



City and Borough of Juneau
Aquatics Board

DATE: November 8, 2017

TO: Jerry Nankervis, Deputy Mayor, Assembly COW Chair

FROM: Max Mertz, Aquatics Board Chairperson

RE: Aquatics Board Update and the Board's Future

In October of 2014, Juneau voters approved a Charter amendment authorizing the Assembly to establish by ordinance a board of directors for the municipal pools. On April 27, 2015, the Assembly adopted Ordinance 2015-23(b) which authorizes and assigns duties to the new Aquatics Board; such authorization and duties automatically are repealed on May 28, 2018.

Proponents of the Charter Amendment asked for the legislation in response to budget deliberations that seriously considered the closure of Augustus Brown Pool. The Aquatics Board has worked hard to increase pool revenue, decrease pool costs, increase use of the facilities and increase user satisfaction. The Aquatics Board believes that its work is not finished, that it can continue to assist the CBJ in finding ways to improve our Aquatics operations.

In the 10/3/17 election, voters approved extension of the 1% sales tax that has been traditionally been used for capital projects. In its pre-election public process, the Assembly agreed that one of the intended uses of the sales tax would be to expend \$5M renovating Augustus Brown Swimming Pool. Consequently, the Aquatics Board is committed to finding a path forward that maintains a financially viable approach to Aquatics activities encompassing both of our pools.

In anticipation of its upcoming repeal date the Board is preparing and analyzing information so as to be able to make recommendations to the Assembly regarding management of our Aquatic facilities.

The Board has identified a wide range of pool management options (see attached Preliminary Alternatives Analysis). Depending on the direction that emerges over the coming months, it may be that extension of the Board's life for 12- or 24-months may be necessary in order to provide the Board sufficient time to do a careful options analysis that properly incorporates both the Assembly's and the public's input.

The Aquatics Board's proposed timetable is as follows:

November Committee of the Whole Meeting:

1. Explain the Board's governance and management assessment process;
2. Confirm with the Assembly that the range of options is appropriately inclusive;
3. Identify Assembly members' concerns as we move forward.

Winter:

Aquatics Board deliberates, evaluates the options, engages a public process including pool user groups. This includes development of a decision matrix showing the “Pros and Cons” for each option, including the Board’s estimate of the financial impact where possible.

March 1, 2018:

Aquatics Board submits a progress report to the Assembly along with a recommended alternative, if possible. If necessary, this may include a request to extend the current Board for a period in order to give time to complete the alternatives analysis process.

cc: Rorie Watt, City Manager
Kirk Duncan, Director of Parks and Recreation
Aquatics Board members
Aquatics Board Liaisons to Assembly and School District

Attachments
Aquatics Board Alternatives Analysis
Charter Section
Aquatics Ordinance

Juneau Swimming Pools Management Alternatives Analysis:

Purpose Statement:

The Aquatics Board wishes to provide the Assembly with information, options and recommendations about how to best serve Juneau's aquatic facility needs in the future. The goal is to allow the Assembly to make appropriate financial and policy decisions that balance the provision of services, cost recovery, and general fund support. To assist in this process, the Aquatics Board is analyzing the positive and negative features of a range of governance and management alternatives.

Preliminary Alternatives Analysis:

Option A: No Action

The Assembly takes no action and the Aquatics Board is automatically repealed on May 28, 2018. Management of the facilities reverts to the City Manager. The Assembly may consider the establishment of an advisory committee to facilitate public input on the management of the facilities.

Options B: No Change/Extend the Term of the Existing Pool Board:

Option B1: Retain the feature of having the Aquatics Board and the City Manager jointly supervise the Parks Director in his/her capacity overseeing the Aquatics programs.

Option B2: The Parks Director solely is supervised by the Aquatics Board in his/her capacity of overseeing the Aquatics programs.

Option C: More Fully Empowered Aquatics Board

The scope of duties of the Aquatics Board is expanded, somewhat similar to the Eaglecrest model. A defining feature would be the responsibility of the Aquatics Board to directly hire and supervise the Aquatics Director.

Option C1: Retain the features of the existing Aquatics Board but with the addition of hiring and supervision authority over the Aquatics Manager

Option C2: The Aquatics Board has hiring and supervision authority over the Aquatics Manager. The Board is expanded to possibly include the Parks and Recreation Director, the School District Liaison, and a representative of Glacier Swim Club as voting members.

Options D: Contract with an Outside Entity to Manage the Pools

Nonprofit entities are identified potentially to manage the City-owned pools. A solicitation process would be developed in compliance with CBJ code. The management contract terms would be negotiated along the way. CBJ appoints an internal contract manager.

Option D1: Identify Existing Nonprofits to Manage the Pool

The Board is not aware of any existing nonprofit that has the capacity for Aquatics management.

Option D2: Create a New Local Nonprofit.

A local group would form with the specific purpose of managing the Aquatics facilities.

Option D3: Create a Local Branch of the Alaska YMCA

The Aquatics Board has become aware that local YMCAs manage municipally-owned aquatics facilities in many locations across the US. Benefits of this option could include access to a greater depth of experience in the management of Aquatics facilities. The Alaska YMCA is helping us evaluate this option.

Option E: Aquatics Board Merges with Other Recreational Facilities

This is outside the purview of the Aquatics Board, so it is not in a position to evaluate this option.

