

AQUATIC BOARD
Friday, January 5, 2018
Elgee, Rehfeld, Mertz conference room– 4:00 p.m.

Statement of Philosophy:
Create Community through People, Pools and Effective Swim Programs

- A. Call to Order -
- B. Roll Call – Max, Tom, Pat, Becky, Charlie, Kirk telephonic Phil joined at 4:40, Beth joined at 4:50
- C. Agenda Changes – No agenda changes
- D. Public Participation on Non-Agenda Items – No public in attendance
- E. Old Business –
 - a. Empowered Board Discussion –
Max presented three documents. The board discussed and refined the documents with no formal action taken – changes to documents will be reviewed at the next board meeting
- F. New Business – No new business
- G. Adjournment – at 5:31 pm
- H. Proposed Next Board Meetings: 3rd & 4th Tuesday of Each Month at 4:00 p.m.:
 - a. 1/16/18 – 4pm Valley Library – Committee meeting
 - b. 1/23/18 – 4pm Room 224 City Hall – Full Board Meeting

Anchorage Community YMCA
Outline of Agreement for Management of Juneau Pools

- 1) Contracting Entities – CBJ and Anchorage Community YMCA
- 2) Facilities to include – DPAC and ABP
- 3) Commencement Date - TBD
- 4) Ownership – CBJ retains ownership of all assets
- 5) Equality of Services
 - a) Y will ensure that all members of the public are served equally and in accordance with existing federal, state and local laws and cultural norms.
- 6) Services to be Provided - will include existing programs
 - a) Will not compete with programs offered by GSC
 - b) Programming
 - i) Swim lesson program
 - ii) Sales of all food and beverage on the premises of either facility
 - iii) Sales of all merchandise at either facility
 - iv) Setting all facility use and membership rates
 - v) Potential additional programming to be developed by Y
- 7) Community Board to be established
 - a) Significant local control
 - i) Provides assistance to Board
 - b) 9-member board
 - i) Will include dedicated voting seats for
 - (1) CBJ P&R Director
 - (2) GSC
 - (3) CBJSD appointee
 - (4) 6 community members
 - c) Monthly meetings to be held which will be attended by the Aquatics Director.
 - d) Make recommendations for rates and budgets.
 - e) Rates and budgets to be approved by Aquatics Director and Y.
- 8) All staff to be employed by Y
 - a) All existing positions to be hired by Y
 - b) Existing staff pay rates will continue
 - c) New employee rates to be set by Y
 - d) Y to provide employee health plan offered to its other employees
 - e) Y to offer employee retirement plan offered to its other employees
 - f) Aquatics Director will manage local Y operations as Branch Director. Will report to local board. Branch Director works with Y General Manager. with input from the Y General manager with input from local community board.
- 9) Staffing levels to be determined by Y based on best practices and with a focus on the highest levels of safety
- 10) Administration
 - a) Y will perform all administration of the facilities including:
 - i) Providing for insurance
 - ii) Payroll services
 - iii) Accounting services
 - iv) Billing and cash collections – membership and programming
 - v) Financial reporting to the local board on progress against plan and prior periods

- vi) HR including recruiting and hiring.
 - vii) Benefit plan administration
 - Other necessary administrative activities
- 11) Marketing and Revenue
- a) Y to deploy a marketing campaign to ensure that the public is attracted to join and use the aquatics facility
 - b) Y will deploy a website and engage in social media activities
 - c) Y will perform all membership and billing activities
 - d) Signage – Y will work for obtain a grant to help pay for it. Dual presentation of CBJ and Y logos. “City owned”.
- 12) Facility maintenance (**See starting point for maintenance language below**)
- a) Normal light maintenance to be provided by Y
 - b) Annual / major maintenance to be provided by CBJ building maintenance
 - c) All asset and capital replacement to be provided by CBJ
 - d) Y will interact with CBJ engineering relative to ongoing CIP and major maintenance needs including but not limited to the annual repair and replacement activities, and planned major renovation to ABP.
 - e) City continues to maintain exterior of building
- 13) Insurance
- a) Commercial General and Liability insurance provided by YMCA
 - b) Automobile policy provided by YMCA
 - c) Umbrella or Excess Liability provided by YMCA
 - d) E&O for community board provided by YMCA
 - e) Workers compensation for employees provided by YMCA
- 14) Security and Safety of Users
- a) Y will provide for adequate staffing and measures to ensure for the safety and security of guests during business hours.
 - b) CBJ will provide any after-hours security as it does for any other public facility.
- 15) Membership
- a) YMCA membership program to be extended to local members enabling use of other Y’s.
- 16) YMCA to be reimbursed for administrative costs. Amount TBD.
- a) Y will be paid quarterly at the beginning of the quarter for CBJ support. Quarterly, Y will report to CBJ differences between actual and expected results to determine whether adjustments to support needed going forward.

