



COMMISSION ON EQUITY AGENDA

APRIL 25, 2022

5:30 P.M.

IN-PERSON & REMOTE ATTENDANCE

In-person attendance: Lacey City Council Chambers, 420 College St SE, Lacey WA 98503

Remote attendance: You may view and/or provide public comment at the Commission on Equity meeting by watching live on Zoom. (<https://us02web.zoom.us/j/89825854683>)

The public may also listen to the meeting via telephone by dialing toll-free:
(888) 788-0099 or **(877) 853-5247** - when prompted enter **Webinar ID**
press #: 898 2585 4683 (*participant ID not required*)

NEW: Watch live or as a recording on YouTube. (<https://youtu.be/5rykeRPmC4c>)

CALL TO ORDER: 5:30 P.M.

1. Approval of Agenda, Previous Meeting Minutes, and Consent Items

- Approval of Agenda
- [Meeting Minutes from March 28, 2022](#)

2. Public Comment

By Zoom - Please raise your hand to provide public comment.
By Phone – Please press *9

3. Inspirational Item

Commissioner TBD

4. Business Items:

A. [Draft Communications Plan Review](#)

Jason Robertson, JRO and Company
Shannon Kelley-Fong, Assistant City Manager

B. [Parks and Recreation Regional Athletic Center \(RAC\) Facility Rental Policies](#)

Jen Burbidge, Parks, Culture, and Recreation Director
Sue Falash, Recreation Manager

C. [Lacey Parks, Culture, and Recreation Comprehensive Plan Public Involvement Plan \(PIP\)](#)

Jen Burbidge, Parks, Culture, and Recreation Director
Sue Falash, Recreation Manager

5. Commissioner Reports

6. **Director Report**

7. **ADJOURN**

Next Meetings:

- **Commission on Equity Regular meeting** – Monday, May 23, 2022 - 5:30 p.m.

**MINUTES OF LACEY COMMISSION ON EQUITY,
MONDAY, MARCH 28, 2022
VIA ZOOM WEBINAR**

EQUITY COMMISSIONERS PRESENT: Chair Thelma Jackson, Vice Chair Cliff Brown, Kim Sauer, Annie Clay, Makeda Hart, Kristine Stolberg, Jon Hegwood, Alternative Youth Representative Rianna Joseph

EQUITY COMMISSIONERS ABSENT: Youth Representative Alanis Blackburn

COUNCIL PRESENT: None

STAFF PRESENT: Shannon Kelley-Fong, Assistant City Manager (ACM)

RECORDING: https://youtu.be/njR_RT8Wk4A

CALL TO ORDER:

Chair Jackson called the meeting to order at 5:32 p.m.

1. APPROVAL OF AGENDA AND CONSENT AGENDA:

Approval of the Consent Agenda:

- Approval of Agenda
- Meeting Minutes from February 28, 2022

COMMISSIONER BROWN MOVED TO APPROVE THE CONSENT AGENDA. COMMISSIONER CLAY SECONDED. MOTION CARRIED.

2. PUBLIC COMMENT: None

3. INSPIRATIONAL ITEM:

Commissioner Clay read a poem by Joy Harjo entitled This Morning I Pray for My Enemies.

4. BUSINESS ITEMS:

A. Strategic Diversity, Equity, and Inclusion Plan Workshop #7 – Community Connectivity Analysis & Visioning for Change

Meagan Picard and Ronald “Tevin” Medley of The Athena Group led Strategic Diversity, Equity, and Inclusion Plan - Workshop #7. During this workshop, Picard shared a video overviewing the concept of a Community Connectivity Analysis (CCA). Commissioners collectively worked on starting to create a draft CCA for use by the Commission on Equity and the City of Lacey for future communication and engagement efforts. Medley led a visioning exercise where Commissioners were able to express what they wanted to see accomplished in the greater Lacey community in the short and long-term in connection with the draft Equity Mission, Vision, and Values statements. Discussion ensued.

4. COMMISSIONER REPORTS

Vice Chair Brown provided an update of the Juneteenth event planning meeting with the Fred U. Harris Lodge discussing communication efforts (e.g., flyer development, banners), potential invitees, information booths, volunteers, etc.

Chair Jackson discussed the Lacey Cultural Celebration engagement activity. Commissioners collectively agreed that it was a valuable engagement activity and that they would like to continue hosting a booth at this event in the future.

Chair Jackson discussed the Joint meeting between the Commission on Equity and the Lacey Youth Council. Chair Jackson briefly overviewed what was expressed by Lacey Youth Council members at the meeting, including youth experiences in the North Thurston Public School District (NTPS) in regards to racism, inequity, and feeling a lack of voice and inclusion. The Commission discussed how it could connect and interact with NTPS and show support for community youth, as well as continue to provide a conduit for youth voices to be heard. The Commission discussed writing a letter to the NTPS that articulated what was expressed and additional ways to continue to connect with youth and educators in the future. Discussion ensued.

Chair Jackson provided a copy of her book entitled “Blacks in Thurston County: 1950-1975” to members of the Commission on Equity.

5. DIRECTOR REPORT

ACM Kelley-Fong thanked the Commissioners for participation in the evening’s hybrid meeting, overviewed an online agenda tracker that lists potential upcoming Commission on Equity agenda items, and provided an overview of next Commission on Equity meeting.

6. ADJOURN

Chair Jackson adjourned the meeting at 7:55 p.m.



DRAFT

CITY OF LACEY COMMUNICATIONS PLAN



April 2022

ACKNOWLEDGEMENTS

City Council

Andy Ryder, Mayor
Malcom Miller, Deputy Mayor
Ed Kunkel
Carolyn Cox
Lenny Greenstein
Michael Steadman
Robin Vasquez

City Personnel

Scott Spence, City Manager
Shannon Kelley-Fong, Assistant City Manager
Donna Feliciano, Communications Specialist
Kelly Adams, Special Projects Administrator
John Koch, Digital Media Production Specialist
Jenny Bauersfeld, Community Relations Specialist
All Other City Staff

Other Key Contributors

J Robertson + Company, Professional Assistance
Steve Kirkman
Commission on Equity



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I. INTRODUCTION

The words **communication** and **community** come from the same Latin root, *Communis*, which means something shared. The following Communication Plan (“Plan”) was created to improve the connection between the City and the greater community by enhancing ways information, ideas, and priorities are shared, as well as increasing opportunities to meaningfully connect with community stakeholders.

Over the last two decades, Lacey has evolved from a small suburban town into a leading, full-service city with the largest population of all municipalities in Thurston County. This growth stimulated a corresponding investment in additional infrastructure, services, and resources to meet new, and changing, demands. While more resources, including City staff, are in place that allow the City to move quickly to keep up with the demands of continued growth, the City recognizes the need to take a strategic approach on the ways it connects and engages with community stakeholders.



In this Plan, the terms “community stakeholders” and “community members” are used to include residents, business owners, visitors, workers, partner entities, those internal to the organization, such as staff, volunteers, and City Councilmembers, and so much more.

This Plan, along with the City’s Communication Policies, provides a framework for ensuring effective and timely internal and external communications as the City adapts to its rapidly and constantly changing environment. To help with this effort, the Plan offers a roadmap for informing and engaging a diverse range of community members.

Throughout the Communications Plan, the terms “community members” and “community stakeholders” are used to include residents, business owners, visitors, workers, partners, City staff, volunteers, appointed and elected officials, and anyone else who plays a role in shaping the great community of Lacey.

The Plan’s goals, objectives, and target actions build upon insights shared by community members collected through a variety of engagement efforts, including the Lacey Cares Initiative in 2021. The Plan also considers how to reach Lacey’s ever-evolving community and new opportunities to utilize the latest advancements in communications technologies. Some of the Plan’s objectives and target actions are led exclusively by the City, while others are carried out through partnerships with other community organizations and stakeholders.

From all of the research and engagement efforts that culminated in this Plan, it is very clear that good communication continues to be essential in creating, enhancing, and sustaining a healthy, robust, and flourishing Lacey.

Goals

The following provides a brief overview of three goals and target audiences that make up the foundation of this Plan. Chapter III includes a detailed account of the Plan's goals, objectives, and target audiences.



1. **Augment internal communications to increase cross-departmental collaboration and awareness.**

To be a better all-around community provider and partner, the City strives to strengthen its internal communications leading to increases in cross-departmental awareness, improved message alignment, and advanced information access and management.



2. **Continuously evaluate and enhance external communications to provide transparent, timely, and accessible information to community stakeholders.**

The only constant is change. Lacey is a constantly growing and diversifying community.

With this in mind, the City endeavors to find new and innovative ways to reach a wider range of audiences. Similarly, the City is committed to evaluating what is and what is not working to ensure that limited resources are directed in meaningful ways. This includes focusing on enhancing diversity, equity, and inclusion efforts. The City will continuously look for improved ways to keep community members informed about events, opportunities and major decisions, and increase access to engagement and participation opportunities, particularly when decisions impact the greater community.



3. **Proactively craft communications and establish a defined Lacey brand.**

The City will continue to refine the City and the Lacey community's overall image through a variety of opportunities, including developing materials that resonate with existing and future residents, investors, and other community stakeholders alike.

Targeted Actions, Priority & Timeline (in brief)



1. Augment internal communications to increase cross-departmental collaboration and awareness.

TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
		Implementation			Enhance / Continue		
		2022	2023	2024	2025	2026	2027 & Beyond
A. Develop and implement an organization-wide intranet communications system.	High						
B. Institute an organization-wide document management system to increase efficiencies and streamline internal and external processes, reduce risk, secure data, and better connect staff. Continue to leverage this tool to meet future organizational needs.	High						
C. Develop a comprehensive web and App accessible City Services Center (311) for internal and external users to access City information, make service-related requests, and for the City is make more data-driven decisions.	High						
D. Create a Citywide style guide to ensure consistent branding and messaging of City materials.	Medium						
E. Create a consistent communications on-boarding program for new City employees and provide on-going communication training opportunities.	Medium						
F. Continually improve internal communications processes and tools, such as the communication dashboard and leverage new technologies that facilitate and streamline internal communications.	Medium						
G. Increase online accessibility to City documents through a variety of means to City documents for internal and external use.	Medium						



2. Continuously evaluate and enhance external communications to provide transparent, timely, and accessible information to community stakeholders.

TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
		Implementation			Enhance / Continue		
		2022	2023	2024	2025	2026	2027 & Beyond
A. Leverage email, text, and other technologies that allow end-users to opt-in to their preferred information channels.	High						
a. Create one-stop location for subscribing to email notifications.	High						
b. Use text messaging for emergency alerts, construction updates and critical events, as well as other information categories that end-users may opt-in to.	High						
B. Building off the Lacey Cares initiative, conduct regular multi-faceted community outreach and engagement efforts to determine community sentiments.	High						
a. Conduct a statistically valid, biannual community satisfaction survey to better understand community sentiments, including strengths and opportunities for improvement.	High						
b. Provide an annual report on Communication Target Action Plan.	High						
c. Perform a comprehensive evaluation and overhaul of the Communication Plan at year six.	High						
C. Create a Language Access policy that helps comprehensively expand communications to people with Limited English Proficiency (LEP) and other accessibility needs.	Medium						
D. Expand and standardize communication processes with external stakeholders. Use interactive and innovative communication methods to reach underheard or underrepresented populations.	Medium						
E. Expand community access to documents, reports, forms, and other City materials through the City's Document Management System, 311 App, online Municipal Code, and Public Records Request system.	High						

TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
		Implementation			Enhance / Continue		
		2022	2023	2024	2025	2026	2027 & Beyond
F. Create relationships and continue to build capacity with historically underrepresented communities to ensure barriers to participation are eliminated allowing individuals to participate in decisions that impact the community, as desired.	High						



3. Proactively craft communications and establish a defined Lacey brand

TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
		Implementation			Enhance / Continue		
		2022	2023	2024	2025	2026	2027 & Beyond
A. Establish consistent City materials by establishing a Citywide style guide, logo and flag use policy, and pursuing other comprehensive changes to communication materials.	High						
B. Refining key messages and create a unified voice, establish proactive media responses to ensure rapid, accurate, and widespread message reach, and craft policies on when to use certain types of communications.	High						
C. Enhance the City's image by developing a comprehensive marketing and branding campaign that raises awareness of the City's amenities and attractions. Create a process that allows for specialized branding for major initiatives.	High						
D. Expanding community partnerships with other organizations and stakeholders to leverage messaging, marketing, and storytelling opportunities.	Medium						
E. Continue to identify and refine future market targets and communications strategies (e.g., future residents, sports tournaments, business investors, et al.)	Medium						
F. Implement Communications Policies, see Appendix B .	Medium						
G. Provide an emphasis on disseminating information on community stakeholders on community growth and development plans, public safety programs and initiatives, and other large Citywide initiatives.	Medium						

Target Audiences in Brief

The following target audiences are described in greater detail in following sections, but include:

- City of Lacey residents, Lacey Urban Growth Area residents, and other nearby residents
- Business Community
- Community Partners (Nonprofits, governmental entities, etc.)
- Underrepresented Populations
- Visitors and tourists
- Elected Officials, Advisory Board Members, Volunteers
- City Staff

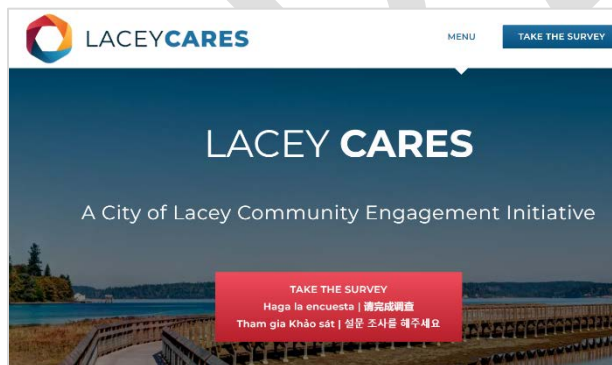


II. COMMUNITY CONTEXT

The Plan’s goals, objectives, and target actions were created to improve communication with Lacey community members. The first step in accomplishing this is to “know your audience.” This Chapter identifies the greater Lacey environment and key target audiences, including their respective priorities and communication preferences.

This Chapter includes:

- A review of the most current United States Census Bureau data (2020 Preliminary Census data & the 2015-2019 American Communities Survey).
- A more in-depth socioeconomic analysis using ESRI tapestry data.
- A comprehensive analysis of target audiences.
- Key messaging and impact-evaluation tools.
- An overview of existing City communication tools and channels.
- An assessment of community communication preferences and priorities as identified through 2020 and 2021 engagement opportunities. This includes information from the Lacey Cares initiative, a Lacey Business Community survey, and interviews from internal City stakeholders, including City staff and Lacey City Councilmembers.

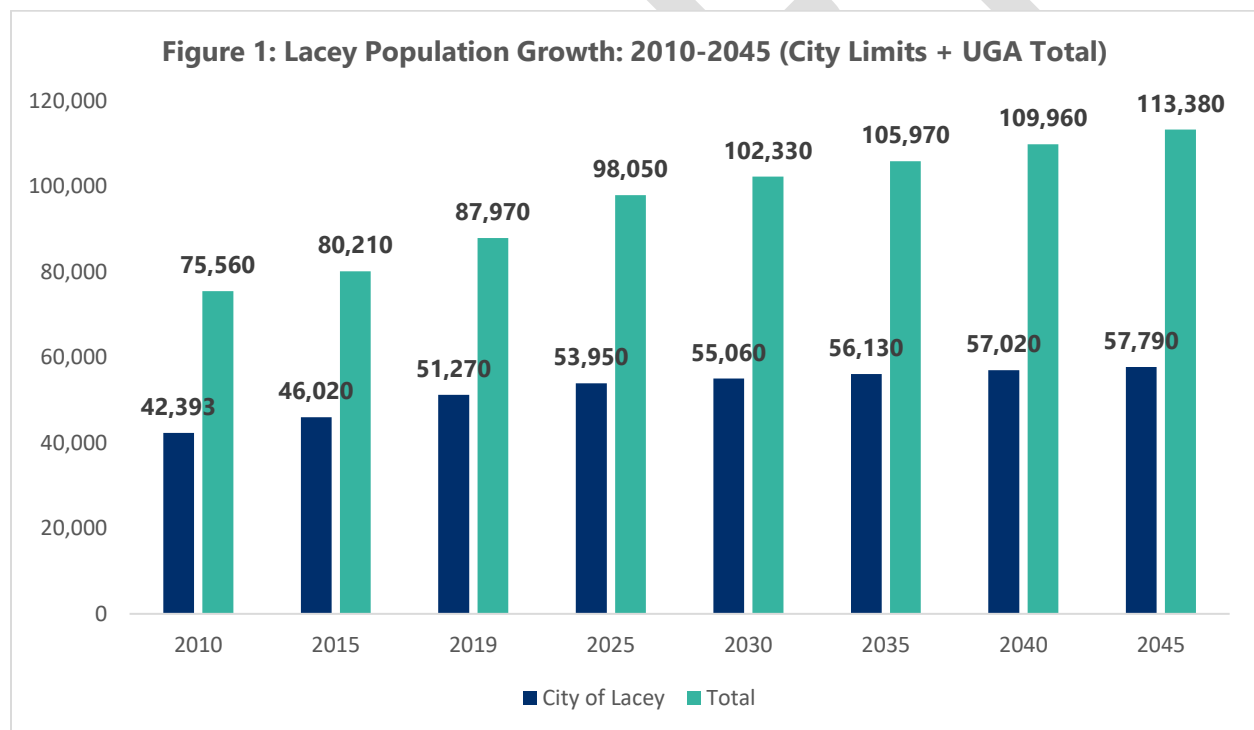


Lacey Today

This section provides a high-level overview of Lacey sociodemographic trends, conditions, and forecasts to provide a better understanding of the existing and future greater residential community. While this section primarily focuses on the City's residents, it is important to note that other community members play a significant role in shaping Lacey, including business owners, visitors, workers, partners, City staff, volunteers, and appointed and elected officials, and more.

Lacey Population Growth Forecast

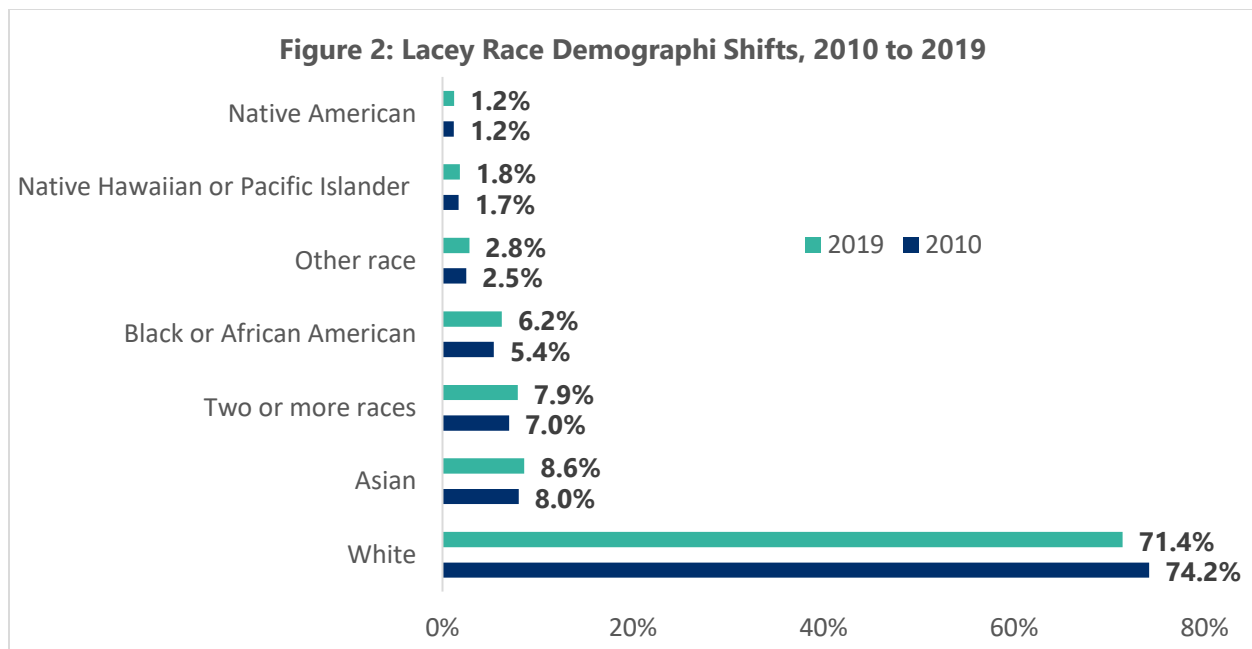
Over the last decade, Lacey and its Urban Growth Area (UGA) welcomed over 15,000 new residents. By 2035, Lacey's population, including its UGA, is forecast to surpass 100,000. The proportion living within city limits will depend on the pace of annexations and other considerations. The increase in population will impact City-managed assets (roads, utilities, and other infrastructure), demand for goods and services, and communication needs. The latter which are likely to continuously change and, more than likely, continue to diversify in preferred channels and methods.



Source: Thurston Regional Planning Council

Race Demographics

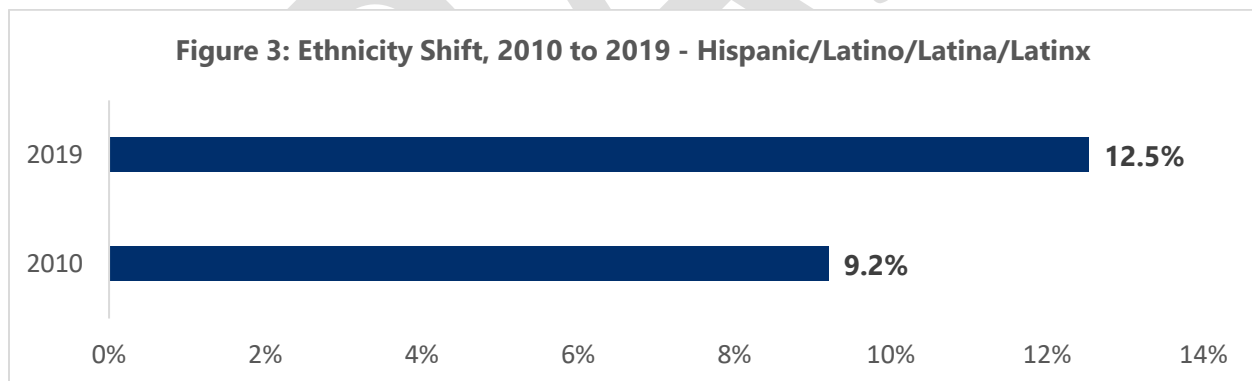
While Lacey remains predominately white, it is the most diverse city in Thurston County and includes sizeable Asian, Black or African American populations, and many others. As in much of the country, the largest and fastest growing population segment is people of two or more races.



Source: US Census Bureau 2010 and ACS 2019 Estimates

Ethnicity Demographics

The Hispanic/Latino/Latina/Latinx population has grown over 3% since 2010.

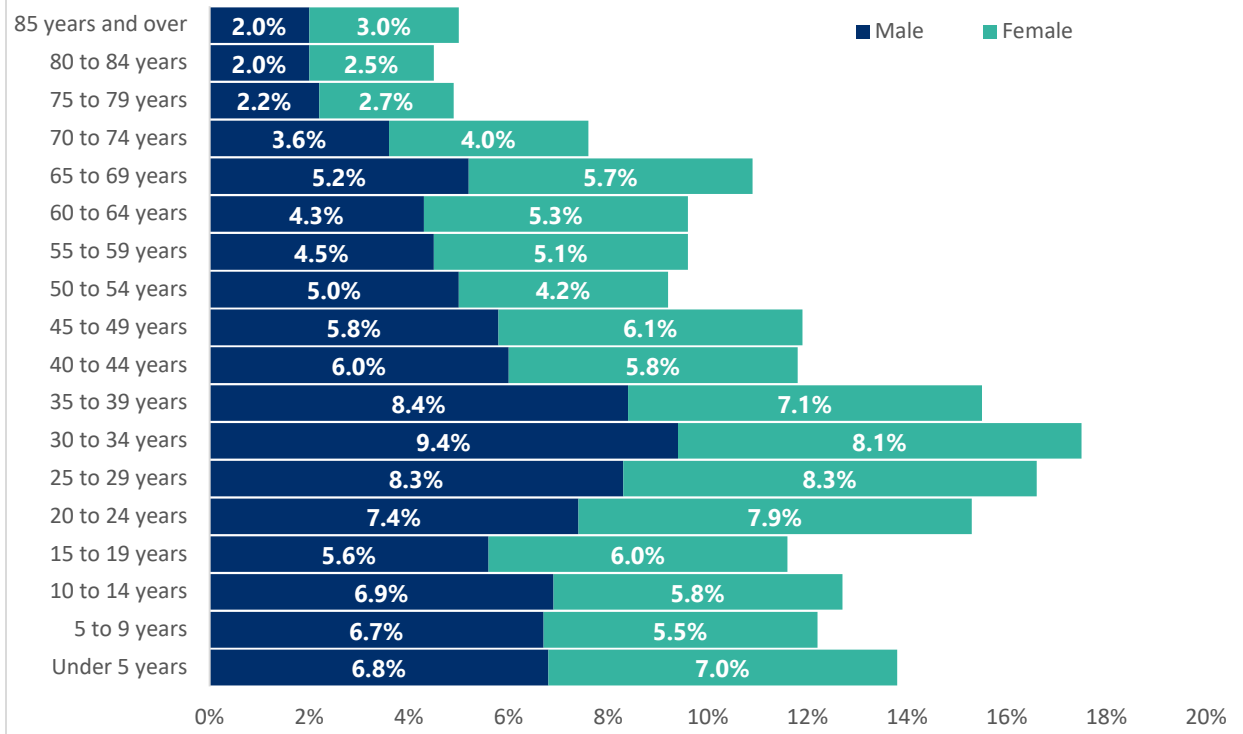


Source: US Census Bureau 2010 and ACS 2019 Estimates

Age and Sex Demographics

Lacey is 53% female with a median age of 36.4, and a median age of 34.4 for men. About 65% of all residents are age 20-39. There are 38,810 adults, including 8,141 adults over the age of 65.

Figure 4: Lacey Age and Gender Demographics, 2019

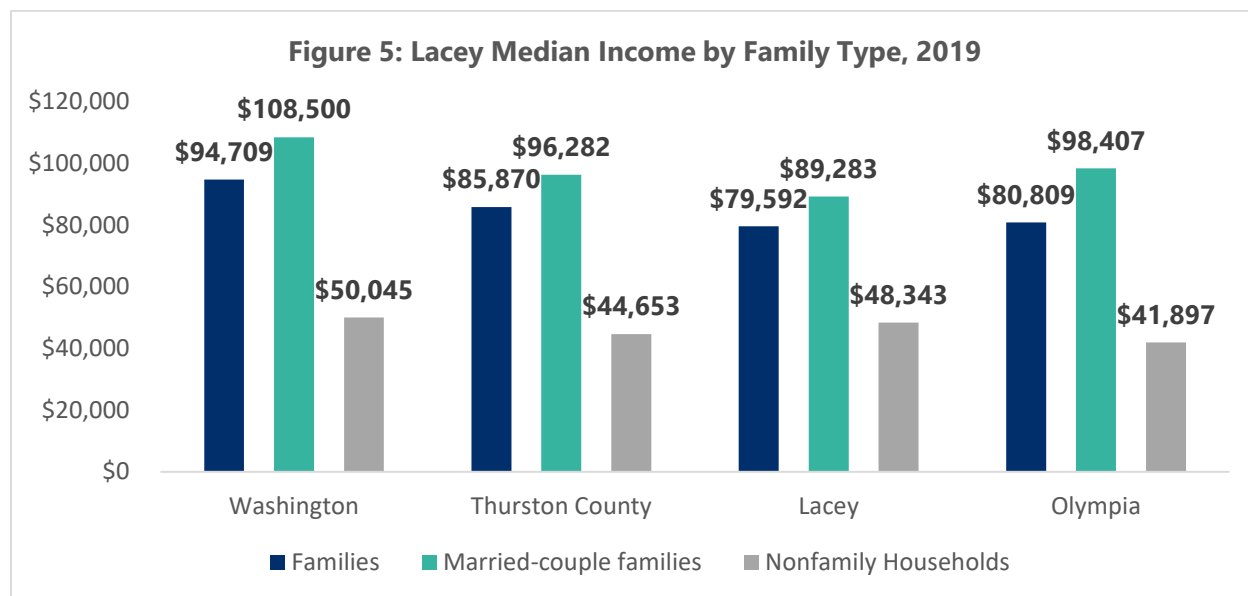


Source: 2020 U.S. Census American Community Survey, 2019

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Median Income by Family Types

While Lacey's household income has grown, it continues to be less than neighboring jurisdictions and the state average, with the exception of non-family households.

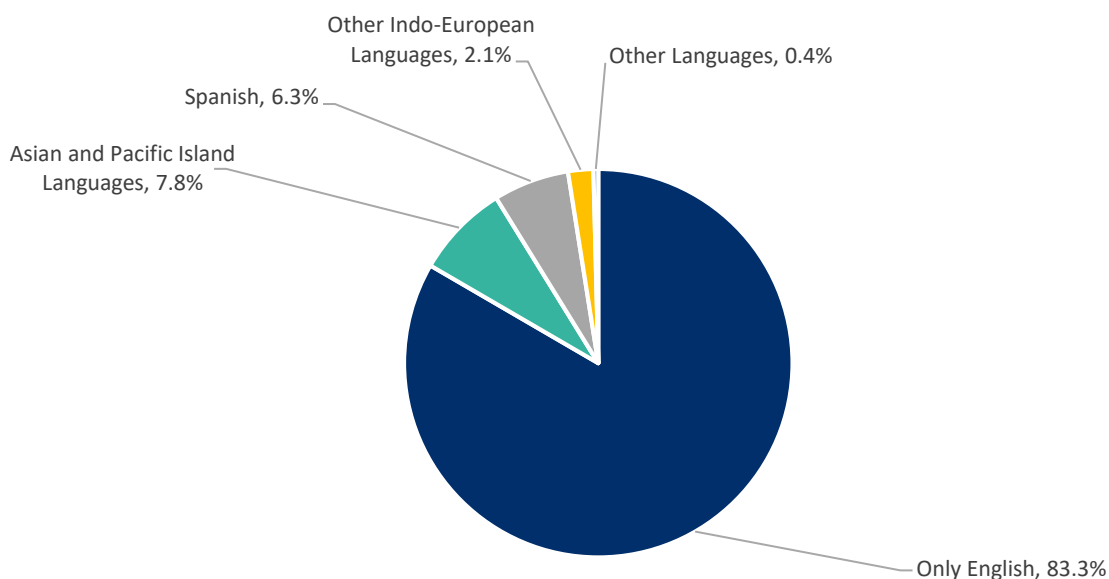


Source: 2020 U.S. Census American Community Survey, 2019

Languages Spoken at Home

Nearly 17% of Lacey households speak a language other than English at home. Asian and Pacific Island languages and Spanish are the most prevalent.

Figure 6: Languages Spoken at Home, 2019



Source: 2020 U.S. Census American Community Survey, 2019

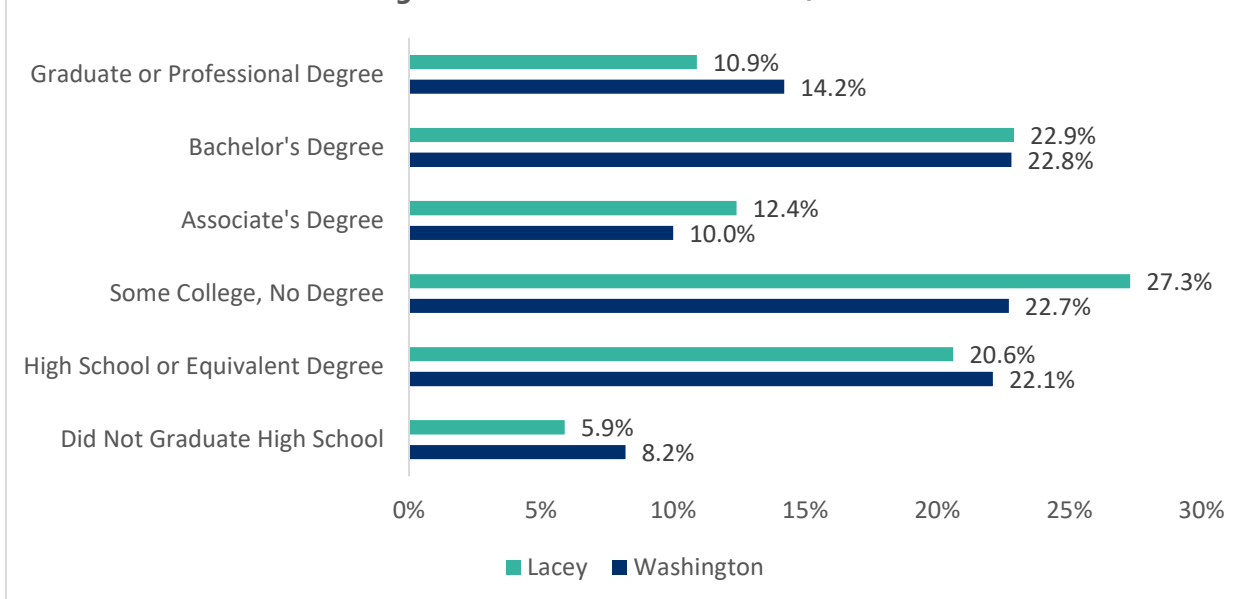
Figure 6: Top 7 Languages Spoken at Home for Populations 5 Years and Over

		Estimate	% of Total
	Total:	45,849	-
1	Speak only English	38,210	83%
2	Spanish	2,900	6%
3	Korean	1,035	2%
4	Tagalog (incl. Filipino)	573	1%
5	German or other West Germanic languages	540	1%
6	Vietnamese	402	1%
7	Chinese (incl. Mandarin, Cantonese)	354	1%
Other Languages Spoken at Home			
8	Other Asian and Pacific Island languages	1,207	3%
9	Other Indo-European languages	233	1%
10	Russian, Polish, or other Slavic languages	165	0%
11	Arabic	123	0%
12	Other and unspecified languages:	65	0%
13	French, Haitian, or Cajun	42	0%

Source: 2020 U.S. Census American Community Survey, 2019

Educational Attainment

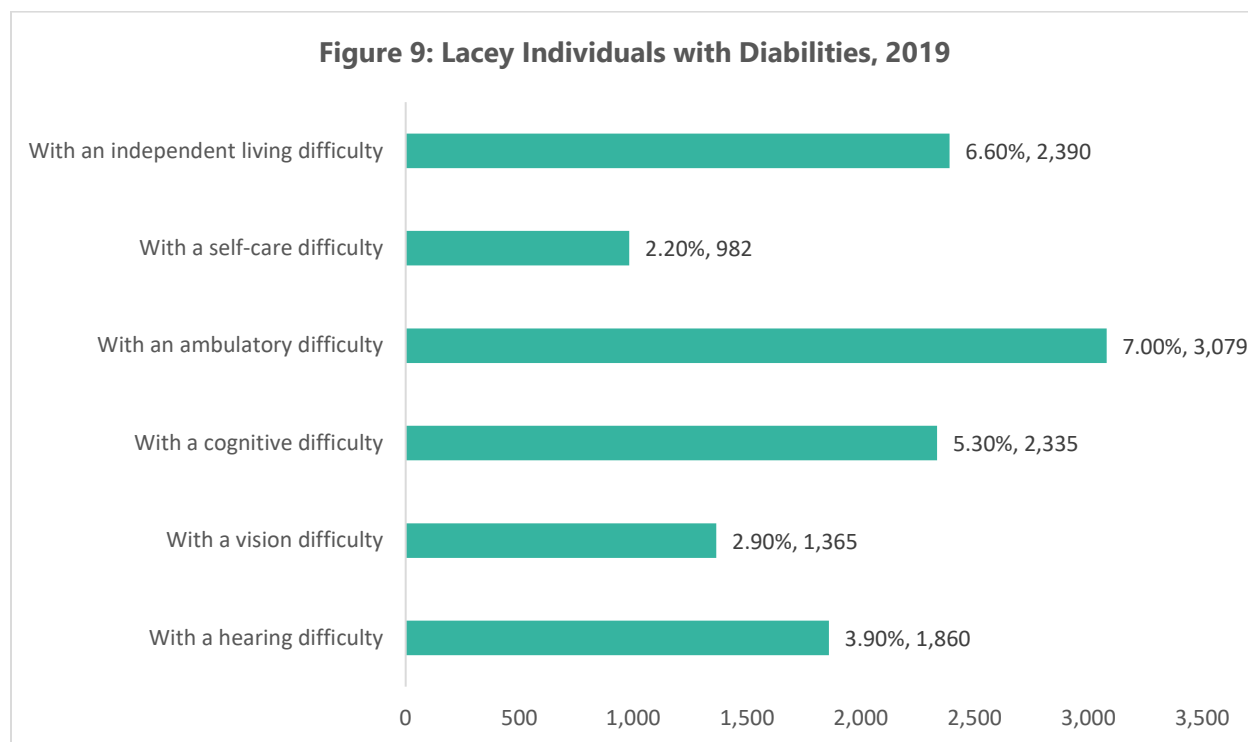
Lacey has a lower percentage of individuals with graduate and professional degrees than the state, on average. It also has a lower percentage of people who did not graduate high school. Lacey has a high percentage of people who attended some college but did not complete their degree.

