

# TUKWILA POOL METROPOLITAN PARK DISTRICT

## Special Meeting of the Board of Commissioners

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Jeri Frangello-Anderson,  
President

*Board Members:* ▶ Christine Neuffer - Clerk ▶ Ellen Gengler  
▶ Vanessa Zaputil, ▶ Charles Tyson

**Tuesday, May 23, 2017 – 6:00pm – 9:00pm**

**TUKWILA LIBRARY – 14380 TUKWILA INTERNATIONAL BLVD, TUKWILA WA 98168**

**1. CALL TO ORDER/PLEDGE OF ALLEGIANCE/ROLL CALL**

**2. APPROVE AGENDA**

**3. CITIZEN COMMENTS** *(Limited to 4 minutes)*

**4. BUSINESS ITEMS** TPMPD Organizational Structure Review

**5. MISCELLANEOUS**

**6. EXECUTIVE SESSION**

The TPMPD Board of Commissioners may recess into Executive Session to consider the employment or dismissal of personnel, to review the performance of a public employee, to consult with legal counsel, to consider the position to be taken in collective bargaining, to consider acquisition or sale of real estate or other matters per RCW 42.30.110

**7. ADJOURNMENT**



## **TUKWILA POOL METROPOLITAN PARK DISTRICT**

### **Mission, Vision & Values**

#### **TPMPD Mission Statement:**

To provide a welcoming public aquatics facility managed in a fiscally-responsible manner with a focus on safety. We carry out this mission with a Board and staff who are compassionate, inclusive and responsive to the needs of our diverse community, working to foster positive and life-long experiences with aquatic environments.

#### **TPMPD Vision Statement:**

Contributing to the quality of life for our community, and for future generations, through welcoming, fun, safe and positive aquatic experiences at the Tukwila Pool.

#### **TPMPD Core Values:**

We Value...

- ...a safe, inclusive, caring public resource that is integrated into the fabric of our community
- ...educating all ages of our community in the lifelong skills of swimming and water safety
- ...integrity and maintaining the highest ethical standards by communicating honestly and transparently
- ...treating everyone with respect and embracing diverse opinions
- ...conducting our business and maintaining our facility in a fiscally-responsible manner that ensures the community can depend on aquatics as an available resource for generations to come
- ...creative, affordable and fun programming that is responsive to the community's needs and contributes to the overall health and wellness of the community
- ...a spirit of collaboration and innovation when working with others to enhance services available for our community members
- ...our amazing volunteers!
- ...citizens of Tukwila whose support allows every resident and staff member to feel a sense of ownership of the pool

# **INFORMATIONAL MEMORANDUM**

## **Tukwila Pool Metropolitan Park District**

TO: **Tukwila Pool MPD Board of Commissioners**

FROM: Vanessa Zaputil, TPMPD Commissioner

DATE: May 23, 2017

SUBJECT: **TPMPD Organizational Structure**

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### **ISSUE**

Should the BOC review the organizational structure of the District?

### **FINANCIAL IMPACT**

Budget neutral.

### **BACKGROUND**

The TPMPD has implemented several organizational structures since its inception in 2011.

- In 2011-13 the structure included a Council Board with a contracted City Operator
- In 2013-15 the structure included a Council Board with an Executive Director
- In 2015 the structure included a Council Board with an Aquatics Director and an Administrative Director
- In 2016-17 the structure included an elected Board with an Executive Director

On May 8, 2017, the Board of Commissioners passed a motion to eliminate the Executive Director position

### **DISCUSSION**

Metropolitan Park Districts (MPDs) across the state of Washington utilize a variety of organizational structures that include council/city structure, board/executive director structure and board/manager structure. Research from Municipal Research and Service Center (MRSC) shows 73% of elected MPD boards choose to use an Executive Director, however 91% of those Districts incorporate multiple facilities/programming.

Further research identified five Districts -MPD or Parks & Recreation- (other than the TPMPD) as having an indoor, year-round swimming pool as their primary facility/function, and of those 80% utilized an executive director structure.

The Tukwila Pool MPD has struggled over the years to find an organizational structural balance between the operational nature of the District and the necessary Board/District requirements. As the TPMPD is a small, single focus District there has been discussion on limiting the cost and layers of government, while building in stability. Another challenge has been clarity in communication, therefore a clear structure with reporting pathways will be important for the success of the District.

Three Options have been identified (See attached documentation for more information including strengths and challenges):

# **INFORMATIONAL MEMORANDUM**

## **Tukwila Pool Metropolitan Park District**

- Option A- Operational Model
  - Full-Time Aquatics Manager reporting to the Board of Commissioners for all Operational functions of the District,
  - Part-Time Clerk reporting to the Board of Commissioners for the District and clerical functions of the District
  - Clerk and Aquatics Manager would work together on overlapping functions such as Budget development, Finances and HR
  - Leadership functions of the district as well as operational decisions would be the responsibility of the Board
  - Would require standing committees
  
- Option B- General Manager Model
  - Full-Time District General Manager reporting to the Board of Commissioners
    - Strong knowledge, experience and expertise in facilities and swimming pool operations combined with knowledge of District related requirements
    - Responsible for all functions of the District including advising the Board
  
- Option C- Policy Model
  - Part-Time Executive Director who reports to the Board of Commissioners
    - Oversees the Operational functions, and is responsible for all other District functions including advising the Board