B

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 rules. Establish policies

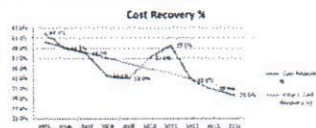
But with an important distinction-

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

Ordinance for current Board sunset 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

	2006	2006	2007	2008	2009	2010	2011	2012	2013	2014
Revenue	\$14,813	\$20,762	\$17,846	\$19,452	\$28,272	\$29,212	\$27,212	\$32,085	\$30,089	\$32,219
Expense	\$66,215	\$25,739	\$27,372	\$20,723	\$13,142	\$61,812	\$1,082,915	\$1,152,790	\$241,515	\$1,429,291
Net Support	\$51,402	\$14,023	\$11,526	\$29,729	\$15,130	\$136,600	\$1,125,703	\$832,705	\$218,474	\$1,397,072
Cost Recovery %	23.23%	68.12%	64.70%	15.33%	53.53%	48.48%	40.56%	25.70%	72.62%	86.82%

Use History

	2006	2011	2016	2016	2016	2017	2017	2017	2017	2017
Total Annual Visits	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000

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	\$17,814	\$20,743	\$21,078	\$21,078
Expense	\$1,014,051	\$1,014,017	\$1,014,017	\$1,014,017
Net Support	\$1,031,837	\$1,033,274	\$1,032,939	\$1,032,939
Cost Recovery %	23.23%	20.20%	21.20%	21.20%

Along with Use...

	2014	2015	2016	2017
Total Annual Visits	10,000	10,000	10,000	10,000

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 Gagne 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 14th 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 CBI
- 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 –

- Charter and Ratify Meetings
- Aquatics meetings on 2/20 at 5:30 pm at Assembly Chambers and 2/28 at 5:30pm at DRAC

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?



NOTES from Aquatics Board – Public Meeting Comments, February 28, 2018

Jim Betts: Long time pool user, proud of pool maintenance though disappointed with the amount that's been deferred, supports expansion of and an empowered Board. We should do what the Board thinks is best after study including a Y if that's what turns out to be best. Thanks for the work of Board and staff.

Sara Hannan: ABP user and swim teacher. How many people use pools (not just visits)? Doesn't want GSC to control the pools. Wonders how maintenance would work under the various options.

Peter Metcalf: Frequent ABP user, and now DPAC (hot tub). Gave a story about the life-saving importance of everyone here knowing how to swim. Appreciate change in attitude. Don't fix what's not broken. Great to engage the public. Intrigued by a Y option, should be pursued but if that doesn't work then go Empowered.

Emily Ferry: Thanks everyone for positive changes. Has been in Iceland where pools are center of community – would like to see that in Juneau. Has been to various Y's, they have been good and well run but wonders how the Y option would constrain what can be done at our pools. Wonders where cost savings would come from.

Beth Crile: Appreciates change in Parks and Rec staff attitude. Thinks we are looking at a 5-year plan. Will CBJ subsidize all options at the same level? Which option will suffer least budget pressure?

Alan Davis: ABP user. Don't let Board sunset. Prefers Option C. Skeptical of Y option because the pools might never be able to be returned to CBJ. Please evaluate that option very carefully.

Wil Muldoon: A light user of the pools. Thinks we could do a combination of B, C2 and D2.

Alan Truit: Frequent user with a toddler. Definite improvements over the past 2 years. Concerned about contracting with a nonprofit – they pay less with fewer benefits which results in a less qualified staff. Thinks there would be pressure on a nonprofit to close ABP.

Linda Kruger: Teaches water aerobics at ABP. Thanks the Board for their work and the ABP staff who are great. Please ensure that closure of ABP for renovations is as short as possible.

Stephanie Andrew: How would the Y option work around the \$5 million renovation projects? Favors C2. Applauds the improvements in the pool culture.

Corry Isabel: President of GSC. Very interested in having a seat for GSC on the Aquatics Board – looks forward to seeing how the further analysis of the options plays out.

Savona Kiesling: Wonders how the Board would be formed for a Branch of the Y.

NOTES from Aquatics Board – Public Meeting Comments, February 20, 2018

Bill Arnold: Not sure how it could be done by a non-profit, seems peculiar for CBJ to pay a nonprofit, maintenance can be a problem with nonprofits, we need transparency, perhaps split Parks and Rec into two.

David Phillip: Keep the Board as it is, opposed to the YMCA, fees will increase.

Clayton Hilton: What is Parks and Rec's opinion of options B, C, and D?

Bill Leighty: Am an ABP swimmer, should we separate the pools rather than keep as a single system, do we have a letter of interest from the YMCA, how can we increase revenue – some swimmers could (and would) pay more, we should invite them to do so, what is the service at ABP? Is this Board willing to continue to serve? Work up matrix of scenarios showing savings under various assumptions.

David Thompson: skeptical about a nonprofit option, how would the deficit be handled, the PERS contribution issue is small potatoes, opposes separating from Parks and Rec and going to nonprofit – that would need substantial savings to CBJ.

Terry Lauterback: If it ain't broke, don't fix it, doesn't like nonprofit option, who would be on a Y Board? wants to see detailed financial numbers. Don't want anything to do with Anchorage. Will get push back on PERS.

Sandra Harbanuk: Need to see numbers, how would the user experience change? The pool website schedule doesn't reflect what happens at the pools.

Chris Mertl: Keep the Board as it is, need more details before contemplating changes, current Board has done a good job.

Greg Hayes: Board has done well, keep things as they are. Concerned about D – what oversight? Not answerable to the Assembly. Stick with Red Cross programs, doesn't like nonprofit option. Let staff vote on what they want.

