

**AQUATICS BOARD
RETREAT REPORT
Sunday, October 27, 2019
City & Borough of Juneau – Mendenhall Library Large Meeting Room
8:30am – 2:00pm**

Attending: Kristin Bartlett, Don Beard, Corry Isabell, Molly McCormick, Lena Merrell, Tracy Morrison, Kollin Monahan, Will Muldoon Tom Rutecki, George Schaaf, Pat Watt. The group arrayed themselves in a large semi-circle with no tables, so that all could see the computer monitor and flip charts. Food and beverages were served.

PRELIMINARIES

1. **Ground Rules** were adopted:

- Be present,
- Everyone participates and has an open mind,
- Attack the problem not the person,
- Record outcomes, and
- Follow up.
- Cell phones were put in a basket.

2. **Goals for the Retreat:**

- Get to know one another,
- Decide on clear priorities,
- Figure out how we'll get our work done and organize ourselves to do that,
- Be clear on what is – and is not – Board work,
- No discussion of current business before the Board,
- Review the schedule for the year (if time).

3. **Getting to know each other:** Going around the room, each person then took 2 minutes to talk about themselves and their background, as well as what recreation and swimming mean to them.

PRESENTATION ABOUT THE AQUATICS DIVISION:

Mr. Schaaf explained that the Aquatics Division is the largest Division within the Parks & Recreation Department. Parks & Rec is the largest Department within CBJ (not counting the Enterprise Boards, Bartlett Hospital, the Airport, Docks and Harbors, and Eaglecrest). The Department is tasked with doing Building Maintenance for all CBJ buildings (excluding the Enterprises) and therefore has 8 mechanics on its payroll – providing a breadth of expertise and experience that is very helpful to Aquatics since the pool systems are so complex. The Department is tasked with managing CBJ Parking, and currently also Centennial Hall as well as Juneau's many parks and trails, Treadwell Ice Arena, the Arboretum, Zach Gordon, and Aquatics.

Mr. Monahan first reviewed the Aquatics customer description developed by the first Board when it was initially established. The Board considered this and felt it was still largely on the mark, but adjusted it as follows:

- **Current and potential pool users:**

- the School System,
- Glacier Swim Club,
- community swimmers including many with disabilities
- all in the community who don't but would like to swim.

To its users, the Board should deliver fair pricing, clean and well-maintained facilities, a clear and well-communicated schedule for desired programs, and encouragement and rewards for customer loyalty.

- **Aquatics Staff:** The Board should deliver clear policy guidance on big picture issues, help foster a positive work and pool environment, directly support staff leadership, foster external partnerships, and interface with the community to gain insights on opinions and pool use demographics.
- **The Assembly:** The Board should prevent political firestorms, share positive stories, and offer a vision for success and how that can be measured.
- **Juneau Tax Payers:** The Board should deliver transparency with a focus on the financial bottom line for aquatics.

Mr. Monahan next explained the staffing structure and organization chart (see attached slide). Currently there are about 60 staff on the payroll – however that rises to around 90 in the summer. With full and part-time employees, the staffing level equates to about 30 full-time-equivalents. There are eleven full time staff and over fifty part-time employees. The part-time staff tend to be students and retired swimmers. He has done some reorganization since he took over as Aquatics Manager to allow for more efficient and effective use of staff resources – as well as a increasing the Division's emphasis on training and safety issues.

Mr. Schaaf and Mr. Monahan reviewed the Aquatics budget for the previous two and current years and explained changes to budgeting and reporting over time. Currently, the two pools are budgeted for separately but annual passes and supplies are not tracked by facility, so it may make more sense to combine the two pools into a single budget while ensuring tracking by facility where it makes sense. The Board's job is to make sure the pools are run as efficiently as possible so as to balance cost recovery with wide access for community members and maximum use of the pools. The Dimond Park facility has a capacity of 200 persons at any one time but it rarely meets that.

Mr. Monahan overviewed a summary of Aquatics policies and indicated he will provide a complete list of all policies affecting swimmers and the community at an upcoming Board meeting so that the Board can refer to these and fulfill its responsibilities to make policy for Aquatics programs as enacted by the recent Ordinance.

BOARD GOALS AND PRIORITIES.

The group split into three small groups and first, individually and then in a small group, identified what it saw as the goals and priorities for (1) Aquatics, and (2) for Board functioning. Each small group shared its findings with the whole and, after discussion, the entire group adopted the following goals, listed in priority order:

Aquatics Management:

- Manage and participate in the Augustus Brown Pool Closure during its renovation to ensure as smooth a transition for swimmers as possible
- Increase attendance and participation in Aquatics Programs and Lessons, including by underserved populations

- Focus on Long-Range Planning
 - Collection and regular review of accurate pool usage data
 - Establish a Red Cross Academy in Juneau
 - Drive revenues to enhance cost recovery as much as feasible

Board as an Entity

- Use Board meetings and members' time efficiently
- Concentrate on governance and policy
 - Review and update the Bylaws
 - Pay attention to Board processes and competence
 - Maintain high level policy focus and achievement of goals
- Continue to get to know each other and staff better by, e.g., attending staff potluck picnic(s).

