiencies and service levels will decline, which will further reduce fee revenues.

This package may be offset by agency legislation proposed for 2015-17 biennium. This is pending until the task force completes their proposal at a later date.

What are the consequences of adopting or not adopting this package?

Without funding for this package, State Parks will need to re-assess operations and reprioritize program and service needs. A reduction of this magnitude will definitely result in significant service reductions such as shorter park hours, more restrictive campground availability, and other program and service reductions.

Reduced staff and park closures result in the inability to uphold various agreements with Friend's Groups, partnerships with other government and non-government entities, and trust agreements. Legal implications and tort claims could arise as limited staff may mean that we become more reactive than preventive with stewardship and maintenance and are unable to address all problem areas.

What is the relationship, if any, to the state's capital budget?

N/A

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

None

Revenue Calculations and Assumptions:

15-17 Fund Balance Computation	In Millions
13-15 PRSA projected estimated ending fund balance	\$ 8.5
Plus 15-17 PRSA projected earned revenue	\$ 94.1
Plus 15-17 litter tax	\$ 10.0
Less 15-17 PRSA projected expenditures	\$ 110.1
	<hr/>
15-17 PRSA estimated ending fund balance	\$ 2.5
	<hr/>
\$8.5 million required fund balance less \$2.5 million	\$ 6.0

Distinction between one-time and ongoing costs:

All costs are considered ongoing.

What are the budget impacts in future biennia?

All costs are ongoing.

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission

Decision Package Code/Title: N2 – Tree Risk Mgt and Forest Health

Budget Period: 2015-2017

Budget Level: PL – Performance Level

Package Title: Tree Risk Mgt and Forest Health

Recommendation Summary Text:

State Parks continues to experience heightened tree risk-related conditions resulting from aging trees, tree diseases, insect infestations, and wildfire fuel accumulations. This request proposes additional staff and contracted assistance to accelerate identification of areas with heightened tree risk and to implement treatments that reduce harm to people and property from falling trees. Treatments will also enhance the condition of forest habitats and reduce the risk of devastating losses in state parks. These actions will help keep parks and campgrounds safe and open to the public. (General Fund-State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 – General Fund – Basic Account - State	420,900	412,700	833,600
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	3.3	3.3	3.3

Package Description:

The need to manage tree risk and forest health in state parks continues to escalate. In numerous developed landscapes, tree stands exhibiting signs of forest pathogens, like laminated root rot (a condition where infected trees have a high potential to uproot and fall), create a heightened risk of harm to people and property. This situation is exacerbated by aging park trees and limited staffing to detect and treat these conditions. In less-developed areas of the park system, which support habitats and recreational visitor opportunities of statewide significance, fire suppression and other management practices have created high risks of insect infestation (e.g. mountain beetle) and wildfire.

State Parks commissioned an independent assessment of 21 state park campgrounds. The study found approximately 70% of the trees were deemed in need of maintenance activities to help ensure their longevity and 25% of the trees were deemed at or approaching a condition that required their removal. Approximately 80 % of the park system supports trees. Extrapolating the percentages found in the study across the park system, the number of trees requiring some form of treatment, such as tree or limb removal, is very large and greatly exceeds existing staff capacity. State Parks has an average of 18

incidents reported (not all are reported) each fiscal year due to at-risk trees within the parks. The majority of reported damage is to visitor property. Reported incidents have ranged from damage to camper trailers/tents to tree limbs pinning or striking a park visitor causing physical injury.

The identification of areas with heightened tree risk issues and subsequent treatment will result in keeping parks and campgrounds open and accessible to the public.

State Parks Reported Tree Related Incidents (by damage type)

Fiscal Year	Park Property	Visitor Property	Personal Injury	Total Incidents
2008	4	7	3	14
2009	5	13	2	20
2010	4	18	1	23
2011	4	12	1	17
2012	5	14	1	20
2013	4	6	4	14
2014	4	14	3	21
Total	30	84	15	129

State Parks proposes establishing one additional staff position to identify at-risk forested environments, plan and design forest health treatments, and oversee staff and contracted personnel in implementing these treatments. This package additionally proposes to expand the agency’s eastside and westside, two-person arbor crews, by adding a third member to each crew. Adding a third member greatly increases the capacity of the two crews to address safety requirements and create efficiency in response to tree risk issues. Funding this package will result in reduced risk of trees harming persons and properties, as well as improvements to forest habitat and reduced chance of catastrophic wildfire.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

A 40% (est. 800 trees/biennium) increase in the number of trees treated/assessed by increasing the capacity of the arbor crews, which will reduce the number of incidents reported where people or property have been harmed due to falling trees and tree branches.

An increase in the acres treated to reduce the risk of catastrophic forest-replacement losses across undeveloped areas of the park system and improve forest habitats.

Performance Measure Detail

Activity

Incremental Changes

A021 – Natural and Cultural Resource Stewardship

Total acres of forested lands treated for forest health and fire reduction

Increase 120 acres

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. Strategic goal #1 Demonstrate that all Washingtonians benefit from their state parks. Addressing forest health and tree risk issues in State Parks will improve habitat and keep facilities open and park visitors safe.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Yes. Results Washington Goal 3: Sustainable energy & a clean environment. Increase treatment of forested lands for forest health and fire reduction. Developing forest health prescriptions and increasing the number of acres treated within State Parks will contribute to maintaining habitat to support natural systems and reduce risks of catastrophic wildfires across the landscape.

What are the other important connections or impacts related to this proposal?

Maintaining the safety of park staff and visitors is fundamental to providing recreational and educational experiences in state parks. Maintaining existing use and attracting additional visitors also supports the operation of state parks through user fees (e.g. Discover Pass and camping).

Increased resources will allow State Parks to increase participation in coordinated landscape-scale forest health efforts with other agencies. Fires on state park land could threaten neighboring landowners, which is a particular concern on park-urban interfaces.

What alternatives were explored by the agency, and why was this alternative chosen?

In the past, the agency has contracted for forestry assistance from other state and federal agencies. They no longer have staff available to assist State Parks. Some arboriculture work has been handled by the private sector, but it is more expensive than using the agency arbor crews.

An alternative to managing tree risk is to close areas that have a high risk of tree failure (e.g., infection with laminated root rot). This approach lowers the risk of injury; however, it also reduces the number of recreation opportunities for the public and ultimately reduces the agency's ability to achieve its stated mission and vision.

What are the consequences of adopting or not adopting this package?

Not funding this package limits the agency's capability to respond to increased tree risk. At current funding levels, attempts to manage tree risk have resulted in lengthy closures of park areas, several near-fatality events resulting from falling trees, continued spreading of forest pathogens, continued elevation of wildfire and insect infestation risks, reduced revenue from use fees, and reduced service to the public. These costs cannot be absorbed within current funding levels as previous budget reductions and the move to being fee supported has already put the agency at risk of not being able to maintain acceptable levels of service.

What is the relationship, if any, to the state's capital budget?

Some developed areas in parks requiring extensive tree removal may require redesign and development of recreational facilities and infrastructure. Any redevelopment will be included in future capital budget proposals. On the flip side, current park facilities representing past capital investments, will see enhanced protection from failing trees and wildfire as an outcome of this package.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

An estimated cost of \$211,100 for salary and benefits is needed each Fiscal Year for three positions beginning July 1, 2015.

2.0 FTE Natural Resource Specialist 1, Range 43 – Step L at \$120,600/year

1.0 FTE Natural Resource Scientist 3, Range 60 – Step L at \$90,500/year

Based on Parks identification and assessment of tree risks an estimated \$120,000/year is needed contracted services with forest health consultants to implement treatment of trees at risk.

The nature of work requires traveling to multiple parks at different locations which amounts to significant travel costs. Travel funds in the amount of \$19,600/year are requested. Staff related costs of \$7,700/year and one-time costs for staff equipment/work spaces is \$8,200.

Indirect costs have been included for administrative support services associated with new FTEs (0.30 FTE and \$54,300/year).

Revenue Calculations and Assumptions:

N/A

Distinction between one-time and ongoing costs:

\$8,200 to equip two work spaces and provide small equipment is a one-time cost. All other costs are on-going.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries and Wages	157,400	157,400	314,800
B Employee Benefits	53,700	53,700	107,400
C Personal service contract	120,000	120,000	240,000
E Goods/Other Services	8,800	7,700	16,500
G Travel	19,600	19,600	39,200
J Capital Outlay	7,100	0	7,100
T Indirect	54,300	54,300	108,600
Total Objects	420,900	412,700	833,600

**State of Washington
Decision Package**

Agency: 465 State Parks and Recreation Commission
Decision Package Code/Title: N3 - Improve Park Physical Condition

Budget Period: 2015-2017
Budget Level: PL – Performance Level
Package Title: Improve Park Physical Condition

Recommendation Summary Text:

Funding additional staff (average of .4 FTE per park) will enable State Parks to take a critical, incremental step toward conducting the full spectrum of necessary maintenance activities to ensure all park facilities are well cared for and grounds are properly maintained. Adequate park maintenance is essential for long term sustainability, visitor satisfaction, critical revenue generation and operating a healthy, sustainable park system. State Parks manages an extensive system of parks, parkways and undeveloped properties. Years of reduced maintenance, resulting from budget reductions combined with the shift of staff time to revenue producing activities, has resulted in substandard park conditions. (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund – Basic Account State	2,903,000	2,703,000	5,606,000
			<u>Annual</u>
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Average</u>
FTEs	54.4	54.4	54.4

Package Description:

State Parks manages 124 developed parks open to the public and nearly 3,000 buildings, structures and facilities. The system contains over 120,000 acres in 38 counties of the state. Parks operates close to 300 cabins and rentals, nearly 700 miles of trails, over 250 day use buildings, sewage treatment plants, 62 boat launches, nearly 700 restroom facilities, water systems and 440 miles of roadway.

Preventative maintenance, followed by regular routine maintenance, is the most neglected activity in the parks due to insufficient staffing. This neglect of critical maintenance leads to safety hazards, further deterioration of buildings, structures and facilities, and significant capital costs. Unchecked, this neglect will cause the discontinued use of trails, buildings and other facilities and, ultimately, a decrease in visitation and revenue.

This package requests additional staff (average of 0.4 FTE per park) to provide routine and preventative maintenance in the parks in order to better maintain these grounds, buildings and facilities to improve

their condition. Without more staff to perform critical preventive maintenance, Parks will need to continue to shut down trails, buildings and other facilities. With funding, State Parks expects to be able to make incremental improvements in park conditions, contributing to a positive visitor experience. This eventually should result in higher fee revenue.

Routine maintenance is defined as scheduled repetitive work for custodial activities, grounds keeping and site maintenance. (Examples include: lawn and trail maintenance, litter pick up, restroom cleaning and minor repairs.)

Preventative maintenance is defined as inspections and/or actions taken on a scheduled basis to decrease service interruptions, reduce the premature failure of facilities and systems, and continue efficient operations. (Examples include: roof repair, sewer system upgrades, renovation of campsites and replacement of floats.)

State Parks has historically captured maintenance needs and responsibilities for the parks on a mostly anecdotal basis. While some metrics exist for projects such as roof replacement schedules and seasonal maintenance like winterization, the time and effort required of many routine maintenance responsibilities were not well documented. Recently, State Parks initiated a plan to develop metrics for maintenance needs. This plan will help the agency determine staffing levels based on actual measurements of a park and time standards to complete a given task. The plan can then be used to create a picture of how much staff time is required to complete the required maintenance tasks in a particular park.

To develop a maintenance model, State Parks looked to Oregon who has used a tool for several years. An initial evaluation of maintenance needs using this tool as a guideline resulted in an estimated need of 500 additional FTEs. This result is not feasible to implement, so State Parks is requesting 10 percent of FTEs identified as being needed using Oregon’s metric model. With funding, the program will continue to measure, assess and refine the tool to determine the appropriate amount of staff needed to provide a level of maintenance that supports the goal of operating a healthy, sustainable park system. Better definitions will be developed for the metrics to keep the inventories from the 124 parks consistent. A review of the time standards and frequencies for the activities will be conducted to verify the data to ensure its validity.

Establishing and implementing maintenance standards for all parks will enable the agency to identify, quantify and focus on maintenance needs and priorities. Using the tool will provide the ability to better understand services we are providing and determine if there are more effective or efficient methods of planning for and conducting maintenance. This is the next step toward addressing overall park staffing needs and developing park maintenance standards.

In the meantime, park conditions are deteriorating and this request represents a good estimate of minimal staffing needed to make progress on improving park conditions. To get the full benefit of the packet, this request assumes funding of the “Maintaining Essential Park Services” decision package.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

This package is critical to the development and implementation of needed maintenance improvement standards for the park system. The agency will also be able to refine these standards and develop proactive, recurring maintenance schedules for all grounds and facilities.

Outcomes include:

- Improved building, grounds and facility maintenance
- Better responses to property damage and vandalism in parks

- Ability to better address public safety concerns and complaints related to maintenance issues
- Improved planning of maintenance efforts ability to complete projects on expected timelines
- Improved capability for handling emergent needs without disrupting regular routine maintenance
- Development and implementation of needed maintenance improvement standards for the park system
- Improved customer satisfaction
- Development of a strategic maintenance approach to the agency's facilities

Performance Measure Detail

Activity

Incremental Changes

A004 – Park Operations

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

This package supports the strategy to “Adopt a Business Approach to Park System Administration”. Developing and implementing maintenance standards for the parks will support standardization, increasing the efficiency of the system. This package also supports the strategy to “Provide Recreation, Cultural, and Interpretive Opportunities People Will Want”. Increased maintenance will improve park facilities conditions to enhance visitor satisfaction, ultimately resulting in increased revenue.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

This decision package will make a key contribution to statewide results. This package will contribute to goal area #3: Sustainable Energy and a Clean Environment, under the sub-topic of Working and Natural Lands. In addition, it supports area #5, Efficient, Effective and Accountable Government, under the sub-topics of Customer Satisfaction and Confidence, Resource Stewardship, and Transparency and Accountability.

