

Tukwila Recommendations, Priorities & Return on Investment

Page reference		Priority	Relative Cost of Implementation	Cost Control (savings)	Level of Risk	Return on Investment
Membership Recommendations						
15, 23	Adopt a membership based philosophy	High	Low	NA	Low	High
23, 50	2 or more annual membership promotions	High	Medium	NA	Low	High
23	Adding a family membership (flexible definition)	Moderate	Low	NA	Low	Moderate
24	Create membership benefits (at least program discounts and free special events)	High	Low	NA	Moderate	Moderate
24	Create an all inclusive membership	Low	Low	NA	Low	Moderate
24, 46	Cross market and advertise the TCC joint membership	Low	Low	NA	Low	Moderate
24	Change terminology to memberships instead of passes	High	Low	NA	Low	Low
24	Change terminology to visits instead of punches	High	Low	NA	Low	Low
24	Add the same disclaimer for multi-visits and membership that is listed with TCC memberships	High	Low	NA	Low	Low
24	Create an "other club card" fee for TCC and/or other club memberships - \$2	High	Low	NA	Low	Moderate
24	Eliminate 6 month membership	Moderate	Low	NA	Low	NA
25	Create a pricing formula (chart on page 25)	High	Low	NA	Low	High
Budgeting considerations						
37	Offer rewards and incentives to employees who teach FF, semi private and private lessons	Moderate	Moderate	NA	Low	High
38, 39	FT professional staff should not be assigned as regular instructors unless specifically hired into that role or mentoring new employees	Moderate	Low	High	Low	Moderate
38, 39	Add another lifeguard during peak instruction times	High	Moderate	NA	High	Low
41, 50	Verify rental fees for pool space cover costs	Moderate	Low	NA	Low	Moderate
46	Review the Cost of hiring a marketing person / firm	High	High	NA	Low	High
50	Allocate funds for marketing and advertising	High	High	NA	Low	High
46	Determine pay rate for person in Mascot costume (double time)	Low	Low	NA	Low	Low
47	Fill the vacant 3/4 time position w/ a Head Guard or Lead Manager	High	Moderate	NA	Moderate	Low
47	Consider hiring a custodial maintenance person / firm	Moderate	High	NA	Low	Moderate
50, 54	Utilize an enterprise fund	High	Low	High	Moderate	High
53	Fundraise and/or allocate scholarship money	Moderate	High	NA	Low	Low
54	Permit all funds that are remaining at year end to be rolled forward into the next fiscal year	Moderate	High	NA	Low	Low
62	Clarify the bond payment as an annual capital expense (separate capital budget)	Moderate	High	NA	Low	Low
63	Increase lifeguard, swim instructor and water fitness instructor's hourly rates	High	High	NA	Low	Low
64	Allocate a revolving replacement equipment fund (based on lifecycle analysis and cost amortization)	Moderate	High	NA	Low	Moderate
62	Amending pay rate for FT staff	Low	Low	Moderate	Low	Low

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Scheduling Recommendations						
13	Stagger start program times	High	Low	NA	Low	High
14, 19, 21	Minimum of one lap lane during all operational hours	High	Low	NA	Low	High
14, 21, 26	Shallow wex space during all operational hours	Low	Low	NA	Low	High
14, 21, 26	Deep wex space during all operational hours	Low	Low	NA	Low	High
19	Review rental times and adjust space use. Provide lap / wex space, add facility hours	Moderate	Low	NA	Low	High
20, 21	Adjust open swim and family swim to open recreation with a broader definition, expand times	High	Low	NA	Low	High
21	Reduce special interest rentals to accommodate general membership and drop in visits	Moderate	Low	NA	Low	High
21	Review camp use and determine if all space is needed	Low	Low	NA	Low	Low
21	Review team use (time, day of week, length of practice, space use)	Moderate	Low	NA	Low	NA
21	Change advertising times of party (pool) rentals	Moderate	Low	NA	Low	High
20	Deep water open recreation includes board or slide	High	Low	NA	Low	High
41, 44	Evaluate special interest rental needs	Moderate	Low	NA	Low	Moderate
Facility Layout & Building Changes						
13, 38	Create a spectator area during instructional classes	High	Moderate	Moderate	Low	Low
13	Dry land space for teams	Low	High	NA	Moderate	Low
13	Dry instructional space	Low	High	NA	Moderate	Low
39, 45	Remove benches on pool deck adjacent to WLR	Moderate	Low	NA	Low	High
45	Move all instructional equipment to wall adjacent to WLR	Low	Low	NA	Low	Low
45	Rearrange classroom / storage / breakroom	Low	Moderate	NA	Low	Low
45	Rearrange Amy's office	Low	Moderate	NA	Low	Low
45	Partition dry / wet pathway on pool deck	Moderate	Moderate	Moderate	Low	High
47	<i>Install disposable glove racks in all LR (repeat from purchases)</i>	Low	<i>Moderate</i>	<i>NA</i>	<i>Moderate</i>	<i>Moderate</i>
45	bungee folding table to wall or remove from spectator space	High	Low	NA	High	Low
45	lane lines tighter for safety	High	Low	NA	High	Low
Items to Purchase						
20	Consider the purchase of an inflatable fun run	Moderate	High	NA	Moderate	Moderate
29	Fanny packs with water proof pouches and supplies	Low	Moderate	NA	Low	Moderate
45	Lap lane speed signs (large and placed on bulkhead)	Moderate	High	NA	Moderate	Moderate
39	Tot dock for PS lessons	Moderate	High	NA	Moderate	Moderate
45	Elevated lifeguard stands	Moderate	High	NA	High	Low
45	Additional sound panels	Low	High	NA	Low	Low
46	Wet / Dry Mascot costume	Low	High	NA	Low	Moderate
47	Wi-Fi hot spot	Moderate	Low	NA	Low	Moderate
39	e-readers with translator programs	Low	Moderate	NA	Low	Low