Liz Brooks: Extend the current Board or go back to A, Parks and Rec. Opposed to nonprofit – fees at Anchorage Y are much higher. Doesn't think cost savings are important.

Laura Lucas: Thinks ABP would be more threatened with option D.

Jennifer Johnson: Just make sure no reduction in services.

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Alternatives Analysis – Pros / Cons and Next Steps

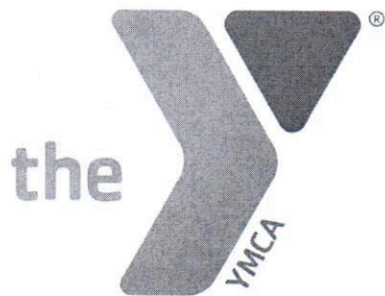
Option	Pros	Cons
A. No Action	The Assembly takes no action and the Aquatics Board is automatically repealed on May 28, 2018. Management of the facilities reverts to the City Manager. The Assembly may consider the establishment of an advisory committee to facilitate public input on the management of the facilities. - Simple - requires no action by the Assembly or the Board. - No disruption for staff - Key staff have single boss	The Assembly takes no action and the Aquatics Board is automatically repealed on May 28, 2018. Management of the facilities reverts to the City Manager. The Assembly may consider the establishment of an advisory committee to facilitate public input on the management of the facilities. - 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	<u>Option B1:</u> Retain the feature of having the Aquatics Board and the City Manager jointly supervise the Parks Director in his/her capacity overseeing the Aquatics programs. <u>Option B2:</u> The Parks Director solely is supervised by the Aquatics Board in his/her capacity of overseeing the Aquatics programs. - 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	- 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 or operation by a non-profit.
C. More Fully Empowered Board (Eaglecrest Model)	The scope of duties of the Aquatics Board is expanded, somewhat similar to the Eaglecrest model. A defining feature would be the responsibility of the Aquatics Board to directly hire and supervise the Aquatics Director. <u>Option C1:</u> Retain the features of the existing Aquatics Board but with the addition of hiring and supervision authority over the Aquatics Manager. <u>Option C2:</u> The Aquatics Board has hiring and supervision authority over the Aquatics Manager. The Board is expanded to possibly include the Parks and Recreation Director, the School District Liaison, and a representative of Glacier Swim Club as voting members. - Requires Assembly to revise the Aquatics Board Ordinance - Increases board responsibility. - 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.	- 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 gained by

Option	Pros	Cons
D. Contract with a NonProfit	• Little disruption for staff. Nonprofit entities are identified potentially to manage the City-owned pools. A solicitation process would be developed in compliance with CBJ code. The management contract terms would be negotiated along the way. CBJ appoints an internal contract manager. <u>Option D1: Identify Existing Local Nonprofits to Manage the Pool</u> <u>Option D2: Create a New Local Nonprofit - A local group would form with the specific purpose of managing the Aquatics facilities.</u> <u>Option D3: Create a Local Branch of the Alaska YMCA - The Aquatics Board has become aware that local YMCAs manage municipally-owned aquatics facilities in many locations across the US. Benefits of this option could include access to a greater depth of experience in the management of Aquatics facilities. The Alaska YMCA is helping us evaluate this option.</u> • Potentially, greatest financial benefit to City. • Expands ability to do fund-raising and reduce CBJ support. • Potential for streamlining aquatics operations and improved efficiency. ◦ 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 • 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. • D3 provides YMCA depth for pool operations. Extensive experience both inside and outside the State operating pool facilities. Significant experience operating government owned facilities.	additional autonomy of the pool operations. A solicitation process would be negotiated along the way. CBJ • Potentially, greatest risk to the City. • Requires significantly longer to complete transition. • Some uncertainty for users, employees and CBJ with transition. We believe this will be greatly mitigated with YMCA operation the facilities. • Option D1: The Board is not aware of any local non-profit organization that has this capacity. • Option D2: Extensive effort to create non-profit. This would also require the identification of a group of citizens – or assign to CBJ staff – to take this project on.

<i>Option</i>	<i>Pros</i>	<i>Cons</i>
	- Option D3 provides access to the Y's institutional knowledge about Aquatics program design and operations. - Option D3 provides broader pool for staff recruitment when needed.	

Next Steps and Recommendations

- A No Action
- B Extend Term of Existing Board
1. Assembly Decision
 1. Assembly Decision
 2. We recommend the Assembly consider amending the board structure if this option to make the School District seat a voting seat and to add a seat for GSC that would be a voting seat.
- C Eaglecrest Model of Empowered Board
1. Assembly Decision
 2. Form a Transition Management Team
 3. Develop a Checklist of To Dos for the Transition
 4. Develop a Timeline for the Transition
 5. Implement the Transition
 6. We recommend the Assembly consider amending the board structure if this option to make the School District seat a voting seat, to add a seat for GSC that would be a voting seat, and to add a seat for the CBJ Parks and Rec Director that would be a voting seat of the Board.
- D3 Contract with the YMCA
1. Get references from other municipalities
 2. Get advice on transition process from other municipalities
 3. Meet with City Attorney and Manager to nail down procurement method
 4. Assembly Decision
 5. Get clarity/commitment re timing of ABP renovations (\$5 million from Sales Tax)
 6. Form a Contract Negotiation Team
 7. Form a Transition Management Team
 8. Develop a Checklist of To Dos for Transition
 9. Develop a Timeline for the Transition
 10. Implement the Transition
 11. If the Assembly elects to move in this direction the Board anticipates making a host of recommendations related to the implementation, governance and operation of the pools.



