

TUKWILA METROPOLITAN PARK DISTRICT

**September 16, 2013 – 6:00 p.m.
Council Chambers – Tukwila City Hall**

BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES

CALL TO ORDER

Board President Seal called the Special Meeting of the Tukwila Metropolitan Park District (MPD) to order at 6:07 p.m.

TUKWILA METROPOLITAN PARK DISTRICT COMMISSIONERS

Present were Joe Duffie, Dennis Robertson, Allan Ekberg, Verna Seal, De'Sean Quinn, Kate Kruller.

Board Member Hougardy was not present.

CITY OF TUKWILA OFFICIALS

Rick Still, Parks and Recreation Director; Robert Eaton, Facilities Project Coordinator; Stephanie Gardner, Parks and Recreation Executive Assistant; Amy Kindell, Aquatics Program Specialist; Vicky Carlsen, Deputy Finance Director; Brian Snure, Board Attorney; Christy O'Flaherty, City Clerk.

CITIZEN COMMENTS

Vanessa Zaputil, TPAC Member, would like to see the Pledge of Allegiance become a part of the MPD meetings. Additionally, she likes the 6:00 p.m. start time and referenced that the recent MPD budget work session began at 5:30 p.m. and there were seven people in attendance.

Aisha Dahir, 2844 South Othello Street, Seattle, said she works with Global to Local and appreciates the female only swim at the Tukwila Pool. She would like to see increased opportunities in this area. Many of the immigrants and members of the Somali community in the area will not access the services if they are not culturally appropriate. The female only swim has been considered very welcoming. She thanked Amy Kindell from the pool staff for her efforts.

Alma Villegas, 10627 53rd Avenue South, is the community's program manager with Global to Local. She would like to extend gratitude to the City and pool staff for welcoming the diverse populations that reside in Tukwila. In addition to the Somali population, there are other groups taking advantage of the increased access both at the pool and the Tukwila Community Center. She expressed appreciation to Amy Kindell from the pool staff for working to increase opportunities that recently involved members of the Burmese, Latino and Somali communities. She relayed that the pool staff is working to provide service opportunities to all of the populations that reside in Tukwila.

CONSENT AGENDA

a. Approval of Minutes: 8/19/13

b. Approval of Vouchers:

September 3: #130700, 364201, 364241, 364256, 364280 in the amount of \$27,845.17

September 16: #364349, 364371, 364387 in the amount of \$2,851.93

MOVED BY DUFFIE, SECONDED BY ROBERTSON TO APPROVE THE CONSENT AGENDA AS SUBMITTED. MOTION CARRIED 6-0.

BUSINESS ITEMS

Consultant Report on Pool Operations

Board President Seal explained that the report on pool operations will be provided by the KJ Design team. A short recess will then be taken, and members of the Board, staff and public will be provided post-it notes to write any questions or concerns. The post-it notes will be put on white boards with categories, and the consultants will review and answer each question this evening.

Board Member Robertson expressed concern regarding the lack of an advanced copy of the presentation and report. After review of the full materials, he will have additional questions that may require discussion.

Board President Seal relayed that there will be additional discussions over the next few months as the Board moves forward with budget discussions and programming. Additionally, the consultants are available to answer questions via email.

Board Member Kruller asked for copies of the report and PowerPoint presentation. While the report will not be available for at least a week, the PowerPoint presentation can be emailed to the Board members at this time.

Board Member Quinn asked that answers provided by the consultant to questions asked outside of this meeting be provided to all members of the Board.

Board President Seal confirmed that questions posed by Board members to the consultants should involve a response to all seven of the Board members.

Board President Seal introduced Kevin and Karen Johnston from the KJ Design team.

Kevin Johnston from KJ Design team gave his background in aquatic management. He started as a lifeguard and saved a young boy's life. That gave him the inspiration to become certified as a water safety instructor and swim lesson teacher. From there he was promoted to assistant aquatic manager and later the assistant aquatic manager for the City of Spokane where he supervised seven pools and staff. During his employment with the City he oversaw multiple renovations of several of the pools, dealing with large budgets. He has a degree in recreation from Washington State University with an option in aquatics. He was also involved with a new center in Sequim, WA. This was an amazing operation due to lack of funds to operate this center. The administrative team ran this center outside of operational tax money and was successful. After seven years, this center is funding its operation without tax based funds.

