

**AGENDA**  
**AQUATIC BOARD**  
**Wednesday February 28, 2018**  
**Dimond Park Aquatic Center - Event Rooms – 5:30 p.m.**

- A. Call to Order
- B. Roll Call
- C. Agenda Changes
- D. Public Presentation of options for future pool governance
- E. Public Participation on Presentation
- F. Board Comments
- G. Adjournment –
- H. Proposed Next Board Meetings: 3<sup>rd</sup> & 4<sup>th</sup> Tuesday of Each Month at 4:00 p.m.:
  - a. 3/6/18 – 4pm      Dimond Park Aquatic Center – Event Rooms A & B
  - b. 3/20/18 – 4pm     Valley Library – Operations Committee
  - c. 3/23/18 – 4pm     Room 224 – Full Board
  - d. 4/17/18 – 4pm     Valley Library – Operations Committee
  - e. 4/23/18 – 4pm     Room 224 – Full Board

*For the most up to date meeting schedule, visit [www.juneau.org/calendar](http://www.juneau.org/calendar)*

# JUNEAU AQUATICS BOARD OPTIONS FOR THE FUTURE



# BACKGROUND

Public vote at October 7, 2014 regular election supported the proposal to modify CBJ charter to establish 'a board of directors for the Juneau Pools'

CBJ Assembly adopted Ordinance 2015-23(b) on April 27, 2015 to establish the Aquatics Board

Similar to an empowered board-

- Sets budgets and rates. Establish policies

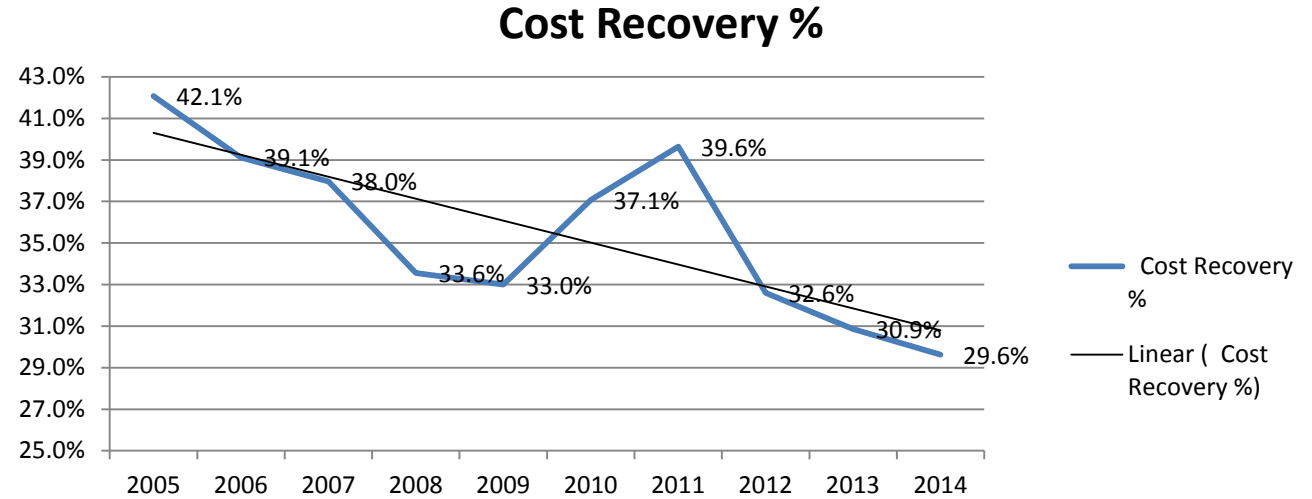
But with an important distinction-

- Parks and Rec Director is the Executive Officer of the Aquatics Board.
- Supervised and evaluated by the CBJ Manager.