Figure 8: Educational Attainment, 2019

Source: 2020 U.S. Census American Community Survey, 2019

Individuals with Disabilities

According to the most recent U.S. Census American Community Survey (ACS) data, about 25% of Lacey's population (about 6,300 people) self-identify as having one or more hearing, vision, cognitive, or ambulatory disabilities.



Source: 2020 U.S. Census American Community Survey, 2019

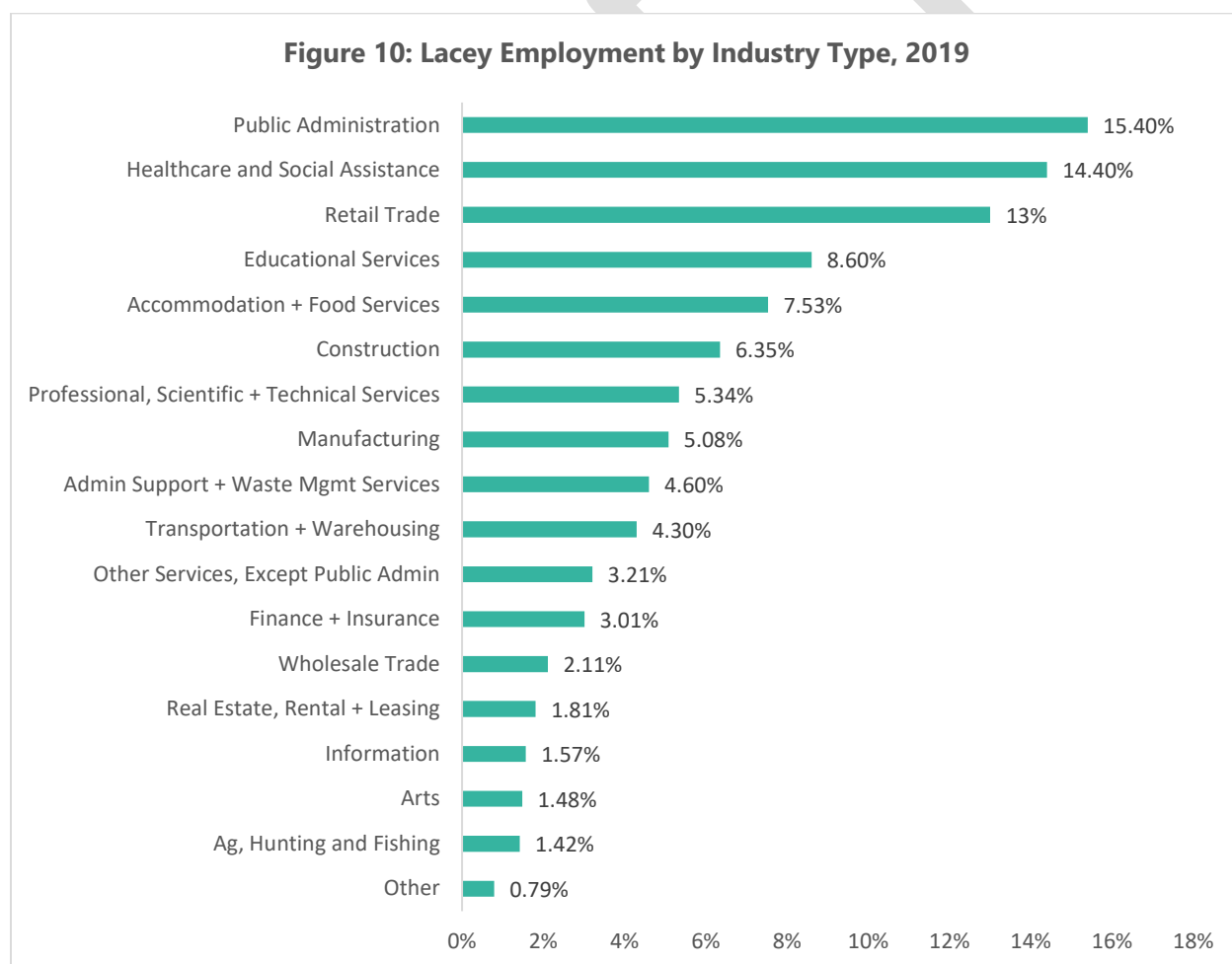
Other important **sociodemographic considerations** of note (ACS 2019):

- Over 5,800 **military Veterans** live in Lacey. Although current active-duty soldier and civilian-support worker data is not available, previous studies indicate that Lacey is home to the highest concentration of JBLM-affiliated personnel in Thurston County.
- Approximately 38% of Lacey residents were **born in Lacey** and 89% were born in the U.S. Of the 11% of foreign-born residents, the largest percentage are from Asia.
- Lacey's **poverty rate** is highest, by far, for those with a high school education or below. It is exponentially higher for unemployed females and Native Americans.
- Housing is 55.4% **owner-occupied** in Lacey. Married couples represent the highest ownership percentage at 67.2%, while single females represent the lowest at 43%.
- Almost 94% of households reported having a computer present, and 90% report having a **broadband internet subscription**.

Economic Structure by Industry

- The most common industries, by number of employees, are Public Administration (3,335 people), Health Care & Social Assistance (3,116 people), and Retail Trade (2,800 people).
- Compared to other places, Lacey has an unusually high number of Public Administration (3.34 times higher than average*), Agriculture, Forestry, Fishing & Hunting (1.2 times), and Retail Trade (1.16 times) industries.
- The highest paying industries, by median earnings, are Public Administration (\$65,134), Utilities (\$56,786), and Professional, Scientific, & Technical Services (\$51,957).

**Higher than average = there is a higher concentration of a particular industry than is typical for the U.S. on average. A location quotient (LQ) of 1.0 means a community has the average representation of an industry, while a 3.0 would equate to three times the average share. Conversely, an LQ of 0.05 would indicate a presence of just half the norm.*

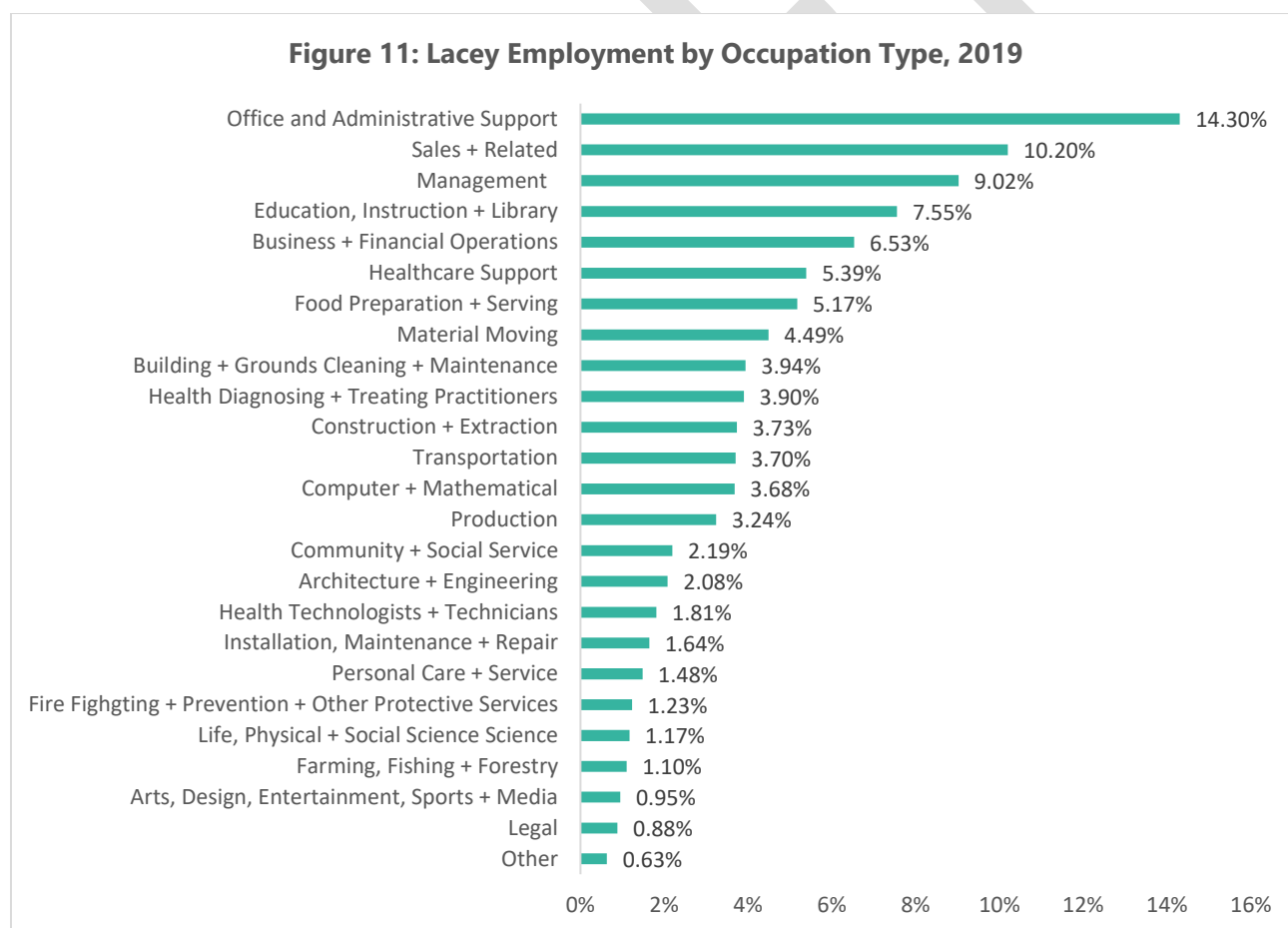


Source: Data USA (2019)

Economic Structure by Occupation and Employment

- The most common jobs held by residents, by number of employees, are Office & Administrative Support Occupations (3,097 people), Sales & Related Occupations (2,212 people), and Management Occupations (1,948 people).
- Compared to other places, Lacey has a high than average number of residents working as Farming, Fishing, & Forestry Occupations (1.69 times higher than expected), Healthcare Support Occupations (1.64 times), and Office & Administrative Support Occupations (1.25 times).
- The highest paid jobs held by residents, by median earnings, are Health Diagnosing & Treating Practitioners & Other Technical Occupations (\$76,578), Architecture & Engineering (\$72,284), and Computer, Engineering, & Science Occupations (\$69,795).

**Higher than average = there is a higher concentration of a particular industry than is typical for the U.S. on average. A location quotient (LQ) of 1.0 means a community has the average representation of an industry, while a 3.0 would equate to three times the average share. Conversely, an LQ of 0.05 would indicate a presence of just half the norm.*



Source: Data USA (2019)

III. TARGET AUDIENCES DETAILED

Community members are this Plan’s target audience. As mentioned earlier, the terms “community members” and “community stakeholders” are used broadly to include residents, business owners, visitors, workers, partners, City staff, volunteers, and appointed and elected officials, and anyone else that plays a role in shaping the great community of Lacey.

One of this plan’s key target groups, within the broad category of community members, is the 54,000+ individuals who call Lacey home and the additional 50,000 who live in Lacey’s UGA.

The following sections of this chapter provide a more nuanced overview of the people who live in Lacey and how to meaningfully connect with them. There are also sections provide limited insight into non-resident community members and how to best connect and engage with them.

Socioeconomic Tapestry Insights

To better understand the greater residential community, the City conducted an analysis of Lacey households using sociodemographic and spending statistics from ESRI data. The resulting tapestry segmentation yields additional insights into local consumer interests and communication platform preferences. Findings reinforce the fact that consumers search for and access information in a wide range of formats. The full report is included as **Appendix E**.

Of 67 unique tapestry segments found across the United States, 6 segments encompass nearly 73% of Lacey’s population. The following table provides a high-level overview of these 6 segments and provides information on how to best connect with them.

Figure 12: Primary Lacey Community Tapestry Segments

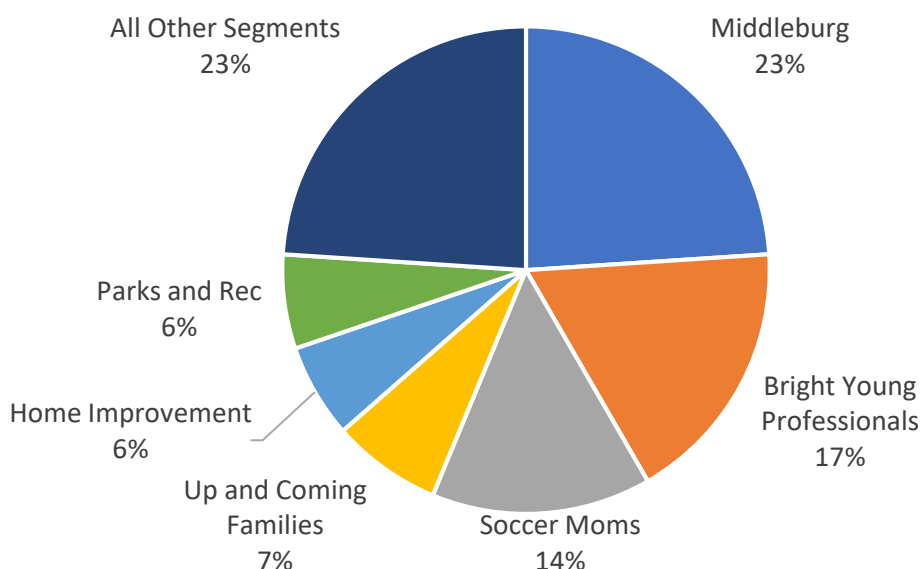


Figure 13: Tapestry Segment Descriptions

Tapestry Segment	Esri Segment Description
A. Middleburg	Middleburg neighborhoods transformed from country to semirural over the last decade with the housing boom. Residents are conservative, family-oriented, more country than rock and roll, thrifty but willing to carry debt, and investing in their futures. This market is younger, but growing in size and assets .
B. Bright Young Professionals	Bright Young Professionals are primarily in outskirts of large metros: home to young, educated, working professionals. One in three householders is under 35. Slightly more diverse couples, with more renters than owners . Over 40% live in single-family homes; 1/3 live in 5+ unit buildings. Labor-force participation is high, generally white-collar, with mix of food service and part-time jobs (college students). Median income, home value, and rent are close to US values. Residents are physically active and up on latest tech .
C. Soccer Moms	Soccer Moms is an affluent, family-oriented market with a country flavor. Residents prefer new housing away from the bustle of the city, but close enough to commute to job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children . They favor time-saving devices , like banking online or housekeeping services, and family-oriented pursuits.
D. Up and Coming Families	Up and Coming is a market in transition. Residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, work hard to get ahead, and willing to take risks to achieve goals. The recession impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. And this is one of the fastest-growing markets in the country.
E. Home Improvement	Married-couple families occupy well over half of these suburban households. Most Home Improvement residences are owner-occupied, single-family homes , with only 1/5 of the households occupied by renters. Education and diversity levels are similar to the US as a whole. These families spend a lot of time on the go and therefore tend to eat out regularly. When at home, weekends are consumed with home improvement and remodeling projects.
F. Parks and Rec	These suburbanites have achieved the dream of home ownership. They purchased within their means. Their homes are older, and town homes and duplexes are not uncommon. Many are two-income, married couples approaching retirement ; they are comfortable in their jobs and homes, budget wisely, but do not plan on retiring soon or moving. Neighborhoods are well established, as are amenities and programs that supported their children through school . The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.

Market Demographics

Tapestry segmentation (**Appendix E**) provides a starting point for understanding Lacey household characteristics. The following groupings show the percent of Lacey households that fall under specific market demographics. These categories are used by site selectors and marketing

professionals to tailor engagement strategies. About 70% of Lacey households fall within the suburban-semirural descriptions, and the other 30% in urban-metro categories. The latter group is more diverse, younger, and mobile.

Suburban Periphery (46.5% of Lacey households)

- Urban expansion: affluence in the suburbs or city-by-commute
- The most populous and fast-growing Urbanization group
- Commuters value low-density living, but demand proximity to jobs, entertainment, urban center amenities
- Well-educated, two-income households accept long commutes to raise kids in family-friendly neighborhoods
- Many are heavily mortgaged in newly built, single-family homes
- Older householders have either retired in place, downsized, or purchased a seasonal home
- Suburbanites are the most affluent group, working hard to lead bright, fulfilled lives
- Residents invest for future, insure against unforeseen circumstances, but also enjoy the fruits of their labor



Semirural (22.6% of Lacey households)

- The most affordable housing—in smaller towns and communities
- Single-family and mobile homes in the country, but still within reach of some amenities
- Embrace quiet, country lifestyle including listening to, attending country performances, riding ATVs, camping
- Prefer domestic products and vehicles, especially trucks
- Shop at large department and discount stores like Walmart
- Fast food and frozen meals are much more common than fine dining
- Many make a living off the land through agriculture, fishing, and forestry
- Time off is spent visiting nearby family rather than flying to vacation destinations
- When services are needed, the yellow pages are within reach

Urban Periphery (19.1% of Lacey households)

- City life for starting families in neighborhoods that fringe major cities
- The earliest suburbs, built before 1970, primarily single-family housing with some apartments
- Young families with children, diverse population
- Homeowners living closer to the city, with below-average vacancy rates
- Leisure focus on children (visit theme parks, water parks), sports (soccer, basketball, football), and movies

- Spending also emphasizes the children—clothing, toys, and baby products
- Parents of small children favor family restaurants and fast food
- Smartphones are popular, for social contacts, downloading apps, games, and music

Metro Cities (10.3% of Lacey households)

- Affordable city life including smaller metro cities that feature mix of single-family and multi-unit housing
- Single householders seeking affordable city living; usually multi-unit buildings
- Average monthly rents and home value below the U.S. average
- Consumers include college students, affluent Gen X couples, and retirement communities
- Student loans more common than mortgages; debit cards more popular than credit cards
- Residents share an interest in city life and its amenities, from dancing and clubbing to museums and concerts
- Convenience and mobility favor cell phones over landlines
- Many rely upon the Internet for entertainment (music, online games) and as a useful resource (job search)

Other Community Member Subcategories

Property Tax and Utility Rate Payers

Property tax and utility rate payers exist in a broad mix of all audience categories. This audience is best reached and engaged through iterative, tailored approaches.

Best practice examples include:

- Providing updates on system performance, use of funds, anticipated needs, upcoming projects
- Explaining development initiatives, mitigation strategies, and anticipated outcomes
- Showing return on investment for all past and proposed public investments
- Seeking feedback on viable, preferred investment alternatives
- Requesting assistance reaching tenants in property-management cases



Retirees and Retirement Age

Retirees are a growing segment of Lacey's residential population. They are present in all profiles with increasing numbers in the "secure and affluent" categories. This segment expects value for their investment as many are, or will be, on fixed incomes. Communications with retirees and retirement-age households should:

- Be proactive, include a combination of in-person, email, and direct-mail engagement
- Seek to understand priorities and preferences for new spending
- Show how spending achieves their goals and priorities as well as how it reduces long-term costs
- Show how City initiatives can help resolve gaps in care, housing, and other priorities



Military Personnel and Families



Lacey is home to many military personnel, Veterans, department of defense, defense contractor workers, and their families. Many others live near Lacey and commonly access City services and amenities. While this is in part a function of the City's proximity to Joint Base Lewis-McChord (JBLM), it is also a matter of choice. Prior surveys have shown these households value the City's urban amenities, parks and recreation offerings, and the safe and friendly environment. While some personnel are transitory community members, others choose to stay or return to the greater Lacey area following their exit from military service. Notably, JBLM is one of the top selections nationwide for military personnel's final assignment before exiting service in the armed forces.

Reaching this audience is complicated due to changing work shifts and assignments. In addition, many do not know much about Lacey before they arrive, or obtain information from a narrow set of information resources – which are not always accurate (e.g., school ratings, childcare, etc.). Some communities located near military bases have improved communications with military personnel using the following measures:

- Sharing information, soliciting input through social media pages set up for family and spouses.
- Communicating through existing Veteran service organizations.
- Connecting through workforce programs that serve spouses and exiting service members.
- Hosting or participating in existing military service appreciation events.

Community Partners

The City coordinates and interacts with a broad cross-section of community partners, such as nonprofits and other governmental entities at the local, state, and federal level. This category includes neighboring municipalities, local tribes, educational institutions, nonprofits, neighborhood groups, community organizers, and many others. In the future, the City can strengthen and reinforce these partnerships through a variety of means including, but not limited to:

- Hosting engagement opportunities to connect partners with City leadership and staff
- Including community partners' projects and initiatives in City communication materials
- Assigning staff to attend and represent the City at major partner events
- Inviting partners to provide feedback on important policy and program decisions



Unserved or Underrepresented Populations

Unserved or underrepresented populations include a mix of community members that, for a variety of reasons, have not been offered or have not fully participated in decisions impacting the greater community. In many places, this includes historically marginalized communities and individuals, e.g., Black, Indigenous, and People of Color (BIPOC), minority and immigrant populations, and others that encounter language or cultural barriers to active engagement.

Underrepresented populations can also include individuals too busy to participate through traditional mediums, people who have given up because they feel that “no one listens,” and others. As reflected throughout this Plan, the objective is to use a variety of engagement tools to involve the broadest possible cross-section of the community. Some best practices include:

- **Meeting the Community in the Community:** Visits to different neighborhoods, business centers, and large apartment complexes are a good opportunity to engage with community stakeholders where they are. This may become easier to do once community connections



and liaisons are established. Approaches can include door-to-door visits, but generally are held at established community events at nearby parks, community centers, or other common spaces.

- **Translating Key Document and Meetings (in real time):** For critical community conversations, translated information conveys the City is going the extra mile to include all people.
- **Leveraging Partnerships:** Sharing information through other partners is an effective way to reach more eyes and hear from a greater diversity of voices. This can include schools, colleges, nonprofits, business associations, and many others. In some instances, especially with respect to historically marginalized populations, other organizations may have already established relationships and trust. Working through those partners may offer an effective way to deliver information to and hear from those audiences while also building connections over time.

The City is in the process of creating a Diversity, Equity, and Inclusion Strategic Plan (“DEI Strategic Plan”). This project is led by the Commission on Equity and is anticipated to be completed in summer 2022. Once approved by City Council, the DEI Plan will provide additional insight, goals, strategies, and benchmarks for improving communications and engagement with underserved community members.

Business Community

The business community is a unique audience. Some Lacey business owners/operators live in Lacey. Others live outside of Lacey. They engage in a variety of interactions with the City, as business owner/operators, employers, and potentially, residents. Small

businesses are often the primary source of new investment and job growth in a given community. It is important to maintain ongoing dialogue with them and include their perspective in local decision-making discussions.



The City can enhance communications and engagement with businesses by:

- **Increasing interactive features:** Provide periodic “mini-polling” opportunities for businesses registered in Lacey. Whether done through, or in partnership with, the Lacey South Sound Chamber, the goal is to show businesses the City values their input and to ensure the City is aware of future priorities, and current impediments from their perspective.

- **Continuing partnerships with regional economic development organizations** including, the Thurston Economic Development Council, Thurston Chamber of Commerce and Visitor and Convention Bureau to increase message reach and business constituent input.
- **Continuing networking with business community leaders** to promote the availability of and access to local and regional data resources, workforce training and recruitment support and other insights.

Parks, Culture and Recreation Users

This audience includes community members who use City facilities or participate in a range of passive and active events hosted by Lacey's Parks, Culture and Recreation Department (PCRD). The PCRD recently added a number of communications enhancements, including a more robust website, electronic newsletter, new branding, and connecting end-users with information in specific areas of interest. Through the Lacey Cares visioning initiative, the PCRD is beginning to identify and plan for future priorities. Additional communications priorities include:

- Reaching community members who are unaware of, or do not currently use the City's parks, facilities, events, recreation programming, etc.
- Conducting focus groups to refine broader community goals (e.g., what types of recreation opportunities, what kinds of new programming for different age groups, etc.)
- Developing return on investment or value proposition fact sheets to help people understand the many ways parks contribute to Lacey's quality of life
- Continuing "Did you Know" features in e-newsletter and short videos that help people get to know and access parks, culture, and recreation resources
- Providing additional information about Lacey parks, as well as nearby regional parks, to visitors/potential future residents – i.e., people visiting Lacey for sporting events, community events, etc.



Visitors and Tourists

Visitors come to Lacey for work, family/friends, sports events, destination shopping and dining, access to local and regional parks and open spaces, historical and cultural amenities, and many other reasons.

Many visitors contribute to the City's tax revenue by staying in local lodging facilities, dining in food/beverage establishments, and spending in local retail businesses. They are also important, potential advocates for Lacey. A Nielsen report found that 92% of consumers trust recommendations from friends and families above all other forms of communications with visitors could include:

- Adding kiosks with Lacey information in key locations such as popular business districts and tourist destinations, e.g., Regional Athletic Complex (RAC), Rainier Vista Park, Lacey Depot, and locations around Lacey's Midtown District, etc.
- Gathering feedback from visitors about their perceptions of Lacey – what works now, what could be better, what would convince them to visit again or make Lacey home.
- Leveraging partnerships to develop and promote features stories that increase visitor awareness of Lacey destinations and events.
- Creating a branding campaign focused on attracting residents, visitors, etc.
- Working directly with local businesses, e.g., local lodging facilities, to promote specific Lacey experiences, community events, or entertainment options.



Elected Officials, Advisory Board Members, and Volunteers

Individuals in official or volunteer positions represent Lacey and can, at times, serve as City ambassadors. The City can help empower these representatives with baseline City information and messaging by providing a consistent and comprehensive onboarding process that may include:

- Key sociodemographic trends and conditions.
- Summaries of upcoming initiatives, projects, events, outreach and engagement opportunities.
- Contact information for specific questions or assistance.

City Staff

City staff are often the frontline connection to community members, visitors, and neighboring jurisdictions. Making sure they are aware of current City programs, initiatives, issues, and needs will give them the tools they need to effectively communicate key messages to external stakeholders. Specific suggestions for accomplishing this are identified in the Goals section in Chapter V.



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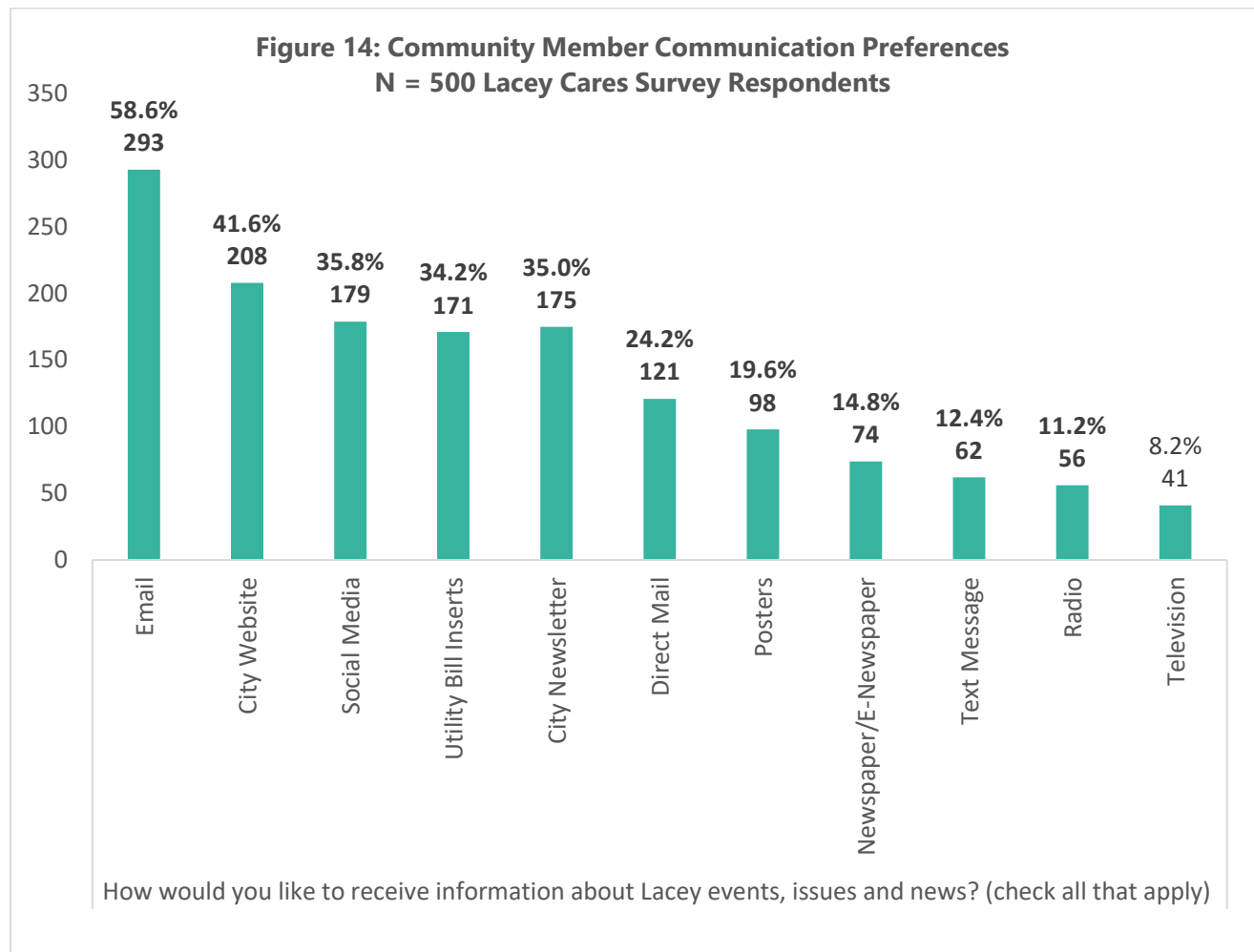
IV. COMMUNICATION PREFERENCES, THEMES & TOOLS

In March 2021, the City launched a community-engagement initiative, Lacey Cares, to better understand community members interests and aspirations about the City's future growth and evolution. In addition to asking people what they would like to see or do, the survey also asked how they would like to receive information.

Email remains the preferred method (58.6%) for receiving information, with the City website coming in second (14.6%). Television and radio were identified as the least preferred channels. (See Figure 10.)

Email offers effective ways to deliver information. It can be easily adapted to deliver specific information to audiences based on self-selected interest areas.

Community Communication Preferences (from Lacey Cares Survey)



Topics of Community Interest

Based on community interest collected during the Lacey Cares initiative, community members appear most interested in receiving information on one or more of the following topics:

- Parks and recreation programming and updates.
- Community events and festivals.
- Arts and cultural offerings.
- Future and on-going residential and commercial development projects.
- Road, utility, and other infrastructure updates (e.g., septic conversion, bike lanes, and sidewalks).
- Public safety updates.
- City financial reports, including budget and taxes.
- Tree and natural area preservation efforts.
- Small and independent business success stories and new openings.