He is the the past president of the National Recreation and Park Association's Aquatic Branch and has authored a book called "The Encyclopedia of Aquatic Codes and Standards" for the National Recreation and Park's Association. Forty-eight states regulate swimming pools and he condenses that data and publishes it for the National Recreational Parks Association. He is an aquatic facility operator instructor and has trained three of the operators in Tukwila and numerous operators in about 20 different states. He has a master's degree in Sport and Recreation Management and is completing a dissertation for his doctorate degree in Natural Resource Sciences and Conservation Social Sciences at the University of Idaho. He has taught management classes both at the graduate and undergraduate level at the University of Idaho for eight years. He was faculty at the University of Washington for 12 years prior to teaching in Idaho. Now he is pursuing consulting and is a general contractor as well as teaching occasionally.

Karen Johnston is the other half of the KJ Design team. She has some management experience and worked as a young person at a summer camp that supported her being a lifeguard. From there she got certified as a swim instructor and that set the course for where she would go with her career. She has a college degree in criminal justice but has not had to apply that in the aquatics field much. What the opportunity in aquatics allowed her to do was work as a lifeguard while in school. She worked with the YMCA for 12 years and during that time she worked with two different sites and worked with 25 different aquatics directors, which gave her an opportunity to see the big picture of the YMCA.

She then went on to work for a Municipal Park District in Connecticut that took over a bankrupt YMCA and paid off a municipal bond in 6 years. This was a very progressive park district that was very interested in education and programming. Her emphasis at KJ Design is on marketing and sales.

Mr. Johnston said that KJ Design did a study for Tukwila in 2002 when the South Central Pool was transitioning out of King County into the city's operation. He distributed copies of the study for the Board members to read. He commended Rick Still and his staff because the majority of the findings in that report have been implemented by the MPD.

He discussed the scope of their work which has two major components: (1) the pool operations and programming, and (2) MPD Model of Governance Comparison. He utilized a PowerPoint presentation which will be emailed to the Board members. The purpose of the analysis is to determine short term and long term direction and areas for improvement that should be the MPD's focus and integrated into the MPD's strategic plan. This evaluation is a practical and helpful assessment of the current programs and administration of the MPD for the aquatic facility.

He stated that everyone wants the pool to do well, and so do all the groups that KJ Design team worked with in getting this done. There are many different ways to run a pool, and ultimately the outcome shared by everyone is that this pool be run successfully. Their hope is to provide the MPD with excellent recommendations, and not everyone will be happy with those. In reality, their work is only as good as the information they had the opportunity to explore. It was difficult to find anyone who was unhappy with the operation of the pool. They found really happy swimmers at the pool, and there was nothing anyone stated that they would change about the way the pool is run.

KJ Design only spent three days on site, therefore, their work is not a complete community assessment, but a snapshot of the operation.

MAINTENANCE ISSUES

Areas of improvement for maintenance are cleanliness of the new deck surfaces. Once you get a coating on a deck, you will see all the dirt, and it will be a challenge to keep it clean. The locker room floors need to be kept cleaner during the operational day. This has to be everyone's commitment, even users of the pool. Mixing the wet and dry traffic is an issue at the pool. Stocking of the restrooms is also an issue during the operational day. Restrooms were found in need of toilet paper and paper towels. Lighting over the pool is not up to the Washington Administrative Code (WAC) and does need to be addressed. The speed of putting pool covers off and on is something to take a look at also.

The equipment is in good shape and high quality materials were used in the renovation of the pool. The controls for the HVAC and pool systems are in good condition and have all been rejuvenated, so the big, larger systems should not have failures. However, if a pump goes down, repairs could take a long time, so there should be a contingency plan for major failures.

There are competent certified operators on staff, the water quality looked fine; and the exterior of the building looked great as well.

