

FACILITY MANAGEMENT & STAFFING

Professional, experienced, and well-trained management and staff are critical to the success of the Bellevue Health and Aquatic Center and the overall aquatic and even the fitness facilities in Bellevue (See the Keys to Success and Risk Factors for Failure Section in this Report). Both the City/ARC 2020 Study and the SF/ISG Study focused on developing a robust management and staffing model. During the process of developing this management and staffing model SF/ISG worked closely with Bellevue Park Staff and Ballard*King staff (program consultant on the ARC Project Team) to coordinate the development of this preliminary staffing structure. There will be ongoing updates of the model and the staffing cost projections as design and programming models and details are further developed and cost efficiencies with existing Bellevue Recreation and Aquatic facilities are further explored.

Management and Staffing: Goals, Objectives, and Key Positions

The development of the Management and Staffing Model addressed the following goals and objectives. Assumptions, wages, and positions are the same for both the SF/ISG and the City/ARC 2020 Studies unless otherwise noted. More detailed discussion of staffing needs based on programming elements are included in the Programming Sections of this Report. ***Budget details for all of these positions are included in the budget detail for Operational Expenses and Program Expenses in Attachment #24A and 24B.***

- Management integration of overall aquatic programs in the City of Bellevue
 - Established the top position as Aquatic Director overseeing the aquatic programming at both the new BHAC and the existing BAC/Odle as well as the existing BAC/Odle
 - ***Key Position***
 - ***Aquatic Director***
- In-house facility operational and maintenance management
 - Significantly reduced the need for outsourced maintenance services compared to the outsourced maintenance services at the BAC/Odle
 - The opportunity exists to integrate aquatic center specific maintenance and operational staff with the existing BAC/Odle to achieve some operational efficiencies overall at the combined facilities.
 - No operational efficiency and shared service cost savings have been factored into either Study financial model, so this is a potential future cost savings.
 - ***Key Positions:***
 - ***Facility Manager***
 - ***Maintenance Foreman***
 - ***Aquatic Technical Specialist (2 positions)***
- Marketing and Membership
 - The business model and the design scope and size of the non-competitive elements of the BHAC are linked to the projected membership and drop-in use demand driven by the various design elements, specifically the Leisure Pool, Program Pool, fitness spaces, and community spaces.
 - Achieving the projected use and membership of the aquatic center is more than just “build it and they will come.” It is important to have professional expertise in

marketing and membership programs and the resources to drive the marketing and membership of the BHAC.

- **Key Positions:**
 - **Marketing and Membership Coordinator**
- Program Development and Supervision
 - In addition to the overall Aquatic Director it is important to have program level supervision, which will include training and managing the part-time staff; including lifeguards, instructors, trainers, etc.
 - **Key Positions:**
 - **Aquatic Coordinators (2 full-time positions)**
 - **Fitness Supervisor**
- Customer Service
 - Customer Service and Front Desk staffing are the face of the overall facility, usually the first person users see upon entering the facility and fielding a wide range of questions and service requests.
 - Customer Service and communication training as well as knowledge of all elements of the facility and programming critical to the image and success of the Aquatic Center
 - **Key Positions:**
 - **Customer Service Coordinator**
 - **Front Desk Lead (hourly)**
- Regular operational maintenance and optimum cleanliness are critical factors in the perception and the success of the BHAC, particularly in any post COVID new normal.
 - Intent is to provide in-house maintenance and custodial teams to keep the facility clean, safe, and operationally “like new.”
 - **Key Positions:**
 - **Custodial and Maintenance Staff: 5 x Full Time Equivalent (FTEs) for City/ARC Option #2 and the SF Options**
- Salary and wage levels to attract, recruit, and retain top experienced management, full time staff, and part-time instructors, trainers, and key hourly staff
 - In both the SF/ISG and the City/ARC 2020 Studies, the salary levels for full time staff are set at the mid-point of the appropriate position level salary range.
 - The base salary level of \$100,250 for the Aquatic Director is in the top 2% to 3% of comparable top paying aquatic director positions in the country and can attract a national level candidate to this critical position.
 - Part-time hourly ranges used in the financial projections factor in the new \$15/hour minimum wage in the State and provide very competitive hourly wages for traditionally tough to fill positions such as lifeguards and swim instructors.
 - Key staff hourly wages are set as follows:
 - Head Lifeguard: \$21.00
 - Lifeguard: \$18.00
 - SF/ISG recommends the flexibility to potentially pay a premium hourly wage bonus to staff the traditionally difficult to fill hours during the school day.
 - Lead Front Desk: \$19.00
 - Front Desk: \$16.00