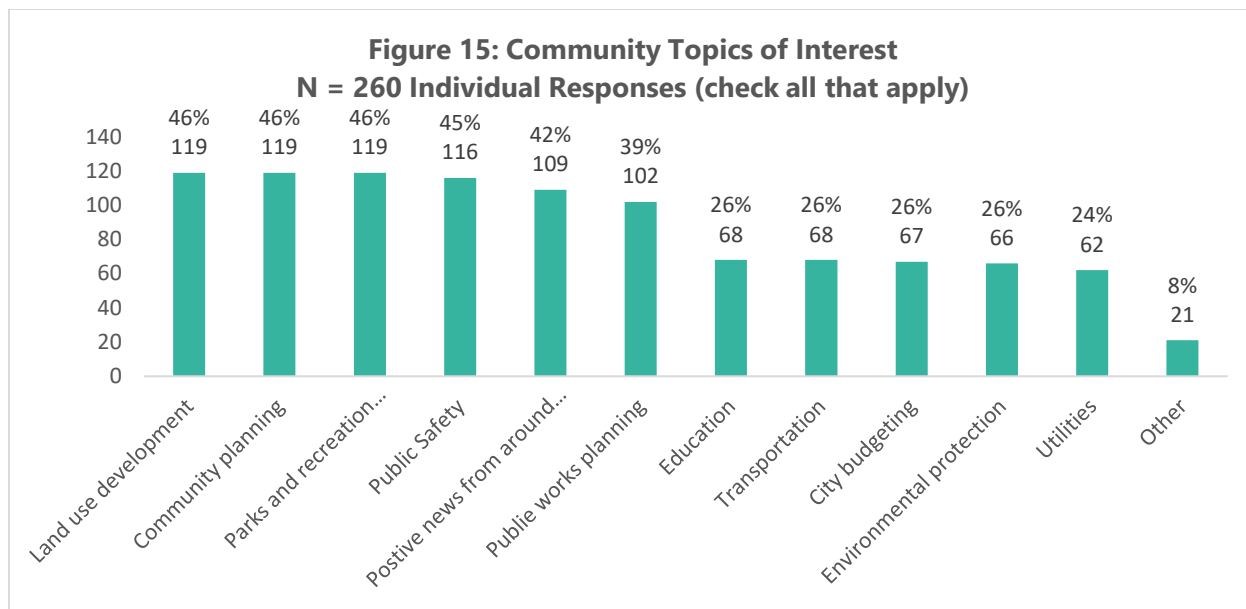
Since not all parties are necessarily interested in receiving information on all topics, continuing to allow people to opt-in to specific community interest categories is a great solution to ensure people receive the information they want. While the topics listed above provide a good starting point, the City will need to periodically engage community members and update community interest categories, as necessary.

{INSERT PICTURE}

Lacey Business Input

In May 2020, the City conducted a communications survey with local businesses to better understand where they get local information and what topics they most value receiving information about or would like to receive more information about in the future. Approximately 260 business representatives participated. Key takeaways are summarized below. The full presentation is included as **Appendix F**.

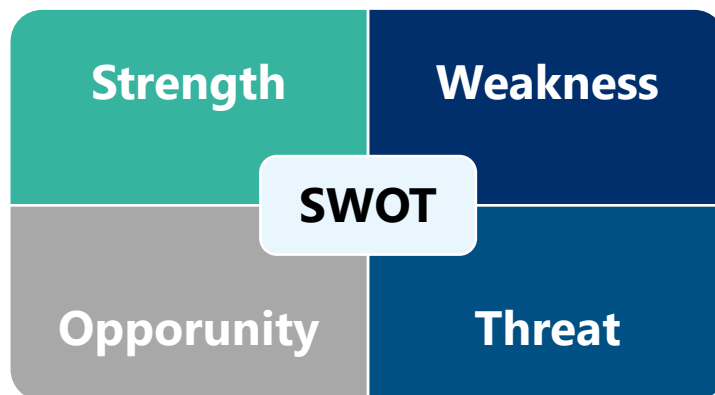
- Lacey businesses are most interested in receiving communications about:
 - o Future and on-going residential and commercial development projects
 - o Long-range, community planning
 - o Parks and recreation programming and updates
 - o Public safety
 - o Positive news from around the community
- Lacey businesses are mildly interested in receiving communications about education, transportation, City budgeting, the environment, and utilities.
- 82% of respondents have never attended a City planning session or public forum. The most common reasons for not attending: 1) they did not know it was happening; or 2) they don't have enough time to attend. Notably, only 38% indicated that they would attend a forum without barriers.
- Email is the preferred method for communications. City mailers, website, newsletters, social media platforms, and utility bill inserts were indicated as good for some, but less effective for others.
- When asked to rate City governance, participants gave high marks to parks and recreation, business, and environmental friendliness. They were less enthusiastic about community development initiatives and communications. A considerable number of survey takers selected "I don't know."
- When asked for further input the two most-requested actions were to 1) address homelessness in the community, and 2) enhance City communications.



Internal SWOT Analysis

In 2020, staff leadership and the Lacey City Council were asked to provide an assessment of communications strengths, weaknesses, and future opportunities. Complete responses are provided in **Appendix D**. Insights include:

- Using more sophisticated technologies to manage data.
- Increasing use of visual materials, including videos, story maps, and interactive dashboards.
- Providing timely communications through text alerts.
- Reaching out to underrepresented audiences in innovative ways.
- Ensuring consistent messaging across the organization.
- Ensuring consistent messaging externally.
- Expediting website enhancements.
- Conducting interactive meetings and engagement sessions.
- Crafting a stronger social media presence and adapting to evolving communication preferences.



Key Messaging Themes

Across all target audiences, several key themes resonate and should be incorporated in communications where appropriate. During community-outreach activities, community members most often cited the following values when asked to share what they'd like to be able to say about Lacey in the future:

- **Clean and Safe** – Public safety is of paramount importance. People appreciate the Lacey Police Department and want to see policing continue to evolve with best practices. There is also high interest in the City's response to homelessness, including helping people connect with resources, but protecting public and private spaces. Community members also value clean and safe roadways, parks, and trails.
- **Welcoming and Dynamic** – Community members enjoy community events and festivals. There is strong support for equity and inclusion efforts, as well as opportunities for enhanced cultural awareness and experiences. People love their parks and support a variety of recreation programs that allow access for all.
- **Military-Friendly** – Lacey is home to many active duty servicemembers, Veterans, and their families. Many of these individuals choose JBLM as the final stop in their military career due to quality-of-life considerations and the welcoming community. Prior studies have shown the annual economic impact this has on the greater south sound.
- **Business-Friendly** – The community is especially supportive of small and independent businesses, and incentives that help them stay and grow. There is a desire to grow the dining and entertainment portfolio and diversify the employment base with job opportunities at all wage levels.
- **Affordable** – Housing affordability is top of mind for many, whether as a renter or a homeowner. Conversely, retirees and individuals on fixed incomes are sensitive to rising inflation, utility bills, and property taxes. Communicating how the City responsibly uses public resources and minimizes costs is critical, as is explaining efforts to encourage affordable housing.

The way people feel about their community is largely connected to the ability to advance and communicate achievements in these areas. Existing and proposed communications tools are outlined below.

Existing Communications Tools and Channels

The City of Lacey currently utilizes an array of communications tools and channels, including:

Figure 16: Existing Communication Tools and Channels					
Tool/Channel	In-person	Online	Mobile accessible	Print copies	Frequency
City of Lacey website		X	X		Frequently
Email alerts		X	X		Semi-frequently
Text alerts			X		As needed
LaceyLife newsletter		X	X	X	Monthly
Lacey Playbook newsletter		X	X	X	Monthly
StreamTeam newsletter		X	X	X	Periodically
Economic Development newsletter		X			Periodically
City of Lacey / Lacey Police social media channels		X	X		Frequently
We Care Form (soon to be 311 request app)		X	X		As needed
Council meetings and workshops	X	X	X		Weekly
Various boards and commission meetings	X	X	X		Varies
Open houses, forums and design charrettes	X	X	X		As needed
Video features		X	X		Varies
Public events, hearings and notices	X	X	X		As needed
Surveys		X	X	X	As needed
Mailers				X	As needed
Utility bill inserts					Monthly
Water quality reports		X	X	X	Annual
Press releases		X	X		As needed
Flyers and brochures		X	X	X	As needed
Door hangers				X	As needed
Signage	X				As needed

Prioritizing the Use of Tools and Channels for Future Outreach

The tables on the following page identify “best bet” methods for reaching diverse audiences on various topics. High-impact methods have the best chance to succeed. Low-impact may not be as effective, but still useful in maximizing content reach. However, in cases where resources may be limited, the City will have to be strategic about the use of tools and channels. In these cases, the City will need to determine the balance between high-impact methods and maximizing reach. Diversity, equity, and inclusion efforts should be considered when making these decisions.

Figure 17: Non-Emergency External Communications Tool Matrix (Topic-Specific Audience Communication Preferences)

High Impact: **H** Low Impact: **i**

Communication Type	Communications Tool														
	Email	LaceyLife newsletter	Parks E-newsletter	Direct mail	Social media	Text alert	City website	Location Lacey website	Utility bill inserts	Council listening session	Banner display	Press release	Video streaming	Public meetings	Kiosks, posters & flyers
Policy/budget discussion	H	H					H		H	i		i	H	H	
Community event	H	H	H		H	i	H		H		H	H			i
Construction impact	H	H		H	i	H	H	H	H			H			i
Good news update		H			H		i		H			i			
Economic impact	i	i			i		i	H	i			H			
Public safety issue	i				i	H				H		i	H	i	
Engagement opportunity	H	H	i	H	H	i	H	i	H	i	i	H		H	i

Figure 18: Non-Emergency External Communications Tool Matrix (General Audience Communication Preferences)

High Impact: **H** Low Impact: **i**

Target Audience	Communications Tool														
	Email	LaceyLife newsletter	Parks E-newsletter	Direct mail	Social media	Text alert	City website	Location Lacey website	Utility bill inserts	Council listening session	Banner display	Press release	Video streaming	Public meetings	Kiosks, posters & flyers
General	i	i			H		H		H			H		H	i
Teens					H	H									
Young Adult	i				H	H					i				
Working Families	H	H	H	H	H	i	H		H	i	H		i		i
Seniors	H	H	H	H	i	i			H	i	i		i	i	
Business Owners	H			H		H		H	H	i		H			
Taxpayers	i	H	i	H	i		H	H	H	H		i	H	H	

V. GOALS, OBJECTIVES, AND TARGETED ACTIONS

This Plan will be updated periodically to reflect advances in communications technology and approaches, as well as evolving community needs, interests, and priorities. Current goals, objectives, and targeted actions are outlined below.

GOAL 1



**Augment
departmental**

**internal communications to increase cross-
collaboration and awareness.**

OBJECTIVES

With this goal, the City endeavors to:

- Provide tools and policies that facilitate internal awareness of City issues and plans.
- Ensure citywide messaging alignment across departments.
- Enhance and maintain collaboration and cross-department interaction as the City's workforce continues to grow and develop.

TARGETED ACTIONS

- A. Develop and implement an organization-wide intranet communications system.
- B. Institute an organization-wide document management system to increase efficiencies and streamline internal and external processes, reduce risk, secure data, and better connect staff. Continue to leverage this tool to meet future organizational needs.
- C. Develop a comprehensive web and App accessible City Services Center (311) for internal and external users to access City information, make service-related requests, and for the City to make more data-driven decisions.
- D. Create a Citywide style guide to ensure consistent branding and messaging of City materials.
- E. Create a consistent communications on-boarding program for new City employees and provide on-going communication training opportunities.
- F. Continually improve internal communications processes and tools, such as the communication dashboard and leverage new technologies that facilitate and streamline internal communications.
- G. Increase online accessibility to City documents through a variety of means for internal and external use.

{INSERT PICTURE}

GOAL 1: IMPLEMENTATION MATRIX

TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
		Implementation			Enhance / Continue		
		2022	2023	2024	2025	2026	2027 & Beyond
A. Develop and implement an organization-wide intranet communications system.	High						
B. Institute an organization-wide document management system to increase efficiencies and streamline internal and external processes, reduce risk, secure data, and better connect staff. Continue to leverage this tool to meet future organizational needs.	High						
C. Develop a comprehensive web and App accessible City Services Center (311) for internal and external users to access City information, make service-related requests, and for the City is make more data-driven decisions.	High						
D. Create a Citywide style guide to ensure consistent branding and messaging of City materials.	Medium						
E. Create a consistent communications on-boarding program for new City employees and provide on-going communication training opportunities.	Medium						
F. Continually improve internal communications processes and tools, such as the communication dashboard and leverage new technologies that facilitate and streamline internal communications.	Medium						
G. Increase online accessibility to City documents through a variety of means to City documents for internal and external use.	Medium						

GOAL 2

Continuously evaluate and enhance external communications to provide transparent, timely, and accessible information to community stakeholders.

OBJECTIVES

With this goal, the City endeavors to:

- Provide information on the topics residents and businesses are most interested to hear about.
- Diversify communication channels to reach a broader cross-section of community stakeholders.
- Increase awareness of local events, successes, challenges and engagement opportunities.
- Ensure City policies, programming, and initiatives engage a broad group of community stakeholders.
- Expand the audience that receives important information news from and about Lacey.

TARGETED ACTIONS

(For more information on *priority level and timeline*, please see **Appendices G/H**)

- A. Leverage email, text, and other technologies that allow end users to opt-in to their preferred information channels.
 - a) Create one-stop location for subscribing to email notifications. See **Appendix B** for email notification categories.
 - b) Use text messaging for emergency alerts, construction updates, and critical events, as well as other information categories that end users may opt-in to.
- B. Building off the Lacey Cares initiative, conduct regular multi-faceted community outreach and engagement efforts to determine community sentiments.
 - a) Conduct a statistically valid, biannual community satisfaction survey to better understand community sentiments, including strengths and opportunities for improvement.
 - b) Provide an annual report on Communication Target Action Plan.
 - c) Perform a comprehensive evaluation and overhaul of the Communication Plan at year six.
- C. Create a Language Access policy that helps comprehensively expand communications to people with Limited English Proficiency (LEP) and other accessibility needs.
- D. Expand and standardize communication processes with external stakeholders. Use interactive and innovative communication methods to reach underheard or underrepresented populations.

- E. Expand community access to documents, reports, forms, and other materials through the Document Management System, 311 App, online Municipal Code, and Public Records Request system.
- F. Create relationships and continue to build capacity with historically underrepresented communities to ensure barriers to participation are eliminated allowing individuals to participate in decisions that impact the community, as desired.

{INSERT PICTURE}

For target **Action 2. D (Communications Methods)**, the following are additional action items the City should continue to enhance and/or implement:

- i. Create internal and external focus groups to dive-down into perceived communications gaps or inefficiencies and to explore best practices for reaching target audiences.
- ii. Ensure City websites are updated and a trusted source of information for all current programs, policies, services, and City-led or sponsored events.
- iii. Expand the City's social media presence, particularly with respect to announcing or promoting events, Council meetings, engagement opportunities, and/or other critical date and time activities.
- iv. Leverage videos and multi-/mixed-media methods to succinctly communicate important news, topics, and information.
- v. Issue communications associated to announce major projects, accomplishments, and public-engagement opportunities.
- vi. Continue to strategically offer printed materials while also offering digital versions.
- vii. Incorporate interactive opportunities (polls, surveys, other opportunities for input) on all major communications channels including website, social media, email, and text.
- viii. Construct reader boards and/or partner with entities that have reader boards to communicate critical information.
- ix. Continue to send notices by mail to impacted residents or businesses prior to starting major City initiatives, e.g., road, utility, or construction projects.
- x. Continue to provide in-person and remote access to City-led meetings and engagement opportunities. Continue to provide streaming access to all past public meetings.
- xi. Continue to provide City Council listening sessions (Conversations with Council, et al) to discuss topics of high importance to the community.
- xii. Use kiosks, posters, banners, and flyers when conducting significant initiatives, events, and celebrations.

GOAL 2: IMPLEMENTATION MATRIX

Goal	TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
			Implementation			Enhance / Continue		
			2022	2023	2024	2025	2026	2027 & Beyond
2	A. Leverage email, text, and other technologies that allow end-users to opt-in to their preferred information channels.	High						
2	a. Create one-stop location for subscribing to email notifications.	High						
2	b. Use text messaging for emergency alerts, construction updates and critical events, as well as other information categories that end-users may opt-in to.	High						
2	B. Building off the Lacey Cares initiative, conduct regular multi-faceted community outreach and engagement efforts to determine community sentiments.	High						
2	a. Conduct a statistically valid, biannual community satisfaction survey to better understand community sentiments, including strengths and opportunities for improvement.	High						
2	b. Provide an annual report on Communication Target Action Plan.	High						
2	c. Perform a comprehensive evaluation and overhaul of the Communication Plan at year six.	High						
2	C. Create a Language Access policy that helps comprehensively expand communications to people with Limited English Proficiency (LEP) and other accessibility needs.	Medium						
2	D. Expand and standardize communication processes with external stakeholders. Use interactive and innovative communication methods to reach underheard or underrepresented populations.	Medium						
2	E. Expand community access to documents, reports, forms, and other City materials through the City's Document Management System, 311 App, online Municipal Code, and Public Records Request system.	High						
2	F. Create relationships and continue to build capacity with historically underrepresented communities to ensure barriers to participation are eliminated allowing individuals to participate in decisions that impact the community, as desired.	High						

GOAL 3

Proactively craft communications and establish a defined Lacey brand.

OBJECTIVES

With this goal, the City endeavors to:

- Design communications in anticipation of community interests and trending topics.
- Establish and reinforce an identity and sense of place for Lacey.
- Reinforce shared community-building goals through collaboration with partners.

TARGETED ACTIONS

- A. Establish consistent City materials by establishing a citywide style guide, logo, and flag-use policy, and pursuing other comprehensive changes to communication materials.
- B. Refining key messages and create a unified voice, establish proactive media responses to ensure rapid, accurate, and widespread message reach, and craft policies on when to use certain types of communications.
- C. Enhance the City's image by developing a comprehensive marketing and branding campaign that raises awareness of the City's amenities and attractions. Create a process that allows for specialized branding for major initiatives.
- D. Expand community partnerships with other organizations and stakeholders to leverage messaging, marketing, and storytelling opportunities.
- E. Continue to identify and refine future market targets and communications strategies (e.g., future residents, sports tournaments, business investors, et al.)
- F. Implement Communications Policies, see **Appendix B**.
- G. Provide an emphasis on disseminating information on community stakeholders on community growth and development plans, public safety programs and initiatives, and other large citywide initiatives.

GOAL 3: IMPLEMENTATION MATRIX

TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
		Implementation			Enhance / Continue		
		2022	2023	2024	2025	2026	2027 & Beyond
A. Establish consistent City materials by establishing a Citywide style guide, logo and flag use policy, and pursuing other comprehensive changes to communication materials.	High						
B. Refining key messages and create a unified voice, establish proactive media responses to ensure rapid, accurate, and widespread message reach, and craft policies on when to use certain types of communications.	High						
C. Enhance the City's image by developing a comprehensive marketing and branding campaign that raises awareness of the City's amenities and attractions. Create a process that allows for specialized branding for major initiatives.	High						
D. Expanding community partnerships with other organizations and stakeholders to leverage messaging, marketing, and storytelling opportunities.	Medium						
E. Continue to identify and refine future market targets and communications strategies (e.g., future residents, sports tournaments, business investors, et al.)	Medium						
F. Implement Communications Policies, see Appendix B .	Medium						
G. Provide an emphasis on disseminating information on community stakeholders on community growth and development plans, public safety programs and initiatives, and other large Citywide initiatives.	Medium						

VII. PERFORMANCE INDICATORS

The following provides a few ways the City may consider tracking progress on communication enhancements and reach over time:

1. Utilize web-based internal and external polls to rate current methods, identify messaging and information gaps, and solicit ideas for enhancing communication services. 
2. Perform a biannual, statistically valid survey that includes questions on communications performance and preferences.
3. Hold annual work sessions with Council to focus on communications performance, including reviewing the implementation of this Plan. 
4. Hold formal and informal conversations with diverse stakeholders and partners that regularly interact with the City.
5. Track and analyze print and digital media coverage for negative and positive reads and reactions to determine what is trending in the community.
6. Track community member complaints, complaint-resolution times, and positive and negative outcome rate. 
7. Track overall and individual webpage usage with Google Analytics; analyze referral links.
8. Use social media insights to track usage, reach, followers, engagement, hashtags, and views. 
9. Track newsletter distribution list growth, open rate and engagement for interactive components.
10. Monitor event participant volume and demographics (per event or annually for recurring events). 

APPENDICES

Appendix A – Proposed Sections for City Intranet System

The following is a preliminary section list for the City's new intranet system. Additional sections may be added, or existing ones removed, as deemed valuable over time.

1. Vision, Mission, and Goals
2. Performance Measures
3. City Manager's Report (Message)
4. City Style Guide (forthcoming)
5. Policies & Procedures
6. Official Documents and Forms
7. Organization Charts
8. Staff, Committee, Commission Directory
9. Facility Information
10. Energizer/Lantern Employee Newsletters
11. Latest and Most Staff-Relevant City News
12. New Hire Orientation Materials
13. Contract/ILA/Doc Management System
14. Naviline
15. Timesheet and Time Schedule
16. Upcoming Trainings / Events / Holidays
17. Help Desk Requests and Ticker
18. 311 requests
19. Polls and Surveys
20. Templates
21. Submit Ideas
22. Submit Expense Reports
23. Thank You and Compliments Page
24. City Website
25. Department Pages
26. Agenda Tracker and Form(s)
27. Employment Opportunities

Appendix B – City of Lacey Communications Policy

The City of Lacey ("City") is committed to providing open, honest communication with the media, residents, businesses, City employees, visitors, and other community stakeholders (collectively referred to as "community stakeholders").

All City personnel are involved in communication efforts on a daily basis, whether it is dealing one-on-one with customers and/or the general public; working with one another; or responding to the media.

Due to the growing complexity and volume of City communication activities, an organized and formal plan is deemed necessary.

To provide a more coordinated and comprehensive approach, the following provides policies for City communications with community stakeholders.

The City utilizes a variety of print and digital communication means as a means to keep the public informed of City services, programs, events and initiatives.

1. Purpose:

- 1.1. Establish procedures for responding to routine and non-routine information inquiries.
- 1.2. Provide more coordinated communications across the organization, as well as to track, benchmark, monitor, and assess City communication efforts.
- 1.3. Provide useful and accurate information in a timely, professional manner regarding City services, programs, events, and initiatives.
- 1.4. Present information in a manner consistent with the City of Lacey's policies and goal, mission, vision.
- 1.5. Establish a uniform procedure for working with community stakeholders that will help ensure accuracy, citywide coordination, and a timely response to meet media deadlines.
- 1.6. Provide timely, accurate, and prompt exchange of information regarding City services, programs, and policies with community stakeholders.
- 1.7. Use communication mediums as a resource, particularly in emergency, disaster, or crisis situation.
- 1.8. Foster a cohesive working relationship between the City and community stakeholders.

2. Scope:

- 2.1. This policy applies to all City personnel and appointed officials of City advisory boards and commissions.
- 2.2. Elected officials should refer to Chapter 5 of the City Council Policy and Procedures Manual. Lacey City Councilmembers are strongly encouraged to notify the City Manager when they are contacted by the media.

3. Public Affairs Department

- 3.1. The Public Affairs Department (PA) is responsible for overseeing all City communications, with certain exceptions as delineated in this policy or at the City Manager or their designee's discretion. PA will work in collaboration with City Departments to plan, create, finalize, schedule, and publish communication content.

4. City communication outlets:

4.1. External communication outlets:

- Media Contacts
- Press Releases
- City websites
- Social Media (Facebook, Twitter, and Instagram)
- LaceyLife
- StreamTeam newsletter
- Economic Development newsletter
- E-Mail newsletters / campaigns (Parks)
- Parks Playbook
- Police Department Quarterly Newsletter (Palmer)
- Utility Bill inserts
- City YouTube Channel
- Police Department YouTube Channel
- PEG Channel
- City Council Meetings (virtual and in-person)
- Paper, phone, and online surveys
- Email
- Lacey "We Care" Forms
- Lacey Comprehensive Podcast (on hold)
- Virtual Webcast – Conversations with Council
- Virtual open houses / webinars
- Water Quality Reports (Direct mail)
- Job Listings
- *Coming Soon* – Customer Request Form / Application
- *Coming Soon* – Text Alerts / Emergency Text Alerts
- Latest in Lacey / Other short PSAs
- Public Presentations

4.2. Internal communication mediums:

- Email
- *Coming Soon* – Intranet

- Energizer / Lantern
- Teams
- Staff Meetings (i.e., within workgroups)
- Hard copy flyers/posters

5. Definitions:

- 5.1. **“Appointed officials”** refers to members of the City of Lacey Advisory Boards and Commissions.
- 5.2. **“City personnel”** is defined as regular, non-regular, contract employees of the City of Lacey, and City volunteers, excluding elected and appointed officials.
- 5.3. **“City Spokesperson”** is defined as the person most knowledgeable and informed about a particular subject matter. Depending on the medium, the spokesperson may be the City Manager, the Assistant City Manager, Department Directors, Public Affairs personnel, or other designated City staff. The City Manager, or designee, will appoint the City spokesperson, depending on the situation. The City Spokesperson will work with the City Public Information Officer to provide appropriate information to the public or organization.
- 5.4. **“City Public Information Officer”** (PIO) is defined as the individual who oversees the coordination of City Communications, including online, print, television, radio, and other media outlets regarding city issues, events, and information. Unless specified otherwise by the City Manager or designee, the PIO is the Assistant City Manager. The Assistant City Manager may appoint other City personnel to serve as the PIO for a duration or incident. In emergency situations the PIO is the Emergency Coordinator, or designee. In public safety situations the PIO is the Lacey Chief of Police or designee. PIOs in emergency situations and public safety situations will provide frequent updates to the Assistant City Manager.
- 5.5. **“Community Outreach Campaigns”** refers to outreach and engagement efforts led by the City, or campaigns in which the City serves a significant role. Community Outreach Campaigns include, but are not limited to, visioning, planning, marketing, and branding initiatives, and engagement and collaboration events, such as town meetings, dialogues, charrettes, surveys, etc.
- 5.6. **“Community stakeholders”** refers to media entities, residents, businesses, City personnel, visitors, and other external community stakeholders. External community stakeholders are those outside of the City. Internal community stakeholders include City personnel.
- 5.7. **“Elected officials”** refers to Lacey City Council members.
- 5.8. **“External communication”** refers to the exchange of information regarding City services, programs, and policies with community stakeholders, other than City personnel.
- 5.9. **“Internal communication”** refers to the exchange of information to all, or most, City personnel. Internal communication is not intended to include individual emails or emails to small groups of City personnel.

- 5.10. **"Media" and "Media entities"** refers to the Olympian, Seattle Times, other local media outlets (e.g., JOLT, Thurston Talk, etc.) and local TV news channels. It can include other local, national, and international print, radio, television, and digital syndications or groups.
- 5.11. **"Press Release(s)"** refers to information prepared for dissemination to community stakeholders reproduced on letterhead identifying the City of Lacey as the source.
- 5.12. **"News Conference"** refers to a scheduled media gathering, planned by the City Public Information Officer (PIO) when an emergency, announcement, or other significant information must be disseminated in a timely, coordinated manner to multiple media outlets.
- 5.13. **"News Briefings"** refers to opportunities for the City spokesperson to grant interviews with the media representatives on an individual basis. Typically, news briefings include an in-depth questioning by the media.
- 5.14. **"Non-routine Requests"** refers to requests from external community stakeholders that typically involve responses that require interpretation of policy, involve employee information, and/or responses to an emergency situation/controversial issue.
- 5.15. **"Not for attribution"** is a media relations term that refers to the desire of the person providing information to a media source to not have the information attributed to the person providing it. The City does not provide off the record comments or information, including comments that are not for attribution and on background.
- 5.16. **"On Background"** is a media relations term that refers to the person providing information that creates an understandable context for the media person with the understanding that it will not be used in the story. The City does not provide off the record comments or information, including comments that are not for attribution and on background.
- 5.17. **"Off the Record"** is a media relations term that refers to the person providing information does so with the perception that the information will not be used in a public news forum. See "Not for Attribution." The City does not provide off the record comments or information, including comments that are not for attribution and on background.
- 5.18. **"Routine Requests"** refer to requests from external community stakeholders that typically involve responses that require information that is incidental or inconsequential in nature. Routine information can include general questions about a department's function, items listed on a Council agenda or board/commission agenda, meeting times and locations, facility locations, special events or news conferences planned by a department, questions about a particular program offered by a department, etc. External routine information requests can come from members of the media, the general public, businesses, community stakeholder groups, etc.
- 5.19. **"Public Affairs Division"** (PA) refers to the City Department that is responsible for administering the City's communication plan and public information programs, including external and internal communications.

- 5.20. **“Social Media”** refers to web applications that enable the user to create and share content or to participate in social networking.
- 5.21. **“Sensitive and Controversial Issues”** as the term applies to this policy may include, but isn’t limited to:
- 5.21.1. Personnel issue(s) related to any City employee, such as performance evaluation, reasons for termination, reasons for not hiring, harassment claims.
 - 5.21.2. Legal claims or lawsuits filed against the City or any of its employees or agents.
 - 5.21.3. Existing or potential threats to public safety, welfare or property.
 - 5.21.4. Issues that may affect the City’s public image or confidence in the City.

6. External communication policies:

- 6.1. **Media Requests.** Common media entities that contact the City include the Olympian, other local media, Seattle Times, and local TV news channels, and other entities recognized as press by the City’s Press pool credentialing standards and procedures, this can include small or upcoming media sources. Other media entities can include other local, national, and international syndications or groups.
- 6.1.1. **Elected Officials:** Elected officials should refer to Chapter 5 of the City Council Policy and Procedures Manual. Lacey City Councilmembers are strongly encouraged to notify the City Manager when they are contacted by the media.
 - 6.1.2. **Routine Media Requests:** If the information requested by the media is considered routine, the contacted City personnel should proceed with giving the requestor the information if permitted to do so by their respective department director.
 - 6.1.2.1. Following the media request and/or interview with the media, the contacted City personnel shall notify their immediate supervisor or department director of the contact, as well as the PIO. The PIO will notify the City Manager or designee, if determined to be of high importance. Lacey Police Department does not need notify the PIO of routine media requests.
 - 6.1.2.2. Appointed officials should pass on all media requests to their respective City personnel points of contact for City responses under these policies.
 - 6.1.3. **Media inquiries regarding emergency and/or public safety situations.**

6.1.3.1. Lacey Police Department (LPD) designee serves as the PIO for public safety situations. Following contact with the media, the LPD designee shall notify the PIO and the City Manager or designee.

6.1.3.1.1. LPD will adhere to Lacey Police Policy 13.1 – Media Relations.

6.1.3.2. The Emergency Coordinator may serve as the PIO for emergency situations. Following contact with the media, the Emergency Coordinator shall notify the PIO and the City Manager or designee.

6.1.4. **Non-Routine Media Inquiries.**

6.1.4.1. For any inquiries that require extensive research, involve multiple departments, deal with policy issues, are corporate in nature, or may be controversial, PA shall be consulted prior to any response by the City. PA is responsible for notifying the City Manager or designee of these incidents.

6.1.4.2. A designee from the department(s) involved, along with PA, will be responsible for coordinating the response to ensure accurate and complete information is given to the requestor.

6.1.4.3. PA, in consultation with the involved department(s), will determine who should serve as the City spokesperson for this request. This must be done in a timely fashion to meet the media deadlines and public expectations.

6.1.4.4. City Councilmembers will receive notification of all non-routine media inquiries by email from the City Manager or designee as determined appropriate by the City Manager or designee.

6.1.4.5. **Training.** PA will work with selected City personnel and elected officials regarding obtaining media training on a regular basis.

Press Releases

6.1.5. PA is responsible for preparing, reviewing, and approving all City press releases. Departments shall submit draft press releases to PA. While PA will work with departments to ensure content is accurate, PA retains final discretion on the content and timing of the release.

6.1.6. If deemed appropriate by PA, the City will collaborate in the creation of shared press releases on joint ventures with external organizations or partner entities.

6.1.7. If deemed appropriate by PA, press releases of external entities may be shared by the City. This may include, but is not limited to, press releases from public health entities, transit entities, Thurston County, and state departments.

- 6.1.8. The Lacey City Council shall receive copies of all City press releases via email.
- 6.1.9. All City staff shall receive copies of all City press releases via email or it will be made available on the intranet (forthcoming).

6.2. Lacey Police Department Media Alerts

- 6.2.1. LPD is responsible for all LPD Media Alert materials and the dissemination of these materials. The City will share LPD Media Alerts when appropriate as determined by the City Manager or designee. LPD Media Alerts include, but are not limited to, missing person alerts, at-large suspect alerts, silver alerts, amber alerts, blue alerts, and other urgent event alerts.

6.3. News Conferences

- 6.3.1. News Conferences will be held at the direction of the City Manager or designee to announce or respond to an issue of significance or controversy with a united voice pertaining to facts, information, rules, and emergency or crisis situation or the established policy/rules of the City. News conferences will be planned in advance and coordinated by PA.
- 6.3.2. A spokesperson for the news conference will be selected by the City Manager or designee, or if appropriate by circumstances, the Mayor.

6.4. News Briefings

- 6.4.1. News Briefings may be conducted to educate the news media about potentially controversial issues and provide reporters an opportunity to ask in-depth questions. In most briefings, the City provides extensive background materials, facts sheets, and explanatory materials. PA will be responsible for scheduling any such briefings.

6.5. Emergencies that require Emergency Operations Center - Media Relations.

- 6.5.1. In the event of a disaster or emergency that requires the Lacey Emergency Operations Center (EOC) to be activated, the Emergency Coordinator or designee, Lacey Fire & Life Safety District PIO or designee, or Thurston County Sheriff Office PIO or designee will be responsible for primary media relations. The parties listed above will work with the City Manager and PIO to prepare for a news conference.

6.6. Telephone Communications (Media entities excluded).

- 6.6.1. If the information requested by the community stakeholder is considered routine, the contacted City personnel should proceed with giving the requestor the information.

- 6.6.2. For any inquiries that require extensive research, involve multiple departments, deal with policy issues, are corporate in nature, or may be sensitive or controversial issues, PA shall be consulted prior to any response by the City. PA is responsible for notifying the City Manager or designee of these incidents immediately upon occurrence.

6.7. City Websites

- 6.7.1. Current City web domains include:

- 6.7.1.1. [City of Lacey, Washington, USA](#) – this page is in the process of being overhauled.

- 6.7.1.2. [Home - City Of Lacey \(locationlocationlacey.com\)](#) – this page is dedicated to economic development.

- 6.7.1.3. Parks, Recreation, and Culture Department page – forthcoming.

- 6.7.2. PA is responsible for approving, in conjunction with Information Services (IS), requests for additional web domains in addition to those listed above. In general, the City should strive to limit the number of web domains it uses to reduce confusion for community stakeholders and ensure that the City is capturing all necessary materials for record and retention purposes. The new City site will allow for the creation of special landing pages for unique City services or programs.

- 6.7.2.1. Departments can request a new web domain from PA. This request shall be in writing and shall outline why the City's existing web domains are not adequate. PA will determine if a new web domain is warranted. This includes projects performed with contractors. PA will work collaboratively with departments to find solutions to website needs.

- 6.7.3. PA is responsible for defining the standards, procedures, and best practices for providing information services on the web and establishing a governing policy.

- 6.7.3.1. PA will establish website guidelines for the City's new website.

- 6.7.3.2. PA will identify appropriate personnel ("Department Reps") within each Department to have editor access to the new website as approved by the respective Department head.

- 6.7.3.3. PA will provide Department Reps, and their directors, with adequate training on the new website.