Separating the wet and dry traffic could be done with stanchions and utilizing one of the two entrance points from the lobby area for dry traffic and one for wet. This will not solve the issue entirely but would help. Another option would be to designate the areas with footprints; barefoot prints for wet traffic and shoe footprints to indicate dry traffic. Walk-off mats could be also used to help keep floors clean. Multiple mid-day cleanings should also be done.

Ms. Johnston stated her top three most important areas of pool management are: guest services, safety and cleanliness. Safety and cleanliness make guest services possible.

Mr. Johnston recommended a broom brigade for cleanliness utilizing the current full-time staff. It may take more time and effort to train young staff to clean properly, but must be considered. Multiple roll dispensers would help with the problem of running out of toilet paper, but routine checks of the restrooms are recommended to ensure supplies are stocked.

A recommendation for improving the lighting is difficult. More pressure needs to be put on McKinstry to bring the lighting over the water up to code.

Establishing a revolving equipment fund, based on the life expectancies of all surfaces and equipment, should be done as soon as possible. This should be a budget category to ensure the pool is maintained at a high level in the future.

OPERATIONAL ISSUES

It was pointed out that there is a lack of supervision of lifeguards on the weekend and evenings. Also, the part-time lifeguard wages are low compared to Seattle and surrounding pools, which results in the higher turnover.

Aquatics will be the largest liability in terms of recreation. So it is critical that staff is well trained. They need the opportunity to pursue training, gain new knowledge and stay current. It takes a training budget to do that. The MPD may be able to commit to that expense based on the understood liability in running a swimming pool.

The more that you can open up a lane to lap swimmers for the whole day, every day, the more revenue you will receive from those swimmers. A slide may also increase revenue as it has for other pools they have worked with.

One of the good operational issues is that the pool is well attended with an unbelievable cross section of the community using this pool. The diversity at the pool, including the staff, is wonderful. The full-time salaries are high, but you do get what you pay for and there will be recommendations on this later. There is a suggestion box that provides some feedback.

The MPD's scholarship programs are commendable and should continue to be built upon and grow with the operation of the pool. The recent grant received was unusual, that does not happen often and the diversity at this pool is probably the greatest opportunity on the grant side. Partnering with the school districts may be another grant opportunity for the MPD and the pool. Integrating with the schools to include a swim program as part of the district's physical education (PE) program is starting now and staff should be commended for that.

The 4 P's of marketing are Product, Place, Price, and Promotion. Membership is a good way to increase the revenue and this is our recommendation. This could keep the price lower and the number of memberships available can continue to grow. Memberships are not always used by the members. Then the single admission price can be higher, so people can see the advantage of buying the membership.

KJ Design recommends hiring a part-time supervisor for weekends and evenings, perhaps one or two head lifeguards. Define space uses like lap swim time, fitness programs, etc. There is a lack of signage for space uses, which needs to be more organized. One solution could be that spectators need to be in the gallery and no one on the pool deck unless they are involved in the activity. The downfall to pools is they are built with big closets and no locker room or office space for employees. An organizational idea for the lifeguard offices could be as simple as putting bookshelves on the wall above to leave more storage space down below for other things that are needed for the job.

Embrace technology and use it for all communications for all employees. Consider adding Wi-Fi to the gallery. Technology can also help bridge the language barrier.

The position of Executive Director should be considered carefully. The job must be clearly defined and all the duties laid out. Consider the return on the investment of hiring an Executive Director; how and who would do the performance review and what would be the incentive for this person? Finding an Executive Director may be difficult if it is not a full-time position.

GOVERNANCE ISSUES

There are three types of governance styles: public, non-profit and private for-profit operations. By combining a public entity with a non-profit or a for-profit agency, a public-private partnership is formed. Public pools play an important role in public safety particularly as it relates to drowning prevention, which is the biggest mission the pool has.

Providing marketing and advertising budgets for branding, slogans and an analysis of return on investment could contribute to the financial well-being of the pool. The pool needs to operate like a private entity with greater cost controls and cost versus benefits analysis.