What are the other important connections or impacts related to this proposal?

Funding routine and preventative maintenance will prevent further deterioration of buildings, structures and facilities; reducing the need for capital projects, increasing customer satisfaction, and ultimately increasing visitation and revenue.

What alternatives were explored by the agency, and why was this alternative chosen?

State Parks can choose to not request funding for these critical park maintenance needs, but this will lead to further deterioration of the park system. Parks is currently looking at demolishing facilities that do not meet its mission. Without additional staffing critical to perform more maintenance, Parks will need to continue to shut down trails, buildings and other facilities.

What are the consequences of adopting or not adopting this package?

Not funding this package will result in the continued deterioration of park buildings, infrastructure and grounds, posing safety hazards as well as making the facilities unattractive to a paying customer base. Many of the parks are in a state of ongoing disrepair, brought on by years of staff reductions and funding

shortfalls. This package is essential to reverse the trend and begin to restore the parks to a better condition.

What is the relationship, if any, to the state's capital budget?

The lack of general upkeep and regularly scheduled maintenance will lead to continued deterioration of facilities and result in higher capital requests for major repair, renovation, or replacement of buildings, structures and other facilities infrastructure.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Park Aides – This package is requesting funding for 37 Park Aides, as well as associated costs for tools and supplies. Total request is \$2,542,000 and 37 FTEs.

Construction and Maintenance – This package is requesting funding for 2 Construction and Maintenance Project Specialists, as well as associated costs for training, vehicles, radios, cell phone equipment, maintenance tools and travel. Total request is \$462,600 and 2 FTEs.

Maintenance Mechanics – This package is requesting funding for 10 Maintenance Mechanics, as well as associated costs for training, vehicles, radios, maintenance tools and travel. Total request is \$1,569,400 and 10 FTEs.

Indirect – State Parks is requesting funding for indirect costs associated with this package. Indirect is calculated at 24.3% of salaries and benefits and 11% of FTEs. Total request is \$1,032,000 and 5.4 FTEs.

Revenue Calculations and Assumptions:

Revenue is indeterminate. A well-maintained park system is expected to increase visitation, Discover Pass sales, and other fee revenue in future biennia.

Distinction between one-time and ongoing costs:

\$199,900 in one-time costs for park vehicles, radios, cell phone accessories and maintenance equipment.

All other costs are ongoing.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries and Wages	1,328,000	1,328,000	2,656,000
B Employee Benefits	796,000	796,000	1,592,000
E Goods/Other Services	93,000	25,000	118,000
G Travel	25,000	25,000	50,000
J Capital Outlays	145,000	13,000	158,000
T Intra-Agency Reimbursements	516,000	516,000	1,032,000
Total Objects	2,903,000	2,703,000	5,606,000

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission

Decision Package Code/Title: N4 – Restore Core Stewardship Activities

Budget Period: 2015-2017

Budget Level: PL – Performance Level

Package Title: Restore Core Stewardship Activities

Recommendation Summary Text:

State Parks needs to address a very large and growing backlog of deferred natural resources management and maintenance activities. The park system consists of 3,000+ acres that support plant and animal species considered endangered at a state or global level and has a high number of exotic plants in their limited habitat. State Parks also has 500,000+ artifacts in its collection. Additional resources are needed to 1) rehabilitate natural habitat, 2) protect and restore habitat for threatened species, 3) improve artifact care, and 4) enhance management of natural and cultural resources. Additional effort in these areas will help ensure the agency complies with statute and regulations pertaining to these resources and prevent these resources from degrading or disappearing. (General Fund-State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 – General Fund – Basic Account - State	523,100	504,100	1,027,200
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	3.9	3.9	3.9

Package Description:

State Parks owns and manages diverse natural and historic resources. Many park lands encompass unique and high quality natural resources that include rare plants and animals; healthy, functioning ecosystems; and plant habitats at risk of extermination in Washington or around the globe. Additional funding to increase capacity will ensure State Parks complies with regulations of Water Resource Inventory Areas (WRIA) for monitoring activities. In addition, State Parks has over 500,000 artifacts in its collections, representing archaeology, recent human history, and the natural history of state parks. State Parks along with other agencies is required to comply with RCW 27.53 regarding archaeological resource preservation.

Over the past three biennia, the level of staff focused on the stewardship of these natural and historic resources has decreased by over 70 percent. Without proper care, these resources are at increasing risk of further degrading or disappearing. Funding this request will improve care of these resources as outlined below.

On-the-ground natural resource management: The addition of three positions will help rehabilitate areas degraded by illegal activities (unsanctioned trails, resource theft, etc.), coordinate activities to protect and restore habitat for threatened species like salmon, and conduct baseline inventories and monitor key natural resources to better understand the health of State Park’s natural resources. Out of a total of 50 park areas the current areas identified with the highest need are: Spokane area, Columbia River Gorge, and Ocean Beaches.

Curation of agency collections: State Parks has over 500,000 artifacts in its collection. Adding a half FTE will provide the agency with a full-time curator, which will improve artifact care and inventories and artifact accessibility. This position maintains a secured, climate controlled, leased storage facility; inventories, catalogs, cleans, photographs/scans, and re-houses artifacts; reconciles and maintains artifact loan and donation records; maintains the agency’s collections database; manages contracts with the Washington State Historical Society (WSHS) and Burke Museum of Cultural and Natural History; and ensures the agency is in compliance with Governor’s Executive Order 05-05, which requires all state agencies with capital improvement projects to integrate the Department of Archaeology and Historic Preservation (DAHP), Governor’s Office of Indian Affairs (GOLA), and concerned tribes into their capital project planning process. Currently due to lack of capacity, not all artifacts are properly inventoried or housed. The non-renewable resources (e.g. photographic collections), if not properly cared for will be lost forever. Additional curatorial staff will allow the agency to begin to address the growing backlog of archaeological materials that have not been inventoried or cataloged (from capital projects), provide access to agency collections to outside parties doing research, and execute requirements of archaeological permits.

Stewardship training classes: This request asks for \$80,000 to provide necessary training to park staff that will focus on natural, historic, cultural, and recreational resources and their interpretation. This training will provide practical skills for field staff to manage the resources in their parks, improving the stewardship of agency natural and cultural resources. Field staff provide the most direct and immediate care for natural and historic resources in the State Park system. Historically, many park rangers came to the agency with natural or historic resource backgrounds. With the advent of armed rangers, new ranger staff comes from a wider variety of backgrounds, such as law enforcement, with some staff having little resource-related education or experience. This training will help align Parks staff with the professional qualification standards set in place by the National Park Service in relation to archeological and historic preservation, which define the minimum education and experience required to perform certain activities to preserve historic properties.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

Funding this package will provide data on park natural resources in areas that have never been surveyed; improve artifact care, preservation tracking; ensure compliance with federal and state law; and provide greater accessibility to artifact collections. Stewardship training classes for field staff will improve their care of park resources.

Performance Measure Detail

Activity

Incremental Changes

A021 – Natural and Cultural Resource Stewardship

No performance measures submitted for this package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. Strategy #1 Demonstrate that all Washingtonians benefit from their state parks. This request directly relates to the Cultural Heritage Initiative which entails development of a systematic plan for treatment and preservation of cultural and historic properties in state parks, conveying their significance and value to the public and enlisting public participation and support for preservation.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Yes. Results Washington Goal 3: Sustainable energy & a clean environment. Increase participation in outdoor experience on state public recreation lands and waters. State Parks will improve the preservation and protection of cultural and recreational assets.

What are the other important connections or impacts related to this proposal?

Work will connect with other Natural Resource agencies recovery plans for species and habitat. Inventories will increase statewide knowledge of distribution of certain species and plant associations. Full-time artifact curation will improve access to State Parks' collections by university researchers. The presence of local natural resource staff will allow better project coordination with other resource agencies

What alternatives were explored by the agency, and why was this alternative chosen?

None

What are the consequences of adopting or not adopting this package?

Lack of information about the park system's natural resources can lead to inappropriate management of sensitive resources. In some places, State Parks protects the critical habitat for rare communities and species. Lack of funds to protect/restore these resources can result in habitat degradation and the possible loss of species and/or communities. Without proper care, artifacts, which are non-renewable, will deteriorate, and State Parks can fall out of compliance with archaeological permits as required by the Department of Archaeology and Historic Preservation (DAHP).

What is the relationship, if any, to the state's capital budget?

None

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:**On-the-ground natural resource management: \$754,800**

1.0 FTE Natural Resource Specialist 1, Range 43 – Step L at \$59,500/year

2.0 FTE Natural Resource Specialist 1, Range 43 – Step L at \$118,900/year

The multiple locations of the historic preservation and collections work require significant travel. Travel is estimated at \$13,000/year. \$95,000/year is for contract/agreements for additional biological surveys.

One-time equipment cost for \$3,000 Global Positioning System (GPS). \$25,000/year is for plant materials. Other staff related goods & services \$21,100/year.

Indirect costs have been included for administrative support services associated with new FTEs (0.3 FTE and \$43,400/year).

Curation of agency collections: \$192,400

0.5 FTE Program Specialist 4, Range 55 – Step L at \$51,000/year.

Travel costs at \$500/year, interagency agreements \$20,000/year (includes Burke Museum Held-In-Trust Agreement). Personal Service contracts \$5,000/year. Other staff related goods and services \$7,300/year.

Indirect costs have been included for administrative support services associated with new FTEs (0.1FTE and \$12,400/Year).

Stewardship Training: \$80,000

Certification training costs include travel, conference room rental, and other costs to provide workshops for park staff at \$40,000/year.

Revenue Calculations and Assumptions:

N/A

Distinction between one-time and ongoing costs:

\$3,000 for equipment purchases is a one-time cost. Remaining costs are on-going.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries and Wages	164,800	164,800	329,600
B Employee Benefits	64,600	64,600	129,200
C Personal service contract	45,000	45,000	90,000
E Goods/Other Services	175,900	159,900	335,800
G Travel	14,000	14,000	28,000
J Capital Outlay	3,000	0	3,000
T Indirect	55,800	55,800	111,600
Total Objects	523,100	504,100	1,027,200

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission

Decision Package Code/Title: N5 – Promote Parks and Visitation

Budget Period: 2015-2017

Budget Level: PL - Performance Level

Package Title: Promote Parks and Visitation

Recommendation Summary Text:

To increase State Park visitation and revenue, State Parks requests \$555,000 to promote parks through expanded business development and marketing efforts. Marketing resources will be used to broaden brand awareness to increase park attendance. Resources will also be used to conduct research and surveys to gather and analyze data on State Parks' customer base. This information will be used to guide data-driven decisions for new marketing efforts. Expected results include maintaining and increasing revenue streams from fees.

State Parks contracts for a central reservation system for overnight accommodations which expires in 2015-17. This is a mission-critical system that processes \$35 million in reservations each year. To coordinate the necessary research, perform business analysis and identify business and system requirements to contract for a new system, the agency is requesting \$150,000 to hire an expert to facilitate, write, and conduct the request for proposal (RFP). (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 - General Fund - Basic Account - State	352,000	353,000	705,000

Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	0.0	0.0	0.0

Revenue

Fund	Source	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
269-1	0663 - Discover Pass	0	206,460	206,460

Package Description:

Invest in Product Quality: The driving force and foundation of any business is the customer. Understanding customer behaviors and developing marketing efforts and products that serve the customer is essential for any business success. To understand State Parks' existing and potential customers, greater investment is needed for research and surveys to gather customer data. This data is essential to enhancing customer satisfaction, producing quality marketing, and guiding educated decision-making.

State Parks established a new Business Development program to bring a higher level of expertise to the agency to develop and implement best-in-class business practices to further promote State Parks and Discover Pass sales. Work has progressed, but there is a need to obtain additional assistance to move the agency forward in a meaningful and timely manner. The additional expertise will be used to conduct formal statewide surveys and to aid in partnership development with other government agencies, non-profit organizations, and private businesses.

Partnerships will promote Discover Pass sales and increase revenue. Increased funding will be utilized to support partnerships as they are developed. An example is partnering with a non-profit organization or private business may result in the need to provide promotional display marketing material.

Through enhanced marketing efforts, State Parks expects to broaden brand awareness, increase park visitations, and generate more Discover Pass sales. State Parks is trying new marketing channels, including television commercials, to reach a broader audience. Increasing the marketing budget will provide the necessary funds to increase the frequency of State Parks offerings and expand the targeted audience base to different demographics and psychographics.

Historically, State Parks has had a very limited marketing budget to promote its parks and services to increase revenue. The current marketing budget only affords minimal advertising for short periods. As examples, a \$10,000 ad in a major airline magazine runs for only 30 days or radio spots run 2 to 4 weeks, but on limited stations. The current budget cannot afford to effectively market a large enough audience to promote State Parks and increase sales.

According to the Chief Marketing Officer 2011 survey, private businesses on average spend 10 percent of their annual revenue on marketing efforts. Currently in State Parks, marketing funds account for approximately .37 percent of State Parks' 2013-15 projected revenue. Increasing the marketing budget by \$400,000 raises the budget to approximately .77 percent of projected 2015-17 revenue. Expanding marketing resources will provide additional channels to promote Parks and generate more revenue.

Central Reservation System: A large part of park camping and other overnight stays are dependent upon a central reservation system that is used to reserve overnight accommodations agency-wide. This system is a mission-critical system and processes approximately \$35 million in revenue per year. It is also a major interface with park customers. The current central reservation system contracts' original term expired and the agency is operating under an extension that ends October 2017. With this amendment, State Parks is paying an average of 30% more for reservation services than when the contract was first executed. The option exists to extend the contract for one more year to October 2018. However, the agency believes it is better and more effective to issue a request for proposal for a new system earlier than later. A thorough evaluation of the system including a business assessment, requirements gathering, scope definition, and financial analysis is needed. This package requests funding to hire the expertise needed to help facilitate the process and conduct the request for proposal.