**Financial Summary by Department, Division, and Program
FY 2017
Combined**

	2016 Budget Last Year	2017 Budget This Year	2016 Actuals Last Year	2017 Actuals This Year	Projected 2019
Charges For Services					
Swim fees	(217,500)	(208,200)	(201,946)	(191,595)	(191,595)
Lessons/programs	(90,000)	(85,500)	(63,668)	(60,281)	(60,281)
Swim team	(67,000)	(91,400)	(62,801)	(37,246)	(37,246)
Multi visit pass	(45,000)	(73,400)	(77,338)	(73,058)	(73,058)
Gift cards sold	-	-	(8,516)	(1,086)	(1,086)
Monthly revenue	(75,000)	(132,300)	(73,977)	(52,111)	(52,111)
Annual revenue	(45,000)	(85,700)	(95,466)	(156,434)	(156,434)
Total Charges For Services	(539,500)	(676,500)	(583,712)	(571,810)	(571,810)
Misc Revenues					
Restricted	-	-	-	(2,145)	(2,145)
Food/service permits	-	-	(60)	(7,430)	(7,430)
Vending revenue	(10,500)	(11,300)	(13,770)	(10,945)	(10,945)
Ordinance violations	-	-	-	-	-
Minor Violations	(2,500)	(2,200)	(1,385)	(2,575)	(2,575)
Merchandise sales	(15,000)	(19,300)	(16,807)	(24,973)	(24,973)
Miscellaneous sales	(3,600)	(11,900)	(3,553)	-	-
Facility rental revenue	(24,000)	(38,500)	(28,174)	(35,156)	(35,156)
Locker rental	(8,200)	(6,300)	(4,686)	(2,155)	(2,155)
Cash over/short	-	-	219	471	471
Bad debts	-	-	-	-	-
Total Misc Revenues	(63,800)	(89,500)	(68,215)	(84,907)	(84,907)
Reimbursables					
Reimbursable Expense - External	-	-	-	-	-
Total Reimbursables	-	-	-	-	-
Total Revenues	(603,300)	(766,000)	(651,928)	(656,718)	(656,718)
Personal Services					
Vacancy factor	(14,300)	(14,200)	-	-	-
Salaries	994,100	968,700	915,514	978,665	929,675
Overtime	14,500	12,500	13,462	12,168	12,168
Accrued leave	-	-	43,940	51,401	51,401
Benefits	437,100	462,300	307,636	316,348	147,968
Workers compensation	20,700	33,700	20,700	33,700	33,700
Engineering workforce	-	-	143	-	-
Total Personal Services	1,452,100	1,463,000	1,301,394	1,392,282	1,111,343
Travel and Training					
Mileage	2,400	3,200	2,358	1,755	1,755
Travel and training	6,500	12,500	4,747	9,368	9,368
Total Travel and Training	8,900	15,700	7,105	11,123	11,123
Services					
Telephone	10,400	10,100	9,696	10,364	10,364
Printing	4,000	7,000	1,716	964	964
Advertising	6,417	11,300	14,749	10,077	10,077
Electricity	260,600	250,200	218,880	221,707	221,707
Fuel oil & propane	105,300	80,600	54,649	87,281	87,281
Refuse disposal	11,400	11,300	11,618	10,748	10,748
Water service	12,800	12,000	9,357	10,376	10,376
Wastewater service	46,200	43,900	33,723	37,920	37,920
Repairs	3,000	5,500	149	165	165
Maintenance Contracts	500	-	70	-	-
Building maint division charges	-	-	-	-	180,000
Fleet replacement reserve	27,500	32,500	27,500	32,500	32,500
Spec & Prop	15,600	15,600	15,600	15,600	15,600
General Liab, Auto & EE Pract Ins	11,100	11,600	11,100	11,600	11,600
Dues and subscriptions	600	1,200	1	318	318
Contractual services	95,060	28,100	114,177	22,508	22,508
Interdepartmental	-	730,500	-	730,500	-
Administrative Cost Reimbursement	-	-	-	-	31,500
CBJ Engineering services	-	-	-	-	-
Bank card fees	10,800	11,100	11,066	12,068	12,068
Postage and parcel post	200	2,200	1,763	1,720	1,720
Total Services	621,477	1,264,700	535,812	1,216,417	697,417
Commodities and Materials					
Office supplies	7,000	8,500	5,480	6,113	6,113
Inventory	9,500	11,100	9,425	22,561	22,561
Uniforms and safety equipment	2,000	8,300	8,794	2,240	2,240
Materials and commodities	44,786	58,000	31,265	33,547	33,547
Safety programs and equipment	8,400	10,200	4,375	3,344	3,344
Gasolines	100	100	-	9	9
Chemicals	23,770	31,000	20,365	13,406	13,406
Minor equipment	4,000	6,500	297	5,212	5,212
Minor furniture and fixtures	-	-	-	-	-
Minor Software	-	500	-	480	480
Total Commodities and Materials	99,556	134,200	80,001	86,911	86,911
Misc and Other					
Recruiting	-	-	-	-	-
Total Misc and Other	-	-	-	-	-
Equipment					
Vehicles and equipment	-	-	-	-	-
Total Equipment	-	-	-	-	-
Total Expenses	2,182,033	2,877,600	1,924,313	2,706,733	1,906,794
Net Support	1,578,733	2,111,600	1,272,385	2,050,015	1,250,076
				Savings	799,939