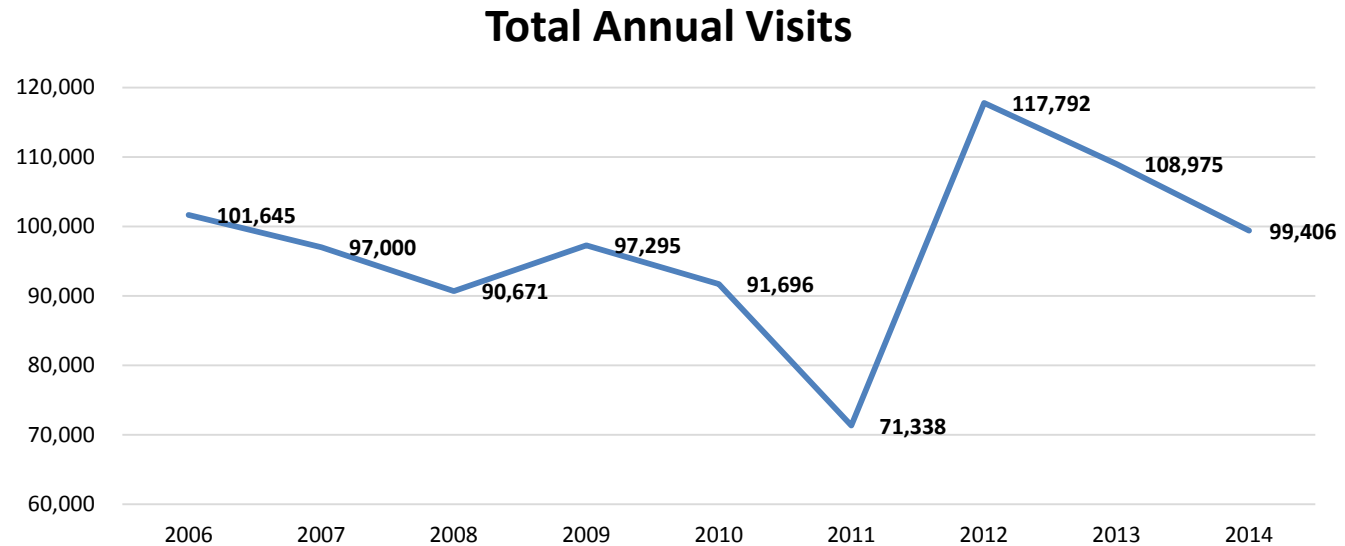
Ordinance for current Board sunsets on May 28, 2018 unless extended by the Assembly.

# WHY THE NEED FOR A BOARD?

Cost recovery was declining ...



Along with Use...



# WHY THE NEED FOR A BOARD?

## Cost Recovery History

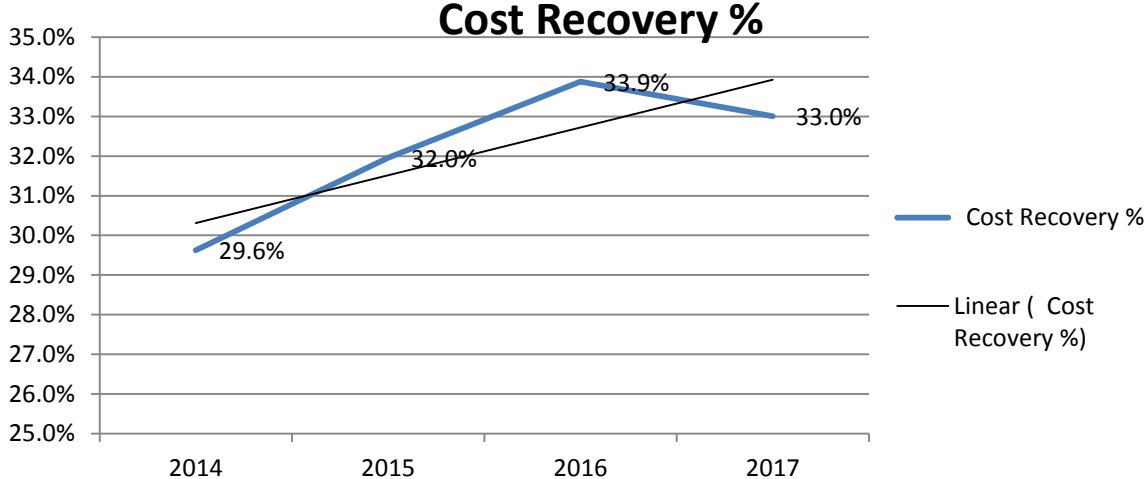
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Revenue	334,961	326,762	317,896	314,142	304,619	328,370	495,313	702,085	630,089	571,614
Expense	796,255	835,239	837,324	936,283	923,169	885,913	1,249,505	2,153,790	2,041,255	1,929,391
Net Support	(461,294)	(508,477)	(519,428)	(622,141)	(618,550)	(557,543)	(754,192)	(1,451,705)	(1,411,166)	(1,357,777)
Cost Recovery %	42.1%	39.1%	38.0%	33.6%	33.0%	37.1%	39.6%	32.6%	30.9%	29.6%