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

STRENGTHENING AQUATIC COLLABORATIONS

OPERATING A NON-YMCA-OWNED AQUATIC FACILITY Considerations for YMCAs YMCA OF THE USA

AUDIENCE

- Chief Executive Officers
- Chief Operations Officers
- Chief Financial Officers
- Branch Executives
- Camp Directors
- Property Managers
- Risk Managers
- Aquatics Directors

QUICK SUMMARY

If your YMCA is considering operating a non-YMCA-owned aquatic facility, be aware of the liability and operational risks. Use this guide to ask the right questions and tap knowledgeable resources to help your Y make the best decision.

03.27.2013

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INTRODUCTION

As cause-driven organizations committed to strengthening community through youth development, healthy living, and social responsibility, YMCAs are leaders in responding to community needs. As a national leader in aquatics, the Y helps hundreds of thousands of people learn to swim and be safe around water. Given the Y's position at the heart of community life and at the forefront of aquatics, there may be instances when a local organization—such as a municipality, school, or other nonprofit—will ask a Y to operate an aquatic facility that the Y doesn't own. This may be due to financial reasons, a need for expertise in aquatic facility operations, or a need to combine resources to meet a local need.

The goal of this document is to help Ys make an informed decision about whether to assume responsibility for operating or providing services at a non-YMCA-owned aquatic facility. It also seeks to raise awareness of the additional risks posed by doing so. Use this document as a guide to determine what steps your Y should take before entering into a collaborative agreement. You can also use this guide to re-evaluate an existing contract or arrangement.

FACILITY CATEGORIES

Aquatic facilities come in all sizes, shapes, configurations, and environments. Each type of aquatic facility is unique and each has a different set of exposures. This can pose challenges that require special considerations in operation, supervision, maintenance, and safety. Following are the common types of facilities that a Y may be approached to provide programs for or to manage:

- **Public pools.** These include municipal pools and those located at schools, public colleges, or universities. These are typically the traditional rectangular pool, either 25 yards or 50 meters in length, and may also have diving facilities. These types of pools are often used for recreational or lap swimming, competitive and fitness programs, swim lessons, and water safety training.
- **Multi-attraction facilities.** These sites usually have swimming pools and may also feature water slides and/or play structures, such as inflatables, spray areas, floating water walks, and interactive playgrounds.
- **Waterparks.** Aquatic theme parks may include play structures and moving water rides and attractions, such as wave pools, vortex pools, speed slides, or winding rivers.

- **Waterfronts.** These are outdoor facilities where open water meets land, including surf and inland aquatic environments, such as ocean beaches, rivers, ponds, lakes (natural or artificial), quarries, and reservoirs.
- **Private pools.** These pools may be located in backyards, apartment complexes, hotels, homeowner associations, and housing authority complexes. Typically, Ys offer aquatics programming at these pools in collaboration with other organizations or agencies, such as providing swimming lessons and water safety training to diverse communities.

DO YOUR HOMEWORK

Serious liability and operational risks are associated with involvement in non-Y-owned aquatic facilities. If your Y is considering entering into an agreement to operate a non-YMCA-owned aquatic facility, your first step is careful research and planning. Be sure to ask questions during the research process, and use the following suggestions as a guide. Most important, use the many resources available to assist you in making this decision.

QUESTIONS TO ASK

When considering operating a non-YMCA-owned aquatic facility, ask yourself and your Y's counsel, risk manager, and insurance representative questions to help make an informed decision about whether to proceed or not. The questions in the following section are provided to help you in this process. If an answer to a question is favorable, proceed to the next question, and so forth. If an answer is less than favorable, proceed with caution. And if an answer is not favorable, you may want to reconsider moving forward in the process.

BRANDING

As a cause-driven leader of a YMCA, it is your job to protect and promote the Y brand and to ensure that any partner your Y takes on will further the public's perception of the Y as a cause-driven organization. All collaborations must meet Y brand requirements. Consult YMCA of the USA's Brand Resource Center, available through [Exchange](#), to ensure that proposed signage and use of the Y name and logo are in compliance.

- Why are we considering doing this?
- How does this partnership/relationship enable us to advance our cause of strengthening community through youth development, healthy living, and social responsibility?
- Do we want to be associated with this organization?
- Will this be in compliance with YMCA of the USA's graphic standards for strategic relationships?
- How does this relationship enable us to serve our community more effectively?
- What value is the Y offering in this transaction?

CONTRACT

A contract should be as reflective of the arrangements as possible, such as outlining each party's responsibilities and what services are offered. Additionally, your Y should know what type of entity you are contracting with and understand the implications that has for your YMCA's operations and for the Y brand. For example, some government entities have sovereign immunity, which means they cannot be sued or they have limited liability and can be sued up to only a certain amount. If there is litigation, this could result in additional exposure for the Y if the Y is viewed as the party with "deep pockets."

- Whom will we be contracting with?
 - Is it a public entity, private entity, school district, home owners association (HOA), etc.?
 - Are there special issues, such as sovereign immunity, to consider when working with municipalities and other public entities?
- What services will our Y be providing? Are we providing
 - complete management and operations of the facility?
 - staffing (lifeguards, swim instructors, etc.)?
 - programming?
- Do we have an internal procedure in place for contract review?