- 6.7.3.4. Technical issues shall be forwarded to PA. PA will try to resolve technical issues as they come up. PA shall coordinate with a consultant or IS, as necessary to resolve technical issues that PA cannot resolve.

- 6.7.3.5. PA is responsible for determining what graphics standards are appropriate for the City's website. A new Website Guide and User Manual is forthcoming.
- 6.7.3.6. All City websites shall have the City logo included on the home page and consistently displayed on all subsequent pages.
- 6.7.4. PA is responsible for all website content; however, departments will assist in the drafting of content and in the maintaining of department webpages, as well as non-department web pages where appropriate.
 - 6.7.4.1. Department Reps will perform routine departmental updates and serve as web liaisons to PA. PA may review and edit content or ask Web Reps to perform these tasks as deemed necessary by PA.
 - 6.7.4.2. PA will work with Departments to establish systematic audits of website pages to ensure content is up to date.
- 6.7.5. PA will determine what information is highlighted on the City's home page.
- 6.8. **Social Media (Facebook, Twitter, Instagram, etc.)**
 - 6.8.1. Current City Social Media accounts include:
 - 6.8.1.1. City of Lacey Facebook
 - 6.8.1.2. Lacey Police Department Facebook
 - 6.8.1.3. Parks Facebook – forthcoming
 - 6.8.1.4. Lacey Museum Facebook- forthcoming
 - 6.8.1.5. City of Lacey Twitter
 - 6.8.1.6. Lacey Police Department Twitter
 - 6.8.1.7. City of Lacey Instagram
 - 6.8.1.8. Lacey Police Department Instagram
 - 6.8.1.9. City of Lacey Youth Council Instagram
 - 6.8.2. PA is responsible for all City social media accounts and content, with the exception of Lacey Police Department (LPD) social media accounts. All new social media accounts must be approved by PA prior to creation.
 - 6.8.2.1. LPD shall share all social media content with PA.

- 6.8.3. PA will be included as an administrator on all City social media accounts, including the social media accounts for the LPD.
- 6.8.4. Departments may request the use of new social media platforms and accounts to PA. This request shall be in writing and shall outline why the City's existing social media accounts are not adequate. PA shall decide if a new social media account is warranted. PA will work collaboratively with departments to find solutions to social media needs. Content posted to agency social media accounts is a public record. The City needs to maintain content on agency social media accounts in accordance with applicable retention requirements.
- 6.8.5. PA will audit and evaluate the on-going need, use, and efficacy of City social media accounts.
- 6.8.6. PA will evaluate viability of new platforms, including use, resources, and duration.

6.9. LaceyLife

- 6.9.1. PA will establish a mechanism to allow Departments to provide input on content for the LaceyLife.
- 6.9.2. PA will post the newsletter on the City's website, send via email on the City's digital marketing platform (Constant Contact), and other platforms as determined by PA.
- 6.9.3. PA will make the newsletter available on the City's intranet.
- 6.9.4. All LaceyLife editions will include the City logo.

6.10. Other Print Campaigns

- 6.11.1. All Department print materials and print advertisements, shall be approved by PA for consistency with City messaging and graphic standards, with the exception of legal notifications and PD materials and notifications.
- 6.11.2. Any communication sent to the general public to announce a special event, program, etc. will have a City logo included on the materials, unless an exception is approved by PA.
- 6.11.3. PA will notify the City Manager or designee regarding any print advertising being considered for placement, with the exception of legal notifications and reoccurring newsletters, which include but are not limited to, the LaceyLife, Parks Playbook, Stream Team newsletter, posters, kiosks, flyers, etc.

6.11. Legal Notices

- 6.11.1. Legal notices should follow standards that identify the notices as advertisements from the City as determined by the City Clerk in consultation with PA.

6.12. Digital newsletters / campaigns

- 6.12.1. Existing Digital newsletters / campaigns include:
 - 6.12.1.1. Parks Newsletter
 - 6.12.1.2. Latest in Lacey
 - 6.12.1.3. LaceyLife
 - 6.12.1.4. Transportation / Utility project updates – forthcoming
 - 6.12.1.5. Economic Development Update
 - 6.12.1.6. Stream Team
 - 6.12.1.7. Police Department Quarterly Reports
 - 6.12.1.8. Utility Billing Inserts
- 6.12.2. PA shall approve any new digital newsletters / campaigns. Departments may request the addition of a new digital newsletter / campaign in writing to PA. PA will determine if a new digital newsletter / campaign is necessary by consulting with the department requesting the new digital newsletter / campaign.
- 6.12.3. All digital newsletters / campaigns will be sent out from the City's digital marketing platform (Constant Contact) account. PA will serve as the administrator to this account. PA will determine appropriate City personnel to be added as administrators to the City's digital marketing platform account as approved by Department heads.
- 6.12.4. Prior to digital newsletters / campaigns being distributed to subscribers, they shall be reviewed and approved by PA. PA will work collaboratively with departments on this.

6.13. Digital materials - newsletters, campaigns, and advertisements

- 6.13.1. All Department digital materials, including newsletters, campaigns, and advertisements, shall be approved by PA for consistency with City messaging and graphic standards, with the exception of legal notifications and PD materials and notifications.
- 6.13.2. Any communication sent digitally to the general public to announce a special event, program, etc. will have a City logo included on the materials, unless an exception is approved by the PA.
- 6.13.3. PA will notify the City Manager or designee regarding digital print advertising being considered for placement, with the exception of legal notifications and reoccurring

newsletters, which include but are not limited to, the LaceyLife, Parks Playbook, Stream Team newsletter, posters, kiosks, flyers, etc.

6.13.4. All digital advertisements shall be approved by PA for consistency with messaging and graphic standards.

6.13.5. PA will notify the City Manager or designee regarding any advertising being considered for placement in digital outlets.

6.14. Text Campaigns (Non-emergency) – forthcoming

6.14.1. PA will serve as the administrator for all City text-based applications.

6.14.2. All text campaigns shall be approved by PA for consistency with messaging.

6.15. Video Content and Video Streaming Platforms

6.15.1. PA will serve as the administrator to all video streaming platforms by the City, including but not limited to, YouTube and Facebook.

6.15.2. Video content designed and created by the City shall be coordinated with PA and approved by the City Manager or designee.

6.16. Public, Education, and Government (PEG) Channel

6.17.1. The City's PEG Channel offers a way to broadcast City meetings and events across the community. Because of some limitations – namely access to the station and competing mediums – the PEG Channel shall be used as one mechanism among many to disseminate information on a variety of City issues.

6.17.2. All content for the PEG Channel will be approved by PA and approved by the City Manager or their designee.

6.17.3. PA, with input from the Departments, will evaluate ways to incorporate key City messages through the PEG Channel.

6.17.4. Requests from outside sources to air programming on the PEG Channel will be considered on a case-by-case basis.

6.17. Public Meetings (virtual and in-person)

6.17.1. All City public meetings, including City Council meetings, Committee meetings, Ad Hoc Committee meetings, Advisory Board and Commission meetings, and Hearing Examiner sessions, will be streamed on platforms determined by PA.

- 6.17.2. PA will serve as the administrator to meeting platforms used for City public meetings, as well as those used for intergovernmental boards and commissions.
- 6.17.3. PA will establish "Meeting Streaming Reps" for each meeting to more effectively and efficiently stream meetings across the organization.
 - 6.17.3.1. Meeting Streaming Reps will be responsible for live streaming their respective department's public meetings. PA will provide training and support for Meeting Streaming Reps.

7. Internal communication mediums:

7.1. City Email

- 7.1.1. **Emails to all City Staff.** PA is responsible for reviewing and approving e-mail messages to be distributed to all (or most) City personnel that are not sent by the City Manager or designee, department director or designee, and Police Chief or designee.
- 7.1.2. **Emails from City Councilmembers to City Personnel.** Councilmembers are encouraged to work directly with the City Manager when dealing with administrative services of the City. Pursuant to RCW.13.120, Councilmembers are not to direct staff or become involved in or attempt to influence personnel matters that are under the direction of the City Manager.
 - 7.1.2.1. All emails from City Councilmembers to City personnel shall be forwarded to the City Manager or designee for response coordination.
- 7.1.3. **Emails from the External Community Stakeholders to City Councilmembers.**
 - 7.1.3.1. The Executive Assistant in the City Manager's Department serves as the gatekeeper for these accounts. The Executive Assistant responds to all routine messages within 2 business days, working collaboratively with appropriate City departments when necessary.
 - 7.1.3.2. Non-routine emails shall be responded to by PA. All responses shall be forwarded to City Councilmembers and the City Manager or designee. PA shall work with City departments on the response when applicable.
- 7.1.4. **Emails from External Community Stakeholders to City Personnel.**
 - 7.1.4.1. Routine emails shall be responded to by City personnel.
 - 7.1.4.2. Non-routine emails shall be responded to by City personnel if they are not high-risk or sensitive and controversial issues.

7.1.4.3. High-risk or sensitive and controversial topic emails shall be routed to PA for collaboration on the response. PA shall apprise the City Manager or designee of these emails in a timely manner.

7.1.5. **Emails from External Community Stakeholders to Public Affairs Account**

7.1.5.1. The DAIII in the City Manager's Department serves as the gatekeeper for this account. The DAIII responds or coordinates the response to all routine messages within 2 business days.

7.1.5.2. DAIII forwards all non-routine emails to PA for response.

7.1.5.3. DAIII forwards all public records requests to the Deputy City Clerk for response.

7.1.6. **Emails to Public Comment Inbox (for Council Meetings)**

7.1.6.1. The City Clerk serves as gatekeeper of this account.

7.1.6.2. Emails that require a response are routed to PA for response.

7.1.6.3. Emails are captured as a PDF and provided to the Lacey City Council for the next Council meeting date.

7.2. **Citywide Communications meetings**

7.3.1. PA will hold quarterly communications meetings with City personnel designated by Department heads to represent their department. The meetings will be used to discuss short- and long-term projects across City departments that concern City communications and Community Outreach Campaigns.

7.3. **Energizer and Lantern**

7.3.1. PA will help edit and design the Energizer and Lantern newsletters.

7.4. **Intranet – forthcoming**

7.4.1. PA is responsible for creating standards and procedures for posting to the City's internal and external websites and SharePoint sites.

7.4.2. PA will work in conjunction with IS to resolve technical issues.

7.4.3. PA will establish "Intranet Reps" from each department to maintain department related materials on the intranet.

7.4.3.1. PA will work with Departments to establish systematic audits of intranet content to ensure it is up to date.

7.5. Customer Request Management / Customer Response Management System (forthcoming)

- 7.5.1. PA is responsible for administering the Customer Request Management (CRM) System .
- 7.5.2. PA will work in conjunction with IS to resolve CRM technical issues.
- 7.5.3. PA will work with departments to create a workflow for CRM requests. Users will be allowed to make requests for certain issues (e.g., potholes, park maintenance, speeding, etc.). These requests will automatically be sent to the most appropriate staff person at the City for a timely response (rate determined in the future).

When service requests come into the City via phone or email, City personnel are guided to enter in requests they receive from members of the public into the CRM system. If the individual requesting the services does not want to provide their name and email address, City personnel may enter this information into the CRM using their respective City account.

7.6. Project Notifications – Community Development & Public Works

- 7.6.1. Updates on high-profile development projects or projects that may become high-profile development projects, such as those requiring Hearing Examiner approval, shall be given to PA on a regular basis.
- 7.6.2. Updates on code enforcement or abatement cases or properties that may become high-profile code enforcement or abatement cases shall be given to PA on a regular basis.
- 7.6.3. Updates on significant infrastructure projects shall be given to PA on a regular basis.

7.7. City Presentations for the Public

- 7.1.1. To help ensure consistent messaging, PA may be used as a resource for reviewing presentations to the public.

7.8. Branding

- 7.8.1. PA is the custodian of the City's brand, and all representations of the brand must be approved by PA prior to being distributed.
- 7.8.2. Third parties requesting use of City branding in promotional or advertising material must seek the relevant approvals from the PA prior to printing or posting on digital platforms.
- 7.8.3. City logo shall appear on all external and internal City communications, unless approved by PA.

7.8.4. In addition to the City's logo, other logos of the City include:

- 7.8.1.1. Lacey Parks, Culture, and Recreation Department and sub-logos
- 7.8.1.2. Regional Athletic Complex
- 7.8.1.3. Lacey Museum and Cultural Center
- 7.8.1.4. LPD logo (need to trademark)
- 7.8.1.5. LPD patch
- 7.8.1.6. Greg Cuoio Park and Greenways
- 7.8.1.7. Food Trucks @ the Depot
- 7.8.1.8. Lacey Youth Council
- 7.8.1.9. Midtown

Appendix C – Social Media Policy: General Disclaimer and Commenting Policy

General Disclaimer

When you access, browse, or use a City of Lacey social media account, you accept without limitation or qualification this Social Media Use Policy.

When visiting a third-party social media website such as Facebook or Twitter, you are leaving the official City of Lacey website and are subject to the privacy and security policies of the owners or sponsors of the third-party site. The City of Lacey is not responsible for transmissions users make to or receive from third-party social media websites. Reference to any specific commercial products, processes, or services, or the use of any trade, firm, or corporation names does not constitute endorsement or recommendation by the City of Lacey, its employees, or representatives.

The City of Lacey's third-party social media accounts are maintained as a public service to provide information about City programs, services, projects, issues, events, and other communications with the public. The City of Lacey does not guarantee that the third-party social media sites it uses will be uninterrupted or error-free. Communications and/or requests made through such third-party social media sites in no way constitute a legal notice to or from the City of Lacey and will not become a part of the official record for any particular issue.

For questions requiring detailed answers, or to comment about a specific city project or program, please contact the appropriate department at www.ci.lacey.wa.us/city-government/directory-of-services, or by calling Lacey City Hall at 360-491-3214 or TDD 1-800- 833-6388. You can also visit Lacey City Hall, 420 College Street SE, during normal business hours.

Public Disclosure

Posts and comments on City's social media accounts may be subject to public disclosure under the Public Records Act (RCW 42.56).

The City of Lacey cannot accept public records requests through third-party social media accounts. Comments do not constitute a legal or official notice or comment to the City of Lacey. For example, a post or comment that asks the city or a city representative to provide public records will not be considered a public records request.

All public records requests must be directed to the Lacey City Clerk's Office. For more information, or to submit a public records request, visit www.ci.lacey.wa.us/records-request; call the City Clerk's Office at 360-438-2625 or TDD 1-800- 833-6388; or visit Lacey City Hall, 420 College Street SE.

Commenting Policy

Comments posted to City of Lacey third-party social media accounts are monitored on a limited basis and are considered limited public forums. We expect comments to be relevant and courteous. To that end, the City of Lacey has established commenting criteria, and reserves the right and discretion to remove or block comments as outlined below.

The following activities and uses **are prohibited** on City of Lacey third-party social media sites:

- Comments or content not directly related to the subject or post being commented on.
- Comments or content that impersonate a person or entity, or otherwise mislead as to origin of the comment or content.
- Uncivil comments or personal attacks of any kind, including defamatory, libelous, combative, offensive, disparaging, demeaning, or threatening materials related to any person or group.
- Comments or content that promote, foster, or perpetuate discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability, sexual orientation, or any other status protected by law.
- Profane language or content.
- Sexual content or obscene material, or links to sexual content or obscene material.
- Conduct or encouragement of illegal activity.
- Provision of information that could compromise the safety or security of the public or public systems.
- Provision of information that could compromise an ongoing law enforcement investigation or legal proceeding.
- Personal, private, sensitive, or confidential information of any kind, such as email addresses, phone numbers, home address, school, or place of employment

Appendix D – Communications Plan Stakeholder Interview Responses

Staff Leadership

Interview	Role	Clients	Drivers	Tools	Contacts	Demos	Needs	Methods	CRM
Adams	CMO	Staff, Elected, Region, Vendors, Community	Requests for info, complaints, emergencies	Email, phone	Outlook	None	Demo metrics	Social	Any
Andrews	CDD	Staff, permits, contractors, public, biz, neighborhoods	Notices, public input	IP list, Facebook, utility bill, phone, email	Excel	Property owners via assessor, GIS	Consistent messaging	Story maps	By topic
Bauersfeld	Comms	Public, Council	Events, programs, meetings, staff, citizens	Email, phone, social, web and podcasts, website, flyers, posters, events	Access, HOA list, Outlook	None	Website enhancement, support staff	Next Door	Any
Brandt	CDD	Residents, business, staff, PC	Notices	Social, web, PRs, inserts, HOA lists, mailers, partners	Project-specific lists	No	Reaching underrepresented audiences	Online engagement platform	Any
Clerks	CMO	Council, boards, region, employees	Record requests, notices, leg process, IGAs, Contracts, bids	Email, web, portal, Granicus, social, print	Outlook, Access, GOVQA	No	ECMS, DocuSign	NA	Any
Fant	CDD	Public	Notices, inquiries	Phone, email, in-person	Files, notes, email	NA	NA	Nome	Any
HR	HR	Employees, CCC, DB, EMS	Recruitment-related	Phone, web, email, in-person	Excel	NEOGOV	Social	Helpdesk (maybe)	Any
Parks	Parks	Residents, visitors, partners	Promotion, emergencies, notices, complaints	Brochure, presentations, phone, text, counter, web, email/CivicRec, social, boards,	CivicRec, IP list, Outlook	Random	Comms Plan, Central info storage, Social package, subscriber email list	Text alert system	Transparency, consistency, efficiency, quicker

Interview	Role	Clients	Drivers	Tools	Contacts	Demos	Needs	Methods	CRM
				kiosks, radio, ads					
Police	Police	Business and resident needs, visitors, info sharing, emergencies, schools, other partners	Emergencies, general security needs and alerts	Email, phone, meetings, social, PRs, in-person	Outlook, cell phones, linked-in, Smarsh	Random	Mass communications system, press release protocol; easier to use website, ability to communicate in multiple languages (quickly)	Twitter for Chief, push to talk cells, video production hardware, online chat, snapchat	Any, quicker mass alerts
PW	Public Works	Public, contractors, developers, external agency partners	Project support, alerts, notices, NPDES	Email, phone, in-person	Outlook, Vantage Point, public can opt in via website for project updates, stream team website, mailers, Cervis for stream team volunteers	No	Texting capability, automated calling to ratepayers (*you could get a good start on this via NTPS)	More website efficiency	Any
Seymour	CDD	Same CDD + Tribes	Applications, complaints	Email, phone, in-person	Same CDD + posters	No	NA	No	Any, if it saves time
Smith	CDD	Businesses	Inquiries, notifications	Stand-alone website, email, phone, in-person	Outlook, locationlocationlacey	No	Streamlined content mgmt..	No	Executive Pulse CRM
Spence	CMO	Residents, business, faith, 300 employees, council, region	Policies, projects, services, info requests	Phone, email, in-person	Outlook	No	City intranet, video, Wikipedia-type system to preserve info	Mass alert notification system; text system, mass VMs	Any, to track trends and help with consistency
Woo	Finance	Departments, utility and passport customers	Budget, tax changes	Utility billing, email, phone	Billing system	NA	Resident and business contact info	Emergency notification system	Any to streamline 4,000 calls/mo.

City Council

Interview	Overall	Good Ex	Bad Ex	City Response	Role	Tools	Misperceptions	Channels	Other
Cox	Good except strategic part	COVID	Homeless	Quick But can be vague, patronizing	Coordinate talking pts w staff	PRs, social, televised Council, web, newsletters, utility inserts, mail, ads, word of mouth	Not understanding how local gov works – need strategic comms plan to address	More, better outreach (homeless TF is good start)	Use PI to inform City decisions; recognize we're going from small town to big city
Greenstein	Fair – hard to reach people	NA	NA	Very well	Yes (ha)	Social, web, open mtgs., utility bills	No	Same. Increase + repeat	No
Pratt	Very well	COVID, providing business info	RVs + temporary mitigation site	Well, but could be more personable v. public relations	Help provide personal response to citizens	Website good (could be better), Facebook	That we only care about businesses, not residents. That we're not concerned about environment.	Town Hall meetings around town. I like our booths at events.	Alerts App
Steadman	Very well	CMS event re bag ban	When BOCC tried to opt us into the convention center (public not knowing)	Great. Storm drain clearing comes to mind.	Help city staff open lines of communication	Website, Facebook. Innovation is key. Use what people use.	That we're just a public taxing authority. They don't engage.	Any, all. Use what most other cities use.	None

Lacey Cares

Community Tapestry Socioeconomic Insights

December 2020

J ROBERTSON + COMPANY



I. BACKGROUND

The City of Lacey is undertaking a new effort to better understand and connect with local residents and businesses. The *Lacey Cares* initiative will identify preferred means of communication as we transition out of pandemic conditions, help determine local goals and priorities as we plan for the future and serve as the seed effort for a broader community-defined vision for Lacey's long-range growth and evolution.

As a first step in the process, the City retained J Robertson and Company (JRO) to develop a socioeconomic profile reflecting the city's diverse collection of residents and neighborhoods. The methodology and findings are presented below.

II. PROFILE METHODOLOGY

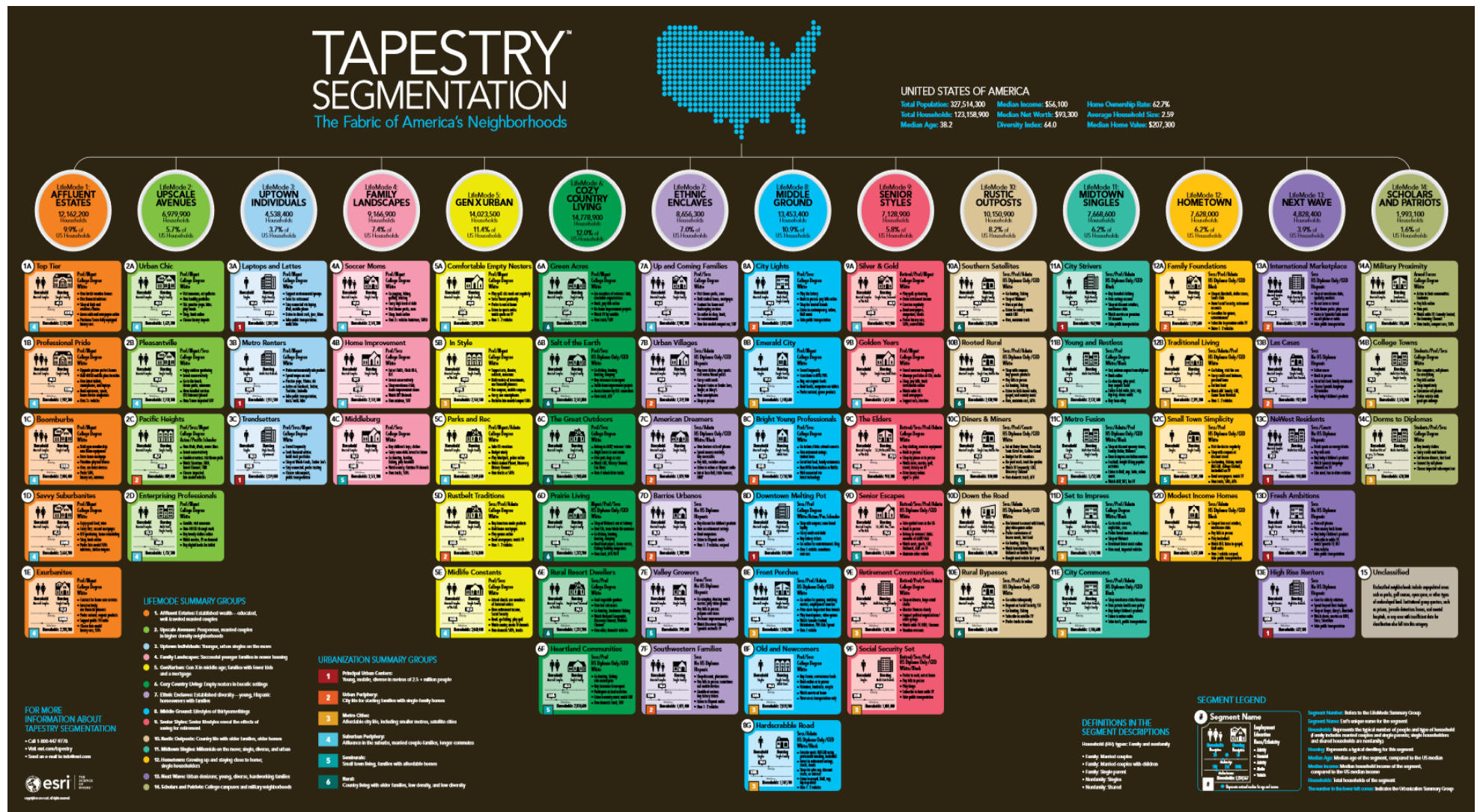
To build the socioeconomic profile, JRO utilized *ESRI Tapestry*. Tapestry segmentation provides an accurate, detailed description of America's neighborhoods—U.S. residential areas are divided into sixty-seven distinctive segments based on their socioeconomic and demographic composition—then further classifies the segments into LifeMode and Urbanization Groups. The underlying data is generally the same individual sources (Census, ACS, consumer spending data) used to build a static demographic snapshot. Tapestry combines them to build a more robust, dynamic profile.

The sixty-seven distinct markets of Tapestry detail the diversity of the American population. Grouping the segments can simplify these differences by summarizing markets that share similar traits. Market segments can be bundled, using overlapping traits, to build unique LifeMode groups (fourteen combinations) and/or Urbanization groups (six possibilities).

Attached to each *LifeMode* segment and *urbanization* grouping is a characterization that distills key demographic data, market preferences and other lifestyle proclivities that help give form to different substrates of the broader community population. In short, tapestry segmentation provides a starting point for determining and deploying effective communication and engagement strategies. The following page displays the various tapestry segments represented across the U.S. as of 2020. A larger version, including a second page showing where segments are represented geographically, can be downloaded by following the source link.



Figure 1: Tapestry Poster by LifeMode Grouping Cohort (US)



Source: <https://www.esri.com/content/dam/esrisites/sitecore-archive/Files/Pdfs/library/brochures/tapestry-segmentation.pdf>

III. CITY OF LACEY SEGMENTATION

Of sixty-seven unique tapestry segments found across the U.S., just six segments encompass nearly seventy-three percent of Lacey's population. They include:

Top City of Lacey Tapestry Segments

Tapestry Segment	% Lacey Households	ESRI Segment Description
B. Middleburg	23%	Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade when the housing boom reached out. Residents are conservative, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.
C. Bright Young Professionals	17%	Bright Young Professionals are primarily in urban outskirts of large metros: home to young, educated, working professionals. One in three householders is under 35. Slightly more diverse couples dominate, with more renters than owners. Over two-fifths live in single-family homes; a third live in 5+ unit buildings. Labor force participation is high, generally white-collar, with a mix of food service and part-time jobs (college students). Median household income, home value, and rent are close to US values. Residents are physically active and up on latest tech.
D. Soccer Moms	14%	Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.
E. Up and Coming Families	7%	Up and Coming Families is a market in transition. Residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. The recession impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. And this is one of the fastest-growing markets in the country.
F. Home Improvement	6%	Married-couple families occupy well over half of these suburban households. Most Home Improvement residences are owner-occupied single-family homes, with only one-fifth of the households occupied by renters. Education and diversity levels are similar to the US as a whole. These families spend a lot of time on

Tapestry Segment	% Lacey Households	ESRI Segment Description
		the go and therefore tend to eat out regularly. When at home, weekends are consumed with home improvement and remodeling projects.
G. Parks and Rec	6%	These suburbanites have achieved the dream of home ownership. They purchased within their means. Their homes are older, and town homes and duplexes are not uncommon. Many are two-income married couples approaching retirement; they are comfortable in their jobs and homes, budget wisely, but do not plan on retiring soon or moving. Neighborhoods are well established, as are amenities and programs that supported their children through school. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.

Effectively all Lacey households are captured in **seventeen** of the sixty-seven ESRI Tapestry segments, as displayed below (Figure 3). Details for each segment are available to review via link within the table, and in the companion Lacey Tapestry **PPT Presentation**. However, the analysis in this summary report focuses on LifeMode groupings (see section IV), where like segments are integrated and better-suited for communications planning.

Individual Lacey Tapestry Segments v. US Comparison

Table Definitions

Tapestry Segment: One of sixty-seven unique sociodemographic groupings

Percent: Number of households (Lacey, US) categorized within each segment

Cumulative Percent: Total number of households (Lacey, US) categorized within each segment after combined with previous segment(s)

Households: Number of people living under one roof and/or provider structure, as defined by US Census

Lacey Index: The concentration of a segment compared to U.S. average (an index of 700 = segment 7 times more prevalent compared to U.S. ave.)

Rank	Tapestry Segment	City of Lacey Tapestry Segments		Comparative Segment Presence in U.S.		Lacey Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Middleburg (4C)	22.6%	22.6%	2.9%	2.9%	768
2	Bright Young Professionals (8C)	17.1%	39.7%	2.3%	5.2%	759
3	Soccer Moms (4A)	13.4%	53.1%	3.0%	8.2%	455
4	Up and Coming Families (7A)	7.2%	60.3%	2.5%	10.7%	282
5	Home Improvement (4B)	6.3%	66.6%	1.7%	12.4%	371
6	Parks and Rec (5C)	5.6%	72.2%	2.0%	14.4%	286
7	Set to Impress (11D)	4.3%	76.5%	1.4%	15.8%	309
8	The Elders (9C)	3.9%	80.4%	0.7%	16.5%	517
9	Comfortable Empty Nesters (5A)	3.7%	84.1%	2.4%	18.9%	150
10	Exurbanites (1E)	3.1%	87.1%	1.9%	20.8%	158
11	Young and Restless (11B)	3.1%	90.2%	1.7%	22.5%	175
12	Golden Years (9B)	2.6%	92.8%	1.3%	23.8%	197
13	Old and Newcomers (8F)	2.3%	95.1%	2.3%	26.1%	99
14	Front Porches (8E)	2.1%	97.1%	1.6%	27.7%	131
15	City Lights (8A)	2.0%	99.1%	1.4%	29.1%	137
16	In Style (5B)	0.5%	99.6%	2.2%	31.3%	23
17	Savvy Suburbanites (1D)	0.4%	100.0%	3.0%	34.3%	13
		100.0%		36.9%		

Retirement Community Insights

Individually, no single ESRI retirement-age segment breaks the top-seven tapestry segment list. Yet, when combined, retirement-age segments account for more than ten percent of Lacey households. A cross-analysis of those segments reveals a number of commonalities for communication planning purposes, as displayed in the table below. Combined, these retirement-age and the top-seven segments cover just over eighty-three percent of total Lacey households.

Retirement-Age Tapestry Segments

Tapestry Segment	% Lacey Households	Emsi Segment Description
8. The Elders	3.9%	With a median age of 72.3 years, this is Tapestry Segmentation's oldest market. <i>The Elders</i> residents favor communities designed for senior or assisted living, primarily in warmer climates with seasonal populations. Most of these householders are homeowners, although their housing varies from mobile homes to single-family residences to high-rise apartments. These seniors are informed, independent, and involved.
9. Comfortable Empty Nesters	3.7%	Residents in this large, growing segment are older, with nearly half of all householders aged 55 or older; many still live in the suburbs where they grew up. Most are professionals working in government, health care, or manufacturing. These Baby Boomers are earning a comfortable living and benefitting from years of prudent investing and saving. Their net worth is well above average (Index 314). Many are enjoying the transition from child rearing to retirement. They value their health and financial well-being.
12. Golden Years	2.6%	Independent, active seniors nearing the end of their careers or already in retirement best describes <i>Golden Years</i> residents. This market is primarily singles living alone or empty nesters. Those still active in the labor force are employed in professional occupations; however, these consumers are actively pursuing a variety of leisure interests—travel, sports, dining out, museums, and concerts. They are involved, focused on physical fitness, and enjoying their lives. This market is smaller, but growing, and financially secure.

Smaller Segments

The remaining 17% of Lacey households fall under eight much smaller segments as shown in Figure 5.

Figure 5: Other Lacey Tapestry Segments

Tapestry Segment	% Lacey Households	Emsi Segment Description
7. Set to Impress	4.3%	<i>Set to Impress</i> depicted by medium to large multiunit apartments, lower than average rents. Often nestled in neighborhoods with other businesses or single-family housing. Nearly 1/3 is 20-34 years old, and over half are single person and nonfamily households. Although many live alone, they preserve close connections with family. Income levels are low; many work in food service while attending college. This group is always looking for a deal. They are very conscious of image and seek to bolster status with the latest fashion. <i>Set to Impress</i> residents are tapped into popular music and the local music scene.
10. Exurbanites	3.1%	<i>Exurbanites</i> residents are approaching retirement but showing few signs of slowing down. They are active in communities, generous in donations and seasoned travelers. They take advantage of proximity to metro centers to support arts but prefer a more expansive home style in less crowded neighborhoods. They have cultivated a lifestyle that is both affluent and urbane.
11. Young and Restless	3.1%	Gen Y: Well-educated young workers, some completing education, employed in prof-tech jobs, sales and office-admin support. Not established but striving to get ahead and improve themselves. Market in top 5 for renters, movers, college enrollment, and labor force participation. 1 in 5 residents move each year. More than half under age 35, majority live alone or shared nonfamily dwellings. Median household income below US. Smartphones a way of life, use the Internet extensively. Consumers are diverse, favoring densely populated neighborhoods in large metro areas; over 50% located in the South, rest in the West and Midwest.
13. Old and Newcomers	2.3%	This market features singles' lifestyles on a budget. Focus is on convenience over consumerism, economy over acquisition. Composed of neighborhoods in transition, renters just beginning careers or retiring. Some still in college; some are taking adult education classes. They support charity causes and are environmentally conscious. Age is not always obvious from their choices.
14. Front Porches	2.1%	<i>Front Porches</i> blends household types, more young families with children or single households than average. More diverse than US. Over half are renters, and many homes are older town homes or duplexes. Friends and family are central and help influence household buying decisions. Households tend to own just one vehicle. Income and net worth are well below the US average.

Tapestry Segment	% Lacey Households	Emsi Segment Description
15. City Lights	2.0%	<i>City Lights</i> , a densely populated urban market, is the epitome of equality. The wide-ranging characteristics mirror passion for social welfare and equal opportunity. Households range from single to married-couple families, with and without children. A blend of owners and renters, single-family homes, town homes, midrise, high-rise apartments. Neighborhoods are racially and ethnically diverse. Many have completed some college or degree and earn good income in professional and service occupations. Willing to commute, they work hard and budget to support urban lifestyles, laying the foundation for stable financial futures.
16. In Style	0.5%	<i>In Style</i> denizens embrace an urbane lifestyle that includes support of arts, travel, and extensive reading. They are connected and make full use of mobile devices. Professional couples or single households without children, they have time to focus on their homes and interests. The population is slightly older and planning for their retirement.
17. Savvy Suburbanites	0.4%	Well-educated, well read, well capitalized. Families include empty nesters/empty nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise. They enjoy good food and wine, plus the amenities of the city's cultural events.

