

ASSEMBLY HUMAN RESOURCES COMMITTEE THE CITY AND BOROUGH OF JUNEAU, ALASKA

May 13, 2019 6:00 PM
Assembly Chambers

AGENDA

I. ROLL CALL

II. APPROVAL OF AGENDA

III. APPROVAL OF MINUTES

- A. Assembly Human Resources Committee Minutes April 22, 2019

IV. PUBLIC PARTICIPATION

(Not to exceed a total of 10 minutes nor more than 2 minutes for any individual).

V. AGENDA TOPICS

A. Board Matters

1. Bidding Review Board - Appointment

The Bidding Review Board consists of five public seats, preferably including one attorney.

One seat is currently up for consideration for a term beginning June 1, 2019 and term ending May 31, 2022.

Your packet contains incumbent Brad Waldron's application; he is applying for reappointment to the Bidding Review Board. No other applications have been received.

2. Treadwell Arena Advisory Board Appointment & Annual Report

The Treadwell Arena Advisory Board consists of seven public seats plus one Parks & Recreation Advisory Committee liaison.

There is currently one seat up for renewal with a term beginning June 1, 2019 and ending May 31, 2022. The current incumbent for that seat, Miles Brookes has not submitted an application for reappointment.

The HRC packet has one application along with the membership roster.

B. Other Business

1. Continued HRC Discussion on Getting Citizens Interested in Serving on CBJ Boards or Committees

2. Potential Dates for Empowered Board Interviews & Appointments: Eaglecrest, Docks & Harbors and Airport Boards

VI. STAFF REPORTS

VII. COMMITTEE MEMBER COMMENTS AND QUESTIONS

VIII. ADJOURNMENT

ADA accommodations available upon request: Please contact the Clerk's office 72 hours prior to any meeting so arrangements can be made to have a sign language interpreter present or an audiotape containing the Assembly's agenda made available. The Clerk's office telephone number is 586-5278, TDD 586-5351, e-mail: city.clerk@juneau.org

ASSEMBLY HUMAN RESOURCES COMMITTEE

April 22, 2019 6:00 PM

Assembly Chambers

MINUTES

I. ROLL CALL

Chair Rob Edwardson called the meeting of the Assembly Human Resources Committee to order at 5:58 p.m.

HRC Members Present: Rob Edwardson, Carole Triem, Alicia Hughes-Skandijs and Wade Bryson

HRC Members Absent: None

Other's Present: Diane Cathcart, Deputy Clerk, Beth McEwen, Municipal Clerk, Beth Weldon, Mayor, Loren Jones Assemblymember, Rorie Watt, City Manager, Bob Bartholomew, Finance Director, Haifa Sadighi, Chair of the Juneau Human Rights Commission (JHRC), Samantha Weinstein, JHRC member, Ibn Bailey, JHRC member and Britta Tonnessen, JHRC member.

II. APPROVAL OF AGENDA

III. APPROVAL OF MINUTES

Minutes of the April 1, 2019 Assembly Human Resources Committee were approved as presented.

A. Assembly Human Resources Committee Minutes April 1, 2019

IV. PUBLIC PARTICIPATION

None

(Not to exceed a total of 10 minutes nor more than 2 minutes for any individual).

V. AGENDA TOPICS

A. Board Matters

A. Historic Resources Advisory Committee - Appointment

MOTION: by Ms. Triem to forward to the full Assembly for approval, the recommendation to appoint Dorene Lorenz to the Historic Resources Advisory Committee for a term beginning immediately and ending June 30, 2021. **Hearing no objection, motion passed.**

B. Sister Cities Committee - Appointment

MOTION: by Mr. Bryson to forward to the full Assembly for approval, the recommendation to appoint Annie Bartholomew to the Sister Cities Committee for a term beginning immediately and ending January 1, 2021. ***Hearing no objection, motion passed.***

C. Rosalee Walker Recognition Request from Juneau Human Rights Commission

Samantha Weinstein, member of the Juneau Human Rights Commission (JHRC) spoke on behalf of the JHRC with regards to working with the Assembly to recognize posthumously, Rosalee Walker for all her work as a past Assemblymember and her work throughout the community.

Ibn Bailey, also a member of the JHRC, spoke on the long list of accomplishments of Ms. Rosalee Walker; teacher, founder of Alaska Headstart, ANS Camp #2 life member, founding member of the Black Awareness Association and a longtime volunteer at the Glory, just to name a few.