### **RECOMMENDATIONS**

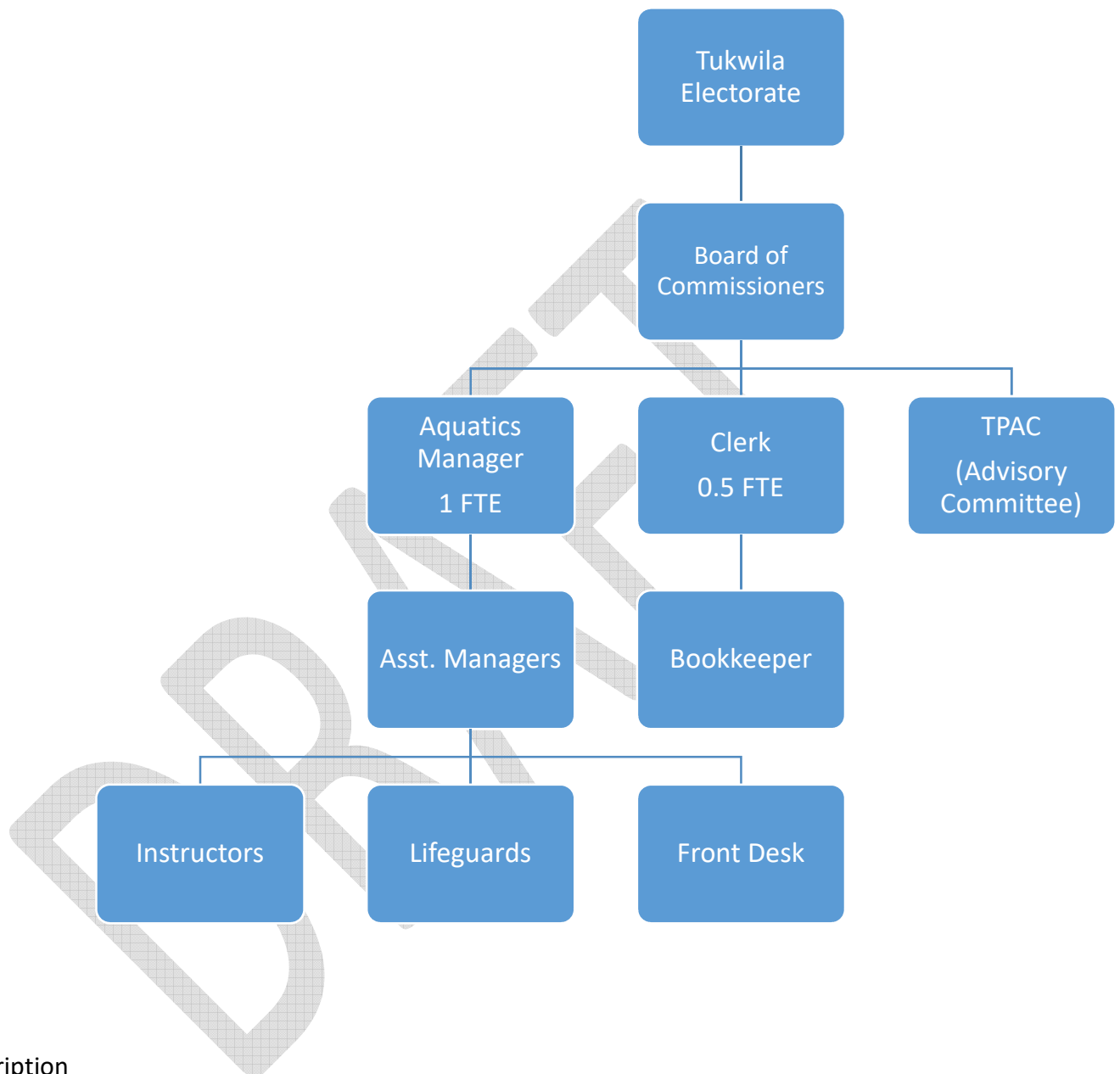
It is recommended that the BOC move to:

- a) Approve an Organizational Structure
- b) Take steps to implement the chosen Organizational Structure

### **ATTACHMENTS**

District Comparison List  
Organizational Model Options  
Sample District Manager Job Description  
Sample District Clerk Job Description  
2017 TPMPD Executive Director Job Description

**Option A**  
**Operational Model**



**Description**

This model incorporates a Full-Time Aquatics Manager reporting to the Board of Commissioners for all Operational functions of the District, and a Clerk reporting to the Board of Commissioners for the District and clerical functions of the District. The Clerk and Aquatics Manager would work together on overlapping functions such as Budget development, Finances and HR. This model is an operational model, as the leadership functions of the district as well as high level operational decisions would be the responsibility of the Board. This model would require standing committees.