OPERATIONS

Your Y will need to assess and ensure that you have the resources and expertise needed to operate the intended aquatic facility. For example, if it is a multi-attraction facility, your Y should have the following:

- An aquatics director with expertise in operating such a facility
- Adequate number of lifeguards supervising and providing surveillance for each attraction
- Lifeguards trained in the unique challenges posed by play features
- Pool operators familiar with maintaining the unique features of the facility

Additionally, your Y also should consider the financial implications of entering into an agreement and whether it is financially feasible to operate the facility.

- Are we equipped to operate the facility?
- Do we have the skills and expertise to provide these services?
- Who will control pricing?
- What are the hidden and deferred costs?
- Will programming be limited to only the general public?
- If services are not open to the public, will revenue generated from this transaction be considered unrelated business income and subject to unrelated business income tax?
 - Will it affect our tax exempt status?

- Do the location and population match the people whom we are trying to serve?
 - Are we equipped culturally to provide the service?
 - Does this match our skill sets?
- Who will be responsible for the facility's operation and maintenance? The physical plant maintenance?
 - If the Y is responsible, are we equipped and do we have the expertise to do this?

RISK AND INSURANCE

A Y may assume additional risks when entering into a partnership. You will have to identify, assess, and weigh the risks and ensure that you are able to protect your Y's assets, including its people, property, finances, and reputation.

- What are the risks?
- Will the facility be able to conform to our Y's safety standards and procedures?
- What is the condition of the facility, physical plant, and property?
 - Is it safe?
 - Does the facility meet all federal, state, and local regulations and codes?
- Is the location of the facility suitable and safe?
- Who is in charge of security after hours?
- What liability do we have in providing these services?
- Will our insurance premium go up?

RESOURCES

Several valuable resources are available to help assist your Y. It is highly recommended that you use these resources before entering into and accepting the terms of any agreement.

YMCA OF THE USA RESOURCES

Aquatic safety is vitally important to fulfilling the Y's mission and cause. Ensuring safety is an important part of what Ys do every day—whether teaching a child to swim, training a lifeguard, or maintaining and managing aquatic facilities. YMCA of the USA's [Aquatic Safety Guidelines for Ys](#) recommends that when managing non-YMCA-owned facilities, your YMCA

- ensures the association CEO/CFO is involved in the contract process.
- puts in place a written agreement outlining the parties' responsibilities and protections for your YMCA. Have this reviewed by your Y's legal counsel prior to signing.

- reviews insurance requirements and obligations with your Y's management and insurance representatives.
- ensures offsite aquatic facilities used by your YMCA for programming—such as swim lessons, water aerobics, or any other type of instruction—comply with all of your Y's safety standards and procedures.
- does not “rent” or dispatch lifeguards to private homeowners for parties or any lifeguarding-related responsibilities. Limit all offsite lifeguarding activities to YMCA programs only.

YMCA of the USA staff are available to help your Y during this process—especially helpful will be your Y's Resource Director, the General Counsel Office, and the Aquatic Safety and Risk Specialist. They can be a resource in providing guidance, contract review, and safety considerations, and they can refer you to additional resources, such as identifying other Ys currently engaged in similar agreements.

INSURANCE REPRESENTATIVE

It is important that you contact your Y's insurance representative for advice and counsel and involve them at the beginning of the process. They can guide your Y in the contract review and risk-assessment process by ensuring that the agreement

- specifically outlines the responsibilities of each party;
- accurately reflects the services being offered;
- outlines insurance requirements; and
- includes an indemnification clause fair to both parties.

Additionally, they may be able to

- assess exposures to loss and mitigation of each exposure;
- determine insurance premium charges; and
- conduct risk management assessments of the facility.

Involving your Y's insurance representative in the process will also benefit your Y if there is a claim, since they will be familiar with the agreement and your Y's operations.

CONCLUSION

Thorough research and planning is critical when considering entering into any type of collaboration that involves management of an aquatic facility that is not owned by your YMCA. Use Y-USA as a resource and involve your insurance representative at the beginning of the process. Tapping these resources and asking the right questions will help make the process smooth and will help your Y avoid any potential contract, legal, and reputation issues down the road.

The Y is a community organization that thrives on collaboration, and it is appropriate and important to work with others in responding to community needs. However, assessing liability and determining if the Y can obtain adequate legal protection for the services provided for non-Y-owned aquatic facilities is critical in the decision-making process. It is also important to remember our master brand strategy and assess how your relationships might affect public perception of the Y Movement.

To learn more or access additional resources about aquatics and safety and risk management, visit [Exchange](#) or call YMCA of the USA at 800-872-9622.

YMCA OF THE USA

101 N Wacker Drive, Chicago IL 60606
800 872 9622

yexchange.org

(F)

Proforma Employee Costs

	<u>CBJ</u>	<u>Proforma</u>
Total Benefited Employee		
Salaries	531,305	531,305
FICA / Med	40,048	40,048
Retirement	111,263	37,191
Health (12 months)	181,440	124,114
Total Benefited	<u>864,056.66</u>	<u>732,658.56</u>
Non-Benefited Employees		
Lifeguards (excludes Head Lifeguards)		
Salaries	291,554.57	205,803.23
Benefits	26,598.35	18,775.31
All other		
Salaries	201,566.23	201,566.23
Benefits	18,490.84	18,490.84
Total Non-Benefited	<u>538,209.99</u>	<u>444,635.60</u>
Total All employees	<u>1,402,266.65</u>	<u>1,177,294.16</u>
Savings		<u>224,972.49</u>
Summary By Type		
Salaries	1,024,426.19	938,674.85
Benefits	377,840.46	238,619.31
Total	<u>1,402,266.65</u>	<u>1,177,294.16</u>

