

INFORMATIONAL MEMORANDUM

Tukwila Pool Metropolitan Park District

ITEM NO

4.E.

TO: **Tukwila Pool MPD Board**

FROM: Jennafer Price Cargill, TPMPD Executive Director

DATE: February 26, 2014

SUBJECT: **Status report and ED prioritization of KJ Designs recommendations**

ISSUE

Status report on the recommendations from KJ Designs and additional recommendations from the Executive Director

FINANCIAL IMPACT

None

BACKGROUND

KJ Designs is a well-respected local consultancy hired by the TPMPD to assess the administration, operation and programs being provided at the Tukwila Pool. Their assessment was delivered in September 2013 and included approximately 124 distinct recommendations.

The Board President requested that the ED review those recommendations and evaluate which should be acted upon most urgently by the TPMPD. The ED has included an update on the status of all the recommendations.

STAFF RECOMMENDATION SUMMARY

Generally, a long-term strategic plan is needed that includes setting aside funds toward replacement equipment and future capital improvements/projects. Successful future levy votes and/or bond requests will depend on the TPMPD's ability to show that it can be trusted to manage the funds with care and excellence.

While significant improvements have already been adopted in the operational areas of programming and facilities, there appears to be room for further improvement or a need to address the following:

- consistency of lesson quality
- increasing lifeguard readiness
- providing on-line registration
- improving managerial staff coverage

The vast majority of the recommendations in the attached document were labeled "high priority" by KJ Designs. The highlighted items are further considered by the ED to be "Highest Priority". Factors in consideration include cost, long-term prospects and providing our residents with an efficiently run program that they value and are happy to support for years to come.

ATTACHMENTS

- Status Report on Implementation of KJ Designs Report Recommendations
- ED Priorities for KJ Designs Report Recommendations

Status Report on Implementation of KJ Designs Report Recommendations

As of Feb 2014

Created by Jennafer Price Cargill

Breakdown of all KJ Designs Report recommendation status

For brevity, I have used the numbering system developed for the document called "Tukwila Staff Responses to Recommendations in the KJ Designs Pool Administrative and Program Assessment October 2013" Attachment B. All percentages were rounded and were calculated after the redundancies were eliminated.

Tukwila Pool staff and the TPMPD have already implemented or are in the process of implementing 46% of the recommendations.

(Items #: 5, 12-15, 17, 19-30, 32, 41, 43, 49, 72, 74, 76, 79, 82, 84, 85, 87, 94, 96-101, 104-106, 112, 114-119, 122, 123, 125, 127, 129, 131, 135, 138, 142-146)

The pool management intended to implement another 29% of the recommendations but possibly require additional support to do so fully.

(Items #: 1, 3, 31, 33, 38, 40, 44, 46-48, 51-56, 58-69, 80, 90, 92, 93, 110, 111, 128, 139)

Approximately 11% of the recommendations would require a financial commitment that has not been funded.

(Items #: 34-36, 39, 42, 45, 57, 75, 86, 95, 120, 121, 132)

Fewer than 10% of the recommendations were evaluated and found to be unnecessary or undesirable for our facility or community at this time

(Items #: 2, 7, 11, 18, 70, 71, 73, 79, 126, 130, 137)

4% require further TPMPD action/review

(Items #: 124, 133, 134, 136, 140, 141)

Multiple items were eliminated for redundancy - FYI

(Items #: 4, 6, 8-10, 16, 37, 50, 77, 78, 81, 83, 88, 89, 91, 97, 102, 103, 107-109, 113)

Executive Director's Priorities for KJ Designs Report Recommendations

Submitted February 2014

Each of the items below (exceptions noted) was labeled as "High Priority" by KJ Designs. Highlighted items are considered "Highest Priority" by the TPMPD Executive Director.

Key: (p) = policy only, (po) = policy optional, (o) = operational only

Item numbers correspond to the document called "Tukwila Staff Responses to Recommendations in the KJ Designs Pool Administrative and Program Assessment October 2013" Attachment B.

Items marked "n/a" were not included in that document and therefore not assigned an item number.