**Option A**  
**Operational Model (Cont.)**

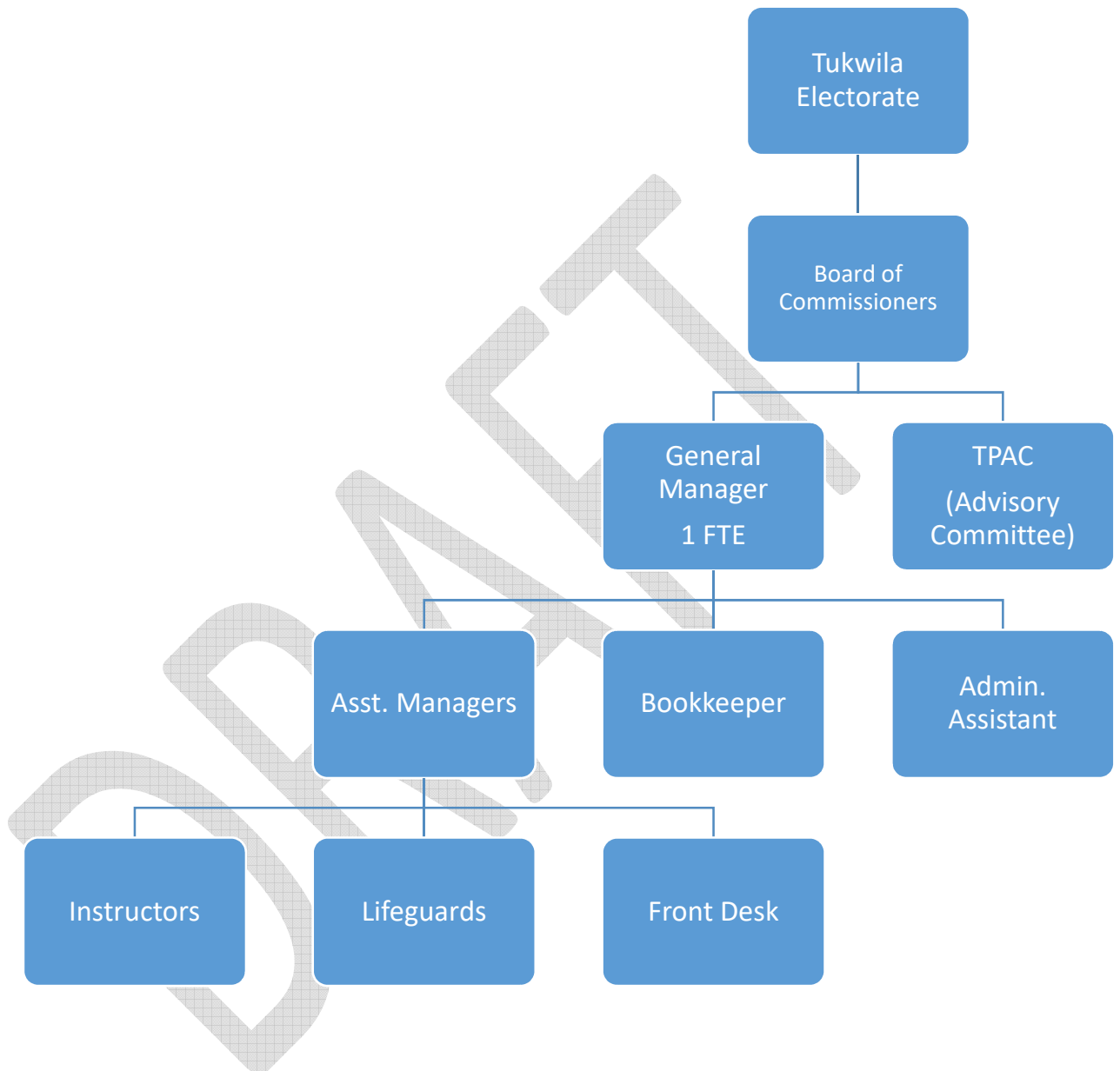
**Strengths**

- Board of Commissioners are directly informed on Operational functions of the District
- Board of Commissioners have more direct input on pool operations
- Board of Commissioners have dedicated clerical support

**Challenges**

- Board of Commissioners are responsible for leadership continuity and mission/vision implementation
- Board of Commissioners are directly responsible for hiring Aquatics Manager and Clerk
- Volunteer Board of Commissioners may find required increased Committee duties burdensome

**Option B**  
**General Manager Model**



**Description**

This model incorporates a Full-Time District General Manager reporting to the Board of Commissioners with strong knowledge, experience and expertise in facilities and swimming pool operations, combined with knowledge of District related requirements. The General Manager would be responsible for all functions of the District including advising the Board.

**Option B**  
**General Manager Model (Cont.)**

**Strengths**

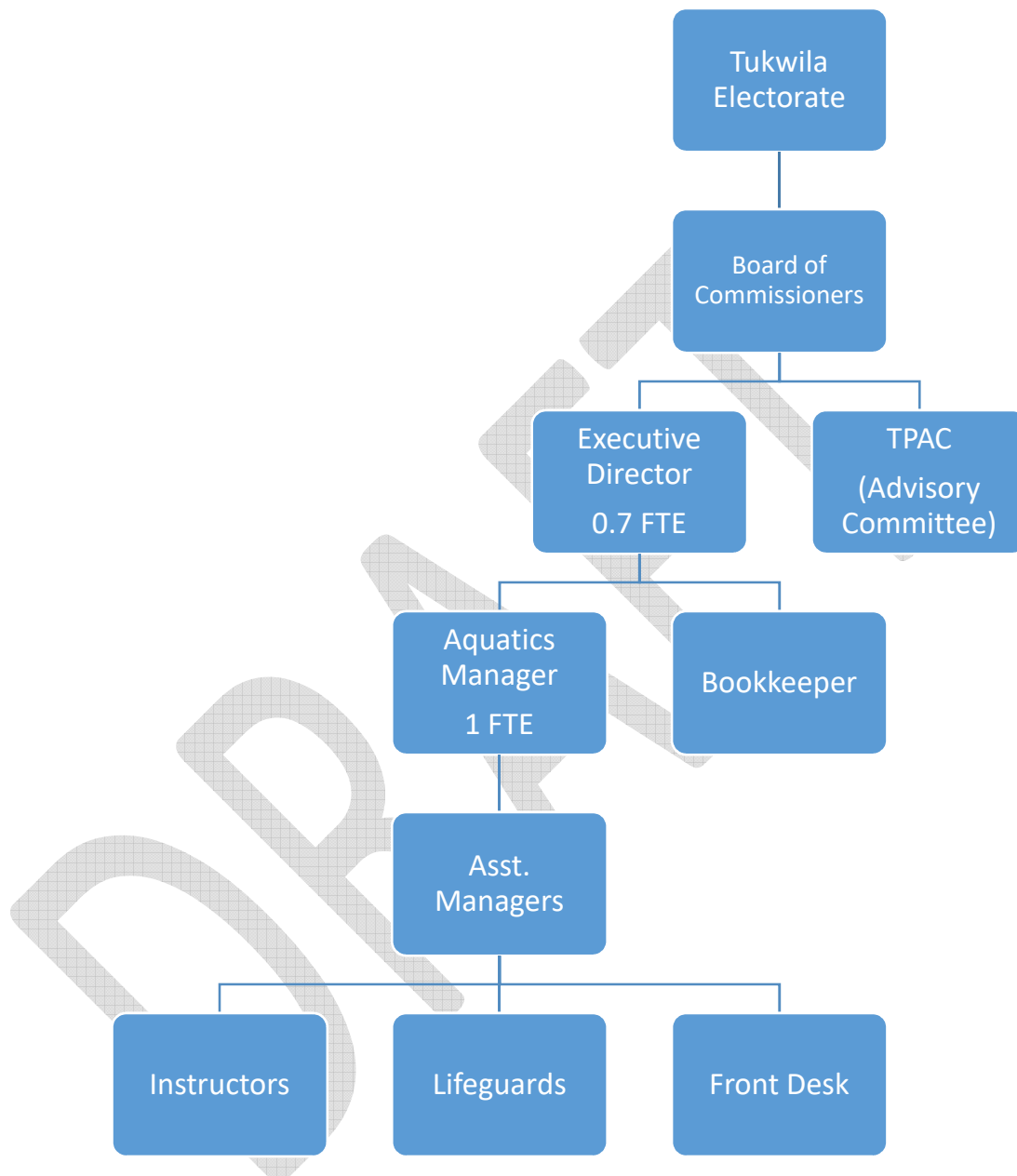
- Board of Commissioners are directly informed on Operational functions of the District
- Board of Commissioners have more input on pool operations
- General Manager (top position) job description requires knowledge, experience and expertise in Facilities Pool Operations
- Board of Commissioners have a single point of contact

**Challenges**

- The General Manager job is highly specialized
- No dedicated Aquatics Manager
- Board of Commissioners has indirect admin. support



**Option C**  
**Policy Model**



**Description**

This model incorporates a Part-Time Executive Director who reports to the Board of Commissioners, oversees the Operational functions, and is responsible for all other District functions including advising the Board. It also includes a Full-Time Aquatics Manager.