Mr. Edwardson, as Chair of the HRC will work with the Mayor and the JHRC to come up with an appropriate recognition such as a proclamation, and timing of when that recognition would happen, perhaps during Black History Month (February) or Women's History Month (March).

MOTION: by Ms. Hughes-Skandijs to forward a motion of support to the full Assembly to work with the Mayor on the best option and funding for recognizing Rosalee Walker. ***Hearing no objection, motion passed.***

D. Other Business

A. Continued HRC Discussion on Getting Citizens Interested in Serving on CBJ Boards or Committees

Mr. Edwardson would like to create a project plan using the F.A.D.E model (focus, analyse, decide, execute). He will write up a memo outlining the process he would like to see the HRC use as they move forward with review of the boards and committees and citizen involvement.

Some Boards and Committees have had public meetings but didn't submit reports or recommendations to the Assembly. Other boards and committees are event triggered such as appeal boards. The work that they all do is vital and each one of these in their own separate way is valuable to the Assembly and the community.

Mr. Bryson said he felt this was the perfect direction for us to go.

Ms. Hughes- Skandijs said we had previously discussed working on the diversity factor and as a committee how can we approach that.

Mr. Bryson stated that an informational component would be incredibly effective and helpful. He would recommend harnessing the existing members of boards and committees to get their input, especially those having a hard time filling their board or

committee. He also recommended reaching out to the Chamber, the Rotary Clubs, Tlingit & Haida, ANB groups and other civic groups. Also, Mr. Bryson felt it would be important to look at the reasons why boards might have consistent turnover.

Mr. Edwardson mentioned that the first thing that popped into his mind was that boards and committee members may not feel like their participation is meaningful, boundaries are unclear, their mission might disappear or be solved.

Ms. Triem thanked Mr Edwardson for putting in this work, She would feel good about what you come up with and will we discuss whether we have the right amount of boards/commissions.

Mr. Edwardson said that so far, he hasn't found that to be the case and that is part of what he had in mind as to whether CBJ has the right amount of boards and committees. He will be part of the panel that discusses boards and committees for the "How to Run for Local Office Workshop" on June 15.

Mr. Bryson would like the HRC to brainstorm some type of recognition for boards and committees and/or board members that go "above and beyond" within their committee.

- B. Information Item: New Local Government Protest Regulations from AMCO re: 3 AAC 306.060

Mr. Jones, at the request of the HRC and speaking as a member of the Marijuana Control Board not. as an Assemblymember, gave an overview of the current marijuana license protest process for the State and Municipal governments. He then outlined the basic changes to the "abeyance period" or removal thereof; the Marijuana Control Board will require compliance with the local government requirements as part of their approval.

Regulation 3 AAC306.060 has also been updated to reflect the local government role in the license, transfer and renewal processes which also applies to endorsements, including for onsite consumption.

- C. Liquor Licenses

- A. Liquor License Protest Recommendation - Sandbar Inc., d/b/a The Sandbar

This being the first time a liquor license protest came before the current members of the HRC, discussion on process was had with the HRC members, Deputy Clerk and Finance Director; along with discussion on possible options available for the HRC to recommend to the full Assembly regarding protests.

MOTION: by Mr. Bryson that the Human Resources Committee forward to the full Assembly a contingent protest for liquor license 2844 and request they make a financial agreement within 48 hours. **Objection**

Yeas: Bryson, Hughes-Skandijs

Nays: Triem, Edwardson

Motion Fails 2:2

MOTION: by Ms. Hughes-Skandijs that the Human Resources Committee forward to the full Assembly protest liquor license 2844. ***Objection***

Yeas: Hughes-Skandij, Triem, Edwardson

Nays: Bryson

Motion Passes 3:1

VI. STAFF REPORTS

None

VII. COMMITTEE MEMBER COMMENTS AND QUESTIONS

None

VIII. ADJOURNMENT

There being no further business to come before the Assembly Human Resources Committee, meeting was adjourned at 7:01 p.m.