Item#	Topic: Learn To Swim	Additional info:	Status or Recommendation:
74	On-line registration (po)	Currently being researched for all Tukwila P&R programs. Independently purchased software would require a \$3000-\$5000 annual financial commitment.	City is reviewing online software options, implementation scheduled for 2016 once current software becomes obsolete
46-53	Establish and maintain standards of general class guidelines (po)	Some instructors may be achieving these standards, but obviously KJ saw that some were not.	Continuing education and increased accountability strongly recommended
42	Stagger class start & end time (o)	Hidden labor costs with little ROI	Not recommended at this time, additional funding would be required, slate for re-consideration in 2015.
43 & 76	Saturday lessons with 6-8 classes (o)	Current option allows patrons to sign up for two sets Saturday sessions back-to-back (8 classes) for same cost as 8 weekday classes	Implemented June 2013
75	Adjust the length of classes based on skills and levels (o)	Significant hidden labor costs with little ROI	Not recommended at this time, additional funding would be required, slate for re-consideration in 2015.
n/a	Ensure that safety skills are taught during each lesson (po)	Some instructors may be achieving this standard, but obviously KJ saw that some were not.	Continuing education and increased staff accountability strongly recommended

Item#	Topic: Learn To Swim (cont.)	Additional info:	Status or Recommendation:
92	Create formal swim screening process and modify class assignment if a child is inappropriately placed (o)	Currently, level testing is only provided when a student is transferring	Option: Create a policy requiring that instructors screen students in the first class of each session to ensure they are placed properly (add'l safety measure)
81-84	Clearly designate lesson space per instructor (depth, dividers and signage) (o)	Spaces are designated, but not visibly. Parents and others are not aware of boundaries.	Recommend that staff brainstorm options and experiment with signs or other visible dividers.
77-78	Add programs and times offered (preschool, kinder, family & friend) (o)	Pool staff continue to review programming to seek additional options and needs.	On-going
Item#	Topic: Partnership Opportunities	Additional info:	Status or Recommendation:
n/a	Partner with public and home school programs (p)	Swim lessons provided to students at Foster HS in partnership with TSD. Continuing to work out details of partnership.	Implemented 2013 w/public schools only
n/a	TPAC and STP as a positive voice for the pool (p)		Recommended
Item#	Topic: MPD Commissioners	Additional info:	Status or Recommendation:
n/a	Transition to an independent Board of Commissioners (p)		If planned for implementation by 2016 or 2017, preparations should begin as soon as possible
Item#	Topic: Staff Training, Development & Certifications	Additional info:	Status or Recommendation:
n/a	Guest services should be over 50% of the job for all employees (o)	Lifeguards are not as consistent in this area as management staff.	Allowing the patrons to learn the names of the guards would assist greatly toward improving the guest experience.
31	Lifeguards must wear fanny packs (po)	Fanny packs are kept at each guard stand	
32	Shadow guard or shadow instructor and mentoring program for all new employees regardless of prior experience (po)	Management feels that this is being done. Clearly KJ thought it should be done more.	Highly recommended by ED
34	Provide LGT certification every year (po)	Additional expense would have to be approved	Highly recommended by ED