IV. CITY OF LACEY LIFEMODE TAPESTRY

Approximately eighty percent of Lacey households fall under five LifeMode tapestries. The table below provides overview characteristics for each relevant Lacey LifeMode, identifies the percentage of Lacey households categorized therein (in parentheses) and indicates which specific **Lacey segments** are present in each.

Other U.S. segments encompassed within a particular LifeMode that do not exist in Lacey remain listed to facilitate comparison and additional analysis. For example, Lacey's most prevalent LifeMode cohort, "Family Landscapes" includes three of three top Lacey segments. On the other hand, in the second most prevalent Lacey LifeMode cohort, "Middle Ground," only one of Lacey's top segments appears despite that LifeMode hosting seven total segments (meaning that particular segment, "Bright Young Professionals," is a particularly unique and important stakeholder group in Lacey).

Predominant Lacey LifeMode Tapestries

Lacey LifeMode Cohorts and Relevant Characteristics	Lacey Segments
LifeMode 4: Family Landscapes (42.3 percent of Lacey households) • Successful young families in their first homes • Non-diverse, prosperous married-couple families, residing in suburban or semirural areas with a low vacancy rate • Homeowners (79%) with mortgages (second highest %), living in homes, with median value slightly higher than the U.S. • Two workers in family, contributing to the second highest labor force participation rate, as well as low unemployment • Do-it-yourselfers, who work on home improvement projects, as well as their lawns and gardens • Sports enthusiasts, typically owning newer sedans or SUVs, dogs, savings accounts/plans, comfortable with latest tech • Eat out frequently at fast food or family restaurants to accommodate their busy lifestyle • Especially enjoy bowling, swimming, golf, video games, movies rented via Redbox, and taking trips to zoo or theme park	4A Soccer Moms 4B Home Improvement 4C Middleburg
LifeMode 8: Middle Ground (17.1 percent) • Lifestyles of thirtysomethings • Millennials in the middle: single/married, renters/homeowners, middle class/working class • Urban market mix of single-family, townhome, and multi-unit dwellings • Majority of residents attended college or attained a college degree • Have ditched landline for cell phone: use for music, news, and to get the latest sports updates of their favorite teams • Online all the time: for entertainment (music, YouTube, dating), social (Facebook, Twitter, LinkedIn), to search for jobs • Leisure includes night life (clubbing, movies), going to the beach, some travel and hiking	8A City Lights 8B Emerald City 8C Bright Young Professionals 8D Downtown Melting Pot 8E Front Porches 8F Old and Newcomers 8G Hardscrabble Road

Lacey LifeMode Cohorts and Relevant Characteristics	Lacey Segments
LifeMode 5: GenXurban (9.2 percent) • Gen X in middle age; families with fewer kids and a mortgage • Second largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees • About a fifth of residents are 65 or older; about a fourth of households have retirement income • Own older single-family homes in urban areas, with 1 or 2 vehicles • Live and work in the same county, creating shorter commute times • Invest wisely, well-insured, comfortable banking online or in person • News junkies (read a daily newspaper, watch news on TV, and go online for news) • Enjoy reading, renting movies, board games + cards, crosswords, museums, rock concerts, dining out, walking exercise	5A Comfortable Empty Nesters 5B In Style 5C Parks and Rec 5D Rustbelt Traditions 5E Midlife Constants
LifeMode 7: Ethnic Enclaves (7.2 percent) • Established diversity—young, Hispanic homeowners with families • Multilingual + multigene households feature children that represent second-, third- or fourth-gen Hispanic families • Neighborhoods feature single-family, owner-occupied homes built at city's edge, primarily built after 1980 • Hard-working and optimistic, most residents 25 years or older have a high school diploma or some college education • Shopping and leisure also focus on children—from shoes to toys and games and trips to theme parks, water parks or zoo • Favor Hispanic programs on radio or TV; children enjoy video games on personal computers, handheld or consoles • Many households have dogs for domestic pets	7A Up and Coming Families 7B Urban Villages 7C American Dreamers 7D Barrios Urbanos 7E Valley Growers 7F Southwestern Families

Lacey LifeMode Cohorts and Relevant Characteristics	Lacey Segments
LifeMode 9: Senior Styles (6.5 percent) • Senior lifestyles reveal the effects of saving for retirement • Married empty nesters or singles living alone; single-family homes, seasonal getaways, retirement communities • More affluent seniors travel, relocate to warmer climates; less affluent, settled seniors still working toward retirement • Cell phones are popular, but so are landlines • Many still prefer print to digital media: Avid readers of newspapers, to stay current • Subscribe to cable television to watch channels like Fox News, CNN, and The Weather Channel • Residents prefer vitamins to increase their mileage and a regular exercise regimen	9A Silver & Gold 9B Golden Years 9C The Elders 9D Senior Escapes 9E Retirement Communities 9F Social Security Set

URBANIZATION GROUPS

ESRI apportions like sociodemographic segments into six distinct Urbanization Groups to facilitate market and communications analysis. Lacey tapestry segments appear in four of those units, but primarily in the “Suburban Periphery” group (close to half of all Lacey households). The total volume of and constituent makeup of each Lacey Urbanization Group is outlined in the table below, along with a high-level overview of relevant consumer attributes.

Lacey Urbanization Groups

Urbanization Group and Characteristics	Lacey Segments
Suburban Periphery (46.5 percent of Lacey households) • Urban expansion: affluence in the suburbs or city-by-commute • The most populous and fast-growing Urbanization group; includes one-third of the nation's population • Commuters value low density living, but demand proximity to jobs, entertainment, urban center amenities • Well-educated, two-income households accept long commutes to raise kids in family-friendly neighborhoods. • Many are heavily mortgaged in newly built, single-family homes • Older householders have either retired in place, downsized or purchased a seasonal home • Suburbanites are the most affluent group, working hard to lead bright, fulfilled lives • Residents invest for future, insure against unforeseen circumstances, but also enjoy the fruits of their labor	Soccer Moms (4A) 13.4% Up and Coming Families (7A) 7.2% Home Improvement (4B) 6.3% Parks and Rec (5C) 5.6% The Elders (9C) 3.9% Comfortable Empty Nesters (5A) 3.7% Exurbanites (1E) 3.1% Golden Years (9B) 2.6% Savvy Suburbanites (1D) 0.4%

Urbanization Group and Characteristics	Lacey Segments
Semirural (22.6 percent) • The most affordable housing—in smaller towns and communities located throughout the country • Single-family and mobile homes in the country, but still within reach of some amenities • Embrace quiet, country lifestyle including listening to/attending country performances, riding ATVs, and camping • Prefer domestic products and vehicles, especially trucks • Shop at large department and discount stores like Walmart • Fast food and frozen meals are much more common than fine dining • Many make a living off the land through agriculture, fishing and forestry • Time off is spent visiting nearby family rather than flying to vacation destinations • When services are needed, the yellow pages are within reach	Middleburg (4C) 22.6%
Urban Periphery (19.1 percent) • City life for starting families in neighborhoods that fringe major cities • The earliest suburbs, built before 1970, primarily single-family housing with some apartments • Young families with children, diverse population • Homeowners living closer to the city, with below average vacancy rates • Leisure focus on children (visit theme parks, water parks), sports (soccer, basketball, football) and movies • Spending also emphasizes the children—clothing, toys and baby products • Parents of small children favor family restaurants and fast food • Smartphones are popular, for social contacts, downloading apps, games and music	Bright Young Professionals (8C) 17.1% City Lights (8A) 2.0%

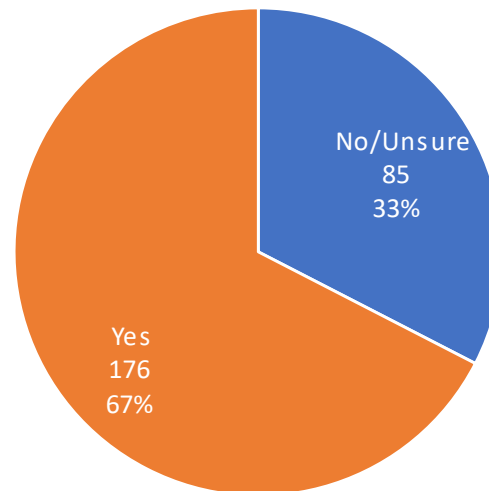
Urbanization Group and Characteristics	Lacey Segments
Metro Cities (10.3 percent) - Affordable city life including smaller metro cities that feature mix of single-family and multiunit housing - Single householders seeking affordable city living; usually multi-unit buildings from mid- to high-rise apartments - Average monthly rents and home value below the U.S. average - Consumers include college students, affluent Gen X couples, and retirement communities - Student loans more common than mortgages; debit cards more popular than credit cards - Residents share an interest in city life and its amenities, from dancing and clubbing to museums, concerts - Convenience and mobility favor cell phones over landlines - Many rely upon the Internet for entertainment (music, online games) and as a useful resource (job search)	Set to Impress (11D) 4.3% Young and Restless (11B) 3.1% Old and Newcomers (8F) 2.3% Front Porches (8E) 2.1% In Style (5B) 0.5%

Lacey Business Survey Results

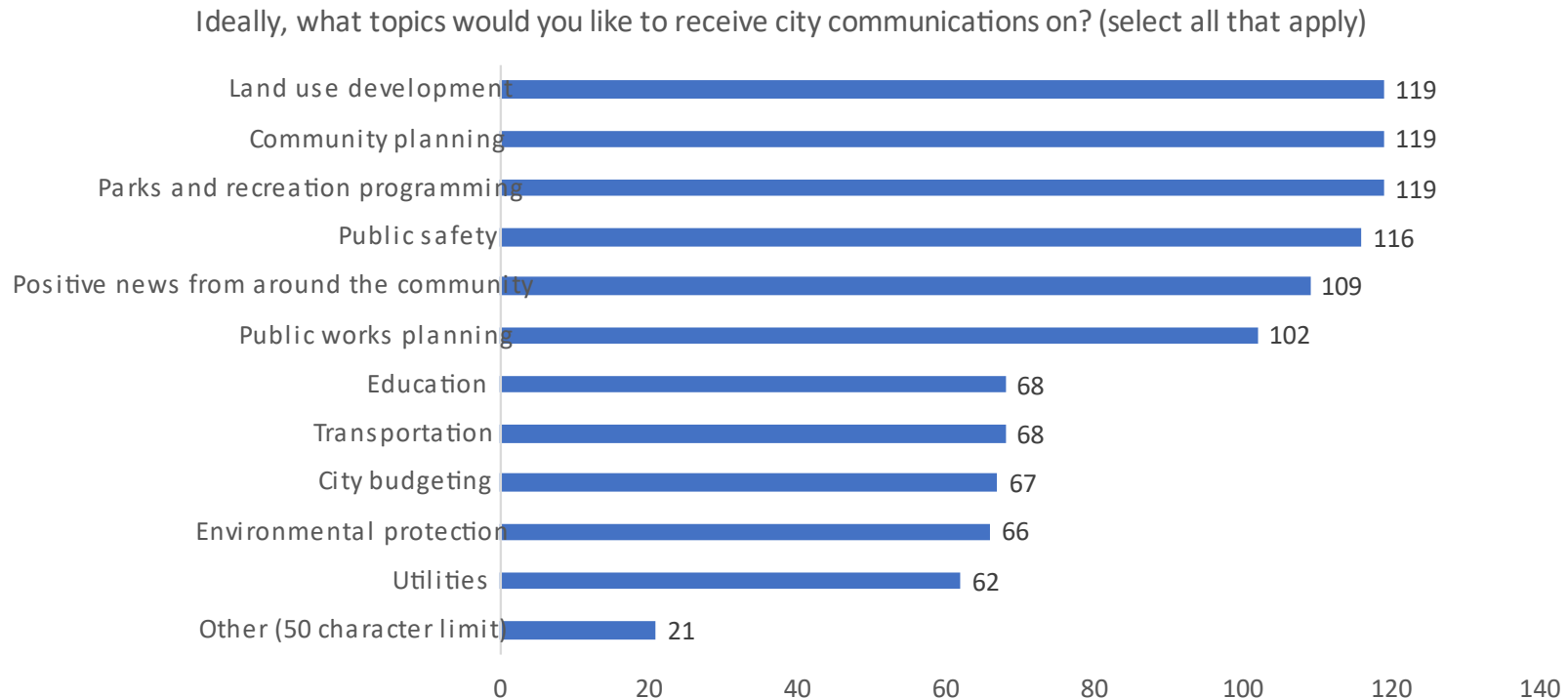
May 2020

One-Third of Business Respondents Do Not Identify as Lacey Residents

Do you live within the geographic boundaries of the City of Lacey?



Clear Preference in Topics of Interest

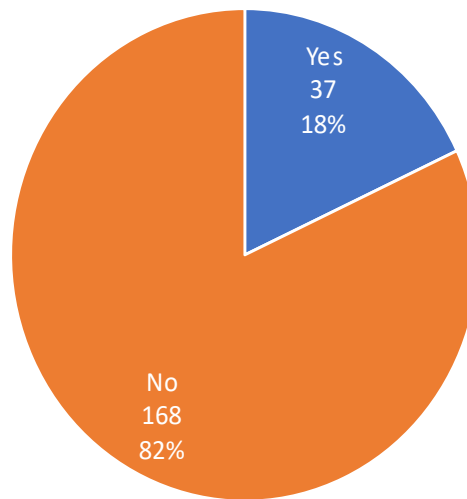


Other Topics of Interest

- Homeless plan (6)
- Chamber of commerce/economic development (2)
- Business relations, small business, new businesses, codes
- Direct Communications from the Mayor and Council on Priorities
- Planned roadwork and road closures.
- Transparency with the Lacey Police dept. and updates on racial justice
- Events and festivals

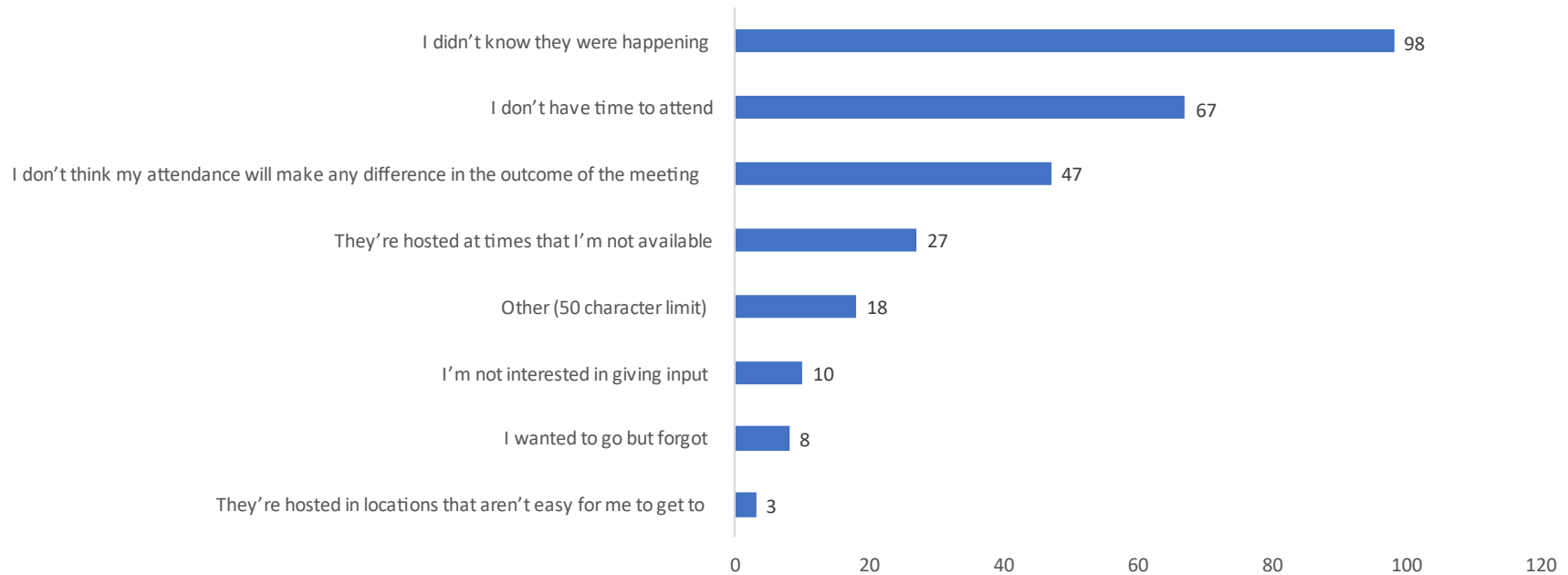
Fewer Than 1 in 5 Has Attended Public Forum

Have you previously attended a City of Lacey planning session or public forum?



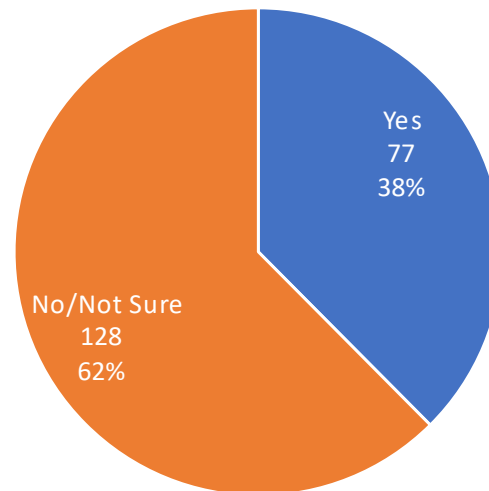
Barriers: Awareness, Time

What has made it difficult or undesirable to attend planning sessions or public forums? (select all that apply)

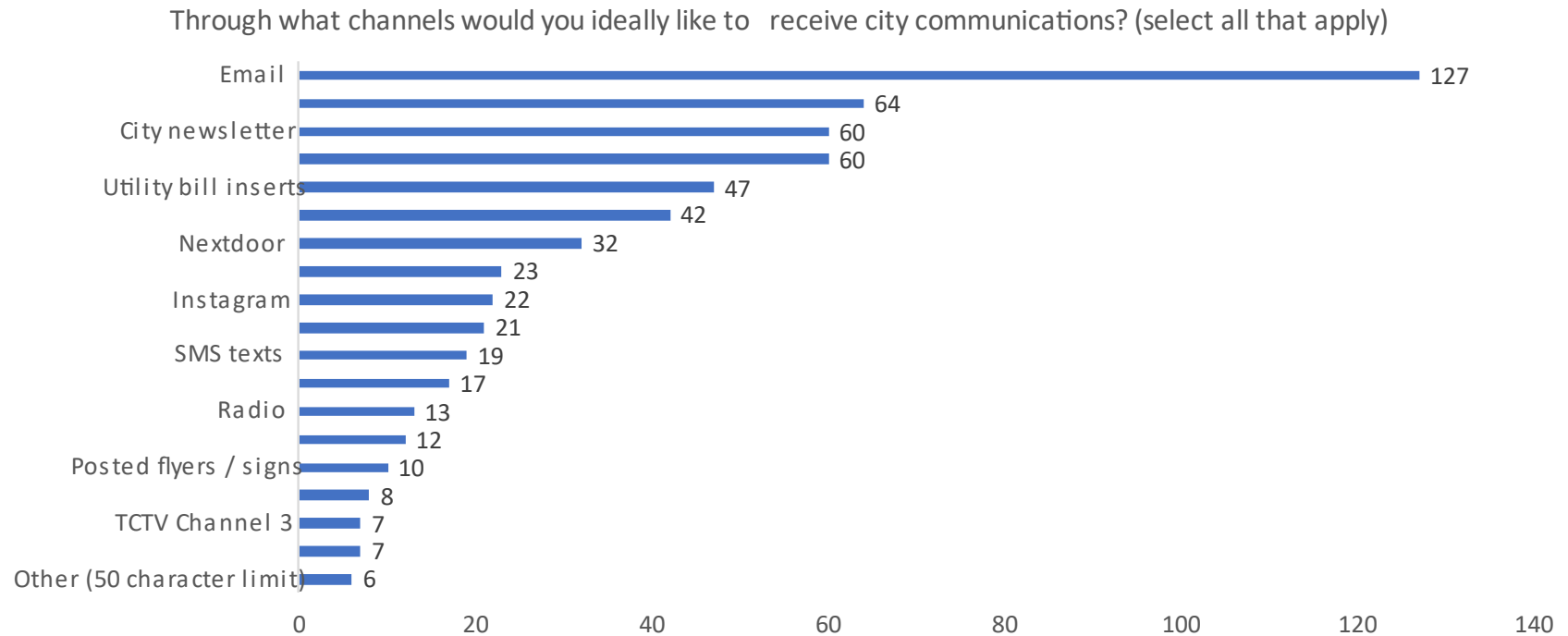


Just 38% Interested in Attending Public Session

Would you be interested in participating in planning sessions or public forums in the future?



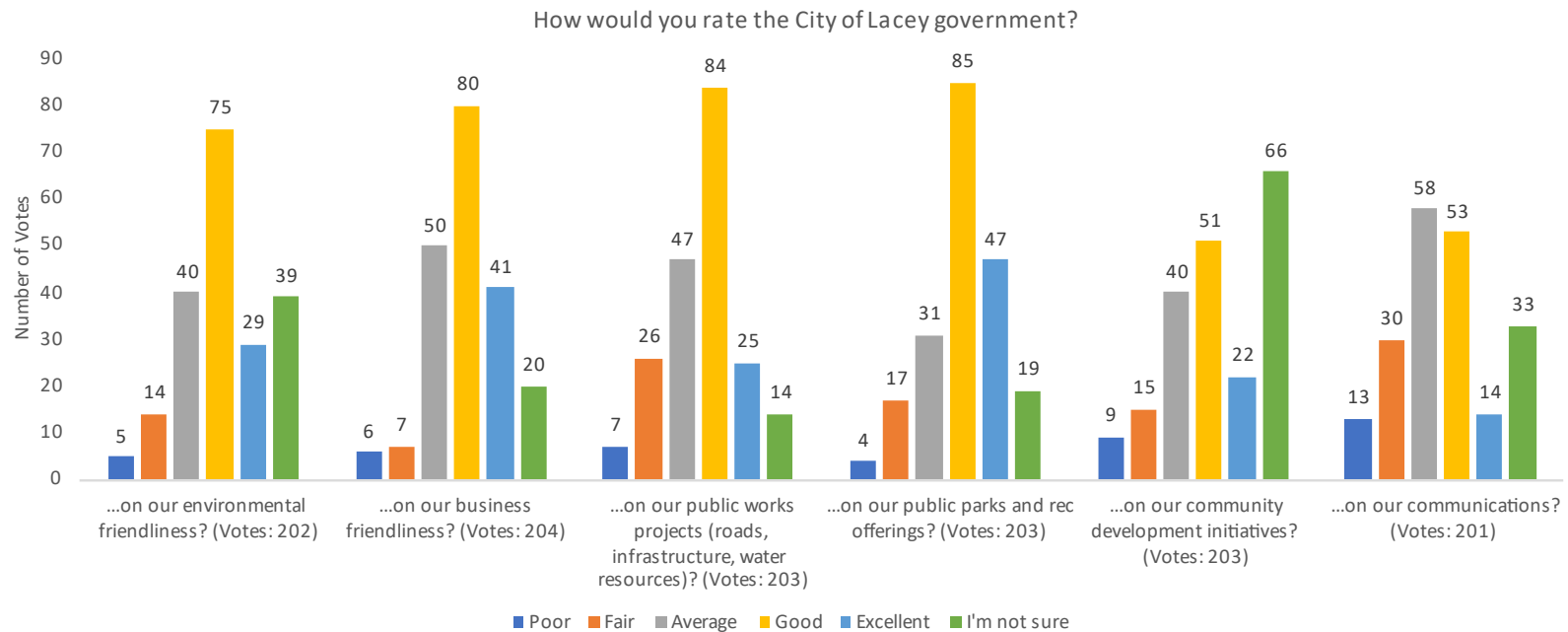
Email is Preferred Communication Channel



Other Communication Channels

- Lacey Spring Fun Fair; Lacey In Tune
- Materials sent to churches

City Rates *Good* in Most Areas: More Communication Desired



If you selected poor – please explain:

- The tolerance for vagrants, garbage, needles and human waste needs to change ASAP (5)
- Very little public communication is utilized (5)
- This is the first time ever being asked for input in 44 years
- I only know something is going on because of the flyer above college.
- Consistency is not evident with the building/permitting front desk and back office staff.
- Transportation is BAD.
- Frustrated by long main road projects. (2)
- I've tried to sign up for paperless water billing and still get paper bills. No paper, please!
- Lacey prioritizes wellness of trees over people, yet allows clearcutting of forests for another dist. Ctr.

Other Advice – Part I

- Keep doing what you're doing. (7)
- Deal with homelessness. (18)
- Maintain a strong police department. (11)
- Better walkability, local road safety, less vegetation and medians (6)
- Better communication (14)
 - Communication is key! Also listening regarding zoning, homelessness, schools, growth.
 - Improve Customer Service both in person and in Phone as well
 - Make the website cleaner and more accessible for the visually impaired. (2)
 - More updates on upcoming projects or developments before it's too late to provide input.
 - More video communications. Lacey is a great city, with great leadership.
 - Notify when Long Lake has toxic algae bloom via email and when safe again to swim in.
- I would appreciate a transparent relationship with my leaders. Who are you? What are you working on? Trust is a currency these days.
- Continue to maintain openness and support of small business (7)
 - Help small businesses located on a bus line. Create incentives to help small business grow.
 - More jobs less housing

Other Advice – Part II

- Get the road construction done faster (3)
 - Do what needs to be done with Marvin Rd once, instead of tearing it up over and over again. It hurts existing business.
- Be willing to keep parts of Lacey wooded and natural. (5)
- A stronger commitment to multi-modal transportation.
- Emphasize affordable housing
- Ensure taxes are not increased. Improvements should be completed with available funds only. (2)
- Make truck and trailer parking at building department so contractors have a place to park.
- More diverse gatherings of all kinds to get to know our community (3)
- It would be great to have a better internet service, especially now that kids are doing online school.
- I would like more recreation appealing to young ones and families (ice rink, amusement park etc.)
 - North Lacey needs a YMCA!
 - Bring back Lacey Spring Fun Fair; Lacey In Tune
 - More events
 - After hours programs or skills training for teens. (2)
 - Developing more public recreation and less warehouse space. Aquatic center etc.
 - Never cancel Fireworks events for ANYTHING!
 - We could use another disc golf course at McAllister Park
- It appears city annexes areas that bring most tax revenue and not ~~the~~ ~~regional~~ ~~area~~

Appendix G – Targeted Actions by Priority Level and Timeline

GOALS

1. **Augment internal communications to increase cross-departmental collaboration and awareness.**
2. **Continuously evaluate and enhance external communications to provide transparent, timely, and accessible information to community stakeholders.**
3. **Proactively craft communications and establish a defined Lacey brand.**

{UPDATE APPENDIX G & H}

Goal	TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
			Implementation			Enhance / Continue		
			2022	2023	2024	2025	2026	2027 & Beyond
1	A. Develop and implement an organization-wide intranet communications system.	High						
1	B. Institute an organization-wide document management system to increase efficiencies and streamline internal and external processes, reduce risk, secure data, and better connect staff. Continue to leverage this tool to meet future organizational needs.	High						
1	C. Develop a comprehensive web and App accessible City Services Center (311) for internal and external users to access City information, make service-related requests, and for the City is make more data-driven decisions.	High						
2	A. Leverage email, text, and other technologies that allow end-users to opt-in to their preferred information channels.	High						
2	a. Create one-stop location for subscribing to email notifications.	High						
2	b. Use text messaging for emergency alerts, construction updates and critical events, as well as other information categories that end-users may opt-in to.	High						

Goal	TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
			Implementation			Enhance / Continue		
			2022	2023	2024	2025	2026	2027 & Beyond
2	B. Building off the Lacey Cares initiative, conduct regular multi-faceted community outreach and engagement efforts to determine community sentiments.	High						
2	a. Conduct a statistically valid, biannual community satisfaction survey to better understand community sentiments, including strengths and opportunities for improvement.	High						
2	b. Provide an annual report on Communication Target Action Plan.	High						
2	c. Perform a comprehensive evaluation and overhaul of the Communication Plan at year six.	High						
2	E. Expand community access to documents, reports, forms, and other City materials through the City's Document Management System, 311 App, online Municipal Code, and Public Records Request system.	High						
2	F. Create relationships and continue to build capacity with historically underrepresented communities to ensure barriers to participation are eliminated allowing individuals to participate in decisions that impact the community, as desired.	High						
3	A. Establish consistent City materials by establishing a Citywide style guide, logo and flag use policy, and pursuing other comprehensive changes to communication materials.	High						
3	B. Refining key messages and create a unified voice, establish proactive media responses to ensure rapid, accurate, and widespread message reach, and craft policies on when to use certain types of communications.	High						
3	C. Enhance the City's image by developing a comprehensive marketing and branding campaign that raises awareness of the City's amenities and attractions. Create a process that allows for specialized branding for major initiatives.	High						
1	D. Create a Citywide style guide to ensure consistent branding and messaging of City materials.	Medium						
1	E. Create a consistent communications on-boarding program for new City employees and provide on-going communication training opportunities.	Medium						

Goal	TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
			Implementation			Enhance / Continue		
			2022	2023	2024	2025	2026	2027 & Beyond
1	F. Continually improve internal communications processes and tools, such as the communication dashboard and leverage new technologies that facilitate and streamline internal communications.	Medium						
1	G. Increase online accessibility to City documents through a variety of means to City documents for internal and external use.	Medium						
2	C. Create a Language Access policy that helps comprehensively expand communications to people with Limited English Proficiency (LEP) and other accessibility needs.	Medium						
2	D. Expand and standardize communication processes with external stakeholders. Use interactive and innovative communication methods to reach underheard or underrepresented populations.	Medium						
3	D. Expanding community partnerships with other organizations and stakeholders to leverage messaging, marketing, and storytelling opportunities.	Medium						
3	E. Continue to identify and refine future market targets and communications strategies (e.g., future residents, sports tournaments, business investors, et al.)	Medium						
3	F. Implement Communications Policies, see Appendix B .	Medium						
3	G. Provide an emphasis on disseminating information on community stakeholders on community growth and development plans, public safety programs and initiatives, and other large Citywide initiatives.	Medium						

Appendix H – Targeted Actions by Timeline

GOALS

1. Augment internal communications to increase cross-departmental collaboration and awareness.
2. Continuously evaluate and enhance external communications to provide transparent, timely, and accessible information to community stakeholders.
3. Proactively craft communications and establish a defined Lacey brand.

Goal	TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
			Implementation			Enhance / Continue		
			2022	2023	2024	2025	2026	2027 & Beyond
1	F. Continually improve internal communications processes and tools, such as the communication dashboard and leverage new technologies that facilitate and streamline internal communications.	Medium						
1	G. Increase online accessibility to City documents through a variety of means to City documents for internal and external use.	Medium						
2	D. Expand and standardize communication processes with external stakeholders. Use interactive and innovative communication methods to reach underheard or underrepresented populations.	Medium						
2	E. Expand community access to documents, reports, forms, and other City materials through the City's Document Management System, 311 App, online Municipal Code, and Public Records Request system.	High						
2	F. Create relationships and continue to build capacity with historically underrepresented communities to ensure barriers to participation are eliminated allowing individuals to participate in decisions that impact the community, as desired.	High						
3	B. Refining key messages and create a unified voice, establish proactive media responses to ensure rapid, accurate, and widespread message reach, and craft policies on when to use certain types of communications.	High						

Goal	TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
			Implementation			Enhance / Continue		
			2022	2023	2024	2025	2026	2027 & Beyond
3	D. Expanding community partnerships with other organizations and stakeholders to leverage messaging, marketing, and storytelling opportunities.	Medium						
3	E. Continue to identify and refine future market targets and communications strategies (e.g., future residents, sports tournaments, business investors, et al.)	Medium						
3	F. Implement Communications Policies, see Appendix B .	Medium						
3	G. Provide an emphasis on disseminating information on community stakeholders on community growth and development plans, public safety programs and initiatives, and other large Citywide initiatives.	Medium						
1	A. Develop and implement an organization-wide intranet communications system.	High						
1	B. Institute an organization-wide document management system to increase efficiencies and streamline internal and external processes, reduce risk, secure data, and better connect staff. Continue to leverage this tool to meet future organizational needs.	High						
1	C. Develop a comprehensive web and App accessible City Services Center (311) for internal and external users to access City information, make service-related requests, and for the City is make more data-driven decisions.	High						
2	A. Leverage email, text, and other technologies that allow end-users to opt-in to their preferred information channels.	High						
2	a. Create one-stop location for subscribing to email notifications.	High						
2	B. Building off the Lacey Cares initiative, conduct regular multi-faceted community outreach and engagement efforts to determine community sentiments.	High						
2	b. Provide an annual report on Communication Target Action Plan.	High						

Goal	TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
			Implementation			Enhance / Continue		
			2022	2023	2024	2025	2026	2027 & Beyond
2	C. Create a Language Access policy that helps comprehensively expand communications to people with Limited English Proficiency (LEP) and other accessibility needs.	Medium						
3	A. Establish consistent City materials by establishing a Citywide style guide, logo and flag use policy, and pursuing other comprehensive changes to communication materials.	High						
1	D. Create a Citywide style guide to ensure consistent branding and messaging of City materials.	Medium						
1	E. Create a consistent communications on-boarding program for new City employees and provide on-going communication training opportunities.	Medium						
2	b. Use text messaging for emergency alerts, construction updates and critical events, as well as other information categories that end-users may opt-in to.	High						
2	a. Conduct a statistically valid, biannual community satisfaction survey to better understand community sentiments, including strengths and opportunities for improvement.	High						
2	c. Perform a comprehensive evaluation and overhaul of the Communication Plan at year six.	High						
3	C. Create a translation policy that helps comprehensively expand information access English as a Second Language (ESL) and non-English speaking community members.	High						



LACEY COMMISSION ON EQUITY

April 25, 2022

SUBJECT: Regional Athletic Complex (RAC) Policy Manual Update

RECOMMENDATION: Review policy update and make recommendations

STAFF CONTACTS: Shannon Kelley-Fong, Assistant City Manager *SKF*
Jen Burbidge, Parks, Culture and Recreation Director *JB*
Sue Falash, Recreation Manager *SF*

ATTACHMENTS:

1. [Draft RAC Policy Manual](#)
2. [Exhibit A](#)
3. [Exhibit B](#)
4. [Exhibit C](#)

FISCAL NOTE: NONE

PRIOR REVIEW: The Board of Park Commissioners reviewed at their April 7, 2021 meeting, and are scheduled to review again at their upcoming May 4, 2022 meeting.