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47	Disposable glove racks for all LR	Moderate	Low	NA	Low	Moderate
38	on line registration system	Moderate	High	NA	Low	High
63	Whentowork.com	High	Low	Moderate	Low	High

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	Marketing					
14	Evaluate cost recovery and market potential with prices of services (membership, programs)	High	Moderate	NA	Low	High
40	Co-market (cross market) partnership programs (camps, special interest, etc)	Moderate	Low	NA	Low	Moderate
41	Cross market special programs	High	Moderate	NA	Low	High
39	Count participants for every admission (for example, 8 days in a LTS class, child is counted 8 times)	High	Low	NA	Low	High
41, 46	Target market special programs	Moderate	Moderate	NA	Low	High
42	Offer one major family event per quarter	Moderate	Moderate	NA	Moderate	High
42	Offer monthly themed events around holidays and seasonal activities	Moderate	Moderate	NA	Moderate	High
46, 50	Develop and implement a marketing plan	High	Moderate	NA	Low	High
46	Continue to brand the Metropolitan Park District change to new colors as items are replaced	Moderate	Low	NA	Low	Moderate
46	Be a visible presence at all community events (pass out free visits passes)	Moderate	Moderate	NA	Low	High
46	Utilize TPAC and STP as the positive voice for the pool	High	Low	NA	Moderate	High
46	Create a pool mascot	Low	High	NA	Low	Moderate
50	Offer membership promotions (see list on page 23)	Moderate	Low	NA	Low	High
	Custodial Services					
15	Locker rooms (clean, hot water, dry floors, paper supplies)	High	Low	NA	Low	High
15, 16, 47	Custodial services (paper supplies, clean sinks and drains, light bulbs,)	High	Low	NA	Low	High
31	<i>Train all staff in custodial services (repeat from staff training)</i>	High	Low	NA	Low	High
47	Ensure that lifeguard rotation includes a locker room walk through	High	Low	NA	Low	High
47	Determine frequency of broom brigade on high traffic areas of pool deck	High	Moderate	NA	Low	High
47	<i>Consider hiring a custodial maintenance person / firm (repeat from budget considerations)</i>	Moderate	High	NA	Low	Moderate