BOARD ORGANIZATION TO GET THE WORK DONE

Participants broke into two small groups to discuss a potential Committee structure help get the work done efficiently. The small groups reconvened, shared and discussed their conclusions, and decided on three standing Committees. Then each Board member chose which Committee(s) he/she wished to serve on and then met in the respective Committees to begin organizing themselves. Each Committee selected a Chair and a Recorder to take notes and produce reports for the full Board as follows:

- **Standing Committees**
 - **Budget and Finance:** Ms. Isabell, Mr. Muldoon (Chair), and Ms. Watt (Recorder). This Committee will review financial statements and develop a proposed budget including proposed rate structure for approval by the full Board and will review and revise the Fee Policy.
 - **Board Development:** Ms. Bartlett (Recorder), Ms. Isabell (Chair), and Mr. Muldoon. This Committee will review and propose updates to the Bylaws and Aquatics policies and to Board procedures, and otherwise ensure the Board functions collaboratively and effectively
 - **Programs and Outreach:** Mr. Beard, Ms. Merrell, Ms. McCandlish, Ms. Morrison, Mr. Rutecki (Chair). This Committee will meet monthly on the 3rd Tuesday at 5pm alternating between downtown and the valley. Notice of meetings will be provided by the Chair to the City Clerk one week ahead of each meeting. The Committee will focus on minimizing the impact of the ABP closure, and expanding access to programs and lessons as well as reducing barriers to participation, especially by underserved populations.
- **Ad Hoc Committees:**
 - HR: for Mr. Monahan's evaluation
 - Facilities: as needed for specific projects

RETREAT REVIEW

Each participant then shared their opinions and feedback for the retreat, for use in the future.

What we personally liked:

- Got to know each other better
- Getting to know everyone, a sense of accomplishment, team work in small groups
- Getting to know each other

- Great planning – I can see our goals. Also got to know everyone a little better
- Everyone was respectful and collaborative. People stepped up and wanted to be involved.
- Getting to know each other!!
- The ice-breaker and getting on the same page
- Getting to know and work with the others
- Details from George and Kollin about Parks & Rec and Aquatics
- We came up with what the Board will do
- Meeting everyone and small group work

The most important things we accomplished were:

- Committees were set up and assigned
- Board framework, Committees set up and organized, education about Aquatics for Board members
- Setting up Committees
- Committees
- Understanding the bigger picture, becoming more comfortable working as a group
- Establishing Committees, understanding how Aquatics fits into Parks and Rec
- Establishing goals and committees to move forward with focus
- Clarity on goals and Committees
- We set a timeline for stuff we will do
- Committee establishment

What we might do differently next time:

- Less use of paper, more use of modern technology, come prepared for topics, establish a Parking Lot
- Team building exercise
- Time to talk about calendar for the year
- More relaxed location, hot water available, have Retreat earlier in the year
- Do the retreat in September
- Nothing – I thought it went well.

TOUR OF DIMOND PARK FACILITY

The meeting in the Library closed and Mr. Monahan led five Board members - those who had not yet done this - on a tour of the Dimond Park Aquatics Facility, including the administrative areas on the pool level, air handling equipment in the second floor, and all the pumping and electrical equipment in the basement as well as the various storage areas.

Upcoming Meetings:

November: Board Meeting, Tuesday, November 19th, at 5:00pm. Room 224 in City Hall

December: Committees meet to set their agendas and meeting schedule, and begin their work