## Use History

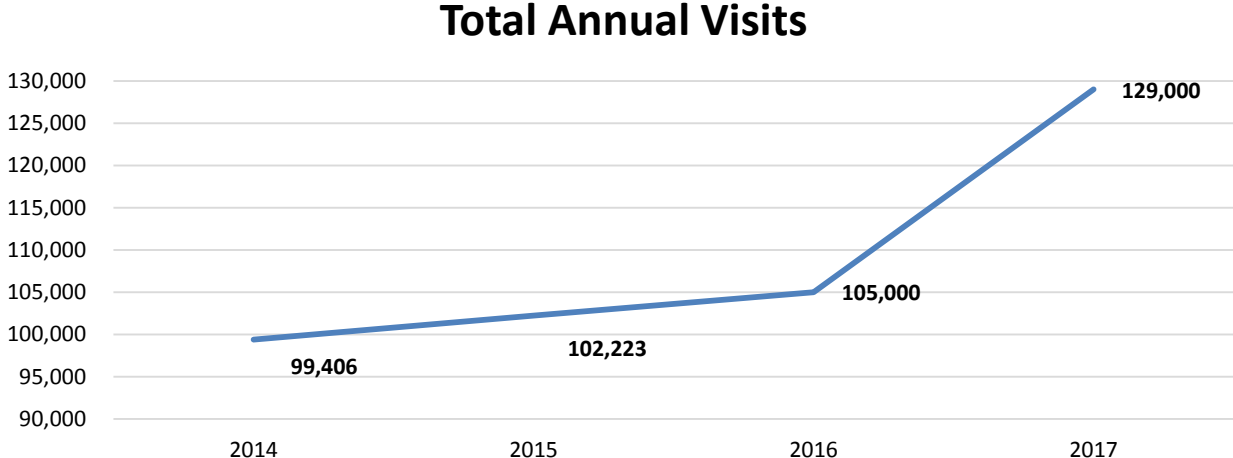
	2006	2007	2008	2009	2010	2011	2012	2013	2014
Total Annual Visits	101,645	97,000	90,671	97,295	91,696	71,338	117,792	108,975	99,406

# SINCE THE BOARD WAS FORMED

Cost recovery has stabilized  
or is slightly improved...



Along with Use...



# SINCE THE BOARD WAS FORMED

Cost recovery has stabilized  
or is slightly improved...

	2014	2015	2016	2017
Revenue	571,614	582,641	651,929	655,100
Expense	1,929,391	1,823,022	1,924,330	1,984,814
Net Support	<u>(1,357,777)</u>	<u>(1,240,381)</u>	<u>(1,272,401)</u>	<u>(1,329,714)</u>
Cost Recovery %	<u>29.6%</u>	<u>32.0%</u>	<u>33.9%</u>	<u>33.0%</u>

Along with Use...

	2014	2015	2016	2017
Total Annual Visits	99,406	102,223	105,000	129,000

# SINCE THE BOARD WAS FORMED

Improved culture at the Pools. ‘Culture of Yes’

Developed rate policies which includes:

- Single pool “System” with one set of rates
- Simplified rate structure and significantly lowered most user rates

Food service at DPAC

Initiated energy use and efficiency studies

- Working to get Pool Covers installed

Credit card billing implemented – monthly payment option

Worked to obtain remodel funding for Augustus Brown

- \$5 million approved by voters for Augustus Brown Pool from recent 1% CIP renewal.



# SINCE THE BOARD WAS FORMED - CONTINUED

Increased offerings of aquatics events for community

Significant Improvements in opportunities for learning to swim

- Improved lesson offerings
- Implemented scholarship program with Gaguine Foundation

Expanded marketing and outreach including Facebook, etc.