BIDDING REVIEW BOARD

BOARD ROSTER



BRAD WALDRON

1st Term Jul 11, 2016 - May 31, 2019

Appointing Authority Assembly

Position Voting Member

Category Public

Dais Seat 3



ROGER HEALY

1st Term Apr 01, 2019 - May 31, 2020

Appointing Authority Assembly

Position Voting Member

Category Public



EDWARD KING

1st Term Jun 05, 2017 - May 31, 2020

Appointing Authority Assembly

Position Voting Member

Category Public

Dais Seat 1



ALEXANDER SMITH

1st Term Nov 05, 2018 - May 31, 2021

Position Voting Member

Category Public



STEPHEN SORENSEN

3rd Term Jun 01, 2018 - May 31, 2021

Appointing Authority Assembly

Position Voting Member

Category Public/Attorney

Dais Seat 2

Which Boards would you like to apply for?

Bidding Review Board: Appointed

Are you applying for reappointment to this board?

Yes No

If you are applying for more than one board, how many total boards are you willing to serve on?

None Selected

Special Needs - please list any special needs below such as need for sign language interpreter, etc...

Interests & Experiences

Please tell us about yourself and why you want to serve. [Please respond to each of the below questions and don't just write "see attached resume."]

Please explain, with specificity, your reasons for applying to serve on this particular board.

I feel that my years of experience as both a procurement officer for the State of AK as well as my experience working for private sector contractors in Juneau provide me with a knowledge base that would be beneficial to the Bidding Review Board. I have participated in both sides of the public sector procurement process and understand the rules, regulations and policies that govern it.

Please select the type of board seat for which you are applying *

General Public Seat

Please list any organizations for which you currently serve as a board member, officer, or employee.

CBJ Bidding Review Board State of AK employee 9/2012 - present

Employment/Volunteer History: Please list any previous work or volunteer experience you have serving on a board.

Harri Plumbing & Heating Inc employee 4/2006-9/2012 Glacier State Contractors, Inc employee 9/2001-4/2006 Juneau Volunteer Fire Department - volunteer firefighter 1989-2010

Education/Training: Please list both formal and informal education & training experiences:

UAS BA-Management SOA Procurement Certifications & General Workplace classes 2012-2016

Licenses/Certifications etc... Please list any professional licenses, certifications, or registrations that may be considered a qualifying criteria for the board to which you are applying.

State of AK Professional Procurement Officer Level III 2013 State of AK DOT/PF Construction Contracting Warrant Level II 2013

Upload a Resume

Demographics

The following *optional* information is requested so appointments to boards and commissions reflect the diversity of individuals within the community. If you are applying for a board with age criteria such as the Juneau Commission on Aging or the Youth Activities Board, please include your D.O.B. in the field below.

Ethnicity

None Selected

Gender

Male



Date of Birth

Acknowledgement/Certification

In order to submit this application, please read and agree to the following statement:

I understand that this is a volunteer position appointed by the City and Borough of Juneau Assembly and requires regular attendance at meetings. I further understand that this application is public information and the merits of my appointment may be discussed at a public forum. In addition, my name may be published in a newspaper or other media. I agree that if I am appointed to serve on a board or commission, I will follow all the laws, procedures, and practices associated with the service of a CBJ boardmember. I certify that the information in this application is true and accurate.

I Agree



TREADWELL ARENA ADVISORY BOARD

BOARD ROSTER



MILES BROOKES

1st Term Jun 01, 2016 - May 31, 2019

Appointing Authority Assembly

Position Voting Member

Category Public

Dais Seat 2



KIRK DUNCAN

1st Term Feb 06, 2019 - Feb 01, 2020

Appointing Authority PRAC

Position Ex-Officio

Office/Role PRAC Liaison to TAAB

Category PRAC Liaison

Dais Seat 8



JASON SOZA

2nd Term Jun 08, 2015 - May 31, 2020

Appointing Authority Assembly

Position Voting Member

Category Adult Hockey Board Member

Dais Seat 7



BRET CONNELL

2nd Term Aug 17, 2015 - May 31, 2020

Appointing Authority Assembly

Position Voting Member

Category Public

Dais Seat 3



LEAH FARZIN

1st Term Jul 31, 2017 - May 31, 2020

Appointing Authority Assembly

Position Voting Member

Category Juneau Skating Club; PT Coach @ Treadwell

Dais Seat 4



RYAN KAUZLARICH

1st Term May 14, 2018 - May 31, 2021

Appointing Authority Assembly

Position Voting Member

Category Public/Juneau Skating Club

Dais Seat 5



ALEXANDER SMITH

1st Term Jun 25, 2018 - Jun 30, 2021

Appointing Authority Assembly

Position Voting Member

Category Public

Dais Seat 6



JOSH FORTENBERY

1st Term Jun 25, 2018 - Jun 30, 2021

Appointing Authority Assembly

Position Voting Member

Category Public

Dais Seat 1

Which Boards would you like to apply for?