Partnering with non-profits may be a better fit with a public pool operation. Monitoring of contracts will always be an issue. How do you know if the contractor is performing well and what happens if the contractor fails to live up to the terms of the agreement? A check and balance system needs to be in place to ensure the facility is well run and meets current codes.

Should the City Council continue to serve as the MPD Board of Commissioners? There are more MPDs operated by independent boards rather than joint governance. If the model stays the same, the recommendation is that the current Parks and Recreation Administration continue.

The pool faces a real balancing act between legal liability, public safety and environmental controls. Public opinion is critical to keeping the pool operational, and the financial obligations have to be met, which the pool is doing currently. The pool is well used and people in the community are committed to keeping this pool.

7:46 p.m. Board President Seal called a recess to allow the Board members, staff and members of the public to write questions on post-it notes and categorize them on white boards.

8:06 p.m. Board President Seal reconvened the MPD Board Meeting.

Each of the post-it notes provided by the Board members, staff and members of the public was read and responded to by KJ Design and are summarized as follows:

	QUESTION/COMMENT	RESPONSE
1	Patrons need online registration as lines are long. Why is this not in the recommendation?	Part of the barriers may involve language issues that are more easily dealt with personally. Even very progressive park districts do not have online services as there are many complexities and learning curves to contend with. With a renewed facility and programs that are starting to build rapport, this may not be the best time to begin online registration.
2	Does the recommendation for Wi-Fi include staff as well? Are you saying that staff should be watching the screen instead of the pool?	No, that was not the intention; the Wi-Fi is for the gallery and caregivers. Staff should not have cell phones or personal electronics when on duty or in the pool area.
3	What are some examples of incentives for operators to increase revenues or decrease costs?	Looking at a private model of business, it would be commissions. Here it could be different colors of shirts or name tags with flare for the staff to encourage teamwork. Do not decrease costs at the detriment of your facility or your employees.
4	Is it a challenge for third party operators to find success in meeting the mission and vision of the person that hired them?	There must be a clearly defined vision and mission and a means to know that the third party operator meets it. Partnering with a non-profit would parallel those missions. In the current model, that mission and vision clearly exist.

5	Tukwila MPD has a contract with the City of Tukwila, who is a third party operator by legal definition. Are you predicting failure of this model?	No, we are stating that your visions and your missions match. If that was not the case, you would be setting yourselves up for failure.
6	Was it implied that a third party operation will not work anywhere but in an affluent community?	No, however, we have seen parallel successes in affluent communities. They were using the user fees as support for staffing and programs. Here you are using the Metropolitan Park District funding.
7	What facts and data support your reason?	This has been answered above.
8	What do you get from membership?	That would have to be determined. The membership at Sequim included general admission discounts and swim lesson discounts of about 50%. Non-members were charged for admission as well as higher rates for lessons. This can make it more difficult for disadvantaged families. Have some flexible times with lower rates. Perhaps offer a reduced rate during slower times during the day.
9	Can you provide a matrix for price point strategy?	In the final report there will be a thorough analysis of the price point strategy. Most of the time a tiered approach works best. At Sequim, the idea was the more you use it, the less you pay.
10	Membership-based approaches with our demographics may not work. Can we be creative with punch cards, consultation with staff, etc?	Yes, we used coupon books instead of punch cards because kids lose things. This way parents could just give the child a coupon each time. The expiration date can determine the price. The 30 day books were less expensive than the books with a three month expiration date.
11	Pool activities: Is there a matrix to compare pools?	We do not have pool to pool matrix, but from what they have observed, Tukwila is a highly used pool.
12	Do demographics support annual memberships? Do users have cash to pay for annual memberships?	This can be a challenge. People use discretionary money for recreation. Possibly offer monthly or half yearly, but make sure that the price is a percentage higher than the annual membership.
13	Will McKinstry fix the lighting per WAC and how will it be inspected?	Mr. Still has been in contact with McKinstry and they have re-measured. The state will not check this on annual inspection. Mr. Still is working with McKinstry on this issue.
14	Recommendation for lighting?	The WAC requires 30-foot candles over the water and 10-foot candles over the deck.
15	Can current staff meet the recommendation of a broom brigade?	With additional time and training, it can be accomplished with current staff.
16	What about training requirements and preferred original certifications and organizations?	For lifeguards, at a minimum, they are required to be certified in lifeguard training, CPR for professional rescuer and first aid. Operators that are at least a CPO or AFO are not required by code to have training, but they are important for safety and we would recommend it.
17	Is the deck product higher maintenance than an aggregate or just shows more dirt?	It does show more dirt due to its light color, but has an advantage because of the reflective light properties.
18	If maintenance of lighting levels is not up to code, will McKinstry correct it?	Mr. Still has gone back to them. It has been re-measured and is in better shape now.