**Option C**  
**Policy Model (Cont.)**

**Strengths**

- Board of Commissioners can control the level of involvement as a policy Board
- Board of Commissioners have a dedicated support employee
- Executive Director leadership role lends itself to mission/vision/ future advising and guidance

**Challenges**

- Executive Director will, most likely, not have direct knowledge/expertise in pool operations
- Board of Commissioners is not directly informed on Operational functions of the District

## MRSC LIST

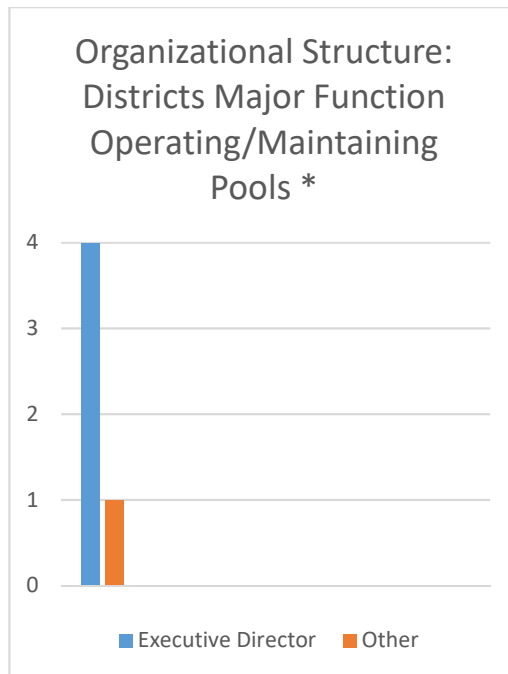
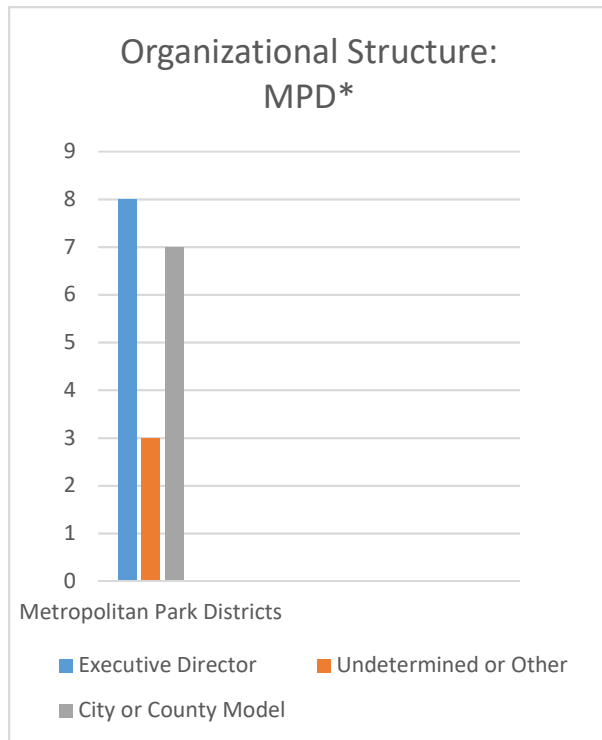
<b>Metropolitan Park District</b>	<b>Created</b>	<b>Area</b>	<b>Governance</b>	<b>Org. Structure</b>	<b>Scope</b>
<b>Bainbridge Island Metropolitan Park and Recreation District</b>	Sept. 2004	Bainbridge Island	Elected board	Executive Director	Maintain and operate park and recreation facilities, replacing an earlier park and recreation district with less stable funding.
<b>Chuckanut Community Forest and Recreation District</b>	Feb. 2013	Part of Bellingham	Elected board		Pay off an interfund loan that Bellingham used to purchase a tract of forest used as an informal park. Board intends to dissolve district upon repayment.
<b>Colfax Metropolitan Park District</b>	Nov. 2016	Colfax	City council (ex officio)	City Model	Operate and maintain existing swimming pool and parks.
<b>Des Moines Pool Metropolitan Park District</b>	Nov. 2009	Des Moines	Elected board	Executive Director	Maintain and operate existing Mt. Rainier Pool (with additional funding from Normandy Park MPD and Highline School District).
<b>Eastmont Metro Parks and Recreation</b>	May 2004	East Wenatchee and nearby unincorporated areas of Douglas County	Elected board	Director of Parks & Rec.	Maintain existing park services and facilities, replacing the Eastmont Park and Recreation Service Area which lacked adequate funding
<b>Fall City Metropolitan Park District</b>	March 2009	Fall City area (unincorporated King County)	Elected board		Maintain, improve, and acquire park and recreation facilities

<b>Greater Clark Parks District</b>	Feb. 2005	Vancouver unincorporated growth area (Clark County)	Elected board	Part of Clark County Model	Maintain, operate, and construct neighborhood parks, sports fields, and trails.
<b>Key Peninsula Metropolitan Park District</b>	Feb. 2004	Key Peninsula (unincorporated Pierce County)	Elected board	Executive Director	Maintain and operate park and recreation facilities, replacing the Key Peninsula Park and Recreation District.
<b>Metro Parks Tacoma</b>	1907	Tacoma and nearby unincorporated Pierce County, including Browns Point & Dash Point	Elected board	Executive Director	First MPD in state. Operates extensive parks, community centers, and zoo/nature facilities.
<b>Normandy Park Metropolitan Park District</b>	Nov. 2009	Normandy Park	City council (ex officio)	City Model	Help fund existing Mt. Rainier Pool (along with Des Moines Pool MPD and Highline School District).
<b>Olympia Metropolitan Park District</b>	Nov. 2015	Olympia	City council (ex officio)	City Model	Improve and expand city park system
<b>Peninsula Metropolitan Park District</b>	May 2004	Unincorporated Pierce County near Gig Harbor	Elected board	Executive Director	Replaced earlier park and recreation district following series of ballot measures that fell narrowly short of the required 60% approval.
<b><u>Pullman Metropolitan Park District</u></b>	Sept. 2002	Pullman	City council (ex officio)	City Model	Maintenance and operation of park facilities due to general fund shortfalls

<b>Seattle Park District</b>	Aug. 2014	Seattle	City council (ex officio)	City Model	Maintenance and improvement of existing park facilities to address \$267 million backlog
<b>Shelton Metropolitan Park District</b>	April 2010	Shelton	City council (ex officio)	City Model	Fund park and recreation facilities owned by the city.
<b>Si View Metropolitan Park District</b>	Feb. 2003	North Bend and nearby unincorporated King County	Elected board	Executive Director	Operate the Si View Park Community Center and Pool, which had been closed due to county budget cuts, as well as other park facilities.
<b>Tukwila Pool Metropolitan Park District</b>	April 2011	Tukwila	Elected board	Under Review	Operate the Tukwila Pool, preventing potential closure following recession and general fund shortfalls.
<b>Village Green Metropolitan Park District</b>	Aug. 2008	Kingston area (unincorporated Kitsap County)	Elected board		Pay a portion of the capital costs for the new Village Green community center
<b>William Shore Memorial Pool Park District</b>	May 2009	Port Angeles School District No. 121 (City of Port Angeles and part of unincorporated Clallam County)	2 county commissioners, 2 city council members, 1 resident elected by the board	Executive Director	Operate the William Shore Memorial Pool, preventing its closure.