Narrative Justification and Impact Statement:***What specific performance outcomes does the agency expect?***

The agency expects to expand day-use and overnight visitations to state parks and increase Discover Pass purchases.

Sales growth will provide indeterminate positive impacts to economic growth, which will increase state and local revenue and business income.

Performance Measure Detail

<u>Activity</u>	<u>Incremental Changes</u>	
	<u>FY 2016</u>	<u>FY2017</u>
A002 - Administration		
Total Revenue Generated	0	\$206,460
A023 - Business Development, Partnership and Marketing		
Number of annual Discover Passes sold	0	6,882

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, this package is essential to implementing the following strategies:

- Demonstrate that all Washingtonians benefit from their state parks – Tourism and Economic Development Initiative. “Develop working relationships with local governments, local tourism groups, Chambers of Commerce and economic development entities to help market and support state parks.”
- Adopt a business approach to park system administration – Marketing Initiative priority. “Build and sustain a comprehensive strategic marketing program that can adapt to support agency financial needs and promote the value of the state park system to the public. Stimulate sales of the Discover Pass and other fee-based services.”

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Yes, Goal #4 - Promote economic development. Increased marketing efforts will contribute to:

- Increased revenue for the park system
- A prosperous economy for local communities
- Generate revenue into the State's General Fund from sales taxes.

What are the other important connections or impacts related to this proposal?

Park systems network – to have robust enough internet service to support an internet based reservation system for customers use.

Discover Pass revenue increases also benefit Department of Natural Resources and Department of Fish and Wildlife.

Also, in coordination with OCIO, attached to this package is the Information Technology Addendum as part of the budget submittal.

What alternatives were explored by the agency, and why was this alternative chosen?

Invest in Quality Product: This marketing alternative is the best use of current resources using experts as needed to supplement staff work and maximize results. Developing television commercials (with park videos) has the highest impact on reaching potential customers from different demographics and psychographics. Also, the commercials developed will have multiple uses, including advertising in cinemas, on websites, and promotion of parks through visual means.

Reservations System: State Parks does not have the staff capacity and a higher level of expertise is needed due to the complexities of the system.

What are the consequences of adopting or not adopting this package?

If this package is not funded, the agency will continue with current business development efforts and traditional marketing channels. This will adversely affect the agency's ability to maintain and grow revenue. The agency's reservation system is essential to providing superior customer service to customers. Not funding consultation services for a new reservation system may result in a system that does not meet our customer's needs and thus result in fewer reservations and reduced revenue.

What is the relationship, if any, to the state's capital budget?

None

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

The total expenditure is expected to be \$705,000, broken down as follows:

Invest in Product Quality:

- Surveys and research - \$40,000
- Business consulting - \$100,000
- Partnerships - \$15,000
- Television commercial development and air spots - \$210,000 (based on results of a RFQ issued in the spring of 2014).
- Icon development - \$30,000 (based on previous work completed at \$800 per icon).
- Park videos - \$60,000 (based on previous work completed at \$1,500/video).
- Park-level marketing projects - \$50,000 (based on providing \$1,000 to 50 parks for targeted marketing campaigns).
- Marketing products/collateral (development/printing) - \$50,000 (based on previously printed products and quotes received for new products).

Total: \$555,000

Central Reservation System:

- Reservation system RFQ consultation, development and execution - \$150,000

Total: \$150,000

Revenue Calculations and Assumptions:

According to OFM’s 2013 Population Trends data, the 2013 population estimate is 6,882,400. Based on 2013 data, Discover Pass sales equaled \$16,650,100 which equates to approximately 8 percent of the population purchased a Discover Pass. Assuming a .001 increased market share of the population equates to an additional 6,882 passes sold. $6,882 \times \$30 = \$206,460$ annual increase in second year annual revenue. Revenues would continue to increase in future years as State Parks would be able to capture a larger percentage of the growing population.

Distinction between one-time and ongoing costs:

Business consulting is a one-time expense. Surveys and partnerships are ongoing costs. Marketing costs for new commercials and air spots are ongoing costs. The \$150,000 cost for a consultant to develop and execute a RFP for a new reservation system is a one-time expense.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
C Personal Service Contracts	272,000	273,000	545,000
E Goods/Other Services	80,000	80,000	160,000
Total Objects	352,000	353,000	705,000

Information Technology Addendum

Recsum Code and Title N5 – Promoting Parks and Visitation

Brief Description: State Parks contracts for a central reservation system for overnight accommodations which expires in 2015-17. This is a mission-critical system that processes \$35 million in reservations each year. To coordinate the necessary research, perform business analysis and identify business and system requirements to contract for a new system, the agency is requesting \$150,000 to hire an expert to facilitate, write, and conduct the request for proposal (RFP). (General Fund – State)

If this investment includes the use of servers, do you plan to use the state data center?

- Yes No, waiver received No, waiver not received Does not apply

Security

Security: How does this investment affect the state’s security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?

By contracting with a consultant to develop the RFP for our Central Reservations System, the system selected will be required to adhere to all state and agency standards for security.

Feasibility/Risk

Cultural readiness/organizational capacity: Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?

No real institutional changed required.

Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?

Yes.

Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?

Yes, it is urgent. The agency need to begin the process of developing the Request for Proposal for a new contract for the Central Reservation System in FY16 to assure all needs are identified for the agency most mission critical public facing system.

Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?

If not funded, the agency will have to use internal staff for the development of a very complex and mission critical system. This will also increase the risk of not completing the RFP in time and not identifying all the needed requirements.

Technology Strategy Alignment

Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?

No. This is simply a request for consulting.

Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?

Yes. By developing a quality RFP, a modern and robust system can be acquired.

Mobility: Does the investment help state employees conduct business “any time, anywhere”? Does it improve mobile access to services for customers?

By replacing a legacy system, customers will be able to conduct business with State Parks in the modern ways, including mobile access to the Central Reservation System.

Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?

Yes. The public relies heavily the Central Reservation System to plan vacations and recreation throughout the state.

Accountability: Are the investment’s goals well articulated? How will “success” be determined or measured?

Success will be measured by having a thorough and accurate Request For Proposal and the implementation of a state of the art reservation system.

Financial

Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?

There are several risks for not funding a consultant to develop a RFP for a Central Reservations System. 1.) If the public does not have easy access to a reservation system, the agency revenue stream will be negatively affected. 2.) If the Central Reservation System does not meet all Payment Card Industry/Data Security Standards, loss of revenue will be eminent.

Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?

None identified.

Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?

The Central Reservation System is one of State Parks primary revenue sources. By having a modern and mobile friend system, the public will more likely make reservations which directly increased revenue.

Business Case/Agency Mission Priority

Mission priority: Does this investment help the agency better deliver its mission?

Yes. The Central Reservation System is paramount in delivering services to the public.

Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?

The current contract with Central Reservation System vendor is set to expire 10/31/2017. The agency will need to work with a new contractor up to 1 year in advance of the expiration of the current contract. If a new contract is not awarded before 10/31/2017, the agency runs the risk of loss revenue if the public does not have access to a reservation system. So it is extremely important for the agency to begin work on the RFP early in the 2015-2017 biennium.

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission

Decision Package Code/Title: N6 – Improve Park Connectivity

Budget Period: 2015-2017

Budget Level: PL – Performance Level

Package Title: Improve Park Connectivity

Recommendation Summary Text:

State Parks' has a long standing need to install a technology infrastructure across the park system to support park business. Parks' goal is to have all locations connected to the Parks' computer network to improve efficiency of business activities, ensure secured computing on the State Government Network, provide access to statewide systems, and offer a potential revenue generating opportunity by offering Wi-Fi services to customers.

Parks is requesting funds to pay for circuit costs and information technology staff to offer high-speed internet connections to approximately 50 state parks. This funding request is associated with a 2015-17 capital budget request to install fiber, microwave, or other technology in those parks. (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 – General Fund – Basic Account - State	300,200	676,500	976,700
			<u>Annual</u>
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Average</u>
FTEs	1.5	2.0	1.8

Package Description:

State Parks is requesting \$976,600 to invest in bringing technology to approximately 50 staffed parks that have very slow connections to the Internet. Data connection capabilities are very limited at approximately 100 staffed parks and most have a slow DSL connection or even a less desirable satellite connection. These connections are served through a local Internet Service Provider (ISP) and only provide raw Internet access and no connection to the State Government Network (SGN). As the demand for secured database systems and statewide central services increase, the parks with their slow connections cannot function in an efficient and secured manner.

As reported by the State Auditor Office (SAO) in a 2008 Performance Audit Report, “the agency’s information technology systems do not support efficient operations” and recommends “the Agency continue to pursue its request for money from the Legislature to provide a technology solution for

connectivity issues.” Six years later the issue remains the same.

The SAO also stated in the audit, that “the Agency cannot effectively, efficiently, and economically collect and report complete information due to shortcomings in its information technology systems.” Connectivity in the parks will enable the agency to provide access to technology that will improve business processes and streamline the installation of software applications and updates.

Parks with a 10-100MB connection to the Internet will be able to leverage the small branch office the Virtual Private Network (VPN) offering from Consolidated Technology Services. This option will give all computers within a park, a secure, real-time connection to the centralized agency system and the SGN. Once connected to the SGN, staff will have full access to all needed resources on the Parks’ network and be able to use a full-featured version of Microsoft Outlook instead of the limited Outlook Web App version.

In addition, the parks will have the capability to securely access basic statewide network resources like Time, Leave and Attendance (timesheets), Travel System applications, custom database applications and SharePoint resources.

Another benefit is that once the Parks’ computers are connected to the statewide system, the central information technology support staff can leverage technologies to keep the computers updated with latest software updates and security patches. Inventories can be kept up-to-date and software can be installed remotely providing an efficiency that cuts down on travel and staff support time. The agency will be able to use central services software for protecting computers from viruses and be able to respond quickly to zero-day attacks. Having an agency standardized computer hardware and configuration for all computers will realize a savings in staff time for building new computers. This staff time can be redirected to offset the increased workload resulting from offering new services to staff.

Enhanced connectivity in various state parks will also support expanded Wi-Fi services to visitors. This provides the opportunity for applications such as interpretative services, and the generating potential revenue by charging for Wi-Fi connections.

A weight selection criterion was used to select and prioritize the list of 50 parks (See Attachment A). The following list of criteria is in order of weight given:

- 1) Visitor attendance
- 2) Number of campsites in the park
- 3) Overnight group camp capacity
- 4) Features (conferencing, vacation housing, cabin/yurts, wedding venues, Environmental Learning Centers)

The prioritized list may change as more information is made available through the assessment process. For instance, each location will need to be financially feasible. Some locations could be cost prohibitive if the one-time costs are not in line with the estimates.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

Agency operations are adequately supported by information technology. Employees have access to agency business systems to conduct business. Improved customer service.

Increase the number of computers having access to tools and resources in the State Government Network

(SNG) to execute business functions and open up the opportunity for visitors to access Wi-Fi services.

Performance Measure Details

Activity

A002 - Administration
A003 - Park Operations

Incremental Changes

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, "Adopt a business approach to park system administration". IT systems are outdated, and resources are needed to bring systems up-to-date and create better connectivity between headquarters, region offices and parks, for more efficient management and better communications. Parks will be able to provide customers with access to technologies that enhance their visits to parks. The strategic plan also recognizes our need to form strategic partnerships with other agencies, tribes and non-profit entities. Having updated IT systems will ensure collaborative efforts are seamless and efficient.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Yes. Goal 5: Efficient, Effective and Accountable Government by providing staff with the tools to perform their work more efficiently (i.e. manual to computerized recordkeeping) and access to information (i.e. SGN and reservation system) to improve customer service. Additionally, connectivity in the Parks will increase customer satisfaction and it is anticipated that citizens will be more willing to take time to enjoy Parks' natural resources if they are able to stay connected to home, family or business matters.

What are the other important connections or impacts related to this proposal?

State Parks' contract has expired for the central reservation system that is used to reserve overnight accommodations agency-wide. The expiration date has been extended to October 2017 to allow time to prepare a RFP to explore less expensive, better and more effective systems. Installing high speed internet capacity will allow Parks to explore a fully internet-based reservation system.

Visitors have strongly expressed an interest in having access to Wi-Fi in the parks and this funding will address this request.

Also, in coordination with OCIO, attached to this package is the Information Technology Addendum as part of the budget submittal.

What alternatives were explored by the agency, and why was this alternative chosen?

The alternative explored was to continue with current connections that are limited. As time goes on, there may be opportunities that arise at a park for better connectivity. This alternative could take decades to develop and in those years, leave the parks at a disadvantage for operating like an enterprise. Furthermore, Parks would not be in a position to provide customers a level of service they expect, such as Wi-Fi and interpretive content.

What are the consequences of adopting or not adopting this package?

If this package is not adopted, Parks will continue to be disconnected from the statewide systems and will have to rely on slow, unreliable connections to the Internet that will not afford them the options of participating in statewide systems (like Time and Leave Management, Travel). As reported by SAO “The agency uses 41 technology systems, which do not interface with each other, to collect and report information. The lack of interface means data must be manually entered, at times in more than one system. Manual entry not only reduces employee productivity, it costs money, and it is prone to errors.” In addition, unreliable connections create disruption to business functions, such as submitting staff timesheets and processing customer reservations. Adoption of this package will move Parks forward in technology for improved data collection, processing, and reporting capabilities resulting in efficiency, accuracy of information, and increased staff productivity and customer satisfaction.

What is the relationship, if any, to the state’s capital budget?

This package will work in concert with a capital budget request to provide the infrastructure to build out high-speed internet capabilities to approximately 50 state parks using mostly fiber optics and microwave technologies.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

A request for 1.5 FTE for Fiscal Year 2016 and 2.0 FTEs in Fiscal Year 2017 for Information Technology Specialist 4 positions. One position is needed July 1, 2015 to work with contractor to implement a capital funded project to install fiber optic connections to the parks and ultimately oversee a Wi-Fi deployment to all affected parks.