19	Other recommendations: What do you mean by "put pressure on McKinstry?"	Mr. Johnston offered to call McKinstry because he has are other clients having difficulties with lighting. He wants to ensure McKinstry understands the importance of lighting in pools.
20	Long term solutions as it relates to the deck product?	Once decks are coated, recoating is necessary to maintain them.
21	How would you establish funds for equipment cost: program fees and revenues, expand growth, raise the MPD tax?	Yes to all of those. Try to have a revolving equipment fund based on life expectancy of equipment, surfaces, etc. Make it a committed fund that rolls forward and does not get zeroed out at year end.
22	Lighting detailed recommendations	Already answered.
23	Sound levels inside the pool, what are your recommendations?	Sound is challenging in the pool area. Continue to add more sound panels. Acoustical metal commercial products could be installed. Suspended ceilings are not a good option.
24	Do we need pool covers?	There is a direct cost saving when using a pool cover because it reduces evaporation and heat loss. Replacing evaporated water means it has to be heated, so it costs more. There is good return on investment when using pool covers.
25	Are we using the pool covers optimally?	A cover that is water logged or old or stiff is going to take longer to work with.
26	The MPD Board is legislative and not operational since its members also govern the City as Councilmembers. Would a separately elected board with only one focus, the pool, serve better?	Perhaps, however, you need to consider that they would be fully focused on the pool. It is a consideration that you may struggle with.
27	The MPD is a legally formed entity from the City and Mayor. The Mayor does not work for the Council or MPD Board. Shouldn't the MPD consider the City a third party operator?	Professionally, we do not care for the "third party operator" term. It may be a legal terminology thing because the Board has no control over staffing, etc.; the Mayor does. The Council has more control over the pool than the MPD. The struggle seems to be with who has the management responsibility. Ms. Kruller stated third party usually means vendor rather than operator because operators are appointed not hired.
28	Should we have separate slides?	Lots of good points in regards to slides. The final report will capture those points and suggest recommendations.
29	Did you review any pool management or documents?	Not in depth, but will do so for the final report.
30	What does governance mean and who sets policy and budget?	The MPD is a policy board and has budget approval. That is the MPD's function.
31	Who operates the pool in terms of governance?	The MPD determines who contractually is operating the pool. There will be recommendations in the report concerning this topic. Prioritization and implementation will be among the challenges.
32	Since there is limited staff, if you are going to implement a lot of changes, what do you give up?	There is only so much that can be accomplished by two full-time staff. Perhaps take some duties away from the head lifeguards to free up schedules.