CBJ and YMCA Employee Benefits Comparison

Source:

CBJ <https://cdn.juneau.org/wp-content/uploads/2017/05/CBJplancomparisionFY18-1.pdf>
<http://doa.alaska.gov/drb/pdf/pers/perstieri-ivchart.pdf>

YMCA YMCA 2018 Rate Renewal, benefits summary provided by management
www.yretirement.org/how-the-fund-works/fund-basics

	<u>YMCA</u>	<u>CBJ</u>
Retirement Plan		
Plan Type	401(a), 403 (b)	Tier IV
Employer contribution Rate on gross salary	7.00%	22.00%
- Rate employee receives from Employer	7.00%	6.00%
Employee Minimum Contribution	5.00%	8.00%
Additional Employee Contribution Available	Yes	Yes
Health Plan		
Plan Type	<u>Silver</u>	<u>Basic</u>
Employer Cost	\$ 861.90	\$ 1,260.00
Employee Cost, no spouse	\$ -	\$ -
Deductible	\$2500 / \$5,000	\$500 / \$1000
Out of Pocket Maximum	\$2500 / \$5,000	\$2500 / \$7,000
Dental Plan	Yes	Yes
Dental Plan Employee Costs	\$ -	\$50 / \$100
Vision Plan	Yes	No
Vision Plan Cost	\$ -	N/A

CBJ Comparison Benefit Plan Year July 2017–June 2018

BENEFIT	Economy	Standard	Premium
Medical Annual Deductible	\$500 / Individual \$1000 / Family	\$250 / Individual \$500 / Family	\$150 / Individual \$300 / Family
Plan Pays Based on allowable amount	80% of the allowable amount	80% of the allowable amount	80% of the allowable amount
Out of Pocket Limit (including Deductible)			
Individual	\$2500	\$1750	\$1150
Family (2 member)	\$5000	\$3500	\$2300
Family (3+ member)	\$7000	\$5000	\$3300
Prescription Drugs	\$50 deductible max OOP \$1500 member pays \$10 for generic 40% for brand (30 day supply) \$10/\$35 mail order (90 day supply) You must pay the difference if generic is available Tier 4 –Specialty medications \$100 Co-pay per prescription	\$50 deductible max OOP \$1000 member pays \$10 for generic 30% for brand (30 day supply) \$10/\$30 mail order (90 day supply) You must pay the difference if generic is available Tier 4 –Specialty medications \$100 Co-pay per prescription	\$50 deductible max OOP \$500 member pays \$10 for generic 20% for brand (30 day supply) \$10/\$25 mail order (90 day supply) You must pay the difference if generic is available Tier 4 –Specialty medications \$100 Co-pay per prescription
Annual/Lifetime Maximum	None	None	None
Vision Plan Pays Frequency	No benefit	100% of the allowable Exam/lenses: 1x PPY Frames/contacts: \$200 (Per Benefit Year)	100% of the allowable Exam/lenses: 1x PPY Frames/contacts: \$225 (Per Benefit Year)
CBJ Contribution	\$1260.00	\$1260.00	\$1260.00
Emp Cont. Biweekly	\$0	\$70.00	\$93.40
Healthy Rewards EE	\$0	\$20.00	\$43.40
EE/ Family Biweekly	\$88.20	\$155.40	\$186.40
Healthy Rewards Family	\$38.20	\$105.40	\$136.40
Dental benefits are no longer included as part of your medical/vision/Rx plan. You must enroll in dental coverage separately, however there is no additional cost to you for the dental plan. If you are enrolling in an individual plan, you can only enroll in an individual dental plan. Due to the Affordable Care Act, you can opt out if you choose, but we do not recommend it.			
Dental Annual Deductible	\$50 / Individual \$150 / Family		
Plan Pays Preventative	100% of the allowable –deductible waived		
General Major	80% of the allowable 50% of the allowable		
Individual Maximum	\$2000		

Choice Plus 100/80
Choice Plus 90/70
**High Deductible
Health Plan 2500**
**NATIONAL MARKETPLACE
PLAN LEVEL EQUIVALENT**
PLATINUM
GOLD
SILVER

MEDICAL COVERAGE	In-Network	Out-of-Network	In-Network	Out-of-Network	In-Network	Out-of-Network
WELLNESS EXAMS & PREVENTIVE VISITS	100% with No Copay	Mammogram & Pap Smear Only 80%*	100% with No Copay	Mammogram & Pap Smear Only 70%*	100% Not Subject To Deductible	Not Covered
DEDUCTIBLE	None	\$600/Indiv. \$1,200/Fam.	None	\$800/Indiv. \$1,600/Fam.	\$2,500/Ind. \$5,000/Fam.	\$4,000/Ind. \$8,000/Fam.
PRIMARY CARE PROVIDER/ VIRTUAL VISIT/ SPECIALISTS	Copays: \$25/PCP/VV \$35/Specialists	80%*	Copays: \$25/PCP/VV \$35/Specialists	70%*	100%*	70%*
INPATIENT HOSPITAL	100% after \$200 Copay	80%*	90%	70%*	100%*	70%*
OUTPATIENT HOSPITAL	100% after \$100 Copay	80%*	90%	70%*	100%*	70%*
EMERGENCY ROOM	100% after \$175 Copay (waived if admitted)		100% after \$175 Copay (waived if admitted)		100%*	
URGENT CARE/ CONVENIENCE CARE	100% after \$50 Copay	80%*	100% after \$50 Copay	70%*	100%*	70%*
OTHER ELIGIBLE CHARGES	100%	80%*	90%	70%*	100%*	70%*
ANNUAL OUT-OF-POCKET MAXIMUM	\$2,000/Ind. \$4,000/Fam.	\$6,600/Ind. \$13,200 Fam.	\$2,500/Ind. \$5,000/Fam.	\$8,800/Ind. \$17,600/Fam.	\$2,500/Ind. \$5,000/Fam.	\$7,500/Ind. \$15,000/Fam.
LIFETIME MAXIMUM	UNLIMITED		UNLIMITED		UNLIMITED	