The Request for Proposal for the deployment and support of Wi-Fi services to the park will be a zero-cost proposal. State Parks will only be responsible for the paying the circuit costs. There is a potential revenue source with a formulated revenue share with the vendor.

The second position will begin January 1, 2016 to provide support at the network level and for the Virtual Private Network (VPN) connections to the SGN, and for network administration for the affected parks. This position will be primarily responsible to provide service to Parks all over the State; travel is based on an average of two days a week for about 50 weeks/year, the annual cost is estimated at \$10,000 per fiscal year. Included are one-time costs of \$4,000 and on-going staff-related costs associated with new FTEs.

One-time costs for VPN hardware at an estimated cost of \$50,000 is needed for connectivity to the network at \$1,000 per park. A contract for circuit costs is projected to cost \$480,000 that is based on an average of \$9,600 per park. State Parks will likely use the services of CTS to procure Internet Services. (See Attachment B for expenditure breakdown.) Indirect cost of \$80,900 at 24.3 percent is included in this request.

Revenue Calculations and Assumptions:

Parks is looking at this as an opportunity to partner with a provider for services as a potential direct revenue stream. Parks wants to have enough bandwidth at park locations to offer Wi-Fi services on a fee basis that will increase services at the parks; ultimately increasing revenue through higher attendance and providing Wi-Fi services to the parks. Estimated revenue for future biennia is indeterminate at this time.

Distinction between one-time and ongoing costs:

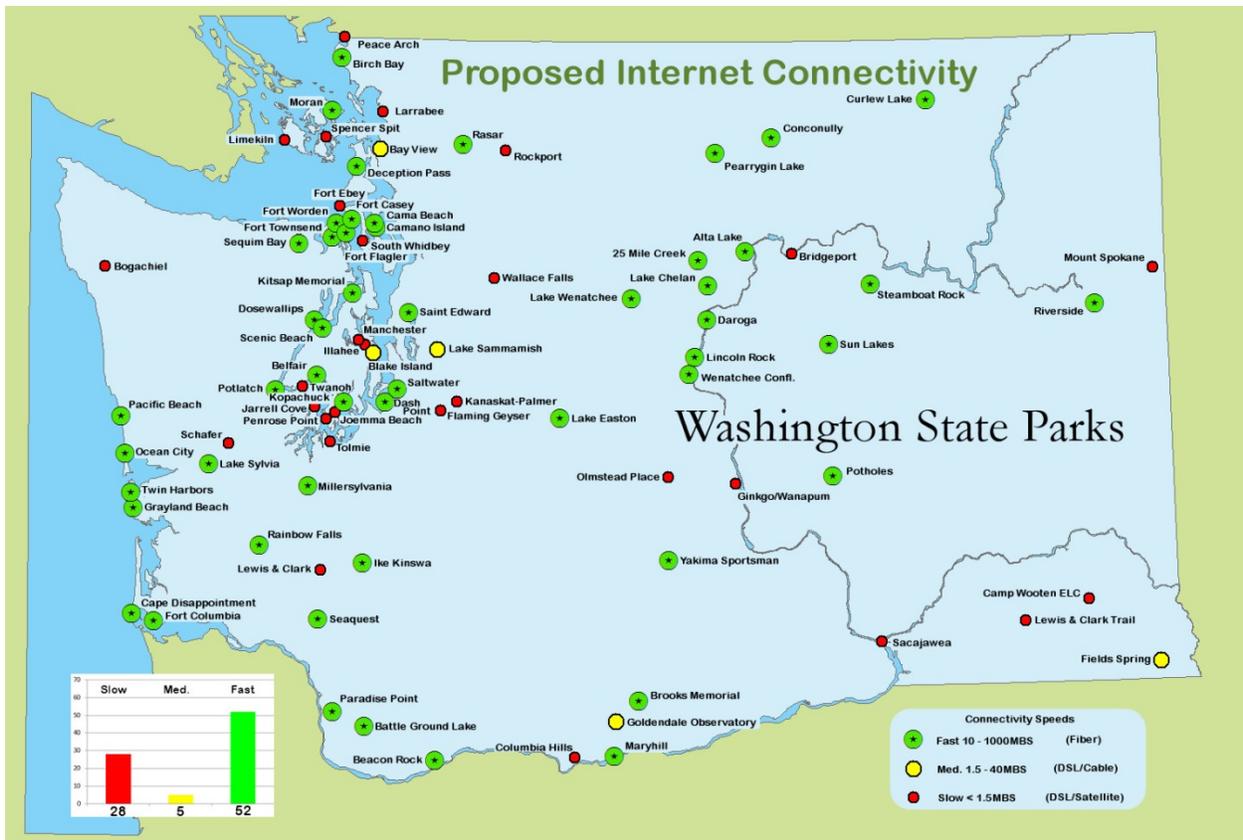
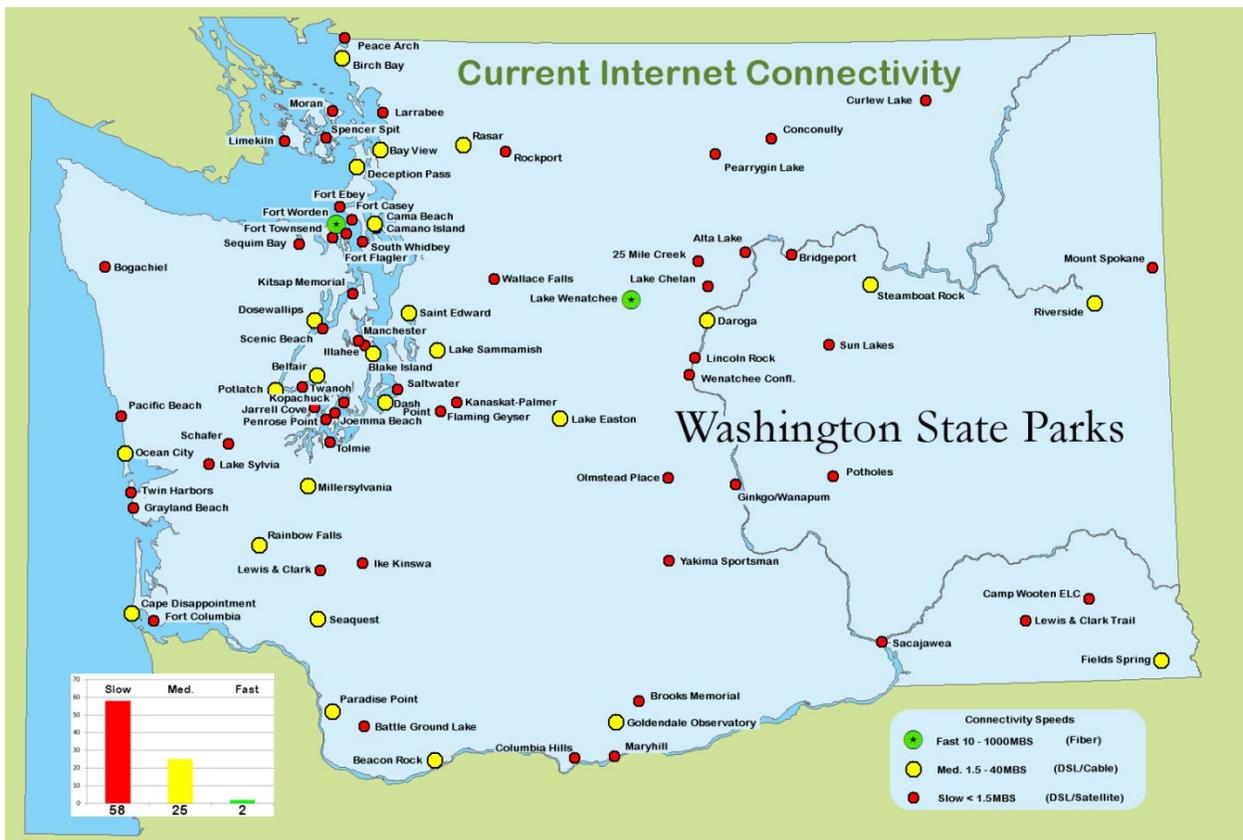
There is an estimated one-time cost for staff-related FTEs of \$4,000 and VPN hardware at approximately \$1,000 per park for a total of \$50,000. In addition, there is the one-time cost of \$480,000 for contracted services to provide connectivity to Parks.

Once connectivity is in place, Parks will be looking to contract with a vendor to provide Wi-Fi equipment at the parks and support Wi-Fi service customers at no costs to state parks.

What are the budget impacts in future biennia?

There is a potential revenue stream from contracting for Wi-Fi services. Connectivity to agency and statewide interfaces will result in staff time savings and increased staff productivity that can be redirected to other tasks that have been backlogged since the downsizing of the agency. There could be a request to extend high speed internet connectivity to the remaining 50 staffed parks. The standard lifespan for the VPN hardware is five years. Parks estimate \$50,000 replacement costs every five years for the VPN hardware devices.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries and Wages	107,200	143,000	250,200
B Employee Benefits	35,400	47,200	82,600
E Goods/Other Services	105,400	390,100	545,500
G Travel	7,500	10,000	17,500
J Equipment	10,000	40,000	50,000
T Indirect	34,700	46,200	80,900
Total Objects	300,200	676,500	976,700



Attachment A

PROPOSED LIST OF PARKS FOR CONNECTIVITY	
Alta Lake	Lake Sylvia
Battle Ground Lake	Lincoln Rock
Beacon Rock	Maryhill
Belfair	Millersylvania
Birch Bay	Moran
Brooks Memorial	Ocean City
Cama Beach	Pacific Beach
Camano Island	Paradise Point
Cape Disappointment	Pearrygin Lake
Conconully	Potholes
Curlew Lake	Potlatch
Daroga	Rainbow Falls
Dash Point	Rasar
Deception Pass	Riverside
Dosewallips	Saint Edward
Fort Casey	Saltwater
Fort Columbia	Scenic Beach
Fort Flagler	Sequest
Fort Townsend	Sequim Bay
Grayland Beach	Steamboat Rock
Ike Kinswa	Sun Lakes
Kitsap Memorial	Twenty-Five Mile Creek
Kopachuck	Twin Harbors
Lake Chelan	Wenatchee Confluence
Lake Easton	Yakima Sportsman

Information Technology Addendum

Recsum Code and Title **N6 – Improve Park Connectivity**

Brief Description: Parks is requesting funds to pay for circuit costs and information technology staff to offer high-speed internet connections to approximately 50 state parks. This funding request is associated with a 2015-17 capital budget request to install fiber, microwave, or other technology in those parks. (General Fund – State)

If this investment includes the use of servers, do you plan to use the state data center?

Yes No, waiver received No, waiver not received Does not apply

Security

Security: How does this investment affect the state’s security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?

By connecting remote park computers to the SGN through the CTS provided VPN service, the remote computers will be better managed, better connected, and better protected.

Feasibility/Risk

Cultural readiness/organizational capacity: Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?

The effort will not require significant institutional change within the agency. The agency has tested several locations using the small branch office VPN service from CTS and is confident this solution will bring many computing efficiencies to both the end users and administration of the computers in these remote locations. Because State Park’s install base is widespread throughout the state, IT staff has fostered creative ideals in bringing IT services to the remote locations. This effort will make managing the computers more efficient and provide better security at these locations.

Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?

Yes, we believe so. Since we have tested several locations, we are confident in the design and structure.

Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?

The investment does not need to be completed all at once, but the sooner all parks are well connected and part of the State Government Network, the sooner the agency will appreciate the efficiencies acquired by this technology.

Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?

If this project does not go forward, staff in park locations will not have access to agency and statewide systems necessary to complete their work efficiently.

Technology Strategy Alignment

Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?

The associated capital request for funding the infrastructure is imperative for this project to be a success. Once the infrastructure is in place, service can be ordered and implemented. Once the circuits are live, then the Small Branch Office VPN service can be implemented. Also, once the circuits are live, State Parks can foster a partnership with a vendor to provision WiFi service for the public within these park locations.

Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?

Older Internet connectivity technologies like DSL and cable will be replaced with business class service over fiber optic infrastructure.

Mobility: Does the investment help state employees conduct business “any time, anywhere”? Does it improve mobile access to services for customers?

This investment will allow State Parks employee to have access to all needed IT resources from their remote locations. Furthermore, customers will have access to WiFi services within the affected parks.

Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?

Visitors to the affected park locations will easily the investment available to them through the WiFi service offered while at these park locations. By having better connectivity at the parks, the public will have better access to the Internet and other emerging technologies.

Accountability: Are the investment’s goals well articulated? How will “success” be determined or measured?

Measured success will be:

- 1.) The number of park locations with connections to the State Government Network.
- 2.) The totals area served with WiFi services.
- 3.) The amount of revenue from increased attendance, revenue collected through a partnership with the vendor provisioning the WiFi services.

Financial

Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?

No.

Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?

Yes. If remote computers are connected to the State Government Network, they can be managed centrally by IT Services staff. Equally, they can then use the same enterprise software for anti-virus protection, group policy deployment, and network resource availability.

Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?

In a recent survey conducted by State Parks and its reservation vendor, WiFi services were the number 2 most requested amenity desired in our parks. We believe these services will attract the younger generation and business traveler. Furthermore, in a partnership with a vendor to provision the WiFi services, we anticipate a State Parks receiving a portion of the revenue generated from visitors paying for WiFi services.

Business Case/Agency Mission Priority

Mission priority: Does this investment help the agency better deliver its mission?

Yes. The Agency Mission states:

“State parks connect all Washingtonians to their diverse natural and cultural heritage and provide memorable recreational and educational experiences that enhance their lives.”

The Agency Vision states:

“Washington's state parks will be cherished destinations with natural, cultural, recreational, artistic, and interpretive experiences that all Washingtonians enjoy, appreciate, and proudly support.”

With better connectivity, citizens of the State of Washington and other visitors will have an enhanced experience in our treasured parks and help with the educational and interpretive experiences within the parks.

Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?