33	Does weekend and evening supervision mean full-time staff or senior lifeguards?	It could be either. When you create a full-time employee with benefits, ultimately they are going to come to work and perform. Give part-time employees some benefits to give them value and that could work well.
34	Can you comment on your impressions of our plans to continue and grow?	The swim lesson model is in place and functioning. If you use the head lifeguard model or lead manager, current employees need more time and training to advance to middle management level. As far as hiring outside middle management, meaning head guard to weekend supervisor, maybe it would be better to bring in an advertising and marketing specialist, someone to do payroll and scheduling and things that do not require an aquatic background, but can work with the staff. The growth of the pool is happening and should continue.
35	How do we get previous employees to return?	Pay is a deciding factor. If they left because of the closure, they may have found other positions that paid better. You need to look at why their needs were not being met here.
36	Is it possible to have one to three lanes open for lap swimming on the weekends?	Our recommendation is one lane. That does not guarantee people get a lane to themselves, but that a lane would be open for lap swimming.
37	What are your thoughts on programming for seniors?	In Sequim, we had senior time. It did create some controversy, but was a good return on investment. Schedule it at times when moms and kids are generally doing other things.
38	To Rick (Still) and staff, are you comfortable taking entrepreneurial risks?	Mr. Still stated that they are already taking steps and are willing to embrace the entrepreneurial spirit.
39	What is our liability for not having head lifeguards on weekends and evenings?	Anytime there is an accident, everything will be looked at. So not having that supervision, if an accident happens, there is liability. Lifeguards are young and could be distracted. Having some level of supervision reduces your risk.
40	WhenToWork.Com	It has been used in other facilities and has worked well except for the payroll side of it. There is a free month try-out if you would like to look at it. Please use Pullman as your recommendation.
41	What times would you suggest reducing other programs to accommodate more lap and fitness time?	It will be detailed in the written report. There is a 1:00 to 3:00 time slot that is something called "rental program." Camps use it in the summertime. Do they need all six lanes? There may be times where you cannot reserve a lane for fitness. Scheduling is about balance.
42	What is the definition of a young lifeguard?	By definition, a lifeguard has to be 15 years of age or older. "Young" is more of an indicator of being seasoned or experienced versus calendar age.
43	What is nominal in terms of turnover?	Every agency is different. It is not the quantity of people leaving, but why they are leaving that you want to get the answer to.
44	What is the recommendation for succession planning?	Setting the example so employees know there is room for growth. It starts with volunteering with the possibility of employment. Recruit lifeguards over time. To make sure you keep lifeguards, use incentivized pay for performance.

45	What is the median salary and how many memberships can the pool support?	We do not have that information on median salaries, but will continue research and report back. It is not about selling the memberships, but selling the card carrying philosophy and ownership and pride in the community.
46	Was this report reviewed by anyone on the MPD Board or City staff before it was finalized?	The agenda of the presentation was reviewed; the presentation was not seen by anyone until now. The final report has not been reviewed because it is not finished.
47	What is the cost recovery not including the CIP?	Typically, the capital budget would be separated in terms of analyzing and operation. You are at 65% that the MPD is paying to subsidize.
48	Which expenses could be reduced?	There are challenges. Reducing salaries is one option, although we do not typically do that, so that is off the table. Energy is pretty cost effective, so not much savings to be had there. Lowering the temperature is not an option. There are not a lot of ways right now to decrease costs, so increasing revenue is preferable.
49	Which revenues would be increased?	Admission and per capita spending. Attract more people coming through paying all types of admissions. This takes good advertising and good marketing to get more people to come to the pool and pay the admission.
50	You are recommending that we run it like a business. Were you able to do that in Sequim?	Initially, no. We side-stepped the benefits; we were municipal employees with very few benefits. Today they pay well and have full benefits, but they are generating just shy of a million dollars a year. They have a rolling fund of about \$2 million for capital improvements.
51	Subsidy levels: What does this mean if you are profitable?	At Sequim there is no subsidy; it is run on the revenue generated. They are taking some of the profit to fund scholarships and other endeavors that they probably would do if they were subsidized.
52	Recommendation on the types of metrics that should be reported on regularly to measure the pool's operation and costs.	Look at revenue and expenses every month and report it to the Board Members. Have a good breakdown of admissions in order to track slow times and brainstorm what can be done to fill the pool during those times.
53	Is there a point where flexible lesson time will not be possible and do you have facts and data to support your recommendation?	If it becomes staff heavy or the 9:00 lesson is always full, but 9:30 is not and you are bringing in staff for a half hour, that is a point where it is not feasible. When it is not staff heavy, flexibility is a very viable option. Sometimes you can customize swim lessons for a higher price. You have to find the balance.
54	Facts and data to support?	Thirty year track record of programming a pool. This is our professional opinion from past experience.
55	You appear to recommend more high school use; should not there be other school to pool priorities?	My priority in terms of competitive teams is not a big priority. They do not bring a lot of money or have a very good financial impact, but they do have a big impact on use. They take premium time away from time that you could be making more money without a team in there.