Many additional accomplishments by Pool staff

# SHOULD THE BOARD CONTINUE? IF SO, HOW?

The Board began to evaluate options last summer

Performed a scoping project to determine options

Met with the Assembly in early November

Identified 4 general options

- Performed extensive work to evaluate the options

Presenting to the public now

- Public input is important in terms of the board's recommendation to the assembly

Will meet with the Assembly on March 14<sup>th</sup> to discuss results of our work and give recommendation

# SUMMARY OF OPTIONS

A. No action – Board Sunsets

B. Extend Term of the existing Board

C. Change board status to an empowered board

- C1 Authorized to hire/supervise Aquatics Director
- C2 All of C1 plus board membership to include P & R Director, School District liaison, and Glacier Swim Club representative as voting members

D. Contract with a non-profit group

- D1 Identify existing local non-profit
- D2 Create a new non-profit
- D3 Create a local branch of the Alaska YMCA

# OPTION A – NO ACTION (BOARD SUNSETS)

## Pros

Simple – no action required by the Assembly or the Board

No disruption for staff

Key staff have a single boss

## Cons

Reverts to pre-board management

Aquatics and swimmers no longer have a designated advocate

Aquatics becomes less of a priority to P&R department as was the case prior to board formation

# OPTION B – EXTEND TERM OF EXISTING BOARD WITH NO CHANGE IN STRUCTURE

## Pros

Simple – Assembly extends sunset deadline in existing ordinance

Provides continuity of current operations

No disruption for staff

## Cons

Continues P&R Director reporting to two bosses

P&R Director has many direct reports – challenge to do all of them

Continues inefficiencies that could be gained by additional autonomy of the pool operations

- Accounting and reporting
- Maintenance
- Operations

## OPTION C – BECOME AN EMPOWERED BOARD

C1 AQUATICS BOARD HAS AUTHORITY TO HIRE/SUPERVISE AQUATICS DIRECTOR

C2 SAME AS C1 PLUS BOARD IS EXPANDED TO INCLUDE P&R DIRECTOR, SCHOOL DISTRICT LIAISON & GLACIER SWIM CLUB AS VOTING MEMBERS

### Pros

Increases board responsibility

With Option C2, brings more voices into Board's decision making and additional help for handling increased workload

Provides Board more oversight of management

Improves Board's ability to manage indirect and maintenance costs

Little disruption for staff

A Pool 'Fund' balance would be created and tracked separately

# OPTION C — BECOME AN EMPOWERED BOARD

## Cons

Requires time to transition and modify systems

Some restructuring and/or addition of staff and space necessary to handle tasks previously done by CBJ

Continues inefficiency that could be gained by additional autonomy of the pools

- Accounting and reporting
- Maintenance
- Operations

# OPTION D – CONTRACT WITH A NON-PROFIT

- D1 Identify an existing local non-profit to manage the pools
- D2 Create a new non-profit specifically to manage the pools
- D3 Create a local branch of the Alaska YMCA to manage the pools



# OPTION D – CONTRACT WITH A NON-PROFIT

## Pros

Potentially, greatest benefit to CBJ

Expands opportunities to increase revenue, reduce expenses and reduce CBJ financial support

- Board believes this could result in substantial savings

Potential for streamlining aquatics operations and improved efficiency

Provides flexibility in program offerings leading to increased usage

Improves simplicity and transparency of accounting/admin functions

# OPTION D3 – CONTRACT WITH A NON-PROFIT – YMCA OPTION

Y is interested in contracting to manage the pools

Y manages scores of other municipal pools around the country

Provides access to YMCA's knowledge – aquatics programs and design

- extensive resources for management and operation

Local control will remain – local board to which the 'Branch Director' reports

Local Branch Director has administrative and operating support from Y

Existing staff will not be negatively impacted

- Existing salaries of full-time employees will remain intact.
- Y offers competitive retirement and health insurance package

Savings to CBJ is projected to be significant

Provides broader network for staff recruitment

# OPTION D – CONTRACT WITH A NON-PROFIT

## Cons

D1 The Board is not aware of any local non-profit org that has this capacity

D2 Extensive effort to create a new non-profit for this purpose

D3 More unknowns/uncertainty

All would require longer timeframe to complete transition

# NEXT STEPS

## Public input –

- Chamber and Rotary Meetings
- Aquatics meetings on 2/20 at 5:30 pm at Assembly Chambers and 2/28 at 5:30pm at DPAC

Board expects to make a recommendation to the Assembly on March 14

Assembly may choose to extend Board beyond May of 2018 to allow for further consideration and implementation.