January: Board Meeting (tentative) Tuesday, January 7th, at 5:00pm, location TBA

Aquatic Operations

Aquatics Board Retreat

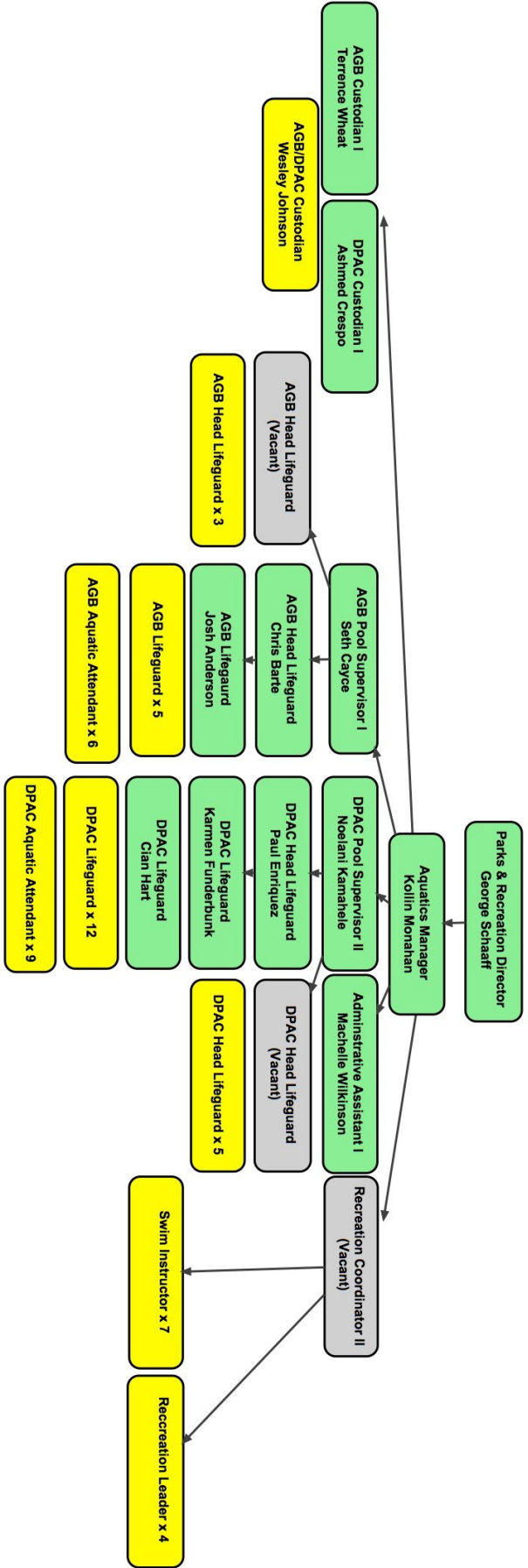
October 27th, 2019

Mendenhall Valley Library

Aquatics Board Customers

- **Juneau Community:** The Board should deliver fair pricing, clean and well-maintained facilities, a clear and well-communicated schedule for desired programs, and encouragement and rewards for customer loyalty.
- **Aquatics Staff:** The Board should deliver clear policy guidance on big picture issues, help foster a positive work and pool environment, directly support staff leadership, foster external partnerships, and interface with the community to gain insights on opinions and pool use demographics.
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Aquatics Organizational Chart



Full-Time

Part-Time

Vacant

Aquatic Board's Role – Fees

67.10.090 - Schedule of fees and charges.

(a)

A schedule of fees and charges for use of the aquatic facilities shall be approved by the aquatics board annually or more often as the need may arise. All such board approvals shall be forwarded immediately to the City and Borough municipal clerk who shall transmit them to the assembly.

(b)

All charges approved by the aquatics board shall become effective upon board approval unless the board of directors sets a later effective date. The assembly, by motion or resolution, may change any fee or charge approved by the aquatics board

Funding Sources

FUNDING SOURCES	FY18 Budget	FY18 Actuals	FY19 Budget	FY19 Actuals
Revenues - ABP	\$ 296,500	\$ 241,009.79	\$ 227,000	\$ 255,137.97
Revenues - DPAC	\$ 553,900	\$ 463,492.40	\$ 539,000	\$ 425,993.58
Total	\$ 850,400	\$ 427,286	\$ 766,000	\$ 255,137.97
Support from RSA - ABP	\$ 911,500	\$ 863,289	\$ 868,300	\$ 562,348
Support from RSA - DPAC	\$ 1,040,000	\$ 1,105,031	\$ 1,052,300	\$ 807,007
Total	\$ 1,951,500	\$ 1,968,400	\$ 1,920,600	\$ 1,369,354
TOTAL FUNDING SOURCES - ABP	\$ 1,208,000	\$ 1,009,603	\$ 1,095,300	\$ 716,644
TOTAL FUNDING SOURCES - DPAC	\$ 1,593,900	\$ 1,386,003	\$ 1,591,300	\$ 1,070,212
TOTAL FUNDING SOURCES	\$ 2,801,900	\$ 2,395,606	\$ 2,686,600	\$ 1,786,855
Cost Recovery - ABP	25%	23%	21%	22%
Cost Recovery - DPAC	35%	30%	34%	25%
Total Cost Recovery	30%	27%	29%	23%