## ADDITIONAL POOL FOCUS DISTRICTS

Park & Recreation District	Created	Area	Governance	Org. Structure	Scope
<b>North Whidbey Park &amp; Recreation District</b>		North Whidbey Island	Elected Board	Executive Director	Operate and maintain swimming pool, and ball fields
<b>Fidalgo Park and Recreation District</b>	1972	Anacortes	Elected Board	Executive Director	Operate and maintain swimming pool and fitness center
<b>Lebanon Aquatic District</b>		Lebanon, OR	Elected Board	Aquatics Director	Operate and maintain swimming pool



\*Excluding Tukwila



## **District Clerk**

### **Position Description**

#### **SUMMARY**

The District Clerk position provides the District related and administrative support for the Tukwila Pool MPD which includes District funds management, budget development, records management, election management and contract/policy review and advising. The Clerk serves as a resource to the Board of Commissioners to facilitate District meetings and functions and works closely with the TPMPD Aquatics Manager.

Reports to: TPMPD Board of Commissioners

Classification: Exempt, Part-time (average 20 hours/week) salary range to \$26,000

#### **QUALIFICATIONS**

##### **Knowledge and Education**

- Principles, practices, and procedures related to public agency record keeping, elections, and the Clerk of the Board function.
- Strong financial management and budget preparation skills
- Knowledge of Washington State laws, regulations and codes as they apply to park districts and swimming pool operations preferred
- General knowledge of the basic legal requirements of contracts, leases, agreements and the ability to draft documents for review by the District's contracted attorney.
- Any combination of training and experience, which would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:
  - Equivalent to an Associate of Arts degree in public or business administration
  - (3) years of increasingly responsible office administrative experience, preferably in a public agency.
  - A Bachelor's degree is preferred
  - Experience as a Clerk, or in direct support of a Board of Directors is preferred.
- Must be able to pass a WSP and FBI background check



## Skills

- Demonstrated ability to work independently with little or no supervision
- Ability to interface with database systems such as accounting, records management, and inventory management
- Proficiency at a high level using MS 365, Microsoft Word, Publisher, Excel and PowerPoint
- Ability to analyze information, draw conclusions and make recommendations
- Ability to work effectively alone or with multiple stakeholders
- Strong organizational, written and verbal communication skills essential
- Pays attention to detail and can multitask

## Attributes

- Works well with people including being a leader and a team member, treating everyone with respect
- Takes appropriate initiative
- Timely follow through on commitments while delivering high quality work performance

## **RESPONSIBILITIES**

### District

- Provide Board Support
- Provide financial oversight for the District
- Provide recommendations and guidance to the Board
- Maintain and safeguard the District's assets, records and document, ensuring Washington State compliance with asset acquisition, inventory and disposal processes and records

### Administrative

- Organize an efficient administrative organization for the District
- Collaborate and manage the District annual calendar
- Assist the Board President/Clerk in agenda planning and draft/compile all agenda items and materials for Commissioner meetings in a timely manner
- Create summary minutes for Regular and Special Meetings
- Ensure District compliance in OPMA and RCW rules and regulations including all necessary noticing of meetings, agendas, and posting of records
- Facilitate orientation of new Commissioners
- Facilitate and provide support for all Board meetings (including ad-hoc and standing committee meetings)
- Develop and oversee the District's Records Management consistent with Washington State's Access to Public Records requirements
- Facilitate, manage and maintain District's contracts, agreements, ILAs and other legal documents
- Interface directly with the District's contract attorney as necessary on issues requiring legal attention
- Interface directly with the District's contract CPA on issues requiring high level financial attention
- Ensure District's compliance with all King County Elections requirements
- Manage Board identified Request for Proposals (RFPs) or Quotes (RFQs)
- Ensure compliance with all federal, state and local fiduciary and regulatory requirements including:
  - WAC 246-260 Water Recreation Facilities
  - RCW 35.61 Metropolitan Park Districts
  - RCW 70.90 Water Recreation Facilities

- Assist the Aquatics Manager as needed in HR related functions including compliance with employee FBI fingerprinting and WSP background checks
- Ensure District email is administered, maintained and preserved
- Ensure all District bookkeeping is performed and recorded per uniform accounting standards and TPMPD policy including quickbooks entry, BARS codes reporting, District credit card management, timely King County voucher processing
- Ensure that the District's website and social media are kept up to date including operational and District functions

#### Budget and Finance

- Develop and prepare annual budget and budget amendments for Board approval including all necessary filing
- Ensure District operates within the approved annual budget
- Analyze and recommend annual levy amount, complete documentation and ensure timely submission to King County
- Develop, document and ensure effective audit processes and trails
- Ensure annual reports and required periodic audits for the Washington State Auditor's Office are completed, filed and or performed, coordinating with the District CPA as necessary
- Monitor and maintain all District bank accounts including necessary transfers
- Define and identify cost savings, operational efficiencies and a sustainable budget and recommend same to the Board of Commissioners
- Work with the Aquatics Manager to identify performance metrics for revenue and operational expenses, collate monthly and review with the Board of Commissioners
- Ensure monthly and annual financial reporting to the Board of Commissioners, review monthly and report on status
- Work with the Aquatics Manager to identify new revenue sources and model
- Develop short and long term budget forecasting

#### **WORKING CONDITIONS**

- Must be able to work from the pool facility, home, travel as necessary to meetings, be available for monthly meetings, special meetings and committee meetings
- Maintain regular on-site District office hours as approved by the Board of Commissioners
- Regular meetings of the Board of Commissioners are every second (2<sup>nd</sup>) Monday of the month at 6:00 p.m. at Valley View Sewer District building (subject to change)
- The Tukwila Pool Metropolitan Park District is an equal opportunity employer

#### **HOURS, SALARY & BENEFITS**

This position is part-time (average 20 hours/week), salaried and exempt.