Treadwell Arena Advisory Board: Submitted

Are you applying for reappointment to this board?

Yes No

If you are applying for more than one board, how many total boards are you willing to serve on?

None Selected

Special Needs - please list any special needs below such as need for sign language interpreter, etc...

Interests & Experiences

Please tell us about yourself and why you want to serve. [Please respond to each of the below questions and don't just write "see attached resume."]

Please explain, with specificity, your reasons for applying to serve on this particular board.

I currently serve on the JDIA board and I think it is important that the rinks Largest user group should have a seat on the Treadwell board

Please select the type of board seat for which you are applying *

General Public Seat

Please list any organizations for which you currently serve as a board member, officer, or employee.

JDIA

Employment/Volunteer History: Please list any previous work or volunteer experience you have serving on a board.

Education/Training: Please list both formal and informal education & training experiences:

B.S. Northern Michigan University

Licenses/Certifications etc... Please list any professional licenses, certifications, or registrations that may be considered a qualifying criteria for the board to which you are applying.

Upload a Resume

Demographics

The following **optional** information is requested so appointments to boards and commissions reflect the diversity of individuals within the community. If you are applying for a board with age criteria such as the Juneau Commission on Aging or the Youth Activities Board, please include your D.O.B. in the field below.

Ethnicity

None Selected

Gender

None Selected



Date of Birth

Acknowledgement/Certification

In order to submit this application, please read and agree to the following statement:

I understand that this is a volunteer position appointed by the City and Borough of Juneau Assembly and requires regular attendance at meetings. I further understand that this application is public information and the merits of my appointment may be discussed at a public forum. In addition, my name may be published in a newspaper or other media. I agree that if I am appointed to serve on a board or commission, I will follow all the laws, procedures, and practices associated with the service of a CBJ boardmember. I certify that the information in this application is true and accurate.

I Agree

TREADWELL ARENA ADVISORY BOARD

Annual Report, May 2019

CURRENT MEMBERS

Miles Brookes
Bret Connell
Leah Farzin
Jason Sosa
Ryan Kauzlarich
Josh Fortenbery
Alexander Smith

2018/19 MEETINGS

May 3, 2018
July 5, 2018
September 6, 2018
October 16, 2018
December 11, 2018
February 7, 2019
March 26, 2019
April 24, 2019

COMMONLY USED ACRONYMS

JDIA: Juneau Douglas Ice Association

JSC: Juneau Skating Club

JAHA: Juneau Adult Hockey Association

EXECUTIVE SUMMARY

The Treadwell Arena Advisory Board (TAAB) finds that Treadwell Arena is operating in a manner that encourages growth and diversity among multiple user groups, maintains a very desirable cost recovery rate well above the established 50% goal, and addresses the needs of current users. In the past year arena management, in consultation with TAAB, has engaged with local businesses and community organizations to increase rental revenue by these non-traditional users of the rink, diversified facility non-rental revenue through advertising opportunities, added storage for the user groups, additional lockers, and completed the parking lot lighting upgrade.

TAAB looks forward to working with rink management to explore additional opportunities to make the rink more efficient, expand revenue streams, and identify additional new users. Treadwell Arena management and staff continue to do an excellent job to realize innovative ideas and take feedback to continually improve rink operations.

INTRODUCTION

In April 2015, the Juneau Assembly approved an ordinance that created the Treadwell Arena Advisory Board (TAAB).