Financial Summary for Augustus Brown

		FY18 (Actuals)	FY19 (Actuals)	FY20 (Budget)
Expenditures				
Personnel Services	Salaries	364,690.20	358,442.14	401,600.00
	Benefits	135,964.26	153,588.74	200,500.00
Commodities & Services	Fuel oil & Propane	85,677.27	89,327.21	98,000.00
	Interdepartmental Charges	365,199.96	166,900.00	166,900.00
	Building Maintenance Charges	NA	124,100.00	124,100.00
	Other	187,218.85	160,850.11	123,200.00
Total Expenditures		1,138,750.54	1,053,208.20	1,114,300.00
Revenues				
	Swim Fees	34,745.50	38,781.45	38,200.00
	Annual Pass	94,085.31	110,756.69	100,000.00
	Multi Visit Pass	40,124.55	41,166.54	37,000.00
	Lessons/Programs	12,561.20	10,349.53	12,600.00
	Swim Team	13,773.33	11,023.33	12,000.00
	Monthly Pass	20,923.86	18,391.48	20,000.00
	Facility Rental	14,762.71	12,658.66	11,000.00
	Other	10,033.33	12,010.29	7,600.00
Total Revenues		\$241,009.79	\$255,137.97	\$238,400.00

Financial Summary for Diamond Park

Expenditures		FY18 (Actuals)	FY19 (Actuals)	FY20 (Budget)
Personnel Services	Salaries	613,586.94	593,625.85	569,800.00
	Benefits	202,787.80	179,452.71	269,400.00
Commodities & Services	Electricity	190,833.81	196,702.81	180,800.00
	Interdepartmental Charges	365,300.04	167,000.00	167,000.00
	Building Maintenance Charges	NA	187,000.00	187,000.00
	Other	250,522.21	262,674.15	273,300.00
Total Expenditures		\$1,623,030.21	\$1,586,455.52	\$1,647,300.00

Revenues		FY18 (Actuals)	FY19 (Actuals)	FY20 (Budget)
	Swim Fees	165,625.91	154,657.79	165,000.00
	Annual Pass	94,290.42	111,690.11	80,000.00
	Multi Visit Pass	40,474.84	41,396.02	46,000.00
	Lessons/Programs	47,244.43	31,989.42	50,000.00
	Swim Team	30,277.33	22,156.95	28,000.00
	Monthly Pass	24,394.45	18,343.35	31,000.00
	Facility Rental	21,339.65	11,355.74	24,000.00
	Other	39,845.37	34,404.20	46,100.00
Total Revenues		\$463,492.40	\$425,993.58	\$470,100.00

Aquatic Board's Role – Policies

67.10.020 - General powers.

Subject to state laws and City and Borough ordinances, the aquatics board shall make policy decisions and generally direct the operation and maintenance of the municipally-owned aquatics facilities according to the best interests of the public and in a sound business manner.

Aquatic Policies – Pass Definitions

10 Visit Pass: Buy 9, get one free. Expires once all 10 visits have been used. Pass is renewable. Swimmer must present card at the time of visit.

Monthly Pass: Allows for unlimited admission to all public swims for 30 days from the date of purchase. Non transferable, renewable. Swimmer must present card at time of visit.

Annual Pass: Allows for unlimited admission to all public swims for one calendar year from the date of purchase. Non transferable, renewable. Swimmer must present card at time of visit.

Access Pass: Allows for unlimited admission to all public swims for one calendar year from date of purchase. Non transferable. The access pass can be purchased by patrons with physical or mental handicaps and by those recovering from injury or surgery (doctors note required for purchase).

Infant: A child under the age of 2

Child: Age 2 to 7

Youth: Age 8 to 17

Adult: Age 18 to 64

Senior: Age 65 and up

Aquatic Policies – Entry Requirements

- Pay swim fee or have a valid pass.
- Guests using the pool must be 8 years old and able to swim one width of the pool using an over arm crawl stroke Or 8 years old and 48" tall. Guests who do not meet these requirements must be accompanied by another guest age 15 or older who is within arm's reach providing touch supervision while in the pool. Supervision is one adult to every three children.
- Children under the age of 2 may enter the pool with an adult for free.
- Children still in diapers must be in a swim diaper (available for purchase at the front desk. No disposable diapers allowed.
- Water wings are not allowed. Only U.S. Coast Guard approved life jackets are allowed under direct adult supervision.
- Guests must be able to pass a 15-yard swim test to be allowed into the larger pool.

Aquatic Policies – General Rules

General Rule Examples:

- **Lap Pool Rules –** Guests must be able to pass a 15 yard swim test to be allowed in the lap pool area.
- **Leisure Pool Rules –** No running in water below knee depth.
- **Diving Well Rules –** Guests may not wear goggles or flotation devices while on the diving boards.
- **Sauna Rules –** Users must be at least 16 years of age to use the sauna.
- **Feature Rules –** Riders must be over 48” tall to ride the red and yellow slides.

Q & A