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Staff Training, Development & Certifications						
16	Guest services should be well over 50% of every employees job (management team, lifeguard, swim instructor, fitness instructor, information desk)	High	Moderate	NA	Low	High
26	Provide water fitness certification to FT or long term employees	High	High	NA	High	Moderate
31	Support professional staff attendance at local and national trainings & conferences	High	Moderate	NA	High	High
29	Consistent color for uniform bottoms (shorts or pants)	Low	Moderate	NA	Low	Moderate
29	Lifeguards should wear fanny packs	High	Moderate	NA	High	High
29 - 30	Shadow guard or shadow instructor and mentoring program for all new employees (not based on previous experience)	High	Low	High	Moderate	High
30 - 31	Determine average weekly hours worked for PT employees and set minimum training hours	Low	Moderate	NA	Low	Low
31	Provide LGT certification every year	High	Low	NA	Low	High
31	2 hours of training per month per employee	High	Moderate	NA	High	High
31	Train staff in custodial responsibilities	High	Low	NA	Low	High
31, 34, 36, 39	Provide swim lessons workshop(s) for instructor development	High	Low	NA	Low	High
63	Train employees in efficient placement and removal of pool covers	High	Low	NA	Low	High
Reporting of Services						
20	Special interest partnerships need documentation (counting) of services offered, bridging to memberships, etc	Moderate	Low	NA	Low	High
47	Accurately document time associated with MPD projects and requests (employees, board members, volunteers)	Low	Moderate	NA	Low	Moderate
Policies and Signage						
22	Revise and post supervision policy	Moderate	Low	NA	Moderate	Moderate
22	Revise and post space use policy	Moderate	Low	NA	Low	Low
22	Post circle swimming and lane use guidelines	High	Low	NA	Low	High
39	<i>Create a formal swim screening process (repeat from Learn To Swim)</i>	Moderate	Low	NA	Low	High
47	Create an evaluation system for members, guests and students (comment box)	Moderate	Low	NA	Low	High
48	Amend current job descriptions to reference WAC requirements for each position	High	Low	NA	High	Low
44	Create a priority of use statement	High	Low	NA	Moderate	Moderate
65	Remove "3rd party operator" terminology and identify the operator by their name - Tukwila Parks and Recreation	Low	Low	NA	Low	Moderate
Programming recommendations						
24	Determine resident discount formula and remain consistent	Moderate	Low	NA	Low	High

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26	Change terminology of water aerobics to water exercise or water fitness	Moderate	Low	NA	Low	High
47	Create an evaluation system for students and/or their caregivers (repeat)	Moderate	Low	NA	Low	High

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Advertising and Print Material						
32	Provide days, times and costs of non-progressive swim programs (specialty classes)	Moderate	Low	NA	Low	Moderate
39	Include safety skills taught during learn to swim in all print material	Moderate	Low	NA	Moderate	High
38 Learn To Swim Recommendations						
32	<i>Provide days, times and costs of non-progressive swim programs (i.e. parent-tot, adult lessons, etc) (repeat)</i>	Moderate	Low	NA	Low	Moderate
38	<i>Consider on line registration z9repeat from purchases)</i>	High	Moderate	NA	Low	High
35	Establish general class guidelines (page 35 has a list)	High	Low	NA	Low	Low
35, 39	Begin and end classes on time at the gallery entrance	Moderate	Low	NA	Low	Low
33	Provide daily feedback to caregivers	Moderate	Low	NA	Low	High
33	Stagger start (and end) the class times	High	Low	NA	Low	High
33, 38	Adjust the length of classes based on skills and level	High	Moderate	NA	Low	Low
33, 38	Offer Saturday lessons as an independent session (6 or 8 classes)	High	Moderate	NA	Low	High
34	Ensure that safety skills are taught during each lesson	High	Low	NA	Low	Moderate
34, 39	Permit children with little or no water experience to enroll in the first level	Moderate	Low	NA	Low	Moderate
34	Adjust student teach ratio as necessary (see page 34 for recommendations)	Moderate	Moderate	NA	Low	Moderate
, 39	Modify class registration if a child is inappropriately placed	High	Low	NA	Moderate	Moderate
35	Clearly designate lesson space per instructor (depth, dividers and signage)	High	Low	NA	Moderate	Moderate
35	Equipment choices need to be appropriate for skills and age of user	Moderate	Low	NA	Moderate	High
36 - 37, 39	Add programs and times offered (preschool, kinder, family & friend),	High	Low	NA	Low	High
39	Create a formal swim screening process	Moderate	Low	NA	Low	High
39	Create a program evaluation system for caregivers	Moderate	Low	NA	Low	High
Partnership Opportunities						
27	Develop partnerships for bridging rehabilitation with long term exercise habits (list on page 27)	Moderate	Low	NA	Low	High
40	Continue partnerships with camps, foundations, and special interests	High	Low	NA	Low	High
40	Partner with programs for PS and Homeschool programs	High	Low	NA	Low	Moderate
40	Continue grant writing and program delivery with High School	High	Moderate	NA	Low	High
41, 46	Partner with programs for active adult and retirement communities	Moderate	Low	NA	Low	Moderate
42	Determine appropriate partners for Special Events	Moderate	Low	NA	Low	Moderate
41, 44	<i>Evaluate special interest rental needs (repeat from scheduling)</i>	Moderate	Low	NA	Low	Moderate
46	<i>Utilize TPAC and STP as the positive voice for the pool (repeat from marketing)</i>	High	Low	NA	Moderate	High

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	MPD Commissioners					
61	Re-evaluate an independent MPD Board of Commissioners	High	Low	NA	Low	Moderate