Yes. The Agency strategic plan states:

“People want technology: For many years, the trend was for parks to be considered “technology-free zones,” where the concerns of daily life could be put aside to relax, recreate and explore the natural and cultural heritage of the state. This attitude has shifted nationwide, and park systems around the country are embracing technology to enhance service and advance core missions. State Parks is making greater use of technology to provide customer information and services through web sites, apps, and other new technologies. Apps and web-based information can replace the need for costly, on-site interpretive displays that degrade in weather and become out of date. Parks must compete for people’s leisure time. This requires a balance -- using technology to entice visitors out for a real experience, while not replacing the visit with a “virtual” one. Meanwhile, greater investment in technology will help agency internal communications.”

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission

Decision Package Code/Title: N7 – Interpretation and Envir Education

Budget Period: 2015-2017

Budget Level: PL – Performance Level

Package Title: Interpretation and Envir Education

Recommendation Summary Text:

State Parks requests funds to expand interpretive services, partnership development, and volunteer coordination to generate more community involvement and participation in parks. Increased efforts in these areas will allow the agency to recruit additional volunteers, friends groups, and other organizations to provide enhanced services, programs, and arts/culture events for visitors. These programs will provide opportunities for people of all ages to experience the outdoors and increase their awareness of natural and cultural resources in the parks. Expected results include increased park attendance and community support with the ultimate goal of generating additional revenue from user fees. Related to Puget Sound Action Agenda Implementation. (General Fund- State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 – General Fund – Basic Account - State	785,600	766,800	1,552,400

Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	7.0	7.0	7.0

Package Description:

Interpretative Services:

Three Interpretive Specialists and additional funding will re-establish key interpretive facility staffing and programming levels in four high visitation park areas. They will also provide capacity for increased event planning and volunteer and friends' group coordination and recruitment. Additional interpretive staff will be used to expand training and coordination of volunteers to enhance interpretive programming and develop partnerships with schools to provide students' environmental education in state parks.

Park areas targeted for interpretive specialists are: 1) Olympic View Area (which includes Fort Flagler), 2) Deception Pass Area, 3) Coulee Corridor Area (which includes the Dry Falls Visitor Center), and 4) Greater Spokane Area (which includes Riverside). This funding will pay for the replacement of outdated and no longer accurate interpretive exhibits, youth outreach materials for the Junior Ranger program, and training for staff and volunteers in interpreting programs and exhibits.

An administrative support position will assist with the interpretive program and signage. This position will coordinate park-level reporting of interpretive contacts, as well as organize and maintain the interpretive library. Additionally, this position would organize and maintain sign records and process sign requests for staff and partners.

Additional funding to bring the Folk and Traditional Arts Coordinator to a full-time position will increase public participation in statewide folklore and traditional arts programming. Increased staff hours will provide time to plan and facilitate additional folk art performances and events, expand efforts to seek and manage federal and private grants, develop folklore content and media, and increase outreach to develop additional ethnic and culturally diverse partnerships. Overall, these additional resources will add shoulder and off-season programming to encourage public participation year-round.

Partnership Development and Volunteer Coordination:

Two visitor experience and partnership coordinators will add field-based capacity for the coordination and evaluation of visitor experience-focused programs. This will include interpretation, volunteer coordination, special event coordination, friend’s group coordination, and stewardship of natural and cultural resources.

This funding will enable State Parks to develop partnerships with schools to provide students with an environmental education, reap benefits from volunteer and friends’ group efforts, and increase community support and park visitation in three out of ten park district areas of the state. The three park districts targeted due to public interest and population are the Ocean Beach District (which includes Cape Disappointment), the Whidbey-San Juan District (which includes Deception Pass), and the Emerald-Tahoma District (which includes all the parks in King County).

Funding will allow for improved recruitment, retention, tracking, and training of volunteers by 1) supporting a conference for friends groups and volunteers, 2) providing incentives to volunteer camp hosts, 3) restructuring the volunteer recognition program, 4) providing training for staff on how to recruit and manage volunteers, and 5) acquiring software to more efficiently track volunteer hours.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

Funding this request will increase community support and park visitation by coordinating volunteers, friends groups and promoting special events, interpretation, and stewardship activities.

Performance Measure Detail

<u>Activity</u>	<u>Incremental Changes</u>	
	<u>FY 2016</u>	<u>FY2017</u>
A004 - Park Operations		
Increase annual attendance	18,600	18,600
Increase interpretive program attendance	50,000	50,000
Increase number of volunteer hours	9,500	9,500
Increase volunteer value	\$132,400	\$132,400

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. This request supports several of the agency's strategies.

Strategy #1 Demonstrate that all Washingtonians benefit from their state parks. This request directly relates to the Cultural Heritage Initiative and Tourism and Economic Development Initiative.

Strategy #3 Provide recreation, cultural, and interpretive opportunities people will want. This request directly relates to the Parks Events Initiative and Interpretation Initiative.

Strategy #4 Promote meaningful opportunities for volunteers, friends, and donors

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Yes. Results Washington Goal 3: Sustainable energy & a clean environment. Increase participation in outdoor experience on state public recreation lands and waters. Specifically this funding will support goal 4.2.b - Increase participation in State Parks environmental education and interpretive programs from 114,000 visitors to 160,000 visitors by 2016. This request would enable State Parks to create opportunities to further establish public awareness and enhance public knowledge about natural resources, cultural diversity and help to preserve and protect cultural and recreational assets.

What are the other important connections or impacts related to this proposal?

Adding Parks Interpretive Specialists will allow facilities to be open more often attracting more visitors, and will free up other park staff for other duties. Increasing outreach and educational opportunities for the public will engage community involvement potentially discouraging vandalism - reducing damage to natural and cultural resources.

Providing year-round programming could increase revenue from increased visitor attendance.

Puget Sound Action Agenda Implementation:

Portions of this proposal will implement Near Term Actions (NTAs) B4.2.1 and C7.4.1 by adding field staff that can support the implementation of interpretive programs in state parks consistent with NTA B4.2.1 and by providing staff and travel/goods and services for four shellfish events for the budget period 2015-2017 consistent with NTA C7.4.1.

Budget includes funding for .5 FTE per year for an Interpretive Specialist for a total of \$54,058 for the biennium and \$20,000 for travel and supplies for the biennium to implement interpretive programming consistent with NTA B4.2.1.

Budget includes a total of \$40,000 for staffing, goods and services to conduct four Shellfest events over the biennium consistent with NTA C7.4.1. This NTA is part of the Governor's Shellfish Initiative.

What alternatives were explored by the agency, and why was this alternative chosen?

None

What are the consequences of adopting or not adopting this package?

Without funding, progress on the State Parks Initiatives (Parks Events, Interpretation, Volunteer, Friends Development, and Trails), as well as on the Governor's Results Washington goal for interpretive visitors, will progress very slowly because of the current limited staffing capacity for interpretive services and partnership and volunteer services.

What is the relationship, if any, to the state's capital budget?

None

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:**Interpretative Services: \$1,043,600 - Biennium total**

0.5 FTE Administrative Assistant 3, Range 39 – Step L at \$29,800/year

3.4 FTE Parks Interpretive Specialists Range 35 – Step L at \$183,800/year

0.4 FTE Program Specialist, Range 55 - Step L at \$35,200/year

Personal Service contracts / Interpretive Design Contracts \$299,000; Travel \$25,800, Goods & Services and other staff related costs \$89,400; and one-time costs for work spaces \$10,800.

Indirect costs have been included for administrative support services associated with new FTEs (0.5FTE and \$60,500/year).

Partnership Development and Volunteer Coordination: \$508,800 - Biennium total

2.0 FTE Program Specialist 3, Range 52 – Step L at \$164,200/year

Personal Service Contracts for event planning \$15,000, Travel costs are \$12,000, staff related goods and services \$25,500; and one-time costs for work spaces \$8,100.

Volunteer program costs include travel \$1,000, conference room rental \$20,000, supplies & materials for training \$13,000, and volunteer tracking software \$6,000.

Indirect costs have been included for administrative support services associated with new FTEs (0.2FTE and \$39,900/year).

Revenue Calculations and Assumptions:

There is an indeterminate impact on revenue. It is expected that the services describe in this package will increase park attendance, but there is not enough information to provide an estimate.

Distinction between one-time and ongoing costs:

\$18,900 for work spaces are a one-time cost. Remaining costs are on-going.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries and Wages	281,000	281,000	562,000
B Employee Benefits	132,000	132,000	264,000
C Personal service contract	157,000	157,000	314,000
E Goods/Other Services	95,800	77,000	172,900
G Travel	19,400	19,400	38,800
T Indirect	100,400	100,400	200,700
Total Objects	785,600	766,800	1,552,400

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency: 465 State Parks and Recreation Commission
Decision Package Code/Title: N8 – Restore Oper Costs Capital Proj

Budget Period: 2015-2017
Budget Level: PL – Performance Level

Package Title: Restore Operating Costs from Capital Projects

Recommendation Summary Text:

State Parks requests funding to restore the General Fund reduction option – “eliminate operating costs from capital projects”. Operating costs include staff needed to properly operate and maintain newly acquired, constructed, or renovated facilities. Funding also provides supplies, materials, and equipment essential to perform maintenance on the facilities. Restoring the funding for operating costs will provide sufficient staffing levels to accomplish the additional work generated by capital projects. With additional funding parks staff will be able to provide additional routine and preventative maintenance enhancing park condition and services. Ultimately the increased services will improve park condition and result in an increase in visitation and fee revenues. (General Fund-State)

Fiscal Detail

Operating Expenditures		<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 –General Fund State Account		\$568,400	\$763,600	\$1,332,000
Staffing		<u>FY 2016</u>	<u>FY 2017</u>	<u>Average</u>
FTEs		6.4	10.7	8.6
Revenue				
Fund	Source	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
269 Park Renewal & Stew	0402 Income from Property	\$145,400	\$217,600	\$363,000

Package Description

State Parks proposes restoration of the \$1,332,000 general fund reduction option for operating impact resulting from capital projects.

This proposal will fund costs for staffing, equipment, and goods and services needed to maintain and clean facilities, buildings and other fixtures; maintain trails and grounds; provide compliance and customer service for completed capital projects. Operating impact to cover costs to open a new facility or activation of specialized facilities such as a Membrane Bio-Reactor (MBR) will occur as scheduled. Funding for staff and resources is provided to monitor and maintain the MBR system and contracted services for year-round maintenance, and increased utility expenses and supplies. At facilities where staff are already operating at full capacity this funding enable staff to maintain new

day-use areas or restrooms and handle workload created by the anticipated growth in visitations.

The agency's current maintenance level for operating impacts is not sufficient to support the additional maintenance and resources it takes to operate new or renovated facilities, utility systems, and trails. This funding helps to provide adequate maintenance and services for the increased in workload.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

Programs begin in a timely manner, increased ability to provide efficient facility maintenance, and improve the quality of the park system to benefit the public's experience at the parks.

Performance Measure Detail

Activity

Incremental Changes

A004 – Park Operations

Outcome Measures	<u>FY 2016</u>	<u>FY 2017</u>
3100 Total revenue generated	\$145,400	\$217,600

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. All of the capital projects are associated with one or more of the Agency Transformation Strategies.

- Strategy #1 – Demonstrate that All Washingtonians Benefit from their State Parks by Protecting Washington's Natural and Cultural Heritages by protecting and restoring parks ecological resources.
- Strategy #2 – Adopt a Business Approach to Park System Administration by Generating Revenue. Underutilized land will address the increased demand for campsites. Park patrons will have access to previously closed sections of popular trails and areas of the park.
- Strategy #3 – Provide Recreation, Cultural and Interpretive Opportunities People Will Want by Encourage Use of Parks by offering interpretative services in parks.
- Strategy #4 – Promote Meaningful Opportunities for Volunteers, Friends and Donors by Engaging Volunteers and Donors to become actively involved in the care of state parks, like Camp Hosts.
- Strategy #5 – Form Strategic Partnerships with other Agencies, Tribes, and Non-Profits by partnering on projects.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes. All of the capital projects directly relate to one or more of the following Governor's Result Washington priorities:

- Goal 2 - Prosperous Economy Sustainable, Efficient Infrastructure – Reliable Infrastructure to maintain or improve percentage of other non-transportation infrastructure assets in fair or better

condition from 2013 baseline. Investing in improvement to electrical and wastewater systems are more efficient and better for the environment.

- Goal 3 - Sustainable Energy and a Clean Environment:
 - Clean and Restored Environment – Clean, Cool Water: 3.2.a. Increase the number of projects that provide stormwater treatment or infiltration and increase the percentage of (waterways) meeting good water quality.
 - Outdoor Recreation. With limited resources, Parks will invest in projects that preserve and protect cultural and recreational assets while encouraging park use. 4.3.a. Increase access to public recreation lands by increasing the number of Discover and daily passes. 4.3.b. Increase participation in State Parks environmental education and interpretive programs.
 - Working and Natural Lands – Habitat Protection by reducing the rate of loss of priority habitats.
- Goal 4 - Healthy and Safe Communities – Healthy People: Recreational opportunities offered by state parks will encourage people of all ages to get outdoors and be active that is good for mental and physical wellbeing.
- Goal 5 - Efficient, Effective and Accountable Government:
 - Resource Stewardship, Cost-Effective Government: The number of value added improvement ideas will increase by engaging volunteers who assist with park operations. Improvements to facilities will reduce the statewide energy use index of state facilities. Also, providing staff with access to data needed for effective decision making.

What are the other important connections or impacts related to this proposal?

All of the requested operating impacts are the result of improvements to a current service and/or safety of an existing facility, or enable the daily operation of additional lands or public facilities to be available to the general public. The agency expects sales growth from the anticipated growth of visitors to state parks as a result of the new or renovated accommodations and facilities and improved trail system this increase in revenue will provide a positive secondary impact to economic growth, which will increase state and local revenue and business income.

What alternatives were explored by the agency, and why was this alternative chosen?

The only alternative explored was non-funding of the operating costs of each individual capital project. If project impacts are not funded, portions of the parks may not be opened to the general public which will nullify the purposes for which the capital projects were intended.