56	Why or why not rental?	Two different rentals: You can have an exclusive rental which costs more, or have a birthday rental during regular operation. Both require additional supervision and pose greater risk.
57	What is your recommendation for challenges such as diverse communities, language and low income?	Trying to get to that level of involvement is really about acceptance. Then, how can you remove the structural barriers that exist, such as having women-only swim? The word will get out in a community once you accept those individuals and target those individuals. Perhaps handing out a handful of free passes to the food bank to reach out to more of the community.
58	Is this unique in your experience?	No, there is a lot of diversity in Spokane. Language may be your biggest barrier here.
59	Are there other pool stories we can leverage?	If you can, get a few testimonials for your programs, get them up on the website as that is a good way to get referrals. The retirement communities may have problems with getting people to the pool so that is something to work on with those communities.
60	What is your overall impression of the operation compared to other similar pools and how integral is the full-time staff to the future success of the pool?	We absolutely believe a pool is built with its people. A community can build a pool and you can put a miserable staff in there and people will still come, but they won't tell their friends about it; it just meets a need. But when you have a management team that empowers the staff with that gift of welcoming and guest services, then the pool becomes an experience to share. It really comes down to the people operating it. The staff needs to continue to embrace the vision.
61	What are your recommendations on growing the scholarship fund proportional to the revenue stream?	You can find other partners to fund the scholarship program. In Sequim, the Red Cross funded the program. If Tukwila Parks does not have a foundation, it would be a wonderful one to install. It would provide tax deductible donations to fund the program instead of taxpayer dollars.
62	What was the target return for the Pullman campaign on radio and what resulted?	We did not have a target market. Ms. Johnston loved being an entrepreneur and not being limited by government. The target return for that was that no one in the community could say, "What pool?" It created value in the swim lessons and card carrying memberships.
63	Did you receive a copy of the marketing plan?	Yes. Have skimmed it.
64	Ninety percent of Tukwila children use the free or reduced lunch program; not sure these families would purchase a membership.	Yes, this is probably true, but there are other people in Tukwila that would buy memberships so you have to market to those people.
65	What information do we have about why people do not use the pool?	We did not go to the retail market or to industries to determine why people are not using the pool. What we looked at is how to get more people in through marketing. You could put a name and face to Tukwila with a mascot.
66	How do we address sustainability?	Looking at potential revenue sources such as corporate sponsorships. The challenge is in ten to twenty years, the pool may not be functional, so you need to try to amortize the costs. The membership will help your sustainability.

67	Do you recommend modeling a plan after national soda companies and if not, what model do you recommend?	Do not model off a plan that is about branding. The large industry standard is 10% – 30% in proposed advertising costs into your projected revenue, that gives you an idea of where you want to take your revenue and why. From a branding perspective, choose one or the other of the color schemes you already have going. There is not a specific model, it's a balance.
68	What metrics did you set up in Sequim for advertising?	Coupons were tagged. Today could be coupons on your phone. We also tried to capture tourism because of the area.
69	Where has an executive director worked well and why?	We have seen them work with MPDs when they are independent. We have seen them in large operations.

Board President Seal said the report will come straight to the MPD from KJ Design, which will open up additional discussion.


Board Member Quinn referenced the outstanding issues regarding scholarships for next year. He has a list of questions. This can be an item for the next meeting.

REPORTS

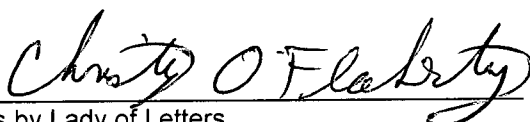
- a. Commissioners
- b. Staff:
 - Capital Improvement Program Status
 - Operational Issues
 - Long-term Agenda
- c. Tukwila Pool Advisory Committee (TPAC):
 - Chairperson report
 - Agenda and minutes
- d. Next meeting is October 21, 2013

ADJOURNMENT

10:11 p.m. Board President Seal declared the MPD meeting adjourned.



Verna Seal, President, Board of Commissioners



Minutes by Lady of Letters
Reviewed/edited by Christy O'Flaherty, City Clerk