BACKGROUND:

On March 19, 1998 Thurston County and the City of Lacey entered into an up to 15 year partnership to jointly acquire, plan, fund, develop and maintain an athletic complex. It would have been beyond the financial ability of either party at that time to complete a project of this size and scope alone. By working together, the community was able to benefit from a state of the art athletic complex, a well maintained free use community park, and various special events that occur at the site. Local businesses benefit from the visitors who come to play in tournaments and enjoy special events on weekends.

In June 2010, Thurston County transferred ownership of the RAC to the City. Although the success of the RAC cannot be questioned, it is not a self-supporting facility.

The mission of the RAC is to provide residents and visitors with convenient access to a wide range of athletic and leisure services at a reasonable cost on well maintained facilities. Further, it is the intent of the City that the complex be financially self-supporting as possible by assessing fees and charges for public, private, non-profit and commercial use.

The RAC is open to the residents of the City of Lacey for their use and enjoyment, and is also available to non-residents. The Philosophy Statement reads “The RAC will not be made available to any group or organization that promotes discrimination, or has a record of discrimination on the basis of race, creed, color, national origin, gender, marital status, age, sexual orientation or the presence of any sensory mental or physical disability. Permission to use the facility does not constitute an endorsement of a group's philosophies, policies or beliefs.”

With synthetic turf fields and lights, the RAC baseball/softball complex can accommodate up to 52 baseball/softball weekend tournaments per year (with peak busy season from mid-March through end of September). Consistently, every year the City receives at least twice as many requests for weekend use than there are slots available. This unfortunately means the City cannot accommodate all RAC weekend applicants.

Given the limited space, the City has used the Scheduling Priorities in the RAC Policy Manual, and other rules that are outlined in the manual. To maximize community benefit and meet the mission of the RAC, the City needs a consistent process to ensure the facility is used to the fullest extent possible.

ADVANTAGES:

1. Provide an update to the policy after the facility being open 12 years.
2. Ensure policy is viewed with an equity lens. Integrate suggested edits that could help further the goals of the City to be a welcoming and inclusive community, where full participation in government is available to all community members.

DISADVANTAGES:

1. None.



LACEY PARKS
CULTURE & RECREATION

Policy Manual

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Mission Statement

To provide residents and visitors with convenient access to a wide range of athletic and leisure services at a reasonable cost on well maintained facilities. Further, it is the intent of the City that the complex be financially self-supporting as possible by assessing fees and charges for public, private, non-profit and commercial use.

Philosophy Statement

The Regional Athletic Complex belongs to the residents of the City of Lacey for their use and enjoyment, and is also available to non-residents. The RAC will not be made available to any group or organization that promotes discrimination, or has a record of discrimination on the basis of race, creed, color, national origin, gender, marital status, age, sexual orientation or the presence of any sensory mental or physical disability. Permission to use the facility does not constitute an endorsement of a group's philosophies, policies or beliefs. All use is to be in accordance with the following policies.

Statement of Purpose

The purpose of The Regional Athletic Complex Policy Manual is to:

1. Prepare consistent policies, procedures and fee assessment for use of the RAC by public, private, non-profit and commercial users.
2. Strive for a degree of cost recovery that is designed to make these facilities and services available to all.
3. Provide equitable access to facilities and services.

Definitions

LPCR: Lacey Parks, Culture & Recreation Department

User Group: Person(s) or group(s), public, private, non-profit, or commercial, requesting use of the RAC facility

Commercial Use: The primary use of any portion of the RAC for conducting business, training, or the sale and/or the promotion of goods and services.

- A. The commercial rental fee will apply to any group or organization that charges admission, solicits donations, or sells items/services as a fundraiser.
 1. Fee schedule for a non-profit in the commercial category is 150% of the standard fee.
 2. Fee schedule for a for-profit /commercial vendor category is 200% of the standard fee.
- B. The user will be assessed both direct and indirect costs.
 1. Direct costs are defined as the departmental costs of providing or assisting with an activity or program.
 2. Indirect costs are defined as costs that are constant or "fixed" regardless of the level of program participation or facility use.

Non-Commercial Use: An activity sponsored or co-sponsored by the City that benefits the local community and all proceeds are utilized to directly fund the activity and/or operation and maintenance of the complex.

A. The user will be assessed direct costs and standard rental fees: Direct costs are defined as the departmental costs of providing or assisting with an activity or program.

B. Non-commercial occasional/special use: Use/play, **not** sponsored by the City and **not** associated with a current league or tournament (i.e. college team practice; company event/game).

Basic Services: Free services provided by LPCR for the benefit of the entire community.

Cancellation Fee: Fees assessed when a user group cancels scheduled event after a set deadline.

Rental Fee: Charges assessed the user for direct and/or indirect cost associated with use of the RAC.

Scheduling Priorities

The administrative body or designee for LPCR shall allocate facilities according to the following priorities:

1. LPCR sponsored/co-sponsored programs and related commercial events.
2. Commercial Events/Activities/Tournaments
3. Non-profit organizations sponsoring programs/events/leagues that directly benefit the community.
4. Private groups and private non-profit organizations sponsoring programs/events.

Additional factors will be taken into consideration for final facility use such as:

1. ~~1.~~ Past history of use is considered, but not a guarantee of allocation (Use may be restricted, denied or cancelled based on organizations'- cancellations, damage, late payments, etc.).
2. Weekend dates are based on the calendar year not holidays. Example would be you received the 7th weekend of the year, the following year would be the 7th weekend. (There are times when leap year comes into play and we will do our best to work with tournament directors.)

2. Dates and required lead time for events
3. National, regional, or state events
4. Scheduled games versus practices
5. Seasonal activities versus non-seasonal activities
6. Impact of use on surrounding neighborhood
7. Community benefit
8. Once scheduled, a higher priority will not automatically bump out the lower priority. Staff will work with tournament organizers to come up with a good solution.

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A. Facility Use Requests

The designee will coordinate facility use requests in accordance with the following schedule:

1. LPCR sponsored/co-sponsored programs and events may be scheduled at any time.
2. Commercial events may be scheduled up to 18 months in advance.
3. Non-commercial events may be scheduled up to 9 months in advance.

B. Application Requirements

All RAC applicants will submit the following:

1. Use Request Form. This can include past dates held plus 2 new potential dates.
2. Use Agreement Form
3. Proof of Insurance
4. Proof of Non-Profit Status
5. List of Organization's Officers and/or Board Members
6. Copy of Appropriate Licenses, and Permit (If Selling Concessions)
7. Graphic layout of request equipment/staging/concession, etc.
8. Required Safety Plans

C. Insurance Coverage

All organizations **MUST PROVIDE** with their use request, proof of insurance, which covers their full period of use (i.e. photocopy of insurance certificate). The insurance must provide a general liability policy of minimum coverage of \$~~2~~2,000,000: this policy must also name the City of Lacey as additionally insured.

RAC Operating Policies

General

1. City sponsored functions and activities shall have priority over other requests for use of facilities.
2. City designee reserves the right to refuse any application or cancel a previously authorized use permit and refund the unused portion of any payment if it is found that any person, group, or organization promotes discrimination, or has a record of discrimination on the basis of race, creed, color, national origin, gender, marital status, age, sexual orientation, or any sensory, mental, or physical disability.
3. Authorization for the use of the facility shall not be considered an endorsement or approval of any user group, nor the purposes they represent.
4. Facilities will not be made available for any use that might result in undue damage or wear. RAC staff has final authority to cancel games, tournaments/special events due to weather and/or conditions detrimental to all RAC facilities.

5. Organizations will schedule and use only those facilities that have been allocated to them in writing by RAC staff. The time requested is the time the facilities will be available. Early arrival or late use will not be permitted.

At no time may the user access fields/facilities that are closed due to poor conditions, maintenance, or safety issues. Failure to comply with this requirement may result in termination of present use and the forfeiture of associated fees. Individual teams or participants using closed facilities will be considered representatives of the user group. The City will not be responsible for revenue lost by the user if use is suspended.

6. Fields will ONLY be used for the purpose authorized by the City.
7. The City is not responsible for lost or stolen property or damage to vehicles.
8. Revised Fee Schedules:
Revised fee schedules become effective 30 calendar days from the date of adoption and only apply to rentals not pending or currently scheduled.

9. If a tournament director is not enforcing the rules regarding use of substances (alcohol, tobacco, marijuana, etc.) RAC staff reserve the right to hire overtime police services and charge the service to the tournament director.

User Groups and Individuals

1. Organizations or individuals will be required to have adult and/or special supervision, and the amount of adequate supervision shall be agreed upon at the time a use permit is granted. The legally responsible individual(s) for the sponsoring organization must be present to supervise participants, monitor safety conditions, and insure compliance with all facility use guidelines. The individual(s) must be known to the RAC staff. User groups or organizations using the RAC facility are required to sign a Use Agreement Form, provide proof of required insurance, and pay appropriate use fees. User groups must agree to include a hold harmless waiver to be signed by participants, managers, and parents or guardians where applicable, hold the City harmless for damages, injuries, and expenses resulting from the activity. The City reserve the right to require police supervision for any event booked. Security requirements must be met and confirmed prior to your event date. Cost of police supervision will be charged to facility user.
2. The purpose of the use must be stated on the permit application. Deviation will be considered a breach of contract and may result in the permit being terminated.
3. Vehicles are allowed in designated areas only. The exception being equipment authorized for repair or authorized delivery.

4. User groups must leave the park/facility in satisfactory condition. All litter, garbage and animal waste must be disposed of properly. User groups damaging RAC property will be held responsible for the cost of repair, replacement, or clean up. User group may be banned from future use if damage occurs.
5. It is recommended that children under 12 years of age be supervised by an adult at all times.
6. Questions regarding use of field/park while event is in progress should be directed to the designated staff on site.
7. Activity/event sponsors and/or Directors are responsible for informing participants of policies of facility use.
8. The City must approve admission fees, requests for donations, and sales of merchandise prior to the start of any event.
9. Before or during an event, user groups requiring special services and/or extra supervision will be assessed additional fees.
10. City designee must approve all signs, banners, special equipment (dunk tanks, inflatables, horse rides, concessions stands, music stages, etc.) and their location, before or during an event/activity. Permission is granted on an individual basis. A graphic location layout of requested equipment must be presented with the application.
11. RAC maintenance staff will complete all facility maintenance according to prearranged schedule submitted by the user and approved by RAC staff. User groups will not be allowed to drag, rake, remove water, or line any part of the RAC athletic fields.
12. User groups may not store items at the complex unless approved by the RAC staff. Written authorization must clearly state the time period and items to be stored. Any unauthorized item or items left after the stipulated date may be disposed of without owner's approval.
13. User groups may not "sub-lease" their approved dates.

Tournaments/Special Events

1. The tournament director must turn in a tournament schedule showing dates, times, and fields to be used and a final layout of approved equipment/staging/~~concessions~~ venders, no later than 12:00 (noon) three working days before the scheduled event. Schedules received past the 12:00 (noon) deadline may be assessed a \$50.00 per day late fee.
2. Batting into backstops or goal nets, or kicking into backstops is prohibited.
3. Metal cleats and spikes will NOT be allowed on any field containing synthetic turf.
4. The user group will be directly responsible for entry fees, invitations, and all public relations in regards to tournament/special event information.
5. The user group will provide to the City news releases, fliers, layout of equipment, and results of tournament/special events.
6. The user group will provide proper supervision throughout scheduled event (i.e. a person designated as "Tournament Director" at the RAC facility at all times.
7. Tournament directors or special event coordinators may be required to provide garbage and recycling containers for collection and removal.

Scheduling of Tournaments and Special Events

1. Individuals or groups wanting to hold a tournament or special event must first complete an application before any dates will be reserved.
2. Any group, agency, or individual who used the RAC facility in the previous year is not guaranteed use in the upcoming year. Each application will be reviewed and approved as outlined in the section under Scheduling Priorities.
3. Once the application is approved, the user group has five (5) working days to return the signed contract.
4. An additional fee may be assessed if reservations are cancelled, proper cleanup is not completed and damage to the grounds, facility, or associated equipment have occurred. Proper cleanup shall be determined by RAC staff on duty.
5. Any activity that precludes the use of any rental facility at the complex will be responsible for lost rental fees

Days/Hours of Operation

When planning an event please take into consideration the set operating times.

Monday – Thursday: 7:00 am to Dark (11:00 pm with lights)
Friday, Saturday, and Sunday 7:00 am to Dark (12 midnight with lights)

Daily Schedule

Athletic fields: games may not start before 8:00am without prior approval and must end as stipulated above unless group secured prior approval.

Failure to comply with the curfew shall result in the following:

1. Staff is empowered to stop all games and clear the premises for the night.
2. If staff is available to stay, the renter will be charged additional fees to offset the costs incurred in keeping the facility open.
3. The renewal for the rental may be in jeopardy.

Cancellation Policy

The City designee reserves the right to cancel any rental at any time for the following reasons:

1. User groups who violate the Rules and Regulations.
2. Severe weather and/or conditions in which use could cause excess damage to the RAC facility or potential injury to participants.
3. Emergency cancellations by Police, Fire, Park, or other official personnel, wherein the health and or safety of the participants and or spectators could be at risk.
4. User group fails to pay fees on time for use of RAC facility.
5. Any unforeseen circumstances.
6. Cancellations made by rental groups, please refer to Appendix A.

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It is the user group's responsibility to collaborate with RAC staff to specify field closure information.

Concession Operations

LPCR retains all rights to concession items sold at the RAC facility. No food, or other concession items may be sold without prior approval of the RAC staff. If approved, all business and health department licenses, rules and regulations must be adhered to and proof of current product liability insurance coverage will be required.

Injuries

In case of injury, immediately inform the RAC staff so that an accident assessment and report can be completed and any safety concerns addressed.

Advertising

1. All **sponsorships/advertising** must be approved by RAC personnel.

2. The event may display advertising of the related event sponsor(s) in approved locations and manner.
3. RAC advertising contracts take priority over event “sponsorships or associated advertising”. (Example: Coke contract would take priority over Pepsi sponsorship).
4. Sponsors/advertising not permitted at the RAC: alcohol, tobacco, or adult only products. Please see Corporate Sponsorship Policy and Naming Rights Policy for specific rules around this.
5. The use of the RAC logo must be approved by LPCR.

APPENDIX – A

ATHLETIC FIELD RENTAL GUIDE

***Please see updated Facility Use Packet**

APPENDIX – B

Facility Use
Community Use/Special Events/Tournaments

Facility Use Application
&
Facility Use Agreement



Facility Use Request – Summary Sheet

Applicant: _____

Your request for use of: _____

Date(s): _____ Time: _____

Is: _____ Approved / _____ Not approved / _____ Revised

Revisions: _____

Submittals:	Received (date)
Insurance naming the City as Additional Insured:	_____
Certificate of Non-profit Status (if appropriate):	_____
Event Site Plan:	_____
Barricade and Traffic Plan:	_____
Parking Plan:	_____
Signage Plan:	_____
Health Dept. notification:	_____
Communication Plan (event contacts):	_____
Hold Harmless Agreement:	_____
Background Check (for individual(s) not affiliated with a recognized service club, non-profit organization or agency)	_____

Fees to be paid by: Date: _____	
Vendor Fees:	\$ _____
Admission Fee (10% of Gross):	_____
Site Rental:	_____
Staff / Equipment Fee:	_____
Total:	\$ _____
Damage Deposit – 50% of daily fee (separate payment)	\$ _____
Grand Total Due	\$ _____

Dir. of Parks and Recreation (or assignee): _____

Date: _____

Notice:

____ Rec. Manager; ____ Park Maint.; ____ Police Dept.; ____ City Manager;
____ Public Works; ____ Comm. Develop.; ____ Fire Dept.; ____ Health Dept.



Facility Use Application
for Community Activities and Special Events
(420 College St. SE)
PO Box 3400, Lacey, WA 98509
360.491.0857 Fax 360.438.2669

AGREEMENT: The Regional Athletic Complex may be reserved for public use when properly scheduled through the appropriate agency. Due to extremely heavy public use, regulations have been established to maximize use. No group will be refused use of the facilities if the planned program is of community-wide interest, conditions permit the usage, the time and/or space is available, conflicts (beyond normal park usage) with adjacent properties are not created, and insurance requirements are met. The Regional Athletic Complex belongs to the citizens of the City of Lacey for their use and enjoyment, and are also available to non-residents. Facilities will not be made available to any group or organization that promotes discrimination, or has a record of discrimination on the basis of race, creed, color, national origin, gender, marital status, age, sexual orientation, or the presence of any sensory, mental, or physical disability. Permission to use the facility does not constitute an endorsement of a group's philosophies, policies, or beliefs. A group/organization's request for multiple dates for activities/events in a calendar year will be considered, but will not be allowed to monopolize the time available for reserved use.

Community events sponsored by an individual(s) not affiliated with a recognized service club, non-profit organization or agency will be required to complete a city background check.

PROPOSAL (attach additional information if necessary)

Specific Location(s) _____

Date(s): 1st Choice _____ 2nd Choice _____

Hours of Use: _____ Total Hours _____

Sponsoring Organization/Association: _____

Contact Person: _____ email: _____

Phone: (H) _____ (W) _____

Mailing Address: _____
(Street) (City) (Zip)

Chairperson _____ Phone: (H) _____ (W) _____
(Non-profit organization)

Email: _____

Is this organization certified as a non-profit, tax exempt under section 501 (c) (3) of the Internal Revenue Code? () Yes () No. Please attach copy of certification.

1. What is the goal of the organization in utilizing the facility?

2. Will admission to the event be sold on site, off site, both?

3. How will proceeds be used? Be as specific as possible.

4. Describe the activities that will take place.

5. A. Is this a new proposal? If "No", please explain.

B. Is the Activity/Event being done somewhere else in the immediate area (Lacey, Olympia, Tumwater)?

6. How will the activity/event benefit the community?

7. How often is the activity/event proposed to take place?

8. How many people are expected to participate? How will people be advised of the activity/use?

9. Will participation in the activity be open to everyone without discrimination based on race, religion, sex, physical handicap, or membership?

() Yes () No **If "No", please describe.**

10. What other sites have been considered and why were they rejected?

11. A. What are your anticipated sources of revenue?

Sponsorship	\$ _____	Each
Vendor	\$ _____	Each
Concession	\$ _____	Each
Admission	\$ _____	Children
	\$ _____	Adult
	\$ _____	Family
Other	\$ _____	
Total	\$ _____	

B. Please identify **all** sponsors and advertising.

All sponsors/advertising to be approved and location for advertising assigned.



City of Lacey

420 College St. Lacey, WA 98509

360.491.0857 Fax 360.438.2669

www.lacey.wa.us

Facility Use Agreement Terms & Conditions

for Community Activities and Special Events

AGREEMENT: The City of Lacey parks and facilities may be reserved for public use when properly scheduled through the appropriate agency. Due to extremely heavy public use, regulations have been established to maximize use. No group will be refused use of the facilities if the planned program is of community-wide interest, conditions permit the usage, the time and/or space is available, conflicts (beyond normal park use) with adjacent properties are not created, and insurance requirements are met. Lacey Parks and Recreation Facilities belong to the citizens of the City of Lacey and are available for their use and enjoyment, and are also available to non-residents. Facilities will not be made available to any group or organization that promotes discrimination, or has a record of discrimination on the basis of race, creed, color, national origin, gender, marital status, age, sexual orientation, or the presence of any sensory, mental or physical disability. Permission to use the facility does not constitute an endorsement of a group's philosophies, policies, or beliefs. A group/organization's request for multiple dates for an activity/event will be considered, but will not be allowed to monopolize the time available for reserved use.

Name: _____

Address: _____

Phone: _____

(called the "User") permission to use the following Property:

Park/Facility: _____

Address: _____

Equipment: _____

(called the "premises") for the following purpose(s): _____

Estimated Attendance: _____

as described in the User's application, as approved, for the following dates and times:
(include set up and take down/clean-up)

Dates: _____ Times: _____

GENERAL TERMS AND CONDITIONS

1. **Laws and Rules:** The User shall comply with all state laws, City ordinances, regulations of the Parks and Recreation Department applicable to activities in City parks, and any lawful order of a Departmental representative made to prevent injury or damage. No lewd conduct or gambling devices are permitted on the premises.
2. **Condition of Premises:** The user accepts the premises in their condition as of the date and time his/her use begins. The user shall inspect the premises at an earlier, mutually convenient time. Upon expiration or termination of the agreement or an earlier revocation, the User must promptly return the premises in as good condition as received, in a clean appearance, ready for use by another.
3. **Approval Required:** Each of the following requires advance written approval of the City unless authorized by the supplemental provisions: the sale of food, beverages, goods, services, or merchandise; charging admission or fees for service; any alteration or painting of any City structure; any construction on the premises, and use of any sound amplification. All are subject to terms and conditions which the City may set.

4. **Payments:**

a) If the user charges a fee for booth space, the user shall pay the City a per booth fee equal to:

Estimated Total \$ _____.

- Non-profit = \$25 per booth per day – estimated number N/A _____.

- For-profit = \$50 per booth per day – estimated number _____.

Sponsor booths, information booths, organizations that provide a hands-on activity for children, who will not be charged a booth fee by the user, may be charged a booth fee if the city anticipates incurring a cost for utilities (power, water or other), services (disposal), or other fees from that booth.

b) The user shall pay to the City a facility rental fee: Total \$ _____ (Fee to be paid 90 days prior to the event)

User Group: Person(s) or group(s), public, private, non-profit or commercial, requesting use of a City of Lacey Park facility shall be referred to as the "User/User Group".

Minimum Rental Fee: (Special Events)

Under 3 acres: Half day Rate = \$300 per day for up to 6 hours of event operation

Under 3 acres: Full day Rate = \$500 per day for up to 12 hours of event operation

Over 3 acres: Staff will determine fee based on actual acreage used.

Commercial User (for profit): Use of any portion of a City of Lacey Park facility for the purpose of conducting business, training, or sale and/or the promotion of goods and services. The commercial rental definition and fee will apply to any non-profit group or organization that charges admission, solicits donations or sells items/services as a fundraiser.

Commercial User Fee Categories:

- 1) For profit/commercial vendor fee is 200% of standard rate schedule or \$10 per acre per hour per day, whichever is greater.
- 2) For profit/commercial vendor fee is 150% of standard rate if all proceeds are donated to charitable/non-profits organizations reviewed and approved by the City or \$5 per acre per hour per day, whichever is greater.
- 3) Non profit fee is 150% of the standard rate schedule.

Non Commercial Use (not for profit): An activity sponsored or co-sponsored by the City of Lacey that benefits the local community and where "all" proceeds are utilized to fund the activity and associated operation and maintenance costs incurred by the City and co-sponsor.

- c) Field User Fees: See "Fees and changes" for league, tournaments, commercial, and non-commercial use.

- d) The facility staff costs (refer to page 6):

Estimated Total \$ _____

Note: On site sales tax is to be reported to the Washington State

Dept. of Revenue, **Location Code: Lacey 3402.**

5. **Deposit/Bond for item:** The User shall provide a cash deposit or performance bond 90 days prior to the event in the amount of: Total \$ _____. Charges may be made against the deposit or bond for any unpaid fees and charges, for clean-up expenses incurred by the City or for repairing damages, and/or, where applicable, for fines imposed under City Ordinance or Municipal Code. The deposit will be returned and/or the bond released upon full compliance with this permit and applicable ordinances.
6. **Responsibility:** The user assumes responsibility for all activities conducted, including but not limited to supervision and control to prevent injury or damage; maintenance of the premises during the use; picking up bottles, debris and refuse, animal waste, animal fodder; and providing security to maintain order.
7. **Indemnity:** The User shall indemnify and hold the City harmless from any and all claims, actions, losses and damages to person or property (including but not limited to attorneys fees and expenses) suffered as a consequence of or arising or resulting, directly or indirectly, from any act or omission of the User on or about the premises. In the event that any lawsuit based upon any such claim, action, loss, damage or cost is brought against the City, the User, after being notified that such lawsuit has been started, shall defend such lawsuit at no expense to the City; and if, in such lawsuit, a final judgment is rendered against the City, or against the City and the User, jointly, the User shall promptly satisfy such judgment. The User's liability under the indemnification agreement shall not be reduced by any City negligence; provided, that nothing shall require the

- User to indemnify the City against the sole negligence of any City officer, employee or agent acting within the scope of such person's employment.
8. **Insurance:** The User shall provide the City with a Certificate of Insurance and on which the City of Lacey is an Additional Insured, at least ten (10) days prior to the scheduled use showing the following coverages:
 - a) **Commercial General Liability** – including but not limited to: premises/operation, products/completed operations, personal/advertising injury, independent contractors and contractual liability, Liquor Liability/Host Liquor Liability (if applicable). Policy(ies) must provide the following minimum limits: \$2,000,000 each occurrence/\$2,000,000 Annual Aggregate.
 - b) If a motor vehicle is used: **Automobile Liability** (Business/Personal) – to cover Owned, Non-owned & Hired. Policy(ies) must provide the following minimum limits: \$2,000,000 per accident or loss.
 - c) In all cases, the insurance shall name the City of Lacey as an additional insured, and be primary to all other insurance the City may secure or have.
 9. **City Access:** The City's authorized representative shall have free access to the premises at any and all times. The City may make such repairs or alterations to the premises during the use period as long as the same does not interfere with the use of the premises for the activity planned; and provided, that for repair and alteration work resulting from an emergency, as determined by the city.
 10. **Cancellation, Relocation:** The City may, without liability, upon giving as much advance notice to the User as possible, cancel or terminate the Permit or relocate a scheduled use to a nearby available location if the premises are closed for repairs, necessary utilities or services cannot be supplied or a supervening order of a governmental officer or agency makes it necessary.
 11. **Revocation:** The City may revoke a permit and/or stop an event in progress if the User fails to comply with any State laws, City ordinances, including the Lacey Municipal Code, and/or the terms and conditions of the Facility Use Agreement.
 12. **No Assignment:** This permit and the permission granted may not be assigned nor the premises sublet without the prior written consent of the Department.

Supplemental Provisions

- A) The user shall be responsible for the park and for cleaning up all litter and debris and removing it from the designated use area within the stated time frame listed on page 1. User shall contact the Parks & Recreation Department prior to the event to request, (if available), garbage can liners, extra cans, and requirements for set up and clean up. User must provide a minimum of (1) one 30 yard dumpster for the term of this permit to help facilitate litter clean up. User must also provide chemical toilets throughout the use area, sufficient to service participants attending the activity. User must provide a crew to empty garbage cans during the event. User must leave the premises in as good as or better condition than when found. User must restore all areas used to their original condition.
- B) User has ____; does not have ____ permission to have live and/or recorded music. User shall be in compliance with Lacey City Noise Ordinances and Lacey Municipal Code. User must retain a person to be in charge of the sound levels for all music, performances, and presentations through a central sound monitoring

system. If users are permitted to use generators at the park as electrical power sources for the stage and booths, grounding stakes should be placed away from the irrigation lines and **MUST** be removed when generators are removed. **Sound system if approved:** Date(s) _____ Time _____.

- C) User must obtain or make sure participants of the activity obtain any necessary permits from Public Works (street closure), Health & Fire (food booths, propane & canopies), Licensing (business licenses), and Parks.
- D) Vehicles may unload and load equipment prior to opening of the event. Any vehicles that must remain in the park (concessionaires, military vehicles, etc.) must have plywood or other protective covering under the vehicle. All other vehicles must remain in authorized parking areas only! All damages to the park are the sole responsibility of the user and user will be assessed costs for any damages.
- E) User is responsible for physical set up, supervision and safety of the park. The User may fence the park to secure equipment and for crowd control. The fence must be temporary in nature and be approved by the City prior to installation. If necessary, the City will require the user to have security personnel on site 24 hours per day during the duration of the set up and event. All security personnel must be approved by the Police Department.
- F) **NO ALCOHOLIC BEVERAGES ARE ALLOWED IN ANY PARK UNDER PENALTY OF LAW.**
- G) User may have arts & crafts booths, information booths and food booths at the park during the terms of this permit. All concessionaires must provide a daily tally sheet of each day's sales to be submitted with their payments. User should collect all sheets and checks (or cash) and send the Department one check for the total owed the City along with copies of the tally sheets. Payment terms for the above are listed in the agreement. Check should be made payable to the City of Lacey and sent to Lacey Parks & Recreation Department, 420 College St SE, Lacey, WA 98509.
- H) User is aware that this event shall be critiqued by members of the City of Lacey to determine additional requirements and/or time frames for future events.
- I) All commercial advertising must be approved by the City in advance of the actual event. NO tobacco, beer, alcohol, or inflatables will be present at the park or be placed on adjacent properties or visible from park property. No alcohol or tobacco advertising may be displayed at this event.
- J) User must retain a copy of this agreement on site and available upon request from the proper authority throughout the scheduled event. Any violations of this agreement or other unlawful acts may cause revocation of this agreement.

Facility Use Conditions:

Sponsors must meet the following conditions. Park staff will work with the event sponsors to answer any questions regarding these conditions and to ensure that the conditions are implemented to Park standards.

General

1. Non-park vehicles are not allowed on the turf in any area other than as delineated on the Parking/Event Layout Plan. All vehicles must stay on the

hard surface. Drive load dispersal must be used on any areas adjacent to and touching the turf.

2. No staking beyond 6-8" deep is allowed in any part of the park. All proposed staking must be done with the approval and in the presence of authorized Park Department personnel.
3. Carnival rides, petting zoo or pony rides are not allowed in the park without prior approval.
4. All pertinent Health Department Permits and Hand Wash Station requirements must be in place for a Petting Zoo to be included as part of the event.
5. Some conditions may involve additional cost to be listed as a separate attachment.

Notifications

1. Include Lacey Police, Fire, and Public Works Departments in pre-planning the event and the final walk-through.
2. Community Development must pre-approve, in writing, the size, content, and posting locations of all event signs.
3. Health Department permits must be obtained from the Thurston County Health Department.

Plans for Event Elements, Traffic, Parking, and Communications

1. Submit an *Event Site Plan* showing placement of all elements including sanicans, dumpsters, stages, first aid stations, information tables/booths, vendor and food booths, and any other event elements. The *Event Site Plan* should be submitted to the Parks Department as soon as possible but no later than four weeks prior to the event for approval.
2. Post "approved" *Event Site Plan* during event. Park staff will work with event sponsor to determine appropriate posting location(s).
3. Submit a *Barricade and Traffic Plan* for the Park with the *Event Site Plan*.
4. All vehicular entries into the Park must be barricaded to restrict traffic. Appropriate barricades must be used and staff must be present at all times to control traffic during the event. The event committee will be responsible for obtaining barricades and temporary fencing that are required by Parks or desired by the committee.
5. Authorized vehicles in the Parks approved Parking/Event Layout Plan must have plywood or protective covering placed beneath the vehicle.
6. Submit a written *Parking Plan* to address areas for designated parking, loading and unloading and vendor service vehicles needed to restock supplies. The plan shall include identification program for vendors and other event set up volunteers and their vehicles.
7. No blocking, even temporarily, of driveways or entrances to the park is allowed.
8. Submit a Communication Plan for the event. Park's point person and event coordinator must be identified as well as other key staff working on the event. Include pager and cellular phone numbers, emergency backup numbers for Park staff and event support staff to facilitate communications during the event.

1. Damage to turf, trees, shrub beds, hard surfaces or buildings caused during the event will be charged to the user. All damage must be repaired to Parks Department standards. It is the responsibility of the event sponsors to pay for any and all damage caused by the event, including any cost incurred by the City for time and materials.
2. Recycling is strongly encouraged by the Park Department.
3. The user is responsible for extra garbage and cigarette butt containers being placed throughout the event area. Cost and provision of additional garbage containers, as well as the removal of containers is the responsibility of the Event Sponsors.
4. Provide proper potable water and wastewater disposal as required by Health Department.

Staff cost for extra event support and monitoring from _____ to _____ is estimated to be approximately _____ per day depending on event elements and scheduling. Additional staff time after _____ PM will be billed to the Event Committee at cost. (Cost included in Gen. Terms/Conditions). Identify a single Lead Person to speak for the event that will be available on site during the activity and identify event roles for the Committee working on the event.

Name: _____
Address: _____
City/Zip: _____
Phone: _____
Work: _____
Email: _____

We agree to indemnify and hold harmless the City of Lacey from and against all losses, claims, demands, suits, actions, payments and judgments arising from personal injury or otherwise brought or recovered against the City of Lacey by reason of any acts, errors or omissions of the organization, its agents or employees, or anyone directly or indirectly employed by them and any and all expense, legal or otherwise, incurred by the City of Lacey in defense of any such claim. We further agree to take every precaution to protect the safety and welfare of every child assisting with or participating in this activity/event.

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APPENDIX – C

RAC Specific Park Rules

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Anyone who refuses to obey park rules or direction from staff, or commits any unlawful act within a park owned by the City of Lacey may be trespassed from all city owned or jointly owned parks for a period of up to one year. The City reserves the right to immediately terminate the use of any RAC facility and the user is to immediately vacate the facility upon notification of termination for failure to adhere to the rules and regulations.

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- All facilities close at dark unless a time extension is authorized by RAC staff.
- Glass containers prohibited.
- Pet owners:
 - Animals are not allowed on any athletic field.
 - Owners of disruptive animals may be asked to remove the animal from the RAC.

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Lacey Parks Rules

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These park rules and regulations were adopted, certified and approved pursuant to Chapter 2.44 of the Lacey Municipal Code for the government and control of parks, parkways, trails or other recreational facilities owned, operated or used for recreational purposes by the City of Lacey.