PRESCRIPTION DRUGS	Tier 1	Tier 2	Tier 3	Tier 1	Tier 2	Tier 3	In-Network	Out-of-Network
Retail Network (31 days)	\$10	\$30	\$50	\$10	\$30	\$50	100%*	Not Covered
Mail Order (90 Days)	\$25	\$70	\$125	\$25	\$70	\$125		

IN-NETWORK VISION	EyeMed SELECT Plan	EyeMed SELECT Plan	EyeMed SELECT Plan
All medical plans include basic vision coverage with our EyeMed SELECT plan.	\$10 Copay for Annual Eye Exam Discount for Glasses & Contacts	\$10 Copay for Annual Eye Exam Discount for Glasses & Contacts	\$10 Copay for Annual Eye Exam Discount for Glasses & Contacts

(*) Subject to deductible.

(*) Subject to deductible.

(*) Subject to deductible.



**Interested in providing a richer vision plan?
Ask us about EyeMed GOLD.**

Please refer to each plan's Summary Plan Description for a complete listing of services and exclusions, as well as

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Alaska YMCA
Outline of Agreement for Management of Juneau Pools

- 1) Contracting Entities – CBJ and Alaska YMCA
- 2) Facilities to include – DPAC and ABP
- 3) Contract Administration - TBD
- 4) Commencement Date - TBD
- 5) Ownership – CBJ retains ownership of all assets
- 6) Equality and Availability 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.
- 7) Services to be Provided - will include existing programs
 - a) Will not compete with programs offered by GSC
 - i) Youth
 - ii) Masters
 - iii) SD Learn to Swim Contract
 - b) Programming
 - i) Swim lesson and fitness program
 - ii) Recreational swimming programs
 - iii) Sales of all food and beverage on the premises of either facility
 - iv) Sales of all merchandise at either facility
 - v) Potential additional programming to be developed by Y
 - c) High school swimming and other School District programs
- 8) Community Board to be established
 - a) Significant local control over programming and policies in conjunction with Y
 - i) Approving facility use and membership rates
 - ii) Approving Budget developed by Y and Branch Director (currently called the Aquatics Director)
 - iii) Recommending the support amount to be negotiated between CBJ and Y
 - iv) Input on the determination of pool schedules
 - v) Y provides assistance to the Board as needed on operational matters
 - 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, (three appointed by the Assembly, and three self-appointed?)
 - c) Monthly meetings to be held which will be attended by the Branch Director
- 9) All staff to be employed by Y
 - a) All existing positions to be hired by Y
 - b) Existing staff pay rates will continue unless duties indicate that higher salaries are warranted
 - 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) Branch Director will manage local Y operations. Will report to local board. Y GM supports the Branch Director as necessary.
- 10) Staffing levels to be determined by Y based on best practices and with a focus on the highest levels of safety

11) 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 budget and prior periods
 - vi) HR including recruiting and hiring.
 - vii) Benefit plan administration
 - viii) Other necessary administrative activities

12) Marketing and Revenue

- a) Y to deploy a marketing campaign to ensure that the public is attracted to join and use the aquatic 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”.

13) Facility Maintenance:

- a) Interior Building and Routine and Preventative Maintenance (based on a list developed in conjunction with the Y and the CBJ) to be performed by the Y
- b) Interior Building Corrective Maintenance and Equipment replacement (HVAC, Electric systems, Doors & Windows, and etc.) to be performed by CBJ
- c) Pool Equipment Routine and Preventative Maintenance (based on a list developed in conjunction with the Y and the CBJ) to be performed by the Y
- d) Pool Equipment Corrective Maintenance and replacement to be provided by CBJ
- e) Exterior of Buildings to be maintained by CBJ
- f) Parking lots to be maintained by CBJ (including snowplowing-winter maintenance)
- g) Annual / major maintenance to be provided by CBJ building maintenance
- h) All asset and capital replacement to be provided by CBJ
- i) 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.

14) 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

15) 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.

16) Membership

- a) YMCA membership program to be extended to local members enabling use of other Y's.

17) YMCA to be reimbursed for administrative costs.

- 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.



Footnotes:

--- (1) ---

Editor's note— It should be noted that section 3 of Serial No. 2015-23(b), adopted April 27, 2015, provided that this chapter shall be automatically repealed on May 28, 2018.

67.10.010 - Board of directors.