What are the consequences of adopting or not adopting this package?

Years of not requesting funding for operating costs associated with capital projects, compounded by reduction in staff from prior biennia, has created a backlog of maintenance projects and reduced customer service. Faced with a potential reduction, State Parks is forced to make a tough decision on what project's operating costs to reduce or retain. This proposal provides funding for operating and maintenance costs associated with the addition of cabins and other new facilities to replace failing or deteriorated ones. These projects are expected to generate a considerable amount of revenue.

What is the relationship, if any, to the state's capital budget?

There is a direct correlation. The state's investment in these capital projects will be advantageous if funding is restored for operating and maintenance impacts.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Operating and maintenance costs are described within each project. Estimates for staffing, goods and services and one-time costs are based on prior agency operating impacts for similar park facilities and lands throughout the state. Staff costs are computed using the salary schedule – Step L.

Staff costs assumptions are base estimated hourly need; in peak season @ 26 weeks = 1,040 hours/year = 0.5FTE. Includes indirect costs computed at 11% of requested FTEs and 24.3% of salary and benefits.

Revenue Calculations and Assumptions:

Revenue is calculated on a project by project basis, and impact is tied to associated projects.

Revenue is computed based on an anticipated increase in day time visitation; assumes 1% growth; with increase from 10%-20% for day-use passes and an increase in Discover Pass sales and rent income from accommodations.

Distinction between one-time and ongoing costs:

Total one-time costs are \$133,800 of which \$33,900 is for goods & services and \$99,900 is for equipment. All remaining costs are on-going.

What are the budget impacts in future biennia?

Estimated total operating costs for the 2017-19 Biennium are \$1,886,500; Revenue is \$1,053,500.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries and Wages	170,300	283,700	454,000
B Employee Benefits	112,600	177,700	290,300
E Goods and Services	140,000	136,900	276,900
G Travel	3,100	5,300	8,400
J Capital Outlays	80,000	54,300	134,300
T Intra-Agency Reimbursements	62,400	105,700	168,100
Total Objects	568,400	763,600	1,332,000

**State of Washington
Decision Package**

Agency 465 State Parks and Recreation Commission

Decision Package Code/Title: N9 – Assess Utilities Infrastructure

Budget Period: 2015-2017

Budget Level: PL – Performance Level

Package Title: Assess Utilities Infrastructure

Recommendation Summary Text:

Completion of a utility infrastructure inventory and condition assessment is needed for strategic decision making and long-range financial planning for maintenance, rehabilitation, and replacement of aging infrastructure. This \$300,000 request will pay for a consultant to conduct the assessment to generate repair and replacement information on water, sewer, electrical, communications, and other primary site improvements. Having this data will improve prioritization of facility needs, assist in the infrastructure assessment, and help prevent utility failures before conditions become hazardous. Thorough knowledge of utility infrastructure will help avert failures and avoid costly repairs, reduce liability exposure, and prevent loss of revenue. (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 – General Fund – Basic Account - State	150,000	150,000	300,000
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTE	0.0	0.0	0.0

Package Description:

State Parks requests \$300,000 to hire a consultant to work with agency staff on a utilities infrastructure inventory and conditions assessment. In 2001, the agency completed an inventory and assessment of its facility assets and in 2012 a new inventory was completed primarily for buildings. Information obtained through this project will provide missing information on electrical, water, sewer, communications, and other infrastructure-related site improvements. This data, when combined with existing facility information, will provide a better understanding of the repair and replacement needs of park improvements and be a resource in determining the overall cost of a capital project.

Washington's state park system has grown from a single donated parcel of land in 1913, to a system totaling approximately 121,000 leased and owned acres, visited by over 35 million people each year, with over 2,800 structures located in almost every county statewide. The state park system includes:

- More than one in four of the total State-owned buildings.

- A diversity of facilities including; campgrounds, day-use sites, environmental learning centers, interpretive facilities historic fortifications, ocean and mountain recreation facilities, conference centers, cross state trail systems, and marine recreation facilities.
- More than 770 historic facility assets, with all of the associated cultural and stewardship impacts of ownership.
- A complex and diverse support infrastructure in each park, ranging from a simple vault toilet to state of the art sewage treatment facilities like Membrane Bio-Reactors (MBRs); and from no electricity in rustic parks to full size community systems with both overhead and underground electrical distribution systems.
- Water systems that must comply with all of the regulations imposed on Group A Transient Non- Community (TNC) water systems, and typically (in most parks) staff manage and maintain their own water supply and distribution systems for public use.

Tools, like the Facilities Inventory System (FIS) and Facilities Inventory and Condition Assessment Program (FICAP), help manage facilities data but more information is needed to help determine the complete costs of a capital project and whether to construct new or make significant, long-term improvements to existing facilities. These systems track primarily owned and leased buildings, but in state parks, a very large part of State Parks' investment lies in the site and infrastructure which historically has not been tracked or evaluated in the same way as buildings.

A utility infrastructure inventory and condition assessment is needed for the 124 state parks to effectively evaluate the needs of the park systems. Repair or replacement needs that will be evaluated include:

- Electrical infrastructure at 125 parks, overhead, underground, primary, secondary, and consumer side installations.
- Municipal-type sewage treatment systems, large onsite septic systems (LOSS), lift stations, pumps, and individual septic systems.
- Drinking water and irrigation systems totaling more than 40 miles of buried pipeline, hundreds of water pumps, 157 wells and 80 reservoirs.
- Statewide communications systems for park business and visitor use.

The data provided by the infrastructure inventory and assessment will complement the facilities databases. This information will be displayed in GIS (geographic information system) map layers, similar to the existing FICAP's building map, to graphically illustrate the composition of Parks' facilities to stakeholders. This information will improve accountability and assist in future budget development, strategic facilities planning, and various facilities oversight analysis and reporting functions. The web-based graphic data system will also allow parks to verify information and keep information updated as conditions change.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

Staff will have access to infrastructure data to make informed decisions on capital projects and overall facilities asset management and maintenance. The data will be valuable in evaluating public works projects and maintenance work activities. The data will also help keep open park sources of revenue, and various points of citizen interaction. Critical infrastructure repair or replacement needs can be prioritized for efficient investment with limited resources. The infrastructure data is available to use in the 2017-19 budget process.

Performance Measure Detail

Activity

Incremental Changes

A004 – Park Operations

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, “Adopt a business approach to park system administration”. The utility infrastructure inventory and assessment will aid in reducing risk and reduce costs by detecting deficiencies and mitigating risk factors when they are minor and can be fixed more easily avoiding costly results. It will encourage the use of parks by enabling Parks to better focus dollars on improvements to infrastructures that help promote park use.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Yes. This project directly relates to the Governor's Goal 2: Prosperous Economy Sustainable, Efficient Infrastructure – Reliable Infrastructure: 3.1.c. Maintain or improve percentage of other non-transportation infrastructure assets in fair or better condition from 2013 baseline.

Goal 3: Sustainable Energy and a Clean Environment – Outdoor Recreation. With limited resources, Parks will invest in projects that preserve and protect cultural and recreational assets while encouraging park use.

Goal 5: Efficient, Effective and Accountable Government - Resource Stewardship by providing staff with access to data needed for effective decision making. Also, Goal 5: Transparency and Accountability because the availability of this information will be used to support future decision making regarding operation, maintenance, and improvements to our parks.

Completion of the assessment will also provide for public safety by identifying and mitigating risk factors to the safety of people and property. The availability of up-to-date information will enable Parks to better focus dollars on improvements to park infrastructure before their condition become hazardous and require costly repairs.

What are the other important connections or impacts related to this proposal?

State Parks lacks current comprehensive condition assessments for electrical, water, sewer, and communications from which to make all-encompassing decisions regarding operation, maintenance, and improvements to parks. The utility information, in conjunction with project plans, identifies conflicts and informs facility solutions. Once the information is collected and presented in a CAD or GIS-compatible map, data can be used to mitigate costs associated with project redesign and construction delays; such as to avoid risk and liability that can result from damaged underground utilities. The objective is generally to collect accurate utility information within the project area to avoid conflict at later stages of the project.

What alternatives were explored by the agency, and why was this alternative chosen?

Doing nothing was considered as State Parks lacks the resources to invest in this important project. However, State Parks believes the investment in obtaining the information from this assessment is essential and will enable State Parks to base decisions on more specific data, and less on subjective criteria regarding operations, maintenance and improvements to all park facilities.

What are the consequences of adopting or not adopting this package?

State Parks is faced with growing challenges to manage its facilities and infrastructure effectively. If not funded, State Parks' decisions regarding operations, maintenance and improvements to parks will be subjective rather than based on a condition assessment data. If funded, this information will allow Parks to strategically evaluate and schedule and prioritize facility maintenance to increase the longevity of its assets and fundamentally reduce costs.

What is the relationship, if any, to the state's capital budget?

There is a direct correlation. State Parks lacks current comprehensive condition assessments for utilities infrastructure - electrical, water, sewer, and communications from which to make informed capital budget decisions. Ultimately, Parks ability to prioritize preventive maintenance to all facility assets will facilitate long-term stability of Parks' operations and will result in savings through process improvement, mitigation of risk factors, and reduced costs.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Parks estimates a cost of \$300,000 to hire a consultant and to support agency staff to work on the utility infrastructure inventory and condition assessment.

Revenue Calculations and Assumptions:

None

Distinction between one-time and ongoing costs:

This is a one-time request to hire a consultant to conduct a utilities infrastructure inventory and condition assessment which includes providing the utilities geographic location used in web-based geographic data system like the FICAP's building mapping system.

What are the budget impacts in future biennia?

Based on the findings, capital budget requests may be submitted in the future.

			Final
<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
C Personal Service Contracts	150,000	150,000	300,000
Total Objects	150,000	150,000	300,000

[This page intentionally left blank]

State of Washington
Decision Package

Agency **465 State Parks and Recreation Commission**

Decision Package Code/Title: **O1 – Restore Major Equipment Purchases**

Budget Period: **2015-2017**

Budget Level: **PL – Performance Level**

Package Title: **Restore Major Equipment Purchases**

Recommendation Summary Text:

State Parks requests funding to restore the General Fund reduction option - “delay major equipment replacement”. Years of budget reductions have resulted in the continued postponement of major equipment purchases. This has left State Parks with a growing inventory backlog of 20+ year old outdated equipment that is used in the maintenance and operation of state parks. Much of this equipment is used to work on the agency’s 3,000+ buildings and other structures, landscaping, forest health projects, road repairs, and trail construction and maintenance. Restoring the funding for major equipment will result in reduced repair costs, less frequent breakdowns, greater staff efficiency, and more staff time to work on essential park maintenance. (General Fund-State)

Fiscal Detail

Operating Expenditures	<u>FY</u> <u>2016</u>	<u>FY</u> <u>2017</u>	<u>Total</u>
001-1 - General Fund - Basic Account - State	650,000	650,000	1,300,000
Staffing	<u>FY</u> <u>2016</u>	<u>FY</u> <u>2017</u>	<u>Annual Average</u>
FTEs	0.0	0.0	0.0

Package Description:

This package proposes restoration of the \$1.3 million general fund reduction (PL-A0) option for major equipment replacement. State Parks has an inventory of 1,410 pieces of equipment purchased for \$24.5 million dollars. Replacement costs are estimated at greater than \$30 million and equipment expected useful life ranges from 10-20 years. As a result of budget reductions, a significant amount of inventory exceeds the useful life. A total of 840 pieces are older than 10 years and 319 are older than 20 years. This request proposes to restore funding to eliminate the backlog of the oldest equipment (over 20 years old) over a four-year time frame.

State Parks is requesting to replace equipment that has outlived its useful life according to industry standards. Older equipment is subject to high repair costs and frequent breakdowns. State Parks uses this equipment for maintenance and renovation projects all over the state, including work on the agency’s 3,000+ buildings and other structures, landscaping and forest health projects, road repairs, and trail

construction and maintenance. Equipment range from tractor-loader backhoes, older large dump trucks and tractors used for maintenance, to vehicles, and specialized equipment such as an aged road grader purchased in 1971.

Dump trucks bring sand, gravel and rocks to job sites and haul away shingles and other building site materials as well as tree debris for disposal. Other dump trucks are fitted with plows and used for snow removal in parks. Both backhoes and trucks are on the statewide wildland firefighting call out list, available to be used to dig fire lines and haul fire-fighting equipment and water tanks, and are a key part of the agency being prepared to respond in other emergencies. One new piece of heavy equipment could cost upwards of \$100,000.

State Parks was provided spending authority in the 2014 Supplemental budget for the purchase of a much needed snow blower, but there is still a critical need to address the growing backlog of aging equipment and begin to systematically replace the equipment. The need to replace older equipment is a priority as purchases have been postponed for several years due to budget constraints.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

The agency would save time and money on costly equipment repairs. Critical park maintenance could be completed in a more efficient manner.

Performance Measure Detail

Activity

Incremental Changes

A004 – Park Operations

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes.

Strategy #2 – Adopt a business approach to park system administration. This decision package will ensure that State Parks can work toward a systematic equipment replacement cycle to achieve efficiencies and reduce costs.

Strategy #3 – Provide recreation, cultural, and interpretive opportunities people want. This decision package ensures maintenance of key park infrastructure needed for a safe and healthy recreational experience, which will result in providing clean, well maintained parks that offer recreation opportunities people want.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Yes. Results Washington Goal 3: Sustainable energy and a clean environment by growing customer service satisfaction through proper maintenance and development of State Parks. With proper equipment to preserve and protect assets, State Parks can help ensure quality cultural and recreational opportunities for current and future generations.

What are the other important connections or impacts related to this proposal?

Some of the requested equipment is available to support Department of Natural Resources and federal wildland firefighting efforts, as well as assist in responding to other emergencies.

What alternatives were explored by the agency, and why was this alternative chosen?