- The successful candidate is expected to work an average of 20 hours/week and will be responsible for developing their own schedule to ensure maximum effectiveness in this position. Weekend and or evening work is occasionally required
- Salary: \$26,000/year
- Benefits: Our benefits include family use of the facility, an allowance equal to 15% of salary to be used at the employee's discretion for medical, dental, child care and or retirement plan), paid vacation, sick leave, floating holidays and merit increases



## **General Manager**

### **Position Description**

#### **SUMMARY**

The ideal candidate is a leader who excels at working independently with proven management success, who has experience with facilities, maintenance, aquatic operations (especially swimming pools) and knowledge of Washington State laws as they apply to aquatic facilities and municipal park districts.

The General Manager is appointed by the Tukwila Pool Metropolitan Park District Board of Commissioners (Board) and serves as the interface between the Board and the TPMPD. The Executive Director will report to the Board of Commissioners.

The General Manager is responsible for all aspects of the TPMPD Operations and District functions including serving as a resource to the Board, while implementing its policies and procedures. The General Manager is a key participant in the flow of communications between the Operational staff, the citizens and the Board.

Reports to: The TPMPD Board of Commissioners

Classification: Exempt, Full-time (average 40 hours/week) salary range to \$64,000

#### **QUALIFICATIONS**

##### **Knowledge and Education**

- Minimum of 5-10 years successfully operating an Aquatics Facility- including developing, scheduling and coordinating high quality programming and directly supervising employees.
- Minimum 5-10 years of performing pool maintenance including filtration, chemical controllers/feeders HVAC, safety systems pumps/motors and strong understanding of preventative and long term facility maintenance
- AFO or CPO certified
- Strong financial management and budget skills
- Knowledge of Washington State laws, regulations and codes as they apply to park districts and swimming pool operations preferred
- Experience in Human Resource tasks including payroll, best practices in hiring/terminating and records
- Knowledge of methods, procedures and practices of issue analysis and evaluation, planning, bidding and construction as applied to swimming pool operation and facility maintenance
- Experience in project management
- General knowledge of the basic legal requirements of contracts, leases, agreements and the ability to draft documents for review by the District's contracted attorney.
- Clearly understands and uses the components of a successful business organization

- Bachelor's Degree in Business Management, Parks and Recreation, Leisure Studies or a related field or equivalent experience preferred
- Must be able to pass a WSP and FBI background check

### Skills

- Demonstrated ability to lead a successful organization, model positive work ethic with exceptional supervisory skills
- Demonstrated ability in performing management functions: planning, leading, organizing, motivating, reviewing and evaluating results and personnel, including conflict management
- Able to identify problems, collect data and analyze situations, identify options, make recommendations, implement action plans, measure success and continue improvement including creative solutions
- Demonstrated ability to work independently with little or no supervision
- Ability to interface with database systems such as accounting, records management, and inventory management
- Proficiency at a high level using MS 365, Microsoft Word, Publisher, Excel and PowerPoint
- Ability to set goals and objectives and carry them through
- Ability to work effectively alone or with multiple stakeholders
- Strong organizational, written and verbal communication skills essential
- Pays attention to detail and can multitask

### Attributes

- Works well with people including being a leader and a team member, treating everyone with respect
- Takes appropriate initiative
- Timely follow through on commitments while delivering high quality work performance
- Projects and always maintains a positive image
- Provides consistently high quality service

## **RESPONSIBILITIES**

Effectively manage all aspects of the Tukwila Pool MPD District functions. Key responsibilities will be:

### Operations

- Manage all pool operations including
  - Hiring, supervising and scheduling staff, including related HR tasks
  - Developing high quality, relevant programming and develop marketing accordingly
  - Promote pool usage throughout the community
  - Providing superior customer service
  - Ensuring all safety procedures and policies are followed and recorded
  - Ensuring the Facility is maintained in excellent condition and make recommendations for short term and long term facility needs
  - Developing operational procedures
  - Periodically benchmark against substantially similar aquatics operations

### District

- Provide Board Support
- Assist the District in serving the citizens of Tukwila and surrounding communities
- Administer ongoing District functions
- Provide financial oversight for the District

- Establish and implement policies for the District
- Provide representation of the Board to the Operation and District Advisory Committee
- Provide recommendations and guidance to the Board
- Maintain and safeguard the District's assets, records and document, ensuring Washington State compliance with asset acquisition, inventory and disposal processes and records

#### Administrative

- Organize an efficient administrative organization for the District
- Implement the District's Mission, Vision, Values, Goals and Objectives and develop strategies for achieving the goals and objectives
- Collaborate and manage the District annual calendar
- Assist the Board President/Clerk in agenda planning and draft/compile all agenda items and materials for Commissioner meetings in a timely manner
- Ensure District compliance in OPMA and RCW rules and regulations including all necessary noticing of meetings, agendas, and posting of records
- Facilitate orientation of new Commissioners
- Facilitate and provide support for all Board meetings (including ad-hoc and standing committee meetings)
- Facilitate and provide support for the District's Advisory Committee (TPAC) including coordinating agendas and recruiting new members
- Review and approve scholarship applications
- Develop and oversee the District's Records Management consistent with Washington State's Access to Public Records requirements
- Facilitate, manage and maintain District's contracts, agreements, ILAs and other legal documents
- Interface directly with the District's contract attorney as necessary on issues requiring legal attention
- Interface directly with the District's contract CPA on issues requiring high level financial attention
- Ensure District's compliance with all King County Elections requirements
- Manage Board identified Request for Proposals (RFPs) or Quotes (RFQs)
- Ensure compliance with all federal, state and local fiduciary and regulatory requirements including:
  - WAC 246-260 Water Recreation Facilities
  - RCW 35.61 Metropolitan Park Districts
  - RCW 70.90 Water Recreation Facilities
- Perform all HR related functions including compliance with employee FBI fingerprinting and WSP background checks
- Conduct research, find resources, evaluate and provide information to the Board of Commissioners and or staff in support of District activities including identifying and applying for relevant grants
- Ensure District email is administered, maintained and preserved
- Ensure all District bookkeeping is performed and recorded per uniform accounting standards and TPMPD policy including Quickbooks entry, BARS codes reporting, District credit card management, timely King County voucher processing
- Ensure that the District's website and social media are kept up to date including operational and District functions

#### Budget and Finance

- Develop and prepare annual budget and budget amendments for Board approval including all necessary filing