If B, C, or D board likely to recommend making the School District liaison voting as well as adding GSC as a voting member.

If option C or D, we will also recommend adding P&R Director as a voting member



**QUESTIONS?**

**From:** Sandy Harris  
**To:** [Aquatics Board](#)  
**Subject:** Plan for future management of Juneau pools  
**Date:** Tuesday, February 20, 2018 11:35:12 AM

---

Hello,

I am unable to attend this evenings meeting to provide input on the future plan to manage the Juneau pools, but I wish to pass on my thoughts.

I use the pool, mostly the downtown pool, two or three times a week to swim laps. I have also taken advantage of adult swimming lessons provided by the city.

I am very satisfied with the way the pools are being managed right now and don't see any reason to make changes. City staff is wonderful and the pools are well maintained. A pretty diverse group of people use the pools and everyone is made to feel welcome.

> One thing that could be changed to raise more money is to charge a larger annual fee for those who,can afford it. I currently pay about \$100 a year for unlimited use of the pools. This is WAY below the going rate for recreational activities in Juneau. I appreciate the thought, but most of us seniors can afford to pay more.

Thank you for the opportunity to comment.

Sandy Harris  
424 4th St  
Juneau AK 99801

Sent from my iPad

**From:** [Aquatics](#)  
**To:** [Aquatics Board](#)  
**Cc:** [Max Mertz](#); [Lauren Verrelli](#)  
**Subject:** FW: Please email me back a copy of last nights agenda for aquatics options..... Thanks  
**Date:** Wednesday, February 21, 2018 1:46:42 PM

---

Aquatics Board,

Please see below message from member of the public, Molly McCormick to include with your agenda packet for the 2/28 public presentation meeting.

Have a good afternoon!

~Julie

Julie Jackson  
Aquatics Manager  
City & Borough of Juneau  
Phone: 907-321-6535  
Fax: 907-586-4592

[www.JuneauPools.org](http://www.JuneauPools.org)  
[www.facebook.com/JuneauPools](https://www.facebook.com/JuneauPools)

-----Original Message-----

From: Molly McCormick [<mailto:molly.mccormick@juneauschools.org>]  
Sent: Wednesday, February 21, 2018 10:16 AM  
To: Aquatics  
Subject: Please email me back a copy of last nights agenda for aquatics options..... Thanks

Sorry, I could not stay to speak last night .

I support opinion C of an empowered aquatics board.

I would be concerned about more money needed, and keeping the town pool open.

Thanks,  
Molly McCormick  
PO Box 240881  
Douglas, Ak 99824

Sent from my iPhone

**From:** Renda Heimbigner  
**To:** [Aquatics Board](#)  
**Subject:** public comment for aquatics board  
**Date:** Thursday, February 22, 2018 7:58:57 AM

---

Good morning,  
Please consider my comment for continuing the aquatics board...

The Board has accomplished a great deal of cost savings and recovery, and at the same time increasing users. It would be a disservice to the community if the Board was sunset!

Furthermore, I recommend that management be contracted to a non-profit organization, preferably YMCA, and supervised by the Board.

Sincerely,  
Renda Heimbigner  
635 Alder Street  
Juneau, AK 99801  
907-723-4202



**From:** bullwinkles1@gci.net  
**To:** [Aquatics Board](#)  
**Subject:** Juneau Pools  
**Date:** Monday, February 26, 2018 10:50:38 AM

---

To Whom It May Concern,

It has come to my attention that there are some considerations coming up with regards to the Juneau swimming pools. After reviewing the summary of results that have transpired since the inception of the Aquatics Board it is obvious the board is having a positive effect on the overall operation of the facilities. I have also learned that the YMCA is interested in assisting in operations with supervision from a local board of directors. As a kid growing up in Oregon I spent countless hours at the local YMCA, learned to swim there as well as other youth oriented experiences. I think this would be a WIN-WIN situation as the YMCA is associated with thousands of pools around the country and as such have the experience and knowledge to effectively manage our pools under the supervision of a local board of directors.

Sincerely,

Mitch Falk  
President  
Bullwinkle's Inc  
907-463-5252



Virus-free. [www.avast.com](http://www.avast.com)