Other options include renting needed equipment and continuing to repair and deal with frequent breakdowns. The agency's policy is to rent equipment that is only used occasionally. The equipment in this request is used on a daily basis, or seasonally, and renting is not cost effective. Continuing to repair and cope with frequent breakdowns is also not cost effective and can only be prolonged for so long. For example, one piece of equipment purchased in 1971, has over 300,000 miles on it. To continue to operate it, wheels will need to be replaced, because the tires used on the current wheels are obsolete and no longer being made.

What are the consequences of adopting or not adopting this package?

Not funding this request will result in increasingly high repair costs and more breakdowns. These breakdowns can occur at any time, even while traveling on the road between parks. Breakdowns cause delays in maintenance and renovation projects that wastes staff time. Failure to complete renovations makes parks less attractive to visitors and reduces its capacity to generate camping and Discover Pass revenue.

What is the relationship, if any, to the state's capital budget?

Most of this equipment is used for deferred maintenance projects, as well as for daily work and preventative maintenance. Failure to replace equipment will ultimately increase the maintenance backlog, which will lead to increased capital expenses.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Restore the maintenance level request provided as a general fund reduction option \$1,300,000.

Revenue Calculations and Assumptions:

N/A

Distinction between one-time and ongoing costs:

On-going costs into the 2017-19 biennium

What are the budget impacts in future biennia?

In future biennia, State Parks will need to continue to invest in replacing broken-down or outdated equipment.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
J Capital Outlay	650,000	650,000	1,300,000
Total Objects	650,000	650,000	1,300,000

**State of Washington
Decision Package**

Agency: 465 State Parks and Recreation Commission
Decision Package Code/Title: O2 - Replace Outdated Law Enforcement System

Budget Period: 2015-2017
Budget Level: PL – Performance Level
Package Title: Replace Outdated Law Enforcement System

Recommendation Summary Text:

State Parks' Rangers issue about 13,000 citations annually to park visitors. The number of citations have increased by 900% since the inception of the Discover Pass in 2011. The current system, a Microsoft Access database used to log and track infractions, was not designed to handle this volume of data. A new system designed specifically for law enforcement records, will allow Parks the ability to more easily manage the high number of citations. A new system will significantly increase operational efficiencies, as it will support the use of electronic tickets, enhance reporting capabilities and eliminate data entry backlogs and provide more accurate information. (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund – Basic Account State	510,000	40,000	550,000
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	0.0	0.0	0.0

Package Description:

Citation records are managed centrally by the Law Enforcement Program through an Access database system that was designed and developed internally called the Law Enforcement Tracking System (LETS). This current system cannot handle the significant growth in the number of parking citations, from 1,000 to 13,000 per year, since the implementation of the Discover Pass. This increase has not only impacted the size of the database system but also the amount of paperwork having to be managed by the Law Enforcement Program. This growth occurred at a time when the program's staff level was reduced from 5 to 3, causing a workload backlog in the law enforcement program.

Regular requests are received from legislators and the public for information. Retrieving information from the current database is difficult and generally requires Information Technology assistance to pull data needed for specific reports.

A new system called Spillman, specifically designed for law enforcement records management, has the necessary modules to manage the large number of infractions, provide simpler access to data and eliminate the need for IT assistance to generate reports. This new system will also enable electronic

ticketing and incident reports. Spillman is currently in use by approximately 25 law enforcement agencies in Washington State and is the only records management system that directly interfaces with the Statewide Electronic Collision and Ticket Online Records (SECTOR) system. Once information is entered into Spillman, it is shared immediately in a centralized database, and is instantaneously available to law enforcement for searching and reporting purposes. Modules are optimized for automatic data population, ensuring maximum information flow from the agency's dispatch software to personnel in the field. This will create considerably better operational efficiencies compared to the current process that requires intensive staff time. These efficiencies will allow remaining program staff to better address the growing backlog of other program responsibilities and project work, while making substantial improvements to the agency's processes for all field staff responsible for law enforcement functions.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

A new records management system will make substantial improvements to the agency's processes for field staff responsible for law enforcement functions. Results are a reduction in backlog and increased availability of Park Rangers to address other law enforcement and customer service issues.

Performance Measure Detail

Activity

Incremental Changes

A004 – Park Operations

No performance measures submitted for this package.

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

This package is essential to implementing the strategy to "Adopt a Business Approach to Park System Administration" by pursuing efficiencies and finding solutions that enhance operations.

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

This decision package will make a key contribution to statewide results. Specifically this package will contribute to goal area #5: Efficient, Effective and Accountable Government. The outcome will be an improved process that allows for quicker and better responses to requests from legislators and the public for citations, infractions and incident information.

What are the other important connections or impacts related to this proposal?

This system can work with the Statewide Electronic Collision and Ticket Online Records (SECTOR) system, which is a data sharing software managed by Washington State Patrol that makes infraction data available to the other law enforcement agencies and the courts. Data sharing between law enforcement agencies is set up through an Exchange Routing System managed by the Department of Enterprise Systems. This is the Justice Information Data Exchange (JINDEX), which is an integration platform and will be able to transmit citation information directly to the records management system. Additionally, this system will reduce time spent tracking infractions and citations. An easily accessible database will increase efficiency in generating reports and responding to requests, as well as provide better accountability due to more accurate and accessible information.

Also, in coordination with OCIO, attached to this package is the Information Technology Addendum as part of the budget submittal.

What alternatives were explored by the agency, and why was this alternative chosen?

State Parks looked into utilizing SECTOR, which is a free system, but it does not have the ability to log or track parking citations, which makes up 92% of the 13,000 citations issued annually by the agency.

What are the consequences of adopting or not adopting this package?

Without this new system to manage data, the Visitor Protection and Law Enforcement Program will continue to experience backlogs in logging and tracking the growing number of citations issued annually by Rangers and will continue to be limited in the reporting of information and data.

What is the relationship, if any, to the state's capital budget?

None

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Expenditures:

- \$505,000 estimated software costs; includes one year of updates and 24/7 technical support.
- \$40,000 estimated annual maintenance fee, beginning in 2017.
- \$5,000 estimated for Custom Import Data to transfer information from current database

Revenue Calculations and Assumptions:

N/A

Distinction between one-time and ongoing costs:

One-time costs are for the purchase of the software and importing of data from the current database. After the first year, ongoing costs would be a \$40,000 annual maintenance fee.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	Final <u>Total</u>
E Goods/Other Services	5,000	40,000	45,000
J Capital Outlays	505,000	0	505,000
Total Objects	510,000	40,000	550,000

Information Technology Addendum

Recsum Code and Title O2 – Replace Outdated Law Enforcement System

Brief Description: A new system called Spillman, specifically designed for law enforcement records management, has the necessary modules to manage the large number of infractions, provide simpler access to data and eliminate the need for IT assistance to generate reports. This new system will also enable electronic ticketing and incident reports. Spillman is currently in use by approximately 25 law enforcement agencies in Washington State and is the only records management system that directly interfaces with the Statewide Electronic Collision and Ticket Online Records (SECTOR) system. Once information is entered into Spillman, it is shared immediately in a centralized database, and is instantaneously available to law enforcement for searching and reporting purposes. Modules are optimized for automatic data population, ensuring maximum information flow from the agency's dispatch software to personnel in the field. This will create considerably better operational efficiencies compared to the current process that requires intensive staff time. These efficiencies will allow remaining program staff to better address the growing backlog of other program responsibilities and project work, while making substantial improvements to the agency's processes for all field staff responsible for law enforcement functions.

If this investment includes the use of servers, do you plan to use the state data center?

Yes No, waiver received No, waiver not received Does not apply

Security

Security: How does this investment affect the state's security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?

Spillman increases the security of incident reporting and ticketing data by moving from a paper based reporting and ticketing system to providing the capability to electronically write, route, review, and retain criminal records data.

Spillman ensures the highest standards for data accuracy and usability with their single-source database. All data is entered, stored, and retrieved from the same location, allowing WSPRC to build a foundation of secure and accurate information while providing total software integration. Data is stored in master tables, allowing users to enter data once and have it automatically shared in real time among related modules.

Spillman's enhanced data security allows WSPRC to limit information access to authorized personnel at both system and user levels. Sensitive data is protected by defining permissions for programs, menus, screens, and even individual records and fields.

Feasibility/Risk

Cultural readiness/organizational capacity: Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?

Training in transitioning to Spillman would be conducted by Spillman staff and can be completed in a centralized format. Spillman has been exclusively providing [public safety software](#) solutions for more than 30 years. Their software currently serves more than 1,200 agencies and nearly 70,000 public safety professionals in 39 states. Spillman builds lifetime partnerships with customers through unparalleled professional [services](#), including convenient account management, continued training opportunities, and trusted technical support.

Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?

Yes, the transition to Spillman could be completed successfully. Spillman staff teams would work with both WSPRC IT and VPLE staff to help ensure a successful transition.

Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?

The investment is urgent to reduce a work backlog, help WSPRC meet both Federal and WA State crime reporting requirements, and to reduce staff time in writing, routing, reviewing, and retaining criminal records data. This budget request cannot effectively be broken into incremental pieces as the requested amount allows entry level services from Spillman.

Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?

The agency will continue to accrue a criminal records backlog and excessive amounts of staff time processing criminal records data if the status quo is maintained.

Technology Strategy Alignment

Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?

- Spillman provides its customers a lifetime partnership with unrivaled professional services, including:
 - [Purchasing Services](#)
 - [Project Management](#)
 - [Account Management](#)
 - [Research and Design](#)
 - [Customer Education](#)
 - [Technical Support](#)

These teams our designed to help meet any agency needs while using Spillman’s services.

Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?

Yes, Spillman provides the latest technological tools for criminal records management purposes.

Mobility: Does the investment help state employees conduct business “any time, anywhere”? Does it improve mobile access to services for customers?

If WSPRC purchases Spillman’s mobile RMS module and associated equipment, employees could instantly access system data from the field without leaving their vehicle and without dispatcher assistance. A single query allows employees to search the local database, other Spillman and non-Spillman databases, and state and national databases. In addition to searching names, vehicles, incidents, property, and wanted persons, employees would be able to search more than 20 other types of system records.

Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?

Yes, the process for the public to receive timely responses to public records request for criminal records data would be greatly improved by using Spillman’s services.

Accountability: Are the investment’s goals well articulated? How will “success” be determined or measured?

The goal of WSPRC investing in Spillman is to simplify the process for writing, routing, review, and retention of criminal records data. Success will be measured by the agency’s ability to: eliminate redundant data entry; eliminate paper hardcopy retention of incident reports; reduce total staff time for writing and review of criminal records; reduce time needed to retrieve criminal records data for public disclosure requests; and comply with federal and state requirements related to NIBRS and UCR standards.

Financial

Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?

There are direct financial implications for maintaining the status quo (paper based RMS system) versus transitioning to Spillman’s products and services. Financial consequences include excessive time spent writing reports and tickets, reviewing criminal records data, redundant data entry by VPLE staff, and hand filing and retrieval of criminal records data.

Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?

Cost is reduced in the field when generating criminal records data due to Spillman system efficiencies. Region Manager and VPLE staff time in reviewing criminal records data would be reduced by procuring Spillman. Routing of criminal records would be improved greatly by capitalizing on Spillman's automated RMS routing capabilities. Moving away from a paper based ticketing and incident reporting system to an electronic system would save money by reducing paper and toner costs.

Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?

No.

Business Case/Agency Mission Priority

Mission priority: Does this investment help the agency better deliver its mission?

Yes, the acquisition of an electronic RMS system will streamline the agency's ability to protect the public and our natural, cultural, and historical resources.

Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?

Our Law Enforcement Tracking software (LETS) is problematic on several levels:

- LETS does not store complete electronic records of infractions, citations, or incident reports, but only summary data linked to a paper hardcopy. Retrieval of an incident report, infraction, or citation requires a query into the LETS system, hand retrieval of the document, photocopying of the document, and re-filing of the original. This is not an efficient use of time for the frequent public records requests that VPLE receives. The potential for human error leading to misfiling and/or re-filing is also present.
- LETS requires redundant data entry by VPLE staff for criminal records data.
- LETS was developed and is maintained by one point of contact in WSPRC's Information Management department. If that employee leaves the agency, there is a potential that the proprietary software and institutional knowledge about the database will disappear.
- Our incident coding in our current Incident Report form is not compliant with NIBRS standards which is required for crime data reporting to the state and federal government.

Spillman provides law enforcement specific software that can substantially simplify our current processes of generating, reporting, collecting, distributing, and storing criminal records data. Spillman uses industry standard software that provides report formats that interface with and can automatically be electronically imported into a record management system (RMS). This data can be further imported to other government databases used for crime data collection. The subsequent reduction of the entire volume of labor-intensive and

redundant hand generated and entry of criminal records data would be a huge time efficiency.

[This page intentionally left blank]

**State of Washington
Decision Package**

Agency: 465 - State Parks and Recreation Commission
Decision Package Code/Title: O3 - Creating a Healthy Park System

Budget Period: 2015-2017
Budget Level: PL – Performance Level
Package Title: Creating a Healthy Park System

Recommendation Summary Text:

Funding this request will enable State Parks to take a significant step toward creating a healthy, sustainable state park system. State Parks has an important dual mission; to provide healthy outdoor recreation opportunities and to ensure the care and protection of a vast collection of natural, cultural and historical resources. The mission also leads to connecting people with their Washington heritage. As one of the major outdoor recreation providers in the State, Parks creates the opportunity for people of all ages to experience the outdoors, improving their health and quality of life. State Parks is also an economic driver for the State. Tourists visit parks and spend dollars in the local communities, generating revenue for state and local governments and business. Investing these dollars for additional staffing resources in the State Park system will benefit government, local communities, and improve the quality of life for citizens. (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund – Basic Account State	4,045,000	3,812,000	7,857,000
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	66.7	66.7	66.7

Package Description:

Preventative Maintenance

To establish and maintain a healthy, sustainable park system there is a need for adequate routine and preventative maintenance for nearly 3,000 park buildings, structures and facilities. Preventative maintenance, followed by regular routine maintenance, is the most neglected activity in the parks due to insufficient staffing. This neglect of critical maintenance leads to safety hazards, further deterioration of buildings, structures and facilities, and significant capital costs. Unchecked, this neglect will cause the discontinued use of trails, buildings and other facilities and, ultimately, a decrease in visitation and revenue.