- (a) The aquatics board shall consist of seven voting members appointed by the assembly to serve without compensation for staggered three-year terms, and one liaison from the Juneau School District. The liaison shall not have the power to vote or be counted in determining whether a quorum of the board is present. Members of the board shall serve at the pleasure of the assembly. Terms shall commence on July 1. Appointments to fill vacancies shall be for the unexpired term. In the event a seat has six months or less remaining to the unexpired term, the assembly, at its discretion, may choose to appoint the member to the remainder of the current term as well as to the full term immediately following the expiration date of the unexpired term. No board member who has served for three consecutive terms or nine years shall again be eligible for appointment until one full year has intervened, provided, however, that this restriction shall not apply if there are no other qualified applicants at the time reappointment is considered by the assembly.
- (b) No board member, or member of a board member's immediate family or household, may be employed by an aquatics facility owned by the City and Borough. To the extent possible, appointments to the aquatics board shall include persons having skills relevant to matters concerning the aquatics facilities. No more than two members of the aquatics board shall be a member or employee of any local swim organization, or the immediate family member of any member or employee of any local swim organization.

(Serial No. 2015-23(b), § 2, 4-27-2015)

67.10.020 - General powers.

- (a) Subject to state laws and City and Borough ordinances, the aquatics board shall generally exercise all powers necessary and incidental to the operation and maintenance of the municipally owned aquatics facilities according to the best interests of the public and in a sound business manner. The aquatics board:
 - (1) Shall be responsible for the operation, maintenance, development and marketing of the municipally owned and operated aquatics facilities, except as otherwise provided by the assembly by resolution.
 - (2) Shall prescribe the terms under which persons and groups may use the aquatic facilities under the board's management and establish and enforce standards of operation.
 - (3) May adopt regulations pursuant to CBJ 01.60 necessary for the administration of the aquatics facilities under the board's management.
- (b) The aquatics facilities shall conform to the City and Borough Personnel Management Code, the City and Borough Personnel Rules, Personnel Classification Plan, and the City and Borough Manager's Administrative Policies. The aquatics facilities shall utilize the services of the human resources and

risk management department when hiring or terminating any employee, when responding to grievances, in labor agreement negotiation, and in substantial disciplinary matters.

- (c) All legal services for the aquatics board and aquatics facilities shall be provided by or under the supervision of the municipal attorney.

([Serial No. 2015-23\(b\), § 2, 4-27-2015](#))

67.10.030 - Organization.

The aquatics board shall elect annually from its members a chair and vice-chair and such other officers as it deems necessary. The board may establish an executive committee with authority to act on behalf of the board and may appoint such other committees as it deems necessary.

([Serial No. 2015-23\(b\), § 2, 4-27-2015](#))

67.10.040 - Vacancies.

- (a) A vacancy in the aquatics board shall exist under the following conditions:
 - (1) If a person appointed to membership fails to qualify and take office within 30 days of appointment;
 - (2) If a member departs from the City and Borough with the intent to remain away for a period of 90 or more days;
 - (3) If a member submits his or her resignation to the board or assembly;
 - (4) If a member is unable to attend regular board meetings for a period of more than 90 days;
 - (5) If a member misses more than 40 percent of the regular board meetings in a 12-month period;
or
 - (6) If a member is removed by the assembly, in its sole discretion, for the convenience of the City and Borough.
- (b) For the purposes of counting attendance, a member participating telephonically in accordance with the assembly rules of procedure shall be counted as present.
- (c) The chair of the aquatics board shall notify the clerk's office of any vacancy on the board. Upon notification, the assembly shall appoint a new member for the unexpired term.

([Serial No. 2015-23\(b\), § 2, 4-27-2015](#))

67.10.050 - Meetings.

The aquatics board shall meet at least once each month at an accessible location and time to be designated by the board.

([Serial No. 2015-23\(b\), § 2, 4-27-2015](#))

67.10.060 - Membership in associations.

The aquatics board may maintain membership in any local, state or national group or association organized and operated for the promotion of swimming or for the safety of pools or the advancement of the efficiency of pool system administration.

([Serial No. 2015-23\(b\), § 2, 4-27-2015](#))

67.10.070 - Manager designated.

The chief executive officer of the aquatics facilities shall be the parks and recreation department director.

([Serial No. 2015-23\(b\), § 2, 4-27-2015](#))

67.10.080 - Director; duties and responsibilities.

The director is responsible for the overall supervision of the municipally-owned aquatics facilities under the aquatics board's management. The director's authority and duties shall include the following:

- (1) To be responsible for carrying out all applicable laws, ordinances and regulations.
- (2) To be responsible for carrying out policies established by the aquatics board not in conflict with policies established or adopted by the assembly or manager.
- (3) To prepare an annual budget as required by City and Borough ordinance.
- (4) To attend all meetings of the aquatics board and its standing committees except as otherwise directed by the board and not otherwise conflicting with other duties of the position of parks and recreation director.

([Serial No. 2015-23\(b\), § 2, 4-27-2015](#))

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.

([Serial No. 2015-23\(b\), § 2, 4-27-2015](#))

67.10.100 - Preparation and submission of budget.

The director shall prepare the budget in accordance with approved City and Borough procedure and shall submit it to the aquatics board for approval. The operating portion of the budget submitted by the aquatics board shall, to the extent practical given safety concerns and maximizing operating hours of the pools, minimize its general fund subsidy. The aquatics board shall make its recommendations and submit the budget to the City and Borough manager for transmittal to the assembly in the same manner as general government departments.

([Serial No. 2015-23\(b\), § 2, 4-27-2015](#))

67.10.110 - Other fiscal matters.

All other fiscal matters including custody of and expenditure of funds, accounting and collection shall be governed by general City and Borough ordinance.

([Serial No. 2015-23\(b\), § 2, 4-27-2015](#))