- A. A person who commits any of the following acts within a park, parkway, trail or other recreational facility owned, operated, or used for recreational purposes by the City of Lacey shall, pursuant to Section 2.44.060 and 2.44.070 of the Lacey Municipal Code, be guilty of a misdemeanor and/or shall be subject to trespass from all City owned, or jointly owned, parks, parkways, trails and other recreational facilities for a period of one year from the date of the violation:

1. Kills or pursues with intent to kill, any bird or animal.
 2. Willfully mutilates, damages, injures, defaces, destroys, or takes any tree, shrub, timber, plant, turf area or natural object, or any synthetic turf area, guidepost, notice, table, fence, enclosure, structure, facility, or any other park improvement.
 3. Lights any fire except in designated places, or willfully or carelessly permits any fire to spread or extend to any of the shrubbery, trees, timber, structure, or park improvements.
- B. A person who commits any of the following acts within a park, parkway, trail or other recreational facility owned, operated or used for recreational purposes by the City of Lacey shall, pursuant to Section 2.44.060 and 2.44.070 of the Lacey Municipal Code be subject to a civil fine of up to \$100.00 and/or shall be subject to trespass from all City owned, or jointly owned, parks, parkways, trails, and other recreational facilities for a period of one year from the date of the violation:
1. Uses park facilities outside of standard park hours, which are 7:00 a.m. to dark, unless otherwise posted.
 2. Leaves a vehicle in the parking lot outside of standard park hours, unless permitted to do so. Vehicles left will get locked in, to be retrieved during normal operating hours.
 3. Occupies more than one parking space with a vehicle, unless permitted to do so.
 4. Takes any fish from the waters of any park, except in conformity with such general rules and regulations of the City, Washington Department of Fish and Wildlife, and/or RCW 77.15.
 5. Places or affixes to any object, any word, sign, circular, character or device without prior approval.
 6. Operates a motor vehicle or motorized device of any type anywhere other than designated roadways or parking areas, except for individuals with a mobility disability in possession of valid, state issued proof of disability.
 7. Consumes alcohol without prior approval.
 8. Uses illegal controlled substances.
 9. Consumes marijuana, usable marijuana, or a marijuana-infused product. Opens a package containing marijuana, usable marijuana, or a marijuana-infused product.
 10. Uses any tobacco or vaping product.

11. Uses sound amplification systems, including vehicular, portable, or similar sound system devices, that disrupts the enjoyment of other park users, without prior approval.
12. Swims in non-designated areas.
13. Deposits litter, yard waste, construction debris, or household or commercial garbage.
14. Launches or detonates any object, such as rockets, fireworks, etc., without prior approval with the exception of recreational drones and model aircraft.
15. Recreational drone and model aircraft use shall comply with all Federal Aviation Administration regulations and safety guidelines.
16. Erects, maintains, or occupies any temporary or inflatable structure, tent or shelter, without prior approval.
17. Brings an animal into a park, parkway, trail, structure, or recreational facility, unless leashed and in a designated area. The Director of Parks and Recreation shall have the authority to designate areas where leashed animals may enter. Provided, however, that such restrictions or prohibitions shall not apply to service animals.
18. Brings an animal into a City park, parkway, trail, structure, or recreational facility and fails to possess the equipment or material necessary to, or does not, remove fecal matter deposited by the animal. The fecal matter is to be placed in a plastic bag and deposited in a solid waste container.
19. Sells or distributes food, refreshments, or merchandise without prior approval or a concession contract.
20. Collects a fee for use of a park or facility, or conducts an organized activity for which a fee is collected or donations solicited, without prior approval.
21. Feeds wildlife or leaves, places, or distributes food with the intent to feed wildlife.
22. Uses profane, threatening, or abusive language.
23. Engages in disorderly conduct.
24. Uses skateboards, in-line skates, roller skates, scooters, or bicycles on any basketball court, tennis court, pickleball court, stage, bench, picnic table, retaining wall, or parking lot except when use of such parking lot is necessary to access recreational facilities.
25. Hits golf balls in any turf area or athletic field.
26. Skinny dips or appears nude.

C. "Prior Approval" as used herein shall be only by the Director of Parks and Recreation or his or her designee in written form. Written prior approval is required to be on the person and premises while use is occurring, and displayed to park and/or law enforcement personnel when requested.

D. Persons committing those acts within subsection A of these rules and regulations which constitute misdemeanors pursuant to Section 2.44.060 and 2.44.070 of the Lacey Municipal Code shall be prosecuted by the City in the same manner as other violations of misdemeanor laws of the City. Persons committing those acts listed in subsection B of these rules and regulations shall be subject to a fine of up to \$100, except for persons committing those acts listed in subsection B8 of these rules and regulations shall be subject to a fine of up to \$50 assessed in the same manner as LMC 9.44.035, and notices of infractions shall be issued to said persons which infractions shall be assessed in the same manner as traffic infractions. Said infractions shall be processed and fines paid in the manner set forth in Section 7 (1) of Chapter 236, Laws of 1985, Regular Session with fines assessed and recovered to be paid to the City. Vehicles in violation of subsection B2 and B3 are subject to being towed at the owner's expense.

2022 ATHLETIC FIELD RENTAL GUIDE



Regional Athletic Complex (RAC)

City of Lacey Sports Fields

North Thurston Public Schools Sports Fields



Pictured: The Regional Athletic Complex (RAC)

*This packet is only for sports use. If you would like to rent a field or park for a non-sports special event, please contact our office for a special event Facility Use Application form. Thanks!

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General Guidelines	pages 14 & 15
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2022 ATHLETIC FIELD RENTAL GUIDE



Getting Started



1. Review the guidelines and information in this packet about fees, insurance requirements, and field availability.

2. Complete the forms on the last four pages of this packet.

3. Return completed forms to Lacey Parks & Recreation.

Our staff will contact you to confirm dates and create a contract and/or request further info. If we can't fulfill your initial request we may offer suggestions for alternative locations/times.

4. Submit proof of insurance and payment after our staff has contacted you to confirm your dates.

Questions?

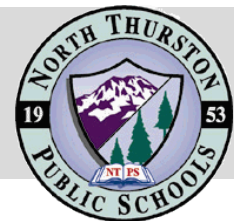
Regional Athletic Complex (RAC) contact:

Sean Finney
360-413-4388
sfinney@ci.lacey.wa.us



Other City of Lacey Parks and School Fields

Sean Finney	or	Desiree Atkin
360-413-4388		360-486-8714
sfinney@ci.lacey.wa.us		datkin@ci.lacey.wa.us

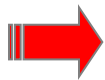


City of Lacey
ParksCu, and Recreation Department
420 College St SE
Lacey, WA 98503

Introduction

The City of Lacey manages the athletic field scheduling for the City of Lacey and the North Thurston Public Schools facilities in order to assure equitable distribution and achieve maximum use of facilities by the public, and when necessary, protect fields from overuse.

The following guidelines are intended to assist the user when making facility reservations and to guide City staff in resolving conflicts that arise with scheduling fields. However, City staff may deviate from these guidelines as determined necessary and appropriate.



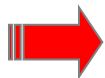
Exception: We cannot schedule NTPS South Sound Stadium or NTPS High School Varsity Baseball/Softball Fields. Contact NTPS directly at 360-412-4416 for info.

Who Can Reserve Fields?

- Sports Associations and Leagues
- Non-Profit Organizations
- Businesses
- Organizations

Who Can Drop-In & Use An Empty Field Without a Reservation?

- Neighbors, friends, & family for casual activity that is not affiliated with any league or organized team play.
- “Pick-up” games that are casually organized, free, and not affiliated with any organization that collects payment or charges fees.



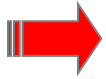
Exception: No “drop-in” use at the Regional Athletic Complex

Drop-in use on unreserved fields is not intended for practices or games for teams in an organized association or league. Team games and practices should only be scheduled on fields reserved by a league or association.

During the peak sports season, unreserved time is generally limited to Sundays or daytime park hours during the week. Drop in groups may not use fields that are signed as “closed” and may not conduct activities in a manner that damages the field surface.

Priority of Scheduling

When conflicting requests are made for the same facility, we use the following priority guidelines:



We will try to honor all dates from last year, but we cannot guarantee it and current local use on our fields with the exception of Tournament requests coming into the City.

City of Lacey/NTPS Programs or co-sponsored programs.

- Local Public League/Non-Profit Organizations
- Fulfills a local community recreational need.
- Organized by a registered non-profit association
- Advertised as open to the general public

Private League/Non-Profit Organization

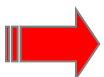
- Fulfills a community recreational need.
- Cost recovery is fee based.
- Organized by a registered non-profit organization.
- Open mainly to members of a specific organization

Private Group Event & Others

- A onetime, non-profit event for members of a specific organization or group (e.g. company tournament).
- Individual teams or user groups that do not meet the descriptions of prior categories.

Additional factors may be taken into consideration:

- ✓ Benefit to the citizens of Lacey
- ✓ Type of event (National, Regional, State or Local)
- ✓ Past field use history and dates of events
- ✓ Seasonal activities versus non-seasonal activities
- ✓ Impact of use on surrounding neighborhood
- ✓ Scheduled games versus practices
- ✓ Diversity of recreational opportunities



Field use may be restricted, denied or cancelled if an organization is not in good standing (i.e., cancellations, damage, late payments, etc...)

2022 Athletic Field Rental Fees

City Parks (except RAC) & North Thurston Public School Facilities

Does not apply to South Sound Stadium or NTPS HS V Baseball or V Softball

For Local League Play

Hourly with two hour minimum	Youth Fee	Adult Fee
*Soccer, Football or Rugby Field	\$8.65	\$12.00
Neighborhood Park Soccer/Football Field	\$7.00	\$8.80
High School Softball/Baseball Fields	\$6.50	\$9.10
Middle School Softball/Baseball Fields	\$5.35	\$7.30
City Baseball Fields, 80' or 90'	\$6.50	\$9.35
City Softball Fields	\$5.35	\$7.30
Elementary School Softball/Baseball	\$3.25	\$3.80
Mini-Game Areas , Grass	\$4.80	\$6.50

Non-Profit Tournaments, Camps, or Clinic Events

Hourly with two hour minimum	Youth Fee	Adult Fee
City Fields	\$17.50	\$20.00
School District Fields	\$17.50	\$20.00

Commercial

All Fields	200% of Non-profit fees
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On Site Sales. Auctions, or Vending

Allowed only with prior written consent from Lacey Parks and Recreation	\$25/day
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*Multiple small-sided games or practices on a single field = individual mini-game area fees.

RAC - Regional Athletic Complex

League & Tournament

Hourly with two hour minimum	Youth/Adult Fee	Tournament
Baseball/Softball Hybrid	\$33.85 w/lights	\$28.50 w/lights
Baseball	\$33.85 w/lights	\$28.50 w/lights
Soccer/Football – Turf	\$33.85 w/o lights	\$28.50 w/o lights
Soccer/Football – Synthetic (Sept. – April)	\$73.50 w/lights	Hourly rate
Soccer/Football – Synthetic (May – Aug.)	\$73.50 w/lights	Hourly rate
Soccer/Football – Synthetic (May – Aug.)	\$51.00 w/o lights	Hourly rate

Commercial Events will be 200% of non-profit fees



Additional Charges

School and City Fields (other than the RAC) are rented in an “as is” basis. “As is” means the user group may need to supply their own equipment (bases, goals, etc...) and is responsible for field lining. If a user group is holding a tournament or special event that requires additional LPRD services, the user group may be charged for the additional costs.

Sanicans

- The City will place sanicans at rented fields that do not have a public restroom.
- The sanican fee is now incorporated in the field fees and not an additional charge.

Damages

- The user group is responsible for any and all damage to the City's premises, equipment, and property. The individual or organization granted use is responsible for reimbursing the City for any loss or damage to property caused by such use.
- The user group may be held responsible for all actions, behavior, and damages caused by the user group's members, participants, and guests/attendees.
- If, after an activity, additional maintenance is required (in excess of normal cleaning services/time); the user group will be charged accordingly. **THIS WILL INCLUDE SUNFLOWER SEED PICKUP.**
- The City has the right to revoke any permit(s) issued due to a group causing damage to the field by misuse or inappropriate behavior or activities.

Insurance Requirements

To rent and use NTPS or City of Lacey Fields, your organization must have comprehensive general liability insurance coverage:

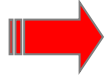
- Obtaining the insurance is the field users' responsibility.
- No substitute will be accepted; this requirement cannot be waived.
- The certificate(s) of insurance naming the field owner must be submitted to City of Lacey prior to any use of the fields.

User groups may contact any insurance company of their choice, provided these minimum requirements are met:

- 1) Insurance is to be placed with insurers with a current A.M. Best rating of not less than A: VII
- 2) A minimum limit of \$2,000,000 for bodily injury and property damage per occurrence.
- 3) The insurance must name the field owner, their officers, and employees as an additional insured party against any and all liability arising or resulting from your usage or said premises. Field owner is either "City of Lacey", if you are renting a field at a city park, or "North Thurston Public Schools" if you are renting a school field. If you are renting a field at both, you must provide a separate certificate for each field owner.

- 4) Certificate of Insurance naming field owner as additional insured must read, exactly:

City of Lacey	420 College St SE Lacey, WA 98503	If you are renting a field at a Lacey park
North Thurston Public Schools	305 College St NE Lacey, WA 98516	If you are renting a school field
A separate certificate naming each		If you are renting both City and School fields.



Please note that the wording must be exactly as listed above; do not have certificates made out to "Lacey Parks and Recreation" or "NT Schools".
Thanks!

- 5) The insurance policy shall contain, or be endorsed to contain that the User's insurance coverage shall be primary insurance as respect to the City. Any insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the User's insurance and shall not contribute with it.

INSURANCE QUESTIONS?

We recommend that you talk to an insurance agency for qualified advice on the requirements listed above.

Deposits, Payments, Cancellations

Field Rental Payments – Local League Play

- Groups are billed at the beginning of each month for the previous month.
- Changes in use must be made in writing and prior to use.
- Under some circumstances (prior late payments, one-time use, new user group, etc.) full payment may be due and payable in advance.

Tournament Cancellations

Tournament/Special Event cancellations made after Feb 15, 2022 will result in fee of field rental cost of \$350. If time is booked by another group, full refund may be given. Cancellations may affect future allocations.

Cancellations / Refunds for School & City Fields

- Written cancellation rcvd' from user group 3 months in advance = no penalty
- Written cancellation from user group rcvd' two weeks in advance = maybe up to 50% of field rental
- Cancellation notices made less than two weeks in advance = may be up to 100% field rental
- League rainouts = 0 refund (Fees are kept low to allow for weather cancellations)
- Fields closed or cancelled by LPRD = 100% refund



Exception: No refund will be given if LPRD cancels due to violation of guidelines by the user group.

Changes / Refunds for Regional Athletic Complex



No Penalty:

A schedule change for practices that is received in writing at least seven (7) days in advance.

League discontinued: if written notice is received 45 days prior to league start date.

May be up to 50% Field Rental

If written notice is given less than 45 days prior to league start date.

Field Closures

The City of Lacey Parks & Recreation Department reserves the right to close fields and cancel any rental at any time.

Selling, Vending, and Fund Raising

Selling products or food, auctions, or any other fund-raising activity at fields and parks is restricted and requires **prior written approval** from the City of Lacey Parks and Recreation Director.

Requests

1. Requests for permission from LPRD to sell products or food must be made at least (4) weeks in advance of your field use.
2. Food concessions may also require a permit from Thurston County Health Department. View information on permits and exemptions at www.co.thurston.wa.us/health
3. Concessions that are exempt from food permits still require permission from LPRD to operate.
4. Commercial vendors will not be allowed at parks.
5. Vending fee of \$40/day will be applied.

To request permission, write a short description of the items you intend to sell or other fundraising activity you have planned. Also include information regarding set up of tables, tents, or other equipment. Submit this at least 4 weeks in advance to:

Recreation Manager,
Lacey Parks & Recreation Dept.
420 College St SE
Lacey, WA 98503

LPRD reserves the right to deny, restrict, or charge a vending fee for concession sales.

Special Facility Rules and Regulations

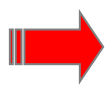
The Rules and Regulations are in place to preserve the integrity of the facilities and in the best interest of all users. Each athletic facility requires special consideration to remain in the best possible condition. Please review rules and regulations for each of following athletic facilities:

Regional Athletic Complex

Please ensure and avoid damage to the synthetic turf. The following items and/or uses are strictly prohibited on the synthetic fields:

All tobacco products	Flammable liquids	Metal Cleats
Animals	Food and Drink	Metal Stakes
Any sharp object	Glass objects	Smoking
Chairs/Spectators	Golf	Sunflower seeds
Fireworks	Gum or Candy	



-  Metal cleats are **NOT** allowed on the synthetic soccer field or softball/baseball fields.
-  Animals are **NOT** allowed inside the RAC soft/baseball complex.
-  All field maintenance prep will be done by RAC maintenance staff.

North Thurston Public Schools

1. Tobacco is prohibited on school fields and property.
2. School activities have priority at all times; user groups may not disrupt school activities.
3. Information for students and parents distributed through schools must be cleared first through the NTPS Administration Office.
4. On school days, elementary school fields open at 3:30pm. Middle & High School fields open at 5:00pm; however after 5:00pm, school activities have priority. These times are subject to change.

Special Facility Rules and Regulations *continued*

North Thurston Public Schools & City of Lacey (non-RAC)

Field Conditions, Preparation Improvements & Maintenance

1. User groups are responsible for removing all litter from the field following their use. Trash is to be placed in an appropriate waste receptacle. If no waste receptacle is on site, or if the receptacle is full or overflowing, the user groups are responsible for packing out the excess trash.
2. Fields are rented on an “as is” basis.
3. Users are responsible for determining field safety. It is up to the user group to inspect each field for safety and to determine if the field is in an appropriate condition for practice or games.
4. “Rainouts” are determined by each user group at all fields and it is the responsibility of the user group to notify their participants.
5. Users are responsible for providing their own equipment and for chalking and lining. and litter removal
6. City and School maintenance staff will do “pre-season” work on the ballfields (base pegs set, drag and shape infield, herbicide applications, etc.), but that work will not be completed until April 1 (or later, if weather delays).
7. Prior approval from LPRD or NTPS is needed to drive a vehicle on a field for prep.
8. Prior written approval is needed from LPRD or NTPS to make field improvements. (e.g. build mounds, add sand, apply herbicides etc...)
9. Parking is allowed in designated lots only; no parking on field or surrounding walkways.
10. No commercial banners or signs may be displayed on City or School property without prior written approval from LPRD or NTPS.

Special Guidelines for Tournaments

1. Sponsoring group must turn in a **Tournament Check List** at least 4 days before scheduled event.
2. The sponsoring group must turn in a **Tournament Game Matrix** showing dates, times, and fields to be used no later than 12 noon Wednesday before your scheduled event.
3. **Schedules may emailed to sfinney@ci.lacey.wa.us or delivered in person to City of Lacey, 420 College St SE, Lacey WA 98503. Schedules received past the 12:00 (noon) deadline may be assessed a \$50.00 per day late fee.**
4. The Parks Department must approve tournament schedules prior to the start of the event.
5. Tournaments/Special Events will be held on Saturdays and Sundays only. If other days are required, you must have prior approval from the Parks Department.
6. Tournament game times are not to begin before 8:00 a.m. or after 10 p.m. must have Parks Dept. approval for 7:00 am start times (May-early August).
7. Sponsoring group will be directly responsible for entry fees, invitations, and all public relations in regards to tournament/special event information.
8. Sponsoring group will provide to the Parks Department news releases, flyers, layout of equipment, and results of tournament/special events.
9. Sponsoring group must provide proper supervision throughout scheduled event (i.e. a person designated as "Tournament Director" at the park facility at all times).
10. We will **TRY** to honor all dates from last year but it **not** a guarantee. These are some of the reasons date may not be granted, but this is not an exclusive list. State, Regional or National Tournament bid approvals and confirmation from sanctioning associations. Lacey staff will make the final decision on those tournaments, the label of "State", etc does not automatically give you allocations.
11. Weekend dates are based on the calendar year not holidays. Example would be you receive the 7th weekend of the year, the following year would be the 7th weekend. (There are times when leap year comes into play and we will do our best to work with tournament directors).
12. Though we try to for see tournaments ahead of time, there might be a time when a tournament opportunity arises and we need to bump or move league play.

General Guidelines

City of Lacey & NTPS Athletic Fields requires special consideration to maintain them in the best possible condition. The following rules and regulations are in place to preserve the integrity of the fields for the best interests of all users. Failure to comply with these rules and regulations may jeopardize your group's future use of City of Lacey & NTPS Athletic Fields

- ☐ The City of Lacey reserves the right to immediately terminate the use of fields and the user agrees to immediately vacate the premises upon notification of termination for failure to adhere to the rules and regulations.
- ☐ Questions regarding use of field/park while event is in progress should be directed to the Parks Department staff as soon as possible.
- ☐ League Coordinators, Presidents, Tournament/Event Directors, etc. are directly responsible for informing team managers, coaches, players and spectators of policies of field usage.
- ☐ Users, its members, guests and invitees will show respect and sportsmanship towards staff, officials, opposing team(s) and spectators.
- ☐ The Parks Department prior to start of event must approve admission fees, requests for donations. The Parks Department reserves the right to assess a percent of proceeds.
- ☐ Users, its members, guests and invitees, shall not solicit, sell or provide goods and/or services on the premises (premises to include all facilities including parking lot areas), without written permission from Parks Department.
- ☐ User groups requiring special services and/or supervision, will be assessed an additional fee. Only facilities identified in the contract may be used.
- ☐ The City of Lacey reserves the right to require police supervision for any event booked. Security requirements must be met and confirmed prior to your event date. Cost of police supervision will be charged to field user.
- ☐ The Parks Department reserves the right to require additional insurance and/or additional fees depending on type of activity planned.
- ☐ The RAC maintenance staff will complete all field maintenance. User groups will not be allowed to rake, or line any part of athletic fields.
- ☐ User groups will responsible to make decisions to cancel practice, games, and tournament/special events due to weather and/or field conditions. The Parks Department will have the final decision.

- ☐ Failure to refrain from organized play or practice on a closed field may result in the loss of future field use privileges.
- ☐ User groups must vacate fields and dugouts upon the conclusion of their scheduled rental time. Fields may be reserved for further use by other rental groups immediately following. Please use your best judgment and courtesy when entering and exiting the fields.
- ☐ User groups must leave the park/facility in satisfactory condition (clean and free of damage). All litter and garbage must be disposed of properly. User groups damaging city property will be held responsible for the cost of repair, replacement, or clean up.
- ☐ Possession or consumption of alcoholic beverages on City of Lacey or NTPS grounds is prohibited.
- ☐ Smoking or the use of any kind of tobacco product shall be prohibited on or near all City of Lacey athletic fields while youth games or practices are in session. (All tobacco products prohibited in all synthetic surface areas at all times at the Regional Athletic Complex and NTPS athletic fields).
- ☐ Users groups must have prior approval for any signs, banners, etc. from the Parks Department. City of Lacey will not allow nailing or stapling of schedules, banners, posters, etc. to any part of facility. User groups may use tape, string, rope, or other approved items. Items must be removed at the conclusion of event.
- ☐ User groups may not store items on City of Lacey or NTPS property during or after your event, unless approved by the Parks Department. Any unauthorized items may be assessed a storage fee. The City of Lacey and NTPS are not responsible for lost or stolen property.
- ☐ Park in designated parking stalls or areas only. All vehicles improperly parked at athletic facilities are subject to tow away at owner's expense.
- ☐ Other users during your scheduled event may share event parking.
- ☐ Overnight parking or camping is prohibited without prior City of Lacey approval.
- ☐ City of Lacey not responsible for loss, theft or damage to vehicles.
- ☐ User groups may not "sub-lease" their approved dates without approval from the Parks Department.
- ☐ Animals must be on a leash at all times.
- ☐ Participants, children and spectators must be under supervision of user group's representative throughout the entire scheduled event.
- ☐ No hitting into fences with baseballs or softballs.
- ☐ Climbing on fences prohibited.
- ☐ Standing on dugout benches prohibited.

2022 NTPS FIELD/SCHOOL ADDRESSES

Exception: LPRD does not allocate or reserve us of South Sound Stadium or
High School Varsity Baseball Fields

School Facility	Address	Football	Soccer	Sm soccer	Softball	Baseball	Track	All weather
Aspire Middle School	5900 54th Ave SE			4		4		
Chambers Prairie	6501 Virginia St SE		1	1				
Chinook Middle School	4301 6 th Ave NE	1	1		3			
Evergreen Forest Elem.	3025 Marvin Road SE				2			
Horizons Elementary	4601 67 th Ave SE		1		2			1
Komachin Middle School	3650 College St SE	1			3		1	
Lacey Elementary	1800 Homann Dr SE				4			1
Lakes Elementary	6211 Mullen Road SE			1	4			1
Lydia Hawk Elementary	7600 5 th Street SE				3			
Nisqually Middle School	8100 Steilacoom Road	1	1		3			
N.Thurston High School	600 Sleater-Kinney Rd		2		2	2		
Meadows Elementary	836 Deerbrush Dr SE				2			
Mt. View Elementary	1900 College St SE				2			
Olympic View Elem.	1330 Horne Ave. NE				2			
Pleasant Glade Elem.	1920 Abernethy Rd NE			1	2			
River Ridge High School	350 River Ridge Dr SE	1	1		3	2	1	
Salish Middle School	8605 Campus Glen Dr NE		1		1			
Seven Oaks Elementary	1800 Seven Oaks Dr SE			1	2			
South Bay Elementary	3845 Sleater-Kinney Rd		1		2			
Timberline High School	6120 Mullen Rd SE	1	1		2	1		
Woodland Elementary	4630 Carpenter Rd SE			1	2			

2022 City Sports Fields Addresses

City Facility	Addressees	Shelters	Restrooms	Playground	Soccer	Mod Soccer	Softball	Baseball	Tennis	Volleyball
Avonlea Park	4101 Ingleside Dr SE			1		1 *				
Brooks Park	1313 College St SE					1 *				
Bush (William A.) Park	4400 Chardonnay Dr SE	1		1		2 *				
Homann Park	1301 Carpenter Rd			1		1		1		
Horizon Pointe Park	5700 Balustrade Blvd			1	1	1				
Lakepointe Park	6400 Compton Blvd SE				1		1		1	
Meridian Park	8855 Campus Glen NE		1	1						
Rainier Vista Park	5475 45 th Ave SE	2	1	1	3		2	1	4	1
Regional Athletic Complex	8345 Steilacoom Rd SE	4	3	3	6		4	1		
Thornbury Park	5500 Thornbury Dr SE					2 *				
Wonderwood Park	5304 32 nd Ave SE	1	1	1	1 *		2		1	

*soccer fields w/o goals

Hours /Dates of Operation

- Grass fields may be reserved March 1 through October 31.
- Synthetic turf fields and sand fields may be rented year-round.
- All user groups must honor “field closed” signs throughout the year.
- On school days, elementary school fields open at 3:30pm – dusk.
- Middle & High School fields open at 5:00pm – dusk.
- Parks without lights are open 8am – dusk.
- Regional Athletic Complex Lighted Fields hours are:



8:00am -11:00pm Mon.-Thurs.
8:00am -12midnight Fri.-Sun.

Non-Discrimination Policy

The City of Lacey does not discriminate against any person on the basis of sex or ethnicity in the operation, conduct, or administration of community athletic programs or sports facilities.

Definitions

Community Athletic Programs – Any athletic program that is organized for the purposes of training for and engaging in athletic activity and competition that is in any way operated, conducted, administered or supported by the City of Lacey.

Sports Facilities – Any property owned, operated or administered by the City for the purposes of training for and engaging in athletic activity and competition.

Procedures

Community Athletic Programs administered by the City's Parks and Recreation Department will be operated in a manner that promotes equal opportunities for females and males.

The City Parks and Recreation Department will allocate and schedule Sports Facilities in a manner that provides equal access to all Community Athletic Programs.

The City will not issue a lease or permit for use of any Sports Facility to a third party that discriminates against any person on the basis of sex in the operation, conduct or administration of a Community Athletic Program.

This policy is posted on the City website, along with the name, office address and office telephone number of any employee responsible for carrying out compliance with this policy.

This policy, and the name, office address and office telephone number of any employee responsible for carrying out compliance with this policy will be included in all City publications that contain information about athletic programs or facilities operated or administered by the City.

Reporting

Any citizen who feels she or he has been the victim of discriminatory treatment in violation of this policy should report this concern to any one of the following employees for appropriate investigation:

Jen Burbidge, Parks and Recreation Director, 360-491-0857

Sue Falash, Recreation Manager, 360-438-2694

Sean Finney, Recreation Supervisor, 360-413-4388

Employee offices are located at Lacey City Hall, 420 College St SE 98503

laceyparks@ci.lacey.wa.us

2022 Field Rental Application

Name of Organization	
Age Range of Participants	
Estimates of players you scheduled to practice or play on City of Lacey or North Thurston School Fields last year (2021)	Estimated # of teams:
	Estimated # of players:
	Estimated % of males & females:
Non-profit Tax ID # (attach proof)	
Business Address	
Website	
Business Phone	
Rainout Number	
Field reservations Contact Person	
Phone(s)	
E-Mail Address	
Treasurer or Billing Contact	
Phone(s)	
E-Mail	
Address to send Facility Use Bills	

2022 Field Rental App page 2

If your group is reserving multiple fields and/or multiple seasons, you can give us a single printed list of requests instead of using this form for each field. Please include specific days, dates & times! These requests can be for the past dates held plus 2 new requests

Name of Organization

Name of Park/School

Field Number(s)

Days & Times Requested

Start & End Date of Use

What is this use for? Please check one:

League Games_____

League Teams Only Tourney_____

League Practice_____

Invitational Tourney_____

League games & practice_____

Other _____

Is this request for an activity exclusively for youth (18 & under)?

Will you have youth, 18 & under, participating in your program?

Any additional comments, special notes about this request?

Your Name_____ **Today's Date**_____

Head Injury & Sudden Cardiac Arrest Compliance Statement

Per state law, compliance is required for any organization with players under 18 years old. If your organization has youth players, please submit this form with your application. **RCW 28A.600.190 AND ESSB 5083**

TO: North Thurston Public Schools & City of Lacey Parks & Recreation

RE: Youth Sports-Head Injury and Sudden Cardiac Arrest Policies
Compliance Statement

Name of Organization: _____,
as a private non-profit youth sports organization, verifies all coaches, athletes and their parents/guardians, have complied, and will continue to comply throughout the duration of the facility rental agreement, with all mandated policies and practices for the management of concussions, head injuries and sudden cardiac as prescribed by RCW 28A 600.190 and ESSB 5083.

Specifically we verify that our organization will ensure:

1. That all coaches (paid or volunteer) will be educated in the nature and risk of concussion or head injury and sudden cardiac arrest prior the first practice/ competition.
2. The athletes in our organization and the parent(s)/guardian(s) of those athletes will annually sign and return to our organization an information sheet relating to the nature and risk of concussion or head injury and sudden cardiac arrest..
3. That any athlete showing signs or symptoms of concussion / brain injury will be removed from participation immediately, and not allowed to return to play until they have written clearance from a licensed health care provider trained in the evaluation and management of concussion / brain injury.

I am authorized to sign on behalf of group listed above:

Print name _____

Signature _____ Date _____

2022 Agreement Contract

I have applied for field use as a legal representative of _____
I hereby certify, on behalf of my organization, that we understand and agree:

1. To accept the terms and conditions outlined in the 2022 Athletic Field Rental Guide.
2. To abide and enforce all guidelines and regulations listed in the 2022 Athletic Field Rental Guide, and inform our members of the guidelines & regulations.
3. To pay the required fees and deposits as listed in the 2022 Athletic Field Rental Guide.
4. To schedule our organization's activities on the City of Lacey and North Thurston Public School fields on only the hours and dates assigned for our use through the City of Lacey Parks and Recreation Department.
5. To procure and maintain for the duration of the agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the use of the premises.
6. To defend, indemnify and hold harmless the City of Lacey and the North Thurston Public Schools, their officers, officials, employees and volunteers from and against any and all claims, suits, actions, or liabilities for injury or death of any person, or for loss or damage to property, which arises out of the use of premises or from any activity, work or thing done, permitted, or suffered by User in or about the premises, except only such injury or damage as shall have been occasioned by the sole negligence of the City or the School District.

I agree and understand that permission to use the facilities granted may be revoked or canceled at any time by the City of Lacey or North Thurston Public Schools and our association or league will have no claim or right to damages or reimbursement for any loss, damage, or expense resulting from revocation or cancellation.

I agree and understand that our organization has no right or authority to sublet field space to other organizations or individuals.

I have read and understand all conditions, rules, and regulations specified in the 2022 Athletic Field Rental Guide and in this Agreement Contract. I am authorized to sign on behalf of group listed above.

Name (Please print) _____

Signature _____ Date _____

CITY APPROVAL _____ Date _____

APPENDIX – B

Facility Use
Community Use/Special Events/Tournaments

Facility Use Application
&
Facility Use Agreement



Facility Use Request – Summary Sheet

Applicant: _____

Your request for use of: _____

Date(s): _____ Time: _____

Is: _____ Approved / _____ Not approved / _____ Revised

Revisions: _____

Submittals:

Received (date)

Insurance naming the City as Additional Insured: _____

Certificate of Non-profit Status (if appropriate): _____

Event Site Plan: _____

Barricade and Traffic Plan: _____

Parking Plan: _____

Signage Plan: _____

Health Dept. notification: _____

Communication Plan (event contacts): _____

Hold Harmless Agreement: _____

Background Check (for individual(s) not affiliated with a
recognized service club, non-profit organization or agency) _____

Fees to be paid by: _____ Date: _____

Vendor Fees: \$ _____

Admission Fee (10% of Gross): _____

Site Rental: _____

Staff / Equipment Fee: _____

Total: \$ _____

Damage Deposit – 50% of daily fee (separate payment) \$ _____

Grand Total Due \$ _____

Dir. of Parks and Recreation (or assignee): _____

Date: _____

Notice: _____ Rec. Manager; _____ Park Maint.; _____ Police Dept.; _____ City Manager; _____
Public Works; _____ Comm. Develop.; _____ Fire Dept.; _____ Health Dept.



Facility Use Application
for Community Activities and Special Events
(420 College St. SE)
PO Box 3400, Lacey, WA 98509
360.491.0857 Fax 360.438.2669

AGREEMENT: The Regional Athletic Complex may be reserved for public use when properly scheduled through the appropriate agency. Due to extremely heavy public use, regulations have been established to maximize use. No group will be refused use of the facilities if the planned program is of community-wide interest, conditions permit the usage, the time and/or space is available, conflicts (beyond normal park usage) with adjacent properties are not created, and insurance requirements are met. The Regional Athletic Complex belongs to the citizens of the City of Lacey for their use and enjoyment, and are also available to non-residents. Facilities will not be made available to any group or organization that promotes discrimination, or has a record of discrimination on the basis of race, creed, color, national origin, gender, marital status, age, sexual orientation, or the presence of any sensory, mental, or physical disability. Permission to use the facility does not constitute an endorsement of a group's philosophies, policies, or beliefs. A group/organization's request for multiple dates for activities/events in a calendar year will be considered, but will not be allowed to monopolize the time available for reserved use.

Community events sponsored by an individual(s) not affiliated with a recognized service club, non-profit organization or agency will be required to complete a city background check.

