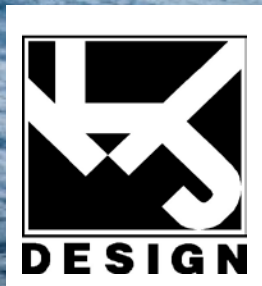


Tukwila Pool Administrative & Program Assessment

for the Tukwila
Metropolitan
Park District

Kevin & Karen Johnston,
The KJ Design Team



Introduction to the KJ Design Team

- Kevin M. Johnston, MS
 - Aquatic Mgt Experience
 - Past President of the NRPA Aquatic Branch
 - NRPA AFO Instructor
 - Advanced degrees & certification
 - University Faculty
 - Consulting
- Karen L Johnston
 - Aquatic Mgt Experience
 - NRPA AFO Instructor
 - Education & certifications
 - Consulting



The Scope of Our Work

- The scope of work has two major components:
 - Pool Operations & Programming
 - MPD Model of Governance Comparison



The Purpose of Our Work

- The purpose of the analysis is to determine both short term, long term direction & areas for improvement that should be the district focus and integrated into the district's strategic plan. This evaluation is a practical & helpful assessment of the current programs & administration of the district for the aquatic facility.



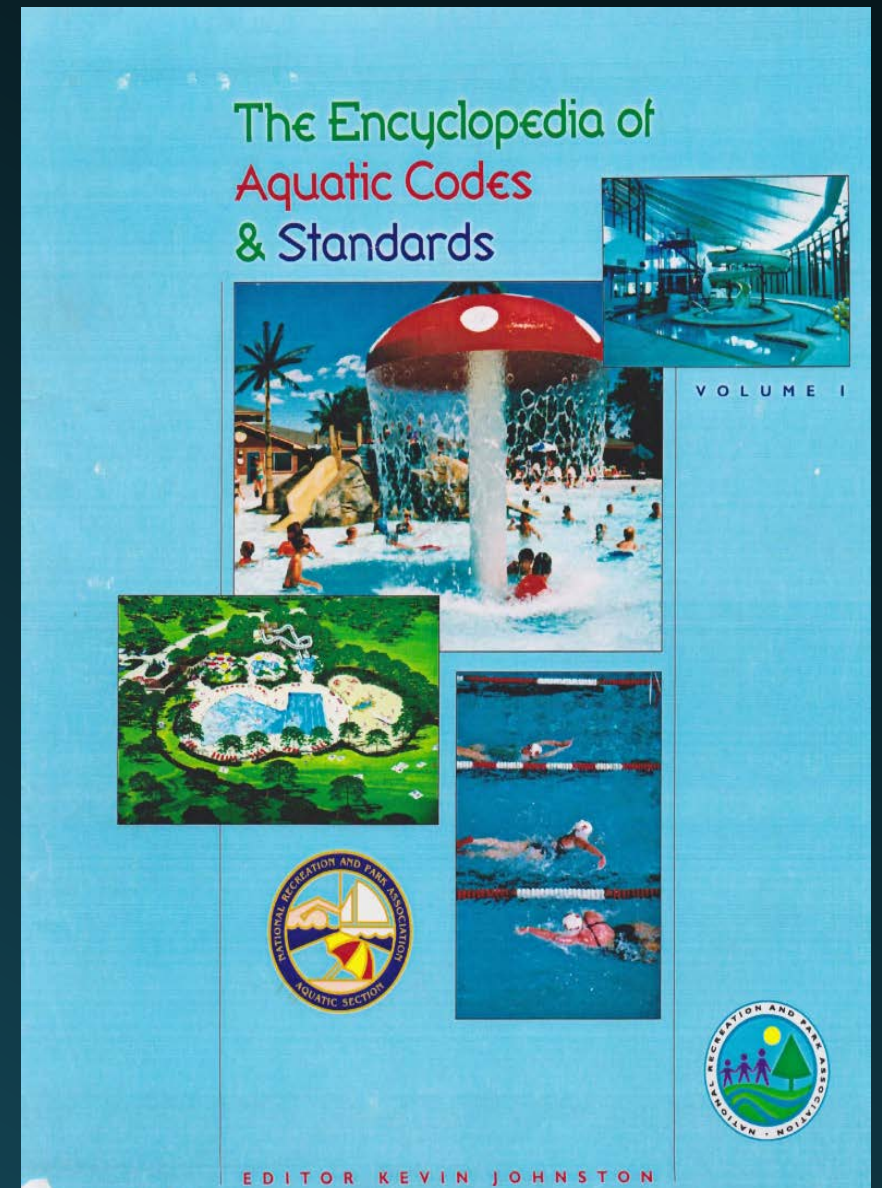
One of our assessment findings should be stated up front:

- **Everyone One Here Wants the Pool to Excel & Do Really Well...**
- **& So Do We**
- We need to thank:
 - STP, TPAC, Tukwila P&R Staff (part time & full time), the pool's lifeguards & instructors that we contacted or contacted us, & dozens of guests which we interviewed.