- Building Supervisor: \$22.00
 - Swim instructors
 - Group Lessons: \$18.00
 - SF/ISG projected group instructors at \$20.00/hour based on shortage of trained instructors in market
 - Private/Semi-Private Lessons: \$20.00
 - Aquatic Fitness Instructors: \$25.00
 - Dry-land Fitness Instructors: \$25.00
- Training and ongoing professional development will be important for both management and key part-time positions to continue to offer the best programming and keep up with new trends in aquatic and fitness programming and management.
 - Both studies have budgeted annually for professional development and staff training as follows:
 - SF/ISG Study: \$17,875
 - Training, Conferences, Staff Certification, Professional Travel, Professional dues and subscriptions
 - **NOTE:** In the SF Options and the City/ARC options where events are an important part of the overall facility model travel expenses are built into the SF/ISG Budget for staff to attend key sport governing body meetings and bid for and secure key events for the Aquatic Center
 - **NOTE:** SF/ISG recommend a partnership with the Bellevue School District, and potentially the Lake Washington School District, to provide lifesaving and instructor training classes and certification as part of the Phys. Ed. Curriculum taught through the Aquatic Center to position the Aquatic Center as a center for training and certification in the Eastside and make it easier for high school and college students to obtain training and certification to meet the growing demand for lifeguards and swim instructors. These classes are also a source of revenue for the Aquatic Center and have been factored into the SF/ISG revenue projections.
 - City/ARC Study: \$11,500
 - Training, Conferences, Professional Dues and Subscriptions
- Hiring lead times
 - Another critical component for success of the management team will be the lead time key positions are filled prior to the opening of the BHAC. These lead times also help to support the repurposing and restructuring of programs at the BAC/Odle as staff assumes responsibilities for both facilities.
 - Following is a breakdown of *minimum* position start lead times prior to opening for full-time staff:
 - Aquatic Director: 9 months
 - It will be important for the Aquatic Director to also be able to hire the key staff for the Aquatic Center
 - Facility Manager: 6 months
 - Maintenance Foreman: 2 months
 - Aquatic Technical Specialists: 1 month

- Aquatic Coordinators (2 positions); 2 months
- Marketing and Membership Coordinator: 5 months
 - Important to launch membership campaign and facility marketing well before opening, creating an early buy membership program to help defray facility costs prior to opening and optimize full membership at opening
- Customer Service Coordinator: 1 month
- Fitness Supervisor: 2 months
- Key Part-time staff such as Building Supervisors, Head Lifeguards, instructors, trainers, fitness supervisors, and front desk staff should begin far enough in advance to provide adequate training for their positions and the overall facility operating and emergency plan procedures, usually approximately one month in advance of opening.
 - The SF/ISG Study projects a Year Zero budget year, which includes the key staff startup costs prior to facility opening.
 - Projected Year Zero Staff Expenses = \$321,000
 - Includes salaries, wages, taxes, benefits, staff training and development and travel
 - It is important to have visibility of these prior to opening start-up costs for planning and budgeting purposes
 - No “Year Zero” or startup costs prior to opening are included in the City/ARC 2020 Study.

Important Risk Management Assumption

Both SF/ISG and City/ARC have made the following assumptions in the allocation and scheduling of lifeguards in the Aquatic Center:

- Plan for full guarding of all pools for all hours they are operational, understanding that there will be times, particularly during the school day that the full expanse of the 50m pool or all features of the Leisure Pool may not be open for use
- Guard all Aquatic Team practices
 - Currently most high school team practices are not guarded by lifeguards at the community or neighborhood pools they use when the team certifies that the team’s coaching staff on deck have full lifesaving and first aid certifications.
 - Swim lessons are also not always guarded in shallow water when the swim instructors are certified lifeguards
 - For best practice aquatic risk management lifeguards are provided in the Study budgets for all programming and outside group use

Summary of Total Bellevue Health and Aquatic Center Staff Costs

	SF/ISG Study	City/ARC Option #1	City/ARC Option #2	*City/ARC Option #3
Full-Time Staff	\$1,483,628	\$1,380,748	\$1,449,326	\$1,632,363
Part-Time Staff (non-program)	\$1,923,074	\$1,899,958	\$2,045,211	\$2,090,665
Aquatic Program Instructors & Staff	\$260,389	\$209,604	\$213,238	\$213,238
Dry-side Program Instructors & Staff	\$141,519	\$51,750	\$55,200	\$133,970*
TOTAL STAFF COSTS	\$3,808,610	\$3,542,060	\$3,762,975	\$4,070,236
+TOTAL OPERATING COSTS	\$5,523,524	\$5,033,836	\$5,551,112	\$6,143,802
Staff Percent of Total	69%	70%	68%	66%

NOTE: Salary Costs include salaries, wages, employment taxes, and benefits.

***NOTE:** City/ARC Option #3 Dry-side program staff includes the expanded fitness/gym facilities to support use by Bellevue College.

+NOTE: Total operating costs without Replacement Cash Reserve Contribution.

Opportunities for Staffing Cost Reductions and Efficiencies

SF/ISG, Bellevue Parks Staff, and the ARC Study team all have approached the budgeting of staff and personnel costs with the following assumption: Budget at the high end of costs for staff. All parties in the process felt that it is important to project operating costs at the high end to eliminate risks of operational shortfall and costing surprises. The City also opted to open the Aquatic Center at full staffing without phasing in any part-time staff as use and demand grows during year one. SF/ISG have adopted this same position.