- Ensure District operates within the approved annual budget
- Analyze and recommend annual levy amount, complete documentation and ensure timely submission to King County
- Develop, document and ensure effective audit processes and trails
- Ensure annual reports and required periodic audits for the Washington State Auditor's Office are completed, filed and or performed, coordinating with the District CPA as necessary
- Monitor and maintain all District bank accounts including necessary transfers
- Define and identify cost savings, operational efficiencies and a sustainable budget and recommend same to the Board of Commissioners
- Identify performance metrics for revenue and operational expenses, collate monthly and review with the Board of Commissioners
- Ensure monthly and annual financial reporting to the Board of Commissioners, review monthly and report on status
- Identify new revenue sources and model
- Develop short and long term budget forecasting

#### Public Relations

- Act as representative, liaison and spokesperson for the District as designated regarding governmental entities
- Maintain effective relationships with the internal and external customers, ensuring that patron's concerns and inquiries are handled appropriately through both oral and written communications
- Develop robust sustainable volunteer program

#### Communications

- Coordinate closely with:
  - President of the TPMPD Board of Commissioners
  - District Advisory Committee (TPAC)
  - All contracted services (Attorney, CPA, Transcriptionist, etc.)
  - Local entities and school districts

#### **PERFORMANCE REVIEW**

Annual Performance Review done by the Past and Current President of the Board of Commissioners, and approved by the Board, no later than 30 days after the hiring anniversary date. Any merit increases approved shall be retroactive to the hiring anniversary date. Rating of "Needs Improvement" in 3 or more categories at the annual review will result in a follow up 6 month review.

#### **WORKING CONDITIONS**

- Must be able to work from the pool facility, home, travel as necessary to meetings, be available for monthly meetings, special meetings, committee meetings and some pool events
- Maintain regular on-site District office hours as approved by the Board of Commissioners
- Regular meetings of the Board of Commissioners are every second (2<sup>nd</sup>) Monday of the month at 6:00 p.m. at Valley View Sewer District building (subject to change)
- TPAC (Tukwila Pool Advisory Committee) meetings occur the third (3<sup>rd</sup>) Saturday of the month at 8:10 a.m. at the Tukwila Community Center (subject to change)
- The Tukwila Pool Metropolitan Park District is an equal opportunity employer

## **HOURS, SALARY & BENEFITS**

This position is full time, salaried and exempt.

- The successful candidate is expected to work an average of 40 hours/week and will be responsible for developing their own schedule to ensure maximum effectiveness in this position. Weekend and or evening work is occasionally required
- Salary \$64,000/year
- Benefits: Our benefits include family use of the facility, an allowance equal to 15% of salary to be used at the employee's discretion for medical, dental, child care and or retirement plan), paid vacation, sick leave, floating holidays and merit increases



## **Executive Director Position Description**

### **SUMMARY**

The Tukwila Pool Metropolitan Park District Board of Commissioners (Board) desires to hire an Executive Director to provide District support and management capabilities to the organization's operation. The District owns and operates one swimming pool.

The ideal candidate is a leader who excels at working independently with proven management success who preferably has experience with aquatic operations (especially swimming pools) and knowledge of Washington State laws as they apply to aquatic facilities and municipal park districts.

The Executive Director is appointed by the Tukwila Pool Metropolitan Park District Board of Commissioners (Board) and serves as the interface between the Board and the Tukwila Pool MPD Operations. The Executive Director will report to the Board of Commissioners.

The Executive Director serves as a resource to the Board while implementing its policies and providing support to the daily operations of the District. The Executive Director is a key participant in the flow of communications between the Aquatics Manager/Operations, citizens and the Board. The Executive Director is responsible for overall oversight of Tukwila Pool MPD (District) functions.

Reports to: Tukwila Pool Metropolitan Park District Board of Commissioners

Classification: Exempt, Part-time (average 28 hours per week), salary range to \$45K

### **QUALIFICATIONS**

#### Knowledge and Education

- Strong financial management and budget skills, including accounting principles and budget preparation for cash-based system and Washington state BARS list of accounts. Knowledge of Washington state laws, regulations and codes as they apply to park districts and swimming pool operation preferred
- General knowledge of, or ability to comprehend, swimming pool systems and operation, such as filtration system, chemical controllers and feeders, HVAC, safety systems, pumps and electric motors
- Knowledge of methods, procedures and practices of issue analysis and evaluation, planning, bidding and construction as applied to swimming pool operation and facility maintenance
- Knowledge of Washington state records retention and public disclosure requirements
- General knowledge of the basic legal requirements of contracts, leases, agreements and the ability to draft documents for review by the District's contracted attorney
- Clearly understands and uses the components of a successful business organization
- Bachelor's Degree in Business Management, Administration, Parks and Recreation, Leisure Studies, or a related field or equivalent experience preferred
- 3-5 years of experience in leading an organization preferred
- Knowledge of marketing and how to effectively apply it in a public recreation setting



- Must be able to pass a WSP and FBI background check

#### Skills

- Demonstrated ability to lead an organization to exceptional performance levels, model positive work ethic and to integrate efforts of the entire pool organization
- Demonstrated past experience in successfully performing management functions: planning, leading, organizing, motivating, reviewing and evaluating results and personnel including conflict management
- Demonstrated ability to work independently with little or no supervision
- Able to identify problems, collect data and analyze situations, identify options, make recommendations, implement action plans, monitor progress, measure success and continue improvement
- Ability to interface with database systems such as accounting, records management, and inventory management
- Proficiency at a high level with the complete Microsoft Office Suite
- Ability to set goals and objectives and carry them through
- Ability to work effectively alone or with multiple stakeholders
- Strong written and verbal communication skills

#### Attributes

- Works well with people, treating everyone with respect
- Takes appropriate initiative
- Timely follow through on commitments
- Delivers high quality work performance
- Projects and maintains a positive image at all times
- Works well as a team member/leader in all interactions
- Provides consistently high quality service

### **RESPONSIBILITIES**

Oversee effective Tukwila Pool MPD District functions. The Executive Director will be a management position. Key responsibilities will be to:

- Provide Board support
- Assist the District in serving the citizens of Tukwila and surrounding communities
- Administer on-going District functions, projects and activities
- Provide financial oversight for the District
- Establish and implement policies and operating procedures for the District
- Provide direction, oversight and representation of the Board to the Pool/Aquatics Manager/Operations, the District's citizen advisory committee and provide recommendation and guidance to the Board members