Item#	Topic: Staff Training (cont.)	Additional info:	Status or Recommendation:
35	2 hours of training per month, per employee (po)	Additional expense would have to be approved	Highly recommended by ED
38	Train staff in custodial responsibilities (o)	Management feels that this is being done. Clearly KJ thought it could be done better.	Continuing education and increased staff accountability recommended
40	Provide swim lesson workshops for instructor development (po)	Management feels that this is being done. Clearly KJ thought it should be done more.	Highly recommended by ED
139	Train employees for efficient placement and removal of pool covers (o)	Demo 2/15/14	Recently repaired by McKinstry and ready for use.
Topic: Policies and Signage			
Item#	Topic: Policies and Signage	Additional info:	Status or Recommendation:
133	Amend current job descriptions to reference WAC requirements (p)	Can be implemented by TPM/DPD immediately	
12	Post circle-swimming and lane use guidelines and signage (o)		Done
112	Create a Priority of Use statement (p/o)	A formal statement can be developed and implemented easily	
Topic: Membership Recommendations			
Item#	Topic: Membership Recommendations	Additional info:	Status or Recommendation:
13	Adopt a membership-based philosophy (p)		Reviewing for possible implementation mid-2014
20-22	2 or more annual membership promotions (o)	Birthday promotion, gift of fitness promotion, and pre-summer promotions are all in place	Currently exceeding recommendation
n/a	Create membership benefits (program discounts and free special events) (o)	Can be considered if membership program is implemented	Recommended
17	Change terminology: membership instead of passes, visits instead of punches (p)		Reviewing for possible implementation mid-2014
18	Add the same disclaimer for multi-visits and membership that is listed with TCC memberships (o)	This would cause multi-visit passes to expire before they are used up and therefore eliminate a current benefit to patrons.	Not recommended
23	Create an "other club card" fee for TCC and/or other club memberships (o)		Reviewing for possible implementation mid-2014
27	Create a pricing formula (p/o)	Management staff report that a version of this is already in place.	

Item#	Topic: Budgeting Considerations	Additional info:	Status or Recommendation:
86	Add another lifeguard during peak instruction times (po)	Additional costs would be approximately four to five thousand per year. However, if KJ saw that there was a need, it means that patron safety is impacted and should be considered.	Consider as an increased safety measure
140	Allocate a replacement equipment and capital improvements fund (p)	ED modified this recommendation to incorporate long-term thinking	Highly recommended by ED
Item#	Topic: Scheduling	Additional info:	Status or Recommendation:
1, 6, +	Minimum 1 lap lane open during all operational hours (po)	Currently lap lanes are open 47 hours per week and management believes this meets the need. KJ did not seem to agree with this assessment. Certain special interest rentals are the primary limitation on lap swimming, as they take up the entire pool.	Unknown whether or not current or future members would prefer additional lap swimming hours.
7	Adjust open swim and family swim to open recreation and broader definition, expand times and include board or slide (o)	The design and placement of the slide and diving board seem to preclude this option, which is something that KJ should have noticed.	ED can reconnect with KJ to ask for clarification or more detailed suggestion.
130	Manager-on-duty during all business hours (po)	Two managers are required to be on duty during weekdays to fulfill the terms of the TSD contract. "Lead" Guards cover evening and weekends. Current management staff report that they are overextended (i.e. no days off for weeks at a time).	Currently have \$200,000+ budgeted to cover management staff costs. This should easily support 3 supervisory-level staff, especially if not all of the staff are FTEs. TPMPD could develop a policy that sets minimum supervisory expectations for operational contractors. Additional accountability and oversight for guards is also highly recommended.
Item#	Topic: Facility Layout & Building Changes	Additional info:	Status or Recommendation:
122	Create a spectator area		Done
116	Bungee folding table to wall or remove from spectator space		Done
117	Lane lines tighter for safety		Done

Item#	Topic: Marketing	Additional info:	Status or Recommendation:
n/a	Evaluate cost recovery and market potential with prices of services (membership, programs) (o)		Further is required from the ED who has taken on primary accountability for marketing.
99	Gross market special programs (o)		Implementation planned from Spring 2014
96	Count participants for every admission (o)		Currently being done
123	Develop and implement marketing plan (p)	A preliminary marketing plan was developed by management staff.	Further input is required from the ED who has taken on primary accountability for marketing.
Item#	Topic: Custodial Services	Additional info:	Status or Recommendation:
n/a	Keep locker rooms clean and well stocked (po)	Currently the standard, however KJ seems to be indicating that additional emphasis is needed	ED's experience is that the facility is usually clean and well-stocked
n/a	Create accountability for lifeguards' custodial duties – i.e. check their work (o)	Recommendation from ED, not in KJ Designs report	Additional supervisory-level staff would make this easier to implement
128	Ensure that every lifeguard rotation includes a locker room walk through (o)	Currently the standard for all guards	ED has never personally witnessed a guard walk through the locker rooms during a rotation.
n/a	Determine frequency of broom brigade on high traffic areas of pool deck (o)		Currently being implemented approximately once a week