The Work We Do

Always a factor of our
background & experiences

- Excellent Recommendations
- Purposeful Management





Reality Check

- Our work is only as good as the information we had the opportunity to explore!
- Realize that trying to seek out a disgruntled guest is not all that achievable. With that being said, we were pleased with our effort over a three day period of time. It gave us a snap shot of your current operation. It was not a complete community assessment but a window into your current conditions.



Maintenance

Areas for Improvement

- Cleanliness:
 - There are challenges with the new deck surfaces
 - Locker room floors weren't as clean as they should be during the operational day
 - Operationally, mixing the wet & dry traffic is an issue; street shoes on the pool deck is a minor code violation
- Lighting:
 - Lighting over the pool is below the requirements of the WAC

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Maintenance

Areas for Improvement

- Pool Covers
 - Speed of pulling the covers on & off
- Maintenance costs:
 - Although the pool is newly renovated, costs will start piling up sooner than you think
- The Basics
 - Toilet paper was missing (more than once)
 - Ditto for the paper towels

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Maintenance

The Good

- New surfaces, equipment & pool stuff
- Controls of the HVAC & pool systems
- Competent certified operators on staff
- The interior is fresh & new
- The exterior of the building looked great

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Maintenance

Our Recommendations

- Cleanliness
 - Scrubbing, check lists & staff walk throughs
 - Separating out the wet & dry traffic, physically with stanchions & utilizing the two entrance points from the lobby.
 - Multiple mid-day cleaning – a broom brigade
- The Basics
 - Multiple roll dispensers and routine walk throughs
- Lighting
 - More Pressure on McKinstry
- Saving for the future
 - Establishing a revolving equipment fund sooner rather than later, based on the life expectancies of all surfaces & equipment would be wise.

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Operational Issues

Areas for Improvement

- Lack of supervision of lifeguards on the weekend & evenings
- Lack of a comprehensive marketing plan & adequate funds to implement it
- Part time lifeguard wages are low compared to Seattle & surrounding pools
- Subsidy levels as a percentage of the operations



Operational Issues

Areas for Improvement

- Lack of training & travel budget for the staff, particularly full time to allow for them to stay current in their field
- No evaluation of the programs by the participants or their caregivers
- More lap time & fitness space available
- Ensuring the slide is operational & time is available for its use



Operational Issues

The Good

- The pool is well attended & has an unbelievable cross section of the community using this pool
- Full-time salaries
- Existing systems that are known by the current operators
- Suggestion box
- Scholarship programs



Operational Issues

The Good

- Recent grant received
- New school programs started this year
- Lesson & guard mentor program for future employees
- Swim lessons – any level at any time



Operational Issues

Our Recommendations

- The 4P's of marketing:
 - Product, place, price, & promotion
 - Implement a comprehensive marketing plan
- Membership based approaches
 - There is something to be said for being a card carrying member!
 - Reduced membership rates & increased single admission
- Enterprise Funds = Budget Incentives
 - Revenue & cost control



Operational Issues

Our Recommendations

- Part Time Supervisors
 - Head Lifeguard
 - Weekend & evening manager
- Define Space Use
 - Lap & Fitness Space
 - Signage for program space
 - Spectators & non-participants in the gallery
- Organize Employee Space
 - Bookshelves mounted on walls above desks
 - Utilize high spaces for stuff in break room



Operational Issues

Our Recommendations

- Technology
 - WhenToWork.com
 - Language interpreter for evaluation and forms
 - Consider wi-fi in the gallery
- Instructor training for lessons

Executive Director

The Ideal Executive Director

- Purpose for hiring an ED must be clearly defined
 - Paid position to do the bidding of the MPD commissioners
 - Bridge the gap between the 3rd part operators & commissioners
- Return on your investment
 - When hired, can metrics be in place for incentivized pay?
 - How will you measure performance?



Executive Director

Specific Issues

- We believe you will have a difficult time finding an ED who meets your needs, particularly if the ED is only half time.
- Where is the proposed job location?
- What is face time requirement with the public, advisory committees, 3rd party operator, and commissioners?



Executive Director

Our Recommendations

- Study the ED option further
- Allow current operator to address our recommendations
- Take away the unpredictable future in the short run
 - Anxiety around the ED & changes to the operation.



Governance

Brief Outline of the Styles

- There are three types of governance styles: public, non-profit and private for profit operations.
- By combining a public entity with the non-profit or for-profit agency, a public-private partnership results.
- The three types of organizations that provide recreation services vary based on their philosophical orientation.

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Governance Public

- The greatest power of government is to tax the public for the altruistic purposes of serving the common good.
- The Tukwila MPD does exactly that!
- Public pools play an important role in public safety particularly as it relates to drowning prevention.