#### Administrative:

- Oversee District functions including Aquatics Operations
- Hiring of the District's Aquatics Manager
- Provide support as needed to the Aquatics Manager/Operations or Board, including HR support as needed.
- Identify and apply for relevant grants available to the District for programs and operations

- Work closely with the Aquatics Manager/Operations to increase revenue and decrease operational expenses while maintaining quality programming and positive customer experience
- Recommend policies, plans and programs, and provide the Board with information necessary to the Board's policy-making functions.
- Organize and supervise an efficient administrative organization for the District
- Oversee the recommended goals and objectives for the District's operation, and develop strategies for achieving these goals and objectives.
- Directly supervise and evaluate the Aquatics Manager.
- On own initiative, or under Board direction, develop, maintain and implement District policies consistent with organizational vision, goals, and statutory requirements
- Collaborate and manage the District's annual calendar of events with the Aquatics Manager/Operations
- Assist the Board President/ Clerk in agenda planning and draft and compile all agenda items and materials for Commissioner meetings in a timely manner. Provide noticing as required
- Facilitate the orientation of new Commissioners
- Facilitate and provide support for all Board Meetings (including ad-hoc committee meetings)
- Facilitate and provide support for the District's Advisory Committee (TPAC) including coordinating agendas and solicitation for new members
- Review scholarship reports as provided by the Aquatics Manager/Operations
- Support the Aquatics Manager in managing the development of Pool marketing and advertising activities
- Conduct research, find resources, evaluate and provide information to the Board of Commissioners and/or staff in support of the District's activities
- Develop and oversee the District's Records Management consistent with WA State's Access to Public Records requirements
- Facilitate, manage and maintain District contracts, agreements, ILAs, and other legal documents
- Interface directly with District contract attorney, as necessary, on issues requiring legal attention
- Interface directly with District contract CPA and Bookkeeper on issues requiring financial attention
- Ensure District's compliance with all King County Elections requirements
- Manage Board identified Request for Proposals (RFPs) or Quotes (RFQs)
- Oversee and ensure compliance with all federal, state and local fiduciary and regulatory requirements, including:
  - WAC 246-260 Water Recreation Facilities
  - RCW 35.61 Metropolitan Park Districts
  - RCW 70.90 Water Recreation Facilities

#### Budget & Finance:

- Working closely with the Aquatics Manager/Operations, develop and prepare the annual budget and budget amendments for Board approval including all necessary filing



- Ensure District operates within the approved annual budget and notify the Board immediately if budget obligations are not met
- Analyze and recommend annual levy amount to the Board and complete documentation for timely submission to King County
- Develop, document and ensure effective audit processes and trails
- Work with District CPA and Bookkeeper on annual reports and periodic audits by WA State Auditor's Office
- Oversee voucher processing for KC to ensure timely payments
- Define cost savings, operational efficiencies, and a sustainable budget; recommend same to the Board
- Identify performance metrics for revenue and operational expenses, collate on a monthly basis and review with the Aquatics Manager/Operations and the Board
- Review monthly District financial statements and report to the Board on status
- Ensure monthly financial reporting to the Board, as well as annual reporting
- Identify new revenue sources and model

#### Management Oversight:

- Initiate and develop and facilitate an active planning process including short and long term planning. (Facility CIP Plan, District Strategic Plan, Financial Forecasting)
- Engage as necessary with assessment of physical plant problems as they arise and work closely with the Aquatics Manager/Operations in defining the scope of work
- Provide oversight to procurement activities for the District, including the provisioning of materials, services, consultants, architects & engineers and contractors (as needed or requested by the Board)
- Oversee District's Public Works projects by working with the Aquatics Manager/Operations and others, as needed and ensure projects comply with WA State rules and regulations
- Maintain and safeguard the District's assets, records and documents
- Oversee and ensure WA State compliance with District asset acquisition, inventory and disposal processes and records
- Periodically benchmark the District against substantially similar aquatic operations

#### Public Relations:

- Act as representative, liaison, and spokesperson for the District regarding governmental entities (ie City of Tukwila, Tukwila School District, etc), associations, community and the press as needed or requested from the Board
- Ensure that referred patron's concerns and inquiries are handled appropriately
- Maintain effective relationships with the internal and external customers through oral and written communications
- Facilitate and work closely with the Board's citizen committee (the Tukwila Pool Advisory Committee - TPAC) to garner ideas and concerns
- Develop robust, sustainable volunteer program

#### Communications:

- Provide support as needed to the Aquatics Manager/Operations or Board to promote

- pool usage within the community.
- Provide support as needed to the Aquatics Manager/Operations or Board in publishing periodic communiques the community.
- Coordinate closely with:
  - President of the District Board and TPAC
  - Aquatics Manager/Operations
  - Contracted services (contract Attorney, CPA, Transcriptionist)
  - Other contracted service providers
  - Local entities and school districts
- In coordination with the Aquatics Manager/Operations ensure that The District's website and other social media services remain current
  - Tukwila Pool url: <http://www.tukwilapool.org/>
  - Facebook url: <https://www.facebook.com/pages/Tukwila-Metropolitan-Park-District-Pool/132240046924338>

## **PERFORMANCE REVIEW**

Annual Performance Review done by the Past and Current President of the Board, and approved by the Board, no later than 30 days after the hiring anniversary date. Any merit increases approved shall be retroactive to the hiring anniversary date. Rating of "Needs Improvement" in 3 or more categories at the annual review, will result in a follow up 6-month review.

## **WORKING CONDITIONS**

- Must be able to work from the pool facility, home, travel as necessary to meetings, be available for monthly evening meetings and occasional Special Meetings and some weekend Pool events
- Maintain regular on-site District Office Hours as approved by the Board
- Regular meetings of the Board are every second (2nd) Monday of the month at 6:00 p.m. at Valley View Sewer District Building (subject to change)
- TPAC (Tukwila Pool Advisory Committee) meetings occur the third (3rd) Saturday of the month at 8:10 a.m. at the Tukwila Community Center (subject to change)

## **HOURS, SALARY & BENEFITS**

This position is part-time (average 28 hours per week), salaried and exempt.

- The successful candidate will be responsible for developing their own schedule to ensure maximum effectiveness in the position. Weekend and/or evening work is occasionally required.
- Salary: \$45,000 to start
- Benefits: Our benefits package includes family use of the facility, an allowance equal to 15% of salary (to be used at the employee's discretion for medical, dental, child care and/or retirement plan), paid vacation, sick leave and floating holidays.

*The Tukwila Pool Metropolitan Park District is an Equal Opportunity Employer*