SF/ISG have identified several areas where part-time and hourly staff costs may be reduced and operational efficiencies with existing Bellevue aquatic and fitness facilities may be developed. Some of these potential cost savings may actually generate cost savings in the existing BAC/Odle and SBCC more than at the new BHAC. These include:

- Membership Management
 - In the Membership section of this report SF/ISG identified the potential to streamline the membership and use model for the SBCC and the BAC/Odle facilities with the new Aquatic Center. Combining the member model across all facilities should result in some membership marketing and management efficiencies across all three Bellevue facilities.
- Marketing Management
 - Combined with Membership Supervisor in current model
 - Explore integrated marketing of the SBCC, BAC/Odle, and the new BHAC eliminating any duplication or overlap

- Maintenance Management
 - The BHAC model includes robust in-house maintenance, custodial, and pool technical support. Coordinating the maintenance of the BAC/Odle and even the SBCC may help reduce outside contract costs at these facilities and streamline the maintenance of these facilities, especially with the two aquatic facilities.
 - The BHAC model includes two full-time Aquatic Technical Specialists. These positions are the Certified Pool Operators (CPO) for the Aquatic Center.
 - These two staff members may also be able to collectively cover the technical pool management of the BAC/Odle.
- Lifeguard Scheduling
 - The lifeguard scheduling currently is at maximum coverage of all bodies of water at all times the specific pools are open as well as during all programs
 - Efficient lifeguarding and risk management suggest that savings may be achieved as portions of pools or amenities in the Leisure Pool are not all used when these pools are opened.
 - SF/ISG anticipate a realistic savings of approximately 10% to 12% of total projected lifeguard costs as the actual scheduling of each pool, programming, and user load evolve once the BHAC is open and operational.
 - NOTE: The further development of the Leisure Pool design and its leisure/recreation features will also influence the lifeguard need and scheduling as several design and feature option will have an impact on lifeguard needs for best practice risk management.
 - It will be important to consider lifeguard demand as different designs and features are considered for the Leisure Pool.
- Part-time non-program positions and flexible responsibilities
 - The current staffing model has several non-program staff positions that are dependent on traffic and user load and may be able to overlap as load varies. These include Front Desk staff, Pool Attendants, and Child-Watch. These positions are currently fully staffed for projected load at different times of the day, but smart facility management will likely result in flexible scheduling and shared covering of responsibilities.

Potential Staff Cost Increases

Based on the full staff projections in the Financial Projections there are limited risks for increasing staff costs. The two potential incremental staff cost drivers are:

- Challenges in finding lifeguards during the school day during the school year
 - May need to provide a premium bump of \$1 to \$2/hour to attract lifeguards during this traditionally hard time of day to find lifeguards
- Post COVID “New Normal” increased staffing needs, including:
 - Added custodial/cleaning staff for disinfecting
 - Added front desk staff if entry to facility requires some advance health monitoring
 - Increase in training costs as health crisis management training may need to be added post pandemic
 - *NOTE:* See COVID Impact section of this Report

Comparison to Best in Class and Best Practice Facilities

Compared to other Best Practice Facilities SF/ISG have found the following:

- The number of full-time staffing positions in the Aquatic Center model are at the high end of full time positions and FTEs of comparable facilities factoring in the salary range premium for the Bellevue market included in the projections but do provide the full management org chart to drive a successful aquatic center
- The non-program part-time staff costs are also high for comparable facilities factoring in the hourly range premium for the Bellevue market included in the projections but have the potential to be fine-tuned as the design and programming model is further developed.
- Program related staff in the City/ARC 2020 Study is lower than comparable aquatic facilities with significant fitness facilities included.

MANAGEMENT AND STAFFING NEXT STEPS

Updates to the staffing model are not critical during the next steps leading to the funding and updated design of the project. However, there are some staffing elements that should at least be taken into account during the next steps.

- As Design detail is further developed, the Lifeguard scheduling and projected hours can be fine-tuned based on specific design elements and features
 - Analyze lifeguarding staffing needs by body of water and guarding/monitoring needs of specific Leisure Pool elements
- Opportunities for integrating membership, maintenance, and instructor staffing among the BAC/Odle, SBCC, and a new BHAC should begin to be considered
 - This task can be part of the next steps in evaluating current programming needs at the SBCC and repurposing of the BAC/Odle as indicated in the respective sections of this report.
- As part of the more in-depth study of the dry-side/fitness and community function space use, needs, and opportunities as well as existing programs at the SBCC and in the Bellevue market and the implications for these spaces at the BHAC the demand and opportunities for classes and need for instructors can be refined.
 - NOTE: Dry-side fitness instructors demand is one area of significant variance between the SF/ISG Study and the City/ARC 2020 Study (see Dry-side/Fitness Section of this Report).
- During discussions with potential partners such as the BSD, Bellevue College, Boys and Girls Club of Bellevue, and others identify if any of these potential partners have an impact on management and staffing models
- Further review of comparable Best in Class management models and org charts to further develop the potential org chart and management model for the BHAC and impact on existing Bellevue aquatic and fitness/community facilities.