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Governance

Public

- City, County, & State municipal government
- Special Districts
 - P&R Districts
 - Metropolitan Parks District
 - Facility District
- School Districts



Governance

Non-profit

- Similar to public agencies, non-profits have an altruistic approach without the ability to tax the public
- They generate support through tax deductible donations to achieve their mission



Governance

Private For-profit

- A for-profit or commercial recreation business is defined in the textbook Introduction to Commercial Recreation and Tourism as “The provision of recreation-related products or services by private enterprises for a fee, with the long term intent of being profitable.”
 - (Crossley, Jamieson & Brayley, 2007, p 8).
- Privately-owned for profit businesses make money by specifically catering their recreational services to a target market that has the ability to pay fair market prices in a competitive system (Stevens, 2010).



Governance

What is Commercialized Public Recreation?

- Solution to budgetary constraints from the 1980's forward.
- More traditional business approaches are utilized to market and advertise services to users who choose to pay, with the end result being a profit to the agency or reduced dependence upon tax sources.



Governance

What is Commercialized Public Recreation?

- At least one downfall exists. Achieving the common good through public service is a primary goal of a public entity. It may be overshadowed by the inability for those unable to afford the service, when those services are commercialized.



Governance

What is Commercialized Public Recreation?

- The Solution:
 - Provide marketing & advertising budgets
 - Branding
 - Slogans
 - Analysis of return on investment
 - Operate like a private entity
 - Greater cost controls
 - Cost v benefits analysis
 - Entrepreneurial approaches are embraced
 - Provide scholarship and reduced fee programs



Governance

A Focus on Third Party Operators

- Third party operators/public private partnerships can be successful.
- But... where they are successful has been in affluent communities.
 - typically with golf or tennis operations
 - comprised of wealthier participants
- Very few long term aquatic examples exist in this region.

Governance

A Focus on Third Party Operators

- Non-profits may be a better fit for a public operation
- Contract monitoring will always be an issue
- What happens if the contractor fails to live up to the terms of the agreement or the business folds during the contract period?
- What happens if a conflict of interest arises out of the self serving nature of the operator?



Governance

Evaluating Success & Failures

- Benefits to the user, community & citizens
- Levels of participation
- Numbers & demographic of users
- Meeting budget parameters

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Governance

Our Recommendations

- Does the City Council continue as the MPD Commissioners?
 - More MPD's are ran by independent boards than joint governance
- If model stays the same, then we would recommend that the current P&R administration should continue.
 - Call it what is it – no more 3rd party operator!
 - The city is operating the pool for the MPD

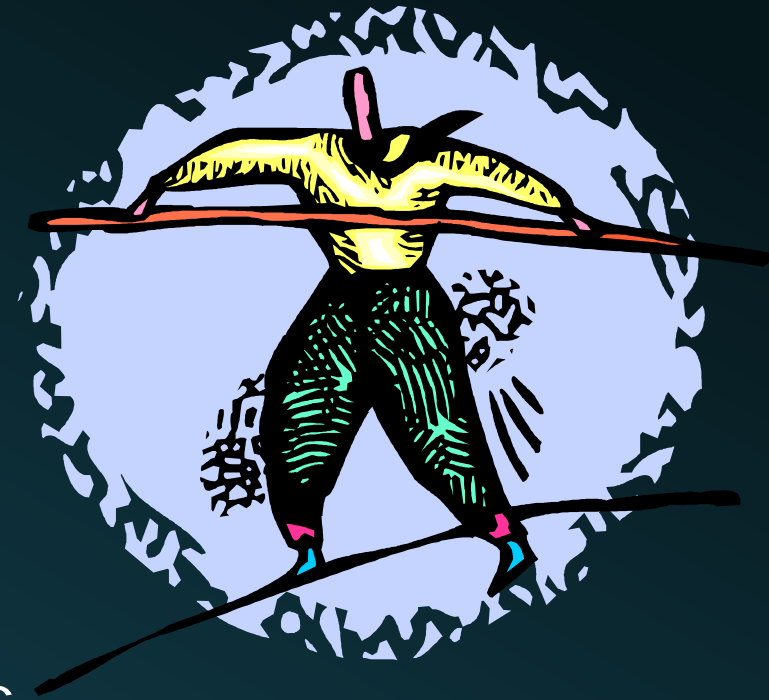


WARNING

**ROCK AND A
HARD PLACE
JUST AHEAD**

Balancing Act

- Legal Liability
- Public Safety
- Environmental Controls
- Public Opinion
- Financial Obligations





Thank You!

KJ Design, LLC

Kevin Johnston, MS

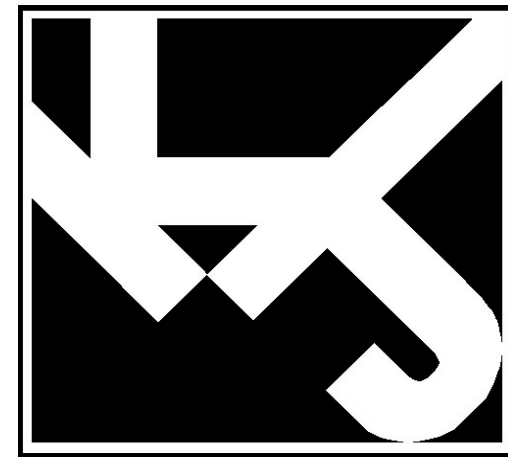
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DESIGN