PROPOSAL (attach additional information if necessary)

Specific Location(s) _____

Date(s): 1st Choice _____ 2nd Choice _____

Hours of Use: _____ Total Hours _____

Sponsoring Organization/Association: _____

Contact Person: _____ email: _____

Phone: (H) _____ (W) _____

Mailing Address: _____

(Zip) _____ (Street) _____ (City)

Chairperson _____ Phone: (H) _____ (W) _____

(Non-profit organization)

Email: _____

Is this organization certified as a non-profit, tax exempt under section 501 (c) (3) of the Internal Revenue Code? () Yes () No. Please attach copy of certification.

1. What is the goal of the organization in utilizing the facility?

2. Will admission to the event be sold on site, off site, both?

3. How will proceeds be used? Be as specific as possible.

4. Describe the activities that will take place.

5. A. Is this a new proposal? If "No", please explain.

B. Is the Activity/Event being done somewhere else in the immediate area (Lacey, Olympia, Tumwater)?

6. How will the activity/event benefit the community?

7. How often is the activity/event proposed to take place?

8. How many people are expected to participate? How will people be advised of the activity/use?
9. Will participation in the activity be open to everyone without discrimination based on race, religion, sex, physical handicap, or membership?

() Yes () No **If "No", please describe.**

10. What other sites have been considered and why were they rejected?

11. A. What are your anticipated sources of revenue?

Sponsorship	\$ _____	Each
Vendor	\$ _____	Each
Concession	\$ _____	Each
Admission	\$ _____	Children
	\$ _____	Adult
	\$ _____	Family
Other	\$ _____	
Total	\$ _____	

B. Please identify **all** sponsors and advertising.

All sponsors/advertising to be approved and location for advertising assigned.



City of Lacey

420 College St. Lacey, WA 98509
360.491.0857 Fax 360.438.2669
www.lacey.wa.us

Facility Use Agreement Terms & Conditions

for Community Activities and Special Events

AGREEMENT: The City of Lacey parks and facilities may be reserved for public use when properly scheduled through the appropriate agency. Due to extremely heavy public use, regulations have been established to maximize use. No group will be refused use of the facilities if the planned program is of community-wide interest, conditions permit the usage, the time and/or space is available, conflicts (beyond normal park use) with adjacent properties are not created, and insurance requirements are met. Lacey Parks and Recreation Facilities belong to the citizens of the City of Lacey and are available for their use and enjoyment, and are also available to non-residents. Facilities will not be made available to any group or organization that promotes discrimination, or has a record of discrimination on the basis of race, creed, color, national origin, gender, marital status, age, sexual orientation, or the presence of any sensory, mental or physical disability. Permission to use the facility does not constitute an endorsement of a group's philosophies, policies, or beliefs. A group/organization's request for multiple dates for an activity/event will be considered, but will not be allowed to monopolize the time available for reserved use.

Name: _____

Address: _____

Phone: _____

(called the "User") permission to use the following Property:

Park/Facility: _____

Address: _____

Equipment: _____

(called the "premises") for the following purpose(s): _____

Estimated Attendance: _____

as described in the User's application, as approved, for the following dates and times:
(include set up and take down/clean-up)

Dates: _____ Times: _____

GENERAL TERMS AND CONDITIONS

1. **Laws and Rules:** The User shall comply with all state laws, City ordinances, regulations of the Parks and Recreation Department applicable to activities in City parks, and any lawful order of a Departmental representative made to prevent injury or damage. No lewd conduct or gambling devices are permitted on the premises.
2. **Condition of Premises:** The user accepts the premises in their condition as of the date and time his/her use begins. The user shall inspect the premises at an earlier, mutually convenient time. Upon expiration or termination of the agreement or an earlier revocation, the User must promptly return the premises in as good condition as received, in a clean appearance, ready for use by another.
3. **Approval Required:** Each of the following requires advance written approval of the City unless authorized by the supplemental provisions: the sale of food, beverages, goods, services, or merchandise; charging admission or fees for service; any alteration or painting of any City structure; any construction on the premises, and use of any sound amplification. All are subject to terms and conditions which the City may set.
4. **Payments:**
 - a) If the user charges a fee for booth space, the user shall pay the City a per booth fee equal to:
Estimated Total \$ _____.
- Non-profit = \$25 per booth per day – estimated number N/A.
- For-profit = \$50 per booth per day – estimated number _____.
Sponsor booths, information booths, organizations that provide a hands-on activity for children, who will not be charged a booth fee by the user, may be charged a booth fee if the city anticipates incurring a cost for utilities (power, water or other), services (disposal), or other fees from that booth.
 - b) The user shall pay to the City a facility rental fee: Total \$_____ (Fee to be paid 90 days prior to the event)
User Group: Person(s) or group(s), public, private, non-profit or commercial, requesting use of a City of Lacey Park facility shall be referred to as the "User/User Group".
Minimum Rental Fee: (Special Events)
Under 3 acres: Half day Rate = \$300 per day for up to 6 hours of event operation
Under 3 acres: Full day Rate = \$500 per day for up to 12 hours of event operation
Over 3 acres: Staff will determine fee based on actual acreage used.
Commercial User (for profit): Use of any portion of a City of Lacey Park facility for the purpose of conducting business, training, or sale and/or the promotion of goods and services. The commercial rental definition and fee will apply to any non-profit group or organization that charges admission, solicits donations or sells items/services as a fundraiser.
Commercial User Fee Categories:
 - 1) For profit/commercial vendor fee is 200% of standard rate schedule
or \$10 per acre per hour per day, whichever is greater.

2) For profit/commercial vendor fee is 150% of standard rate if all proceeds are donated to charitable/non-profits organizations reviewed and approved by the City or \$5 per acre per hour per day, whichever is greater.

3) Non profit fee is 150% of the standard rate schedule.

Non Commercial Use (not for profit): An activity sponsored or co-sponsored by the City of Lacey that benefits the local community and where “all” proceeds are utilized to fund the activity and associated operation and maintenance costs incurred by the City and co-sponsor.

c) Field User Fees: See “Fees and charges” for league, tournaments, commercial, and non-commercial use.

d) The facility staff costs (refer to page 6):

Estimated Total \$ _____

Note: On site sales tax is to be reported to the Washington State Dept. of Revenue, **Location Code: Lacey 3402.**

5. **Deposit/Bond for item:** The User shall provide a cash deposit or performance bond 90 days prior to the event in the amount of: Total \$ _____.

Charges may be made against the deposit or bond for any unpaid fees and charges, for clean-up expenses incurred by the City or for repairing damages, and/or, where applicable, for fines imposed under City Ordinance or Municipal Code. The deposit will be returned and/or the bond released upon full compliance with this permit and applicable ordinances.

6. **Responsibility:** The user assumes responsibility for all activities conducted, including but not limited to supervision and control to prevent injury or damage; maintenance of the premises during the use; picking up bottles, debris and refuse, animal waste, animal fodder; and providing security to maintain order.

7. **Indemnity:** The User shall indemnify and hold the City harmless from any and all claims, actions, losses and damages to person or property (including but not limited to attorneys fees and expenses) suffered as a consequence of or arising or resulting, directly or indirectly, from any act or omission of the User on or about the premises. In the event that any lawsuit based upon any such claim, action, loss, damage or cost is brought against the City, the User, after being notified that such lawsuit has been started, shall defend such lawsuit at no expense to the City; and if, in such lawsuit, a final judgment is rendered against the City, or against the City and the User, jointly, the User shall promptly satisfy such judgment. The User’s liability under the indemnification agreement shall not be reduced by any City negligence; provided, that nothing shall require the User to indemnify the City against the sole negligence of any City officer, employee or agent acting within the scope of such person’s employment.

8. **Insurance:** The User shall provide the City with a Certificate of Insurance and on which the City of Lacey is an Additional Insured, at least ten (10) days prior to the scheduled use showing the following coverages:

a) **Commercial General Liability** – including but not limited to: premises/operation, products/completed operations, personal/advertising injury, independent

- contractors and contractual liability, Liquor Liability/Host Liquor Liability (if applicable). Policy(ies) must provide the following minimum limits: \$2,000,000 each occurrence/\$2,000,000 Annual Aggregate.
- b) If a motor vehicle is used: Automobile Liability (Business/Personal) – to cover Owned, Non-owned & Hired. Policy(ies) must provide the following minimum limits: \$2,000,000 per accident or loss.
- c) In all cases, the insurance shall name the City of Lacey as an additional insured, and be primary to all other insurance the City may secure or have.
9. **City Access:** The City's authorized representative shall have free access to the premises at any and all times. The City may make such repairs or alterations to the premises during the use period as long as the same does not interfere with the use of the premises for the activity planned; and provided, that for repair and alteration work resulting from an emergency, as determined by the city.
10. **Cancellation, Relocation:** The City may, without liability, upon giving as much advance notice to the User as possible, cancel or terminate the Permit or relocate a scheduled use to a nearby available location if the premises are closed for repairs, necessary utilities or services cannot be supplied or a supervening order of a governmental officer or agency makes it necessary.
11. **Revocation:** The City may revoke a permit and/or stop an event in progress if the User fails to comply with any State laws, City ordinances, including the Lacey Municipal Code, and/or the terms and conditions of the Facility Use Agreement.
12. **No Assignment:** This permit and the permission granted may not be assigned nor the premises sublet without the prior written consent of the Department.

Supplemental Provisions

- A) The user shall be responsible for the park and for cleaning up all litter and debris and removing it from the designated use area within the stated time frame listed on page 1. User shall contact the Parks & Recreation Department prior to the event to request, (if available), garbage can liners, extra cans, and requirements for set up and clean up. User must provide a minimum of (1) one 30 yard dumpster for the term of this permit to help facilitate litter clean up. User must also provide chemical toilets throughout the use area, sufficient to service participants attending the activity. User must provide a crew to empty garbage cans during the event. User must leave the premises in as good as or better condition than when found. User must restore all areas used to their original condition.
- B) User has ____; does not have ____ permission to have live and/or recorded music. User shall be in compliance with Lacey City Noise Ordinances and Lacey Municipal Code. User must retain a person to be in charge of the sound levels for all music, performances, and presentations through a central sound monitoring system. If users are permitted to use generators at the park as electrical power sources for the stage and booths, grounding stakes should be placed away from the irrigation lines and **MUST** be removed when generators are removed. **Sound system if approved:** Date(s) _____ Time _____.

- C) User must obtain or make sure participants of the activity obtain any necessary permits from Public Works (street closure), Health & Fire (food booths, propane & canopies), Licensing (business licenses), and Parks.
- D) Vehicles may unload and load equipment prior to opening of the event. Any vehicles that must remain in the park (concessionaires, military vehicles, etc.) must have plywood or other protective covering under the vehicle. All other vehicles must remain in authorized parking areas only! All damages to the park are the sole responsibility of the user and user will be assessed costs for any damages.
- E) User is responsible for physical set up, supervision and safety of the park. The User may fence the park to secure equipment and for crowd control. The fence must be temporary in nature and be approved by the City prior to installation.
If necessary, the City will require the user to have security personnel on site 24 hours per day during the duration of the set up and event. All security personnel must be approved by the Police Department.
- F) **NO ALCOHOLIC BEVERAGES ARE ALLOWED IN ANY PARK UNDER PENALTY OF LAW.**
- G) User may have arts & crafts booths, information booths and food booths at the park during the terms of this permit. All concessionaires must provide a daily tally sheet of each day's sales to be submitted with their payments. User should collect all sheets and checks (or cash) and send the Department one check for the total owed the City along with copies of the tally sheets. Payment terms for the above are listed in the agreement. Check should be made payable to the City of Lacey and sent to Lacey Parks & Recreation Department, 420 College St SE, Lacey, WA 98509.
- H) User is aware that this event shall be critiqued by members of the City of Lacey to determine additional requirements and/or time frames for future events.
- I) All commercial advertising must be approved by the City in advance of the actual event. NO tobacco, beer, alcohol, or inflatables will be present at the park or be placed on adjacent properties or visible from park property. No alcohol or tobacco advertising may be displayed at this event.
- J) User must retain a copy of this agreement on site and available upon request from the proper authority throughout the scheduled event. Any violations of this agreement or other unlawful acts may cause revocation of this agreement.

Facility Use Conditions:

Sponsors must meet the following conditions. Park staff will work with the event sponsors to answer any questions regarding these conditions and to ensure that the conditions are implemented to Park standards.

General

1. Non-park vehicles are not allowed on the turf in any area other than as delineated on the Parking/Event Layout Plan. All vehicles must stay on the hard surface. Drive load dispersal must be used on any areas adjacent to and touching the turf.
2. No staking beyond 6-8" deep is allowed in any part of the park. All proposed staking must be done with the approval and in the presence of authorized Park Department personnel.

3. Carnival rides, petting zoo or pony rides are not allowed in the park without prior approval.
4. All pertinent Health Department Permits and Hand Wash Station requirements must be in place for a Petting Zoo to be included as part of the event.
5. Some conditions may involve additional cost to be listed as a separate attachment.

Notifications

1. Include Lacey Police, Fire, and Public Works Departments in pre-planning the event and the final walk-through.
2. Community Development must pre-approve, in writing, the size, content, and posting locations of all event signs.
3. Health Department permits must be obtained from the Thurston County Health Department.

Plans for Event Elements, Traffic, Parking, and Communications

1. Submit an *Event Site Plan* showing placement of all elements including sanitarians, dumpsters, stages, first aid stations, information tables/booths, vendor and food booths, and any other event elements. The *Event Site Plan* should be submitted to the Parks Department as soon as possible but no later than four weeks prior to the event for approval.
2. Post "approved" *Event Site Plan* during event. Park staff will work with event sponsor to determine appropriate posting location(s).
3. Submit a *Barricade and Traffic Plan* for the Park with the *Event Site Plan*.
4. All vehicular entries into the Park must be barricaded to restrict traffic. Appropriate barricades must be used and staff must be present at all times to control traffic during the event. The event committee will be responsible for obtaining barricades and temporary fencing that are required by Parks or desired by the committee.
5. Authorized vehicles in the Parks approved Parking/Event Layout Plan must have plywood or protective covering placed beneath the vehicle.
6. Submit a written *Parking Plan* to address areas for designated parking, loading and unloading and vendor service vehicles needed to restock supplies. The plan shall include identification program for vendors and other event set up volunteers and their vehicles.
7. No blocking, even temporarily, of driveways or entrances to the park is allowed.
8. Submit a Communication Plan for the event. Park's point person and event coordinator must be identified as well as other key staff working on the event. Include pager and cellular phone numbers, emergency backup numbers for Park staff and event support staff to facilitate communications during the event.

Damage Mitigation to Park Property

1. Damage to turf, trees, shrub beds, hard surfaces or buildings caused during the event will be charged to the user. All damage must be repaired to Parks Department standards. It is the responsibility of the event sponsors to pay for any and all damage caused by the event, including any cost incurred by the City for time and materials.

City of Lacey Representative _____ Date _____

APPENDIX – C

RAC Specific Park Rules

Anyone who refuses to obey park rules or direction from staff, or commits any unlawful act within a park owned by the City of Lacey may be trespassed from all city owned or jointly owned parks for a period of up to one year. The City reserves the right to immediately terminate the use of any RAC facility and the user is to immediately vacate the facility upon notification of termination for failure to adhere to the rules and regulations.

- All facilities close at dark unless a time extension is authorized by RAC staff.
- Glass containers prohibited.
- Pet owners:
 - Animals are not allowed on any athletic field.
 - Owners of disruptive animals may be asked to remove the animal from the RAC.

Lacey Parks Rules

These park rules and regulations were adopted, certified and approved pursuant to Chapter 2.44 of the Lacey Municipal Code for the government and control of parks, parkways, trails or other recreational facilities owned, operated or used for recreational purposes by the City of Lacey.

- A. A person who commits any of the following acts within a park, parkway, trail or other recreational facility owned, operated, or used for recreational purposes by the City of Lacey shall, pursuant to Section 2.44.060 and 2.44.070 of the Lacey Municipal Code, be guilty of a misdemeanor and/or shall be subject to trespass from all City owned, or jointly owned, parks, parkways, trails and other recreational facilities for a period of one year from the date of the violation:
1. Kills or pursues with intent to kill, any bird or animal.
 2. Willfully mutilates, damages, injures, defaces, destroys, or takes any tree, shrub, timber, plant, turf area or natural object, or any synthetic turf area, guidepost, notice, table, fence, enclosure, structure, facility, or any other park improvement.

3. Lights any fire except in designated places, or willfully or carelessly permits any fire to spread or extend to any of the shrubbery, trees, timber, structure, or park improvements.
- B. A person who commits any of the following acts within a park, parkway, trail or other recreational facility owned, operated or used for recreational purposes by the City of Lacey shall, pursuant to Section 2.44.060 and 2.44.070 of the Lacey Municipal Code be subject to a civil fine of up to \$100.00 and/or shall be subject to trespass from all City owned, or jointly owned, parks, parkways, trails, and other recreational facilities for a period of one year from the date of the violation:
1. Uses park facilities outside of standard park hours, which are 7:00 a.m. to dark, unless otherwise posted.
 2. Leaves a vehicle in the parking lot outside of standard park hours, unless permitted to do so. Vehicles left will get locked in, to be retrieved during normal operating hours.
 3. Occupies more than one parking space with a vehicle, unless permitted to do so.
 4. Takes any fish from the waters of any park, except in conformity with such general rules and regulations of the City, Washington Department of Fish and Wildlife, and/or RCW 77.15.
 5. Places or affixes to any object, any word, sign, circular, character or device without prior approval.
 6. Operates a motor vehicle or motorized device of any type anywhere other than designated roadways or parking areas, except for individuals with a mobility disability in possession of valid, state issued proof of disability.
 7. Consumes alcohol without prior approval.
 8. Uses illegal controlled substances.
 9. Consumes marijuana, usable marijuana, or a marijuana-infused product. Opens a package containing marijuana, usable marijuana, or a marijuana-infused product.
 10. Uses any tobacco or vaping product.
 11. Uses sound amplification systems, including vehicular, portable, or similar sound system devices, that disrupts the enjoyment of other park users, without prior approval.
 12. Swims in non-designated areas.
 13. Deposits litter, yard waste, construction debris, or household or commercial garbage.
 14. Launches or detonates any object, such as rockets, fireworks, etc., without prior approval with the exception of recreational drones and model aircraft.

15. Recreational drone and model aircraft use shall comply with all Federal Aviation Administration regulations and safety guidelines.
 16. Erects, maintains, or occupies any temporary or inflatable structure, tent or shelter, without prior approval.
 17. Brings an animal into a park, parkway, trail, structure, or recreational facility, unless leashed and in a designated area. The Director of Parks and Recreation shall have the authority to designate areas where leashed animals may enter. Provided, however, that such restrictions or prohibitions shall not apply to service animals.
 18. Brings an animal into a City park, parkway, trail, structure, or recreational facility and fails to possess the equipment or material necessary to, or does not, remove fecal matter deposited by the animal. The fecal matter is to be placed in a plastic bag and deposited in a solid waste container.
 19. Sells or distributes food, refreshments, or merchandise without prior approval or a concession contract.
 20. Collects a fee for use of a park or facility, or conducts an organized activity for which a fee is collected or donations solicited, without prior approval.
 21. Feeds wildlife or leaves, places, or distributes food with the intent to feed wildlife.
 22. Uses profane, threatening, or abusive language.
 23. Engages in disorderly conduct.
 24. Uses skateboards, in-line skates, roller skates, scooters, or bicycles on any basketball court, tennis court, pickleball court, stage, bench, picnic table, retaining wall, or parking lot except when use of such parking lot is necessary to access recreational facilities.
 25. Hits golf balls in any turf area or athletic field.
 26. Skinny dips or appears nude.
- C. "Prior Approval" as used herein shall be only by the Director of Parks and Recreation or his or her designee in written form. Written prior approval is required to be on the person and premises while use is occurring, and displayed to park and/or law enforcement personnel when requested.
- D. Persons committing those acts within subsection A of these rules and regulations which constitute misdemeanors pursuant to Section 2.44.060 and 2.44.070 of the Lacey Municipal Code shall be prosecuted by the City in the same manner as other violations of misdemeanor laws of the City. Persons committing those acts listed in subsection B of these rules and regulations shall be subject to a fine of up to \$100, except for persons

committing those acts listed in subsection B8 of these rules and regulations shall be subject to a fine of up to \$50 assessed in the same manner as LMC 9.44.035, and notices of infractions shall be issued to said persons which infractions shall be assessed in the same manner as traffic infractions. Said infractions shall be processed and fines paid in the manner set forth in Section 7 (1) of Chapter 236, Laws of 1985, Regular Session with fines assessed and recovered to be paid to the City. Vehicles in violation of subsection B2 and B3 are subject to being towed at the owner's expense.



LACEY COMMISSION ON EQUITY

April 25, 2022

SUBJECT: Lacey Parks, Culture & Recreation (LPCR) Comprehensive Plan Update

RECOMMENDATION: Review LPCR Comprehensive Plan Public Involvement Plan (PIP) and make recommendations

STAFF CONTACTS: Shannon Kelley-Fong, Assistant City Manager *SKF*
Jen Burbidge, Parks, Culture and Recreation Director *JB*
Sue Falash, Recreation Manager *SF*

ATTACHMENTS: 1. [Draft Public Involvement Plan](#)

FISCAL NOTE: NONE

PRIOR REVIEW: The Board of Park Commissioners reviewed at their April 6, 2022 meeting, and are scheduled to review again at their upcoming May 4, 2022 meeting.

BACKGROUND:

The LPCR Comprehensive Plan gets updated every six years. It is part of the City of Lacey Comprehensive Plan and the guiding document for the LPCR Department and Board of Park Commissioners. Updating the Plan provides an opportunity to evaluate Lacey's park system, recreation facilities and services, assess demands and needs, set goals and policies, and most importantly, provide for public input to address needs.

The LPCR Vision is: The City of Lacey is a community that provides its residents and visitors with convenient access to a wide range of public leisure services and facilities at a reasonable cost. Those services include cultural arts, individual and team sports, aquatics, educational and fitness programs, and special events. The community's well-maintained facilities include neighborhood parks within walking distance of all persons, community parks distributed across the service area, open spaces that support wildlife habitat, and indoor facilities to support recreational programs and provide public meeting space. These facilities are linked by linear pathways for walking and bicycling. Our community protects and enhances our many historic, cultural, and environmental resources.

During 2021, the City engaged the greater Lacey community in a discussion about the future and the way people would like to see their city look, feel, and function. Through the

Lacey Cares initiative and subsequent outreach, the LPCR Department has Lacey Cares Community Input Findings and Future Outreach Recommendations. This document summarizes key findings related to community preferences and priorities, and outlines next steps with respect to ensuring future initiatives are aligned with community expectations. The ultimate goal is to build a shared vision for the future of cultural and recreation assets and opportunities.

The LCPR Comprehensive Plan update will be worked on over the next year. The LCPR Department will be seeking input from the Commission on Equity several times, in addition to the Board of Park Commissioners, Historical Commission, and Planning Commission before it ultimately goes before the Lacey City Council.

ADVANTAGES:

1. Provide the required 6 year update.
2. Ensure the plan is viewed from an equity lens.
3. Ensure a comprehensive PIP is in place to start the process since public input is so important.
4. Bring forth suggested edits that could help further the the goals of the City to be a welcoming and inclusive community, where full participation in government is available to all community members.

DISADVANTAGES:

1. None.



LACEY PARKS CULTURE & RECREATION

PUT US ON YOUR **PLAYLIST!**

Comprehensive Plan Update

Public Involvement Plan (PIP) | **DRAFT April 8, 2022**

Purpose and Background

The Lacey Parks, Culture & Recreation (LPCR) Comprehensive Plan (Plan) gets updated every six years. It is part of the City of Lacey Comprehensive Plan and the guiding document for the LPCR Department and Board of Park Commissioners. Updating the Plan provides an opportunity to evaluate Lacey's park system, recreation facilities and services, assess demands and needs, set goals and policies, and most importantly, provide for public input to address needs.

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During 2021, the City engaged the greater Lacey community in a discussion about the future and the way people would like to see their city look, feel, and function. Through the Lacey Cares initiative and subsequent outreach, the LPCR Department has Lacey Cares Community Input Findings and Future Outreach Recommendations (Recommendations). This document summarizes key findings related to community preferences and priorities, and outlines next steps with respect to ensuring future initiatives are aligned with community expectations. The ultimate goal is to build a shared vision for the future of cultural and recreation assets and opportunities.

The Lacey Cares community-engagement initiative and recent Parks Priorities survey that took place in 2020-2021 have effectively accelerated the public-outreach process for the Plan update. Rather than proceeding with a ground-zero, public-participation process, the City can tailor the upcoming process to:

- Execute targeted engagement and education strategies.

- Determine the highest priorities from a community-defined list of preferences that has already been narrowed down.
- Focus on implementation and funding solutions for major projects.
- Engage private, public, and non-profit partners with shared interest in specific community goals.

While the Lacey Cares and Parks Priorities surveys provide a solid starting point for future planning, LPCR will also need to synchronize community goals with adopted standard of recreation service delivery and affordability targets. This includes an evaluation of who is participating in current programming, who is struggling to access programs, and which programs, or spaces, are no longer viable or of interest.

Ultimately, analysis will also need to consider whether goals are achievable with current staffing and resource levels and, if not, how they will be funded or otherwise postponed until solutions emerge. The Recommendations offer some approaches to help better define shared goals and ensure Lacey is clearly communicating and moving in the direction most community members expect.

The Public Involvement Plan (PIP) describes the goals and objectives, principles, strategies, and activities for engagement. The PIP includes an outline of each proposed outreach event, desired outcomes, tools used, materials needed, anticipated participants, and summary methods. It is a living document and will be updated throughout the process to include any adaptive strategies needed, based on feedback or results of early engagement activities.

The outreach process needs to be creative, flexible, and inclusive to all. It must adhere to the latest safety and health parameters as outlined by the City in response to the current COVID pandemic, including some virtual opportunities but primarily focused on in-person engagement. The process needs to represent and reflect the diverse communities, neighborhoods, stakeholders, and visitors being served.

PIP Goals and Strategies

Effective community engagement takes careful planning. It must acknowledge that each population provides a unique opportunity to broaden the understanding of what makes a community.

- **Build on Relationships with Target Populations**
 - Continue to maintain and build relationships with the public, key stakeholders, community leaders, non-profit groups, and organizations relevant to parks, recreation, and culture.
- **Identify Engagement Gaps**
 - Work with community-based organizations, Lacey's Commission on Equity, and other partners to conduct listening sessions or focus groups with demographic segments that were underrepresented in the Parks Priorities survey, including, but not limited to:
 - BIPOC communities
 - Review census information to confirm we are reaching out to the right demographics
 - Senior communities (LPCR system users and non-users)
 - Youth (under age 21) in general
 - LPCR system users (sports teams, programs and classes, specific park user groups)
 - Military families (particularly those who are new transfers)
 - Low-income communities
- **Create a Welcoming Atmosphere**
 - Make participation easy and convenient.

Commented [SKF1]: Immigrant communities and individuals with limited English proficiencies?

Commented [JB2R1]: Shannon, replace the first bullet point with the above language, or the entire highlighted section?

- Schedule events to ensure participation from a variety of populations (day, evening, weekends, etc.).
- Invite members of the target populations to participate.
- Make outreach enjoyable.
- Reflect comments received back to the community.
- **Increase Accessibility**
 - Translate materials into multiple languages.
 - Provide opportunities across a broad variety of platforms – digital and analog, verbal, graphic, and written.
 - Consider potential barriers to participation and address those barriers to the maximum extent feasible.
 - Provide sufficient notification prior to outreach events to raise awareness. Provide the information in as many and varied ways as possible to reach the broadest audience.
- **Develop Alternative Methods for Engagement**
 - Provide a variety of resources and materials to appeal to all people.
 - Reach out to target populations where they already are using platforms they currently use; not always requiring that population to come to you.
 - Offer multiple ways for participants to provide feedback.
- **Conduct Proactive Education**

Parks are often cited by community members as being the #1 reason they value living in Lacey – including the affordable access to and large number of parks available. However, not many think about the complexity and expense associated with creating and maintaining such a system. Building and maintaining support for Parks, Culture and Recreation enhancements is an ongoing process. The biggest challenge is reaching those who do not or perceive they do not benefit directly from investment in park offerings, or who simply do not know what’s available. In the coming months, the City can expand community awareness and engagement through:

- Speaker’s Bureau presentations (service organizations, senior living facilities, neighborhood associations, military spouse clubs, etc.).
- Newsletter updates (Did You Know articles emphasizing parks, culture, and recreation resources and features).
- Direct mailings, social media posts, and earned media coverage that highlight various aspects of the parks, culture, and recreation system – including current assets and future community-defined priorities.

Communications should emphasize:

- Why Parks Matter: The value of parks and recreation access to personal AND community health (e.g., increased opportunities for youth, reduction in select crime rates and social spending, benefits to active seniors, benefits to working parents, et al).
- Increasing awareness about the range (and creating an easily accessible inventory) of parks, culture, and recreation assets and opportunities available to people of all backgrounds and interests.

- The value to Lacey taxpayers relative to typical communities (e.g., park space per capita, cost per capita to access quality recreational programming, economic impact and return on investment derived from parks and recreation offerings, etc.).
- The value of protecting cities from environmental impact (stormwater management, flood mitigation, increased sustainability, etc.)
- A means for cities to achieve equity goals
- How Parks, Culture and Recreation is an excellent steward of public resources, focused on implementing community-defined priorities.

These core messages can be included as appropriate to reflect other topics of interest gleaned from future community engagement. (I’m not totally sure what this means?)

PIP Stakeholders & Audiences

The public-involvement process has many stakeholders, including user groups, organizations, individuals, and communities. The City will work to inform and engage each of these stakeholders in the Plan-update process. The stakeholders and audiences that may be affected by, or interested in, this process are organized by category below, along with the specific outreach method proposed for each category. The list of stakeholders is expected to change over the course of the project and will be updated, as needed.

Category	Outreach Method
UNDER-REPRESENTED POPULATIONS: (includes formal and informal community groups, ethnicities, or other population types)	• Public meetings and surveys • Emails, notices, and project information distribution • Potential one-on-one outreach or focus groups
LPRC STAKEHOLDERS: (includes citywide parks, culture and recreation user groups, non-profit groups and organizations that either use the facilities or partner to provide programs, etc.)	• Public meetings and surveys • Emails, notices, and project information distribution • Presentations to select groups, boards, and commissions • LPRC Outreach Task Force
CITY DEPARTMENTS / PROGRAMS:	• Emails, notices, and project information distribution • Topic-specific discussions or meetings, as needed • Responses to questions and comments, as needed

PIP Strategies & Activities

The following table lists the strategies and activities to continually build awareness about the Plan update with the community, and build their interest and capacity to become further involved. It also addressed the methods and tools used to promote outreach events. The goal of these strategies is to make it easy and convenient for people to get the information they need to learn about the project, participate in the outreach activities, and see how their input influences the project outcomes.

Tool	Description
City Website	Keep updated, highlight outreach events and dates, project info, etc.
Community Newsletters	Promote upcoming outreach events and provide follow-up information in all relevant City-related newsletter(s) (LaceyLife, Parks monthly digital newsletter, PLAYbook, utility bill inserts, etc)
Public Notices / Flyers	Post public notices and flyers at park kiosks, businesses, organizations, and other places in the community to promote outreach events. Utilize our community partners and their methods, as well.
Email	Send notices to email contact lists. Send emails to stakeholders and organizations to encourage them to help spread the word and redistribute notices to their members/contacts.
Social Media	Post information and updates on Twitter, Instagram, Facebook, YouTube, etc.
Media Outlets	Provide public notices and flyers to media outlets (community specific and citywide) Engage media representatives in a conversation (interviews, project highlights, etc.) about the project. Thurston Talk, the Olympian, JOLT, etc. Post on social media sites for project updates, notices of upcoming meetings and links to on-line surveys; include photos, videos, testimonials, etc. where possible is this supposed to be under Social Media or are you referring to asking the media outlets to post on their Social Media accounts?

PIP Schedule of Outreach and Involvement Activities

A number of outreach and engagement activities will be scheduled from May to October, 2022. The outreach activities will include methods and tools to convey information to the general public, ways for the public to provide comments on ideas presented, and opportunities for an open dialog, giving participants a platform for their voice to be heard.

Add wording about follow up surveys here/have ready with QR code at in-person events

At each of the events or stakeholder meetings, information received from the public during the 2021 Parks Outreach will be shared with community members helping prioritize and create partnerships for paths forward.

The schedule will be updated after getting input from LCPR staff, Public Affairs staff, Park Board, and Commission on Equity.

May	May 21-22 - Lacey Spring Fun Fair
June	June 1 – Park Board Meeting June 18 – Juneteenth Celebration @ RAC June 25 - Poly Fest @ RAC
July	Lacey In Tune concerts @ Huntamer July 3 –Fireworks Spectacular @ RVCP Woodland Creek park busy day
August	August 3 – Park Board Meeting Play in the Park Family Fun Series Wonderwood Park busy day
September	RAC busy game day
October	October 5 – Park Board Meeting

Public Meetings (hybrid)

Audience: Open to the general public. Promoted to community members, visitors, and stakeholder groups / organizations. Tailored to traditionally marginalized or underserved populations.

Surveys (hybrid)

Audience: Same as above. Survey will be made available after each public meeting where the Plan is discussed in order for those who couldn't make it to the meeting to provide their input.

Stakeholder Meetings (hybrid)

Stakeholder Organizations. Community groups, agencies, and organizations that are affected by, or interested in, LPCR. Direct outreach to traditionally marginalized or underserved populations. Focused discussions with underserved populations will take place to share ideas. The City will provide translation services to participants, as needed, if notified in advance.

In addition to organized outreach events, the City will explore other methods to continue the conversations with stakeholders throughout, and potentially beyond, this project.

Exploring Potential Implementation Options and Partnerships

Recreational activities and services are offered by numerous public, private, and non-profit entities, including sports leagues, private gyms, arts and culture classes, specific destination recreation venues, etc. As the City maps out the path forward, it may be beneficial to work on a specific project with potential partners that have similar interests. Specific Lacey projects that might benefit from partnerships include, but are not limited to:

- Indoor recreation spaces, in general
- Swimming pool or aquatics center
- Multi-purpose sports fields
- Ice skating rink
- Open space and trail access
- Arts and culture access and programming
- Spray pad/splash park locations

Potential partners could include, but are not limited to:

- The Nisqually Tribe
- North Thurston Public Schools
- YMCA, Boys and Girls Club, and other social service clubs and organizations
- Private or non-profit sports leagues
- Peer Cities and Thurston County
- Saint Martin's University
- Senior Services for South Sound

The goal is to proactively engage representatives of these entities to identify overlapping interests and potential partnerships that can help advance priorities and maintain affordable access for all.

Boards and Commissions. Present results of the public-engagement activities at City Boards and Commission meetings to solicit further input and recommendations for the next phase of the planning process.