Alternatives Analysis – Pros and Cons

<i>Option</i>	<i>Pros</i>	<i>Cons</i>
A. No Action	<ul style="list-style-type: none"> • Simple - requires no action by the Assembly or the Board. • No disruption for staff • Key staff have single boss 	<ul style="list-style-type: none"> • Aquatics no longer has a designated advocate. • Swimmers have no patron to go to for complaint resolution • Aquatics becomes less of a priority to Parks and Recreation Dept. • Many important changes accomplished by the board since formation could be lost.
B. Extend Term of Existing Board	<ul style="list-style-type: none"> • Simple – Assembly extends sunset deadline in existing ordinance • Provides continuity through transition to new P&R Director • Gives the Board more time to do a thorough job of due diligence, especially for Option D. • No disruption for staff 	<ul style="list-style-type: none"> • Continues P&R Director reporting to two bosses, unless use Option B2. • Continues inefficiency of operations that could be gained by additional autonomy of the pool operations.
C. More Fully Empowered Board (Eaglecrest Model)	<ul style="list-style-type: none"> • Requires Assembly to revise the Aquatics Board Ordinance • Requires Board to become more business-like and accountable. • With Option C2, brings more voices into Board's decision making and additional help for handling increased workload. • Captures more reliable cost information. • Provides Board some increase in flexibility. • Improves Board's ability to manage indirect and maintenance costs. • Little disruption for staff. 	<ul style="list-style-type: none"> • Requires time to transition and modify systems. • Some restructuring and/or addition of staff and space necessary to handle tasks previously done by CBJ. • Requires greater time commitment from Board members. • Existing highly engaged Board Chair steps down from Board due to professional conflict of interest requirements. • Continues inefficiency of operations that could be gained by additional autonomy of the pool operations.
D. Contract with a NonProfit	<ul style="list-style-type: none"> • Requires significant assistance/involvement of CBJ staff during decision making and transition. • Potentially, greatest financial benefit to City. • Expands ability to do fund-raising and reduce subsidy. • Potential for streamlining aquatics operations and 	<ul style="list-style-type: none"> • Potentially, greatest risk to the City. • Requires significantly longer to complete transition. • Might have to wait until ABP upgrades are completed. • May need to start drafting contract terms in order to determine if this is going to be feasible.

Option	Pros	Cons
D.(Cont'd.)	<p>improved efficiency.</p> <ul style="list-style-type: none"> ○ Quicker and more efficient changes to website, social media. ○ Better local advertising ○ Better marketing of pricing and opportunities such as Bulk Tickets, monthly credit card billings, etc. ○ Ability to fundraise locally and to grantors greatly enhanced. ○ Ability to set staffing and related compensation offerings ○ Ability to implement new or changes to operations in an efficient manner (pool covers, food service, etc.) ○ Pool Manager can spend more time on pool management and less time on bureaucratic activities <ul style="list-style-type: none"> ● Provides more flexibility in program offerings leading to potentially significantly increased usage. ● Improved simplicity and transparency of accounting and administrative functions. Significant savings in overhead costs ● With Option D3, provides access to the Y's institutional knowledge about Aquatics program design and operations. ● With Option D3, provides broader pool for staff recruitment when needed. 	<ul style="list-style-type: none"> ● Unknown impact on staff. ● Unknown effect on swimmers. ● Option D1: GSC would have to restructure to qualify. ● Option D2: Existing Board is the only currently viable potential candidate.