The park system contains over 120,000 acres in 38 counties of the State. Parks operates close to 300

cabins and rentals, nearly 700 miles of trails, over 250 day use buildings, sewage treatment plants, 62 boat launches, nearly 700 restroom facilities, water systems and 440 miles of roadway. Years of reduced effort in this area, resulting from budget reductions and the shift of staff time to revenue producing activities, has resulted in substandard maintenance. This request for additional staff builds on staff requested in the “Improve Park Physical Condition” decision package.

Establishing and implementing maintenance standards for all parks will enable the agency to identify, quantify and focus on maintenance needs and priorities. Using the maintenance model tool will provide the ability to better understand services we are providing and determine if there are more effective or efficient methods of planning for and conducting maintenance. Funding these additional staff will allow the agency to take a second step towards park maintenance standards, ensuring all park facilities are well cared for and grounds are properly maintained.

Routine maintenance is defined as scheduled repetitive work for custodial activities, grounds keeping and site maintenance. Routine maintenance activities include:

- Restroom cleaning
- Lawn mowing/trimming
- Removing debris from fire pits
- Clearing brush from trails
- Litter pick up

Preventative maintenance is defined as inspections and/or actions taken on a scheduled basis to decrease service interruptions, reduce the premature failure of facilities and systems, and continue efficient operations. Preventative maintenance activities include:

- Painting buildings and structures
- Sewer system upgrades
- Winterizing pipes
- Renovation of campsites
- Roof repairs

An initial evaluation of maintenance needs using an Oregon maintenance model as a guideline resulted in an estimated need of 500 additional FTEs to properly maintain the parks. This result is not feasible to implement. State Parks is requesting another 10 percent of FTEs (for a total of 20 percent when added to the “Improve Park Physical Condition decision package) to take another significant step forward in performing adequate maintenance. These steps will allow the program to continue to measure, assess and refine the tool to determine the appropriate amount of staff needed to provide a level of maintenance that supports the goal of operating a healthy, sustainable park system.

This package requests additional staff (average of 0.4 FTE per park) to provide routine and preventative maintenance in the parks in order to better maintain their grounds, buildings and facilities to improve their condition.

Interpretive Services

The addition of three interpretive positions will help re-establish key interpretive facility staffing and programming levels in 5 additional park areas, bringing the total to 9 of 25 park areas. They will support visitor experience through the development and delivery of desirable programs and events. Additional interpretive staff will be used to expand training and coordination of volunteers to enhance interpretive programming and develop partnerships with schools to provide students’ environmental education in state parks. They will also provide capacity for increased event planning and volunteer and friends group coordination and recruitment.

The additional park areas targeted are the Central Whidbey Area (which includes Fort Casey); the San

Juan Area (which includes Moran and Lime Kiln Point); the North-South Beach Area (which includes Grayland Beach), the South Sound Area (which includes multiple parks on Puget Sound), and the Tahoma Gateway Area (which includes the Federation Forest Interpretive Center). Funding this package will result in interpretive staffing at the majority of the state park interpretive centers and will contribute to the Results Washington goal of 165,000 interpretive contacts per year.

Stewardship

Two construction and maintenance positions will perform repairs on nearly 770 historic structures, landscapes and other historic properties throughout the agency that require specialized skills, tools, or techniques. These positions will work with and train construction and maintenance staff based in the parks and regions to implement projects and be a resource on proper preservation methods.

Partnerships and Planning

Two program specialist positions will add field-based capacity for the coordination and evaluation of visitor experience-focused programs in 2 out of 10 park districts. In addition to the resources requested in the “Interpretation and Environmental Education” decision package, programs will be provided in 5 total park district areas of the state. Programs will include interpretation and coordination of volunteers, special events and friends groups. These positions will allow Parks to get more benefit from volunteer and friends’ group efforts, and will increase community support and park visitation in both the Gorge-Blue Mountain District and the Coulee-Upper Columbia District.

Funding will allow for improved recruitment, retention, tracking, and training of volunteers by 1) supporting a conference for friends groups and volunteers, 2) providing incentives to volunteer camp hosts, 3) restructuring the volunteer recognition program, 4) providing training for staff on how to recruit and manage volunteers, and 5) acquiring software to more efficiently track volunteer hours.

Internal Auditor

The addition of an internal auditor position will help to provide assurance that: agency assets are protected; the agency is in compliance with laws, rules, policies and procedure; proper internal controls are in place; and system and controls support the goals of the agency. State Parks has many areas of risk due to the nature of the business and the statewide distribution of various functions - such as cash handling. An Initiative-900 performance audit during the 2007-2009 Biennium noted the agency should hire an internal auditor or contract for the work. Internal audits are needed to help the agency achieve consistency in business practices, identify and report operational and financial issues that can impede the ability to achieve agency goals and to improve public service. Without independent and objective assessments, the Commission may not be able to identify financial and programmatic problems that will prevent it from achieving its mission.

Health and Safety

The addition of a safety officer position will assist in staff safety training, such as first aid and handling of hazardous materials. This position will also conduct inspections on facilities, equipment and operations to ensure compliance with agency, state and federal safety standards and codes. As one of three health and safety staff, this position will assist in reviews of accident investigations, conduct safety studies and analysis, develop disaster and emergency response plans, and monitor maintenance of safety bulletin boards and materials.

Forms and Records Management

Funding for a forms and records manager position will formulate procedures and provide supervision of the agency's records management program. This position will establish standards and objectives, develop policies and procedures, eliminate unnecessary and unauthorized forms, coordinate the records reporting process and records management system, ensure program compliance with records management statutes, manage inventory of all public records requests in accordance with procedures established by the State Records Committee and establish/review all agency records retention schedules annually. This will result in consistent use of the most current forms by agency employees and the public. This position will create efficiencies, enhance customer satisfaction, and reduce workloads and confusion resulting from the use of outdated forms.

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

This package will improve park operations, advancing customer service, safety, and routine and preventative maintenance. It will provide for improved stewardship of park resources and capacity for increased event planning and volunteer and friends group coordination and recruitment.

Funding this next step of investment in Washington's park system will further address its most critical areas to enhance visitor experience, helping to maintain current revenue streams to the state and local economies and businesses through park visitation and tourism.

Outcomes include:

- Achieving Results Washington performance measure of 160,000 interpretive contacts per year
- All Parks open and accessible for recreational use – both for day and overnight use
- Restrooms and other facilities cleaned more often during peak seasons
- Increased staff availability for collecting fees and checking campsites and accommodations
- More timely response to public safety issues - enhancing visitor and employee safety
- Greater access to staff for customer questions and information including more staff at welcome stations and centers - increasing visitor satisfaction
- Better maintained grounds, roads and structures and overall improvement in park facility conditions; and correspondingly, development of maintenance standards
- More functional restrooms, reduction in broken fixtures such as faucets and shower meters
- Reduced deferred maintenance requirements over time
- Enhanced park visitor experience
- Customer and revenue retention
- Increased preservation of historic buildings, landscapes, and other historic properties and architectural and cultural resources
- A targeted increase in interpretive, arts, and special events programming for visitors in five of ten areas of unmet demand; and increased programming statewide – enhancing visitor experiences associated with visiting parks
- Enhanced visitor services through expanded partnerships and more coordination and training of volunteers
- Enhanced capacity to engage with potential partners in emergent issues

Performance Measure Detail

<u>Activity</u>	<u>Incremental Changes</u>	
	<u>FY16</u>	<u>FY17</u>
A002 – Administration		
• No measures submitted for this activity	N/A	N/A
A004 – Park Operations		
• Increase annual attendance	12,400	12,400
• Increase interpretive program attendance	33,300	33,300
• Increase number of volunteer hours	6,300	6,300
• Increase volunteer value	\$87,800	\$87,800
A019 – Park Improvement and Real Estate Management		
• No measures submitted for this activity	N/A	N/A
A021 – Natural and Cultural Resource Stewardship		
• No measures submitted for this activity	N/A	N/A
A023 – Business Development, Partnerships and Marketing		
• No measures submitted for this activity	N/A	N/A

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, it is essential to the following strategic plan goals:

Goal #2: Adopt a business approach to park system administration

Goal #3: Provide recreation, cultural, and interpretive opportunities people will want

Goal #4: Promote meaningful opportunities for volunteers, friends and donors

Goal #5: Form strategic partnerships with other agencies, tribes and non-profits

Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?

Yes, it provides essential support to the following Results Washington priorities:

Goal Area #3: Sustainable Energy and a Clean Environment

○ Sub-topic(s): Working and Natural Lands

1. Goal(s): Increase interpretive program attendance to 160,000

Goal Area #4: Healthy and Safe Communities

○ Sub-topic(s): Safe People

Goal Area #5: Efficient, Effective and Accountable Government

○ Sub-topic(s): Customer Satisfaction and Confidence

Resource Stewardship

Transparency and Accountability

What are the other important connections or impacts related to this proposal?

The overall impact of the package will be adding needed resources to establish and maintain a healthy, sustainable park system that benefits all people now and into the future. Key attributes to this system will be:

- Having parks in good physical condition

- Providing recreation, enjoyment and learning
- Making sure State Parks' mission of resource care and protection is fulfilled
- Having adequate staffing and customer service
- Developing public and community engagement
- Promoting Tourism and Economic Development

What alternatives were explored by the agency, and why was this alternative chosen?

Years of restricted budgets and significant staff reductions have left the park system in a state of decline. Washington State Parks and Recreation Commission has a dual mission to care for a diverse collection of public lands and provide meaningful recreational and educational experiences that connect Washingtonians to their state's natural and cultural heritage. To achieve this mission, the State needs to maintain a healthy, sustainable park system. The resources requested in this package take the agency a step closer to achieving this goal.

What are the consequences of adopting or not adopting this package?

Not funding this package will result in the continued deterioration of the infrastructure of State Parks, posing safety hazards as well as making the facilities unattractive to a purchasing consumer base; and, inadequate staffing levels needed to provide interpretation, resource care and protection, and customer service. It will also hinder the development of public and community engagement.

What is the relationship, if any, to the state's capital budget?

The lack of general upkeep and regularly scheduled maintenance will lead to expedited deterioration of facilities and will result in higher capital requests for repair and replacement in the future.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

None

Expenditure Calculations and Assumptions:

Preventative Maintenance – 37 Park Aides, 10 Maintenance Mechanics, 2 Construction and Maintenance Project Specialists and 1 Administrative Assistant, as well as associated costs for vehicles, employee training, tools, equipment and travel. Total = \$4,716,000 and 50 FTEs.

Interpretive Services – 3 Interpretive Specialists, as well as associated costs for training, office equipment, supplies and travel. Total = \$412,000 and 3 FTEs.

Stewardship – 2 Construction and Maintenance Project Specialists, as well as associated costs for training, office equipment, supplies, tools and travel. Total = \$413,000 and 2 FTEs.

Partnerships and Planning – 2 Program Specialists, as well as associated costs for training, office equipment, supplies, personal service contracts and travel. Total = \$310,000 and 2 FTEs.

Internal Auditor – 1 WMS position to serve as the agency's internal auditor, as well as associated costs for training, office equipment, supplies and travel. Total = \$223,000 and 1 FTE.

Health and Safety – 1 Safety Officer, as well as associated costs for training, office equipment, supplies and travel. Total = \$149,000 and 1 FTE.

Forms and Records Management – 1 WMS position to serve as the agency’s records manager, as well as associated costs for training, office equipment, supplies and travel. Total = \$216,000 and 1 FTE.

Indirect – State Parks is requesting funding for indirect costs associated with this package. Indirect is calculated at 24.3% of salaries and benefits and 11% of FTEs. Total = \$1,418,000 and 6.7 FTEs.

Revenue Calculations and Assumptions:

Revenue is indeterminate. A well-maintained park system with services that visitors expect and want will increase visitation and Discover Pass sales in future biennia. However, there is no sufficient data on which to base a projection.

Distinction between one-time and ongoing costs:

\$232,300 in one-time equipment costs for park vehicles, radios, office equipment, cell phone accessories and maintenance tools.

All other costs are ongoing.

What are the budget impacts in future biennia?

None

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries and Wages	1,894,000	1,894,000	3,788,000
B Employee Benefits	1,024,000	1,024,000	2,048,000
E Goods/Other Services	225,000	124,000	349,000
G Travel	48,000	48,000	96,000
J Capital Outlays	145,000	13,000	158,000
T Intra-Agency Reimbursements	709,000	709,000	1,418,000
Total Objects	4,045,000	3,812,000	7,857,000

[This page intentionally left blank]

State of Washington
Decision Package

Agency: 465 State Parks and Recreation Commission
Decision Package Code/Title: O4 - Legislative Requests-Placeholder

Budget Period: 2015-2017
Budget Level: PL – Performance Level
Package Title: Legislative Requests-Placeholder

Recommendation Summary Text:

State Parks has been granted an extension for legislative request package(s) until October 31st, 2014, pending final recommendations from The Governor’s Blue Ribbon Task Force on Parks and Outdoor Recreation. (General Fund – State)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs			

Package Description:

Narrative Justification and Impact Statement:

What specific performance outcomes does the agency expect?

Activity

Incremental Changes

Performance Measure Detail

Is this decision package essential to implement a strategy identified in the agency’s strategic plan?

Does this decision package provide essential support to one or more of the Governor’s Results Washington priorities?

What are the other important connections or impacts related to this proposal?

What alternatives were explored by the agency, and why was this alternative chosen?

What are the consequences of adopting or not adopting this package?

What is the relationship, if any, to the state's capital budget?

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

Expenditure Calculations and Assumptions:

Revenue Calculations and Assumptions:

Distinction between one-time and ongoing costs:

What are the budget impacts in future biennia?

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
----------------------	----------------	----------------	--------------

Total Objects