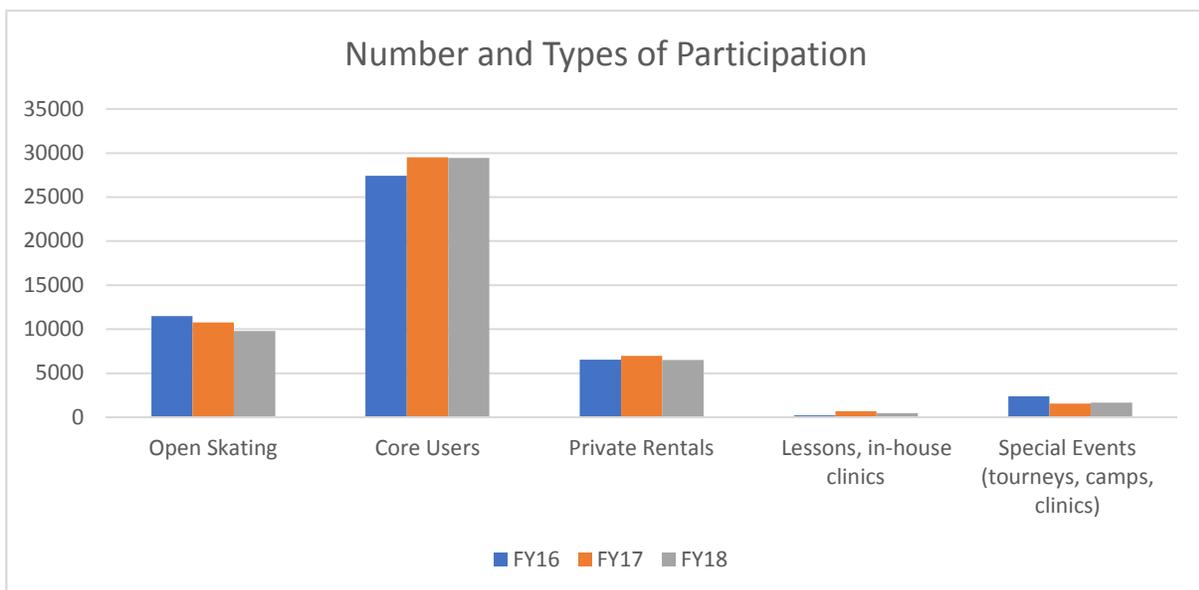
Per ordinance 2015-18 (am), the Assembly tasked TAAB with drafting an initial report examining various segments of the Treadwell Arena's operations, including financial performance, marketing and facility usage. This initial report was provided to the Assembly in May 2016, in accordance with the deadline set forth in the ordinance. In 2019, the ordinance was updated and established new matrices to be reported.

The new ordinance requires TAAB to produce an annual report covering at least the five following topics:

1. Number and types of annual users compared to preceding years
2. Annual cost recovery data
3. Ice scheduling and allocation of rink resources
4. Identified opportunities to generate net revenue or increase operational efficiencies
5. Identified ways to improve the experience of rink users

1. NUMBER AND TYPES OF ANNUAL USERS COMPARED TO PRECEDING YEARS

On-Ice Participants	FY16	FY17	FY18
Open Skating	11,512	10,772	9,790
Wake N' Skate	348	299	126
Day Open Skate	3,605	4,047	3,658
Evening Open Skate	2,538	2,521	2,060
Youth Skate	544	215	346
Freestyle (figure skating)	586	690	558
Parent/Tot Skate	632	368	545
Pond Hockey	1,988	1,435	1,556
Stick n' Puck	1,271	1,197	941
Core Users	27,436	29,508	29,454
Juneau Douglas Ice Assoc (JDIA)	8,545	11,407	10,480
Juneau Skating Club (JSC)	6,289	6,998	6,849
Juneau Adult Hockey Assoc (JAHA)	9,261	8,203	8,547
Juneau Douglas High School (JDHS)	3,341	2,900	3,578
Private Rentals	6,567	6,966	6,509
Hockey only	3,388	3,785	3,437
Skating only	690	1,069	1,161
School Groups	2,351	2,013	1,849
Blue Line Club (JDHS booster)	138	99	62
Rink Programs	213	706	473
Summer Day Camp	0	0	0
Lessons, in-house clinics	213	706	473
Special Events (tourneys, camps, clinics)	2,383	1,554	1,678
Totals	48,111	49,506	47,904



2. ANNUAL COST RECOVERY DATA

	FY16	FY17	FY18
Revenues			
Facility Rental ⁰	281,336	302,894	303,010
Youth Hockey - JDIA	73,359	84,553	83,928
Juneau Skating Club - JSC	63,121	74,818	72,769
Adult Hockey - JAHA	83,459	74,670	76,385
All other hourly rental	61,396	69,219	69,929
Open Skate	40,257	35,707	36,808
Convenience Pass	19,815	18,003	14,346
Locker Rental	13,183	13,737	14,939
Skate Sharpening	14,112	17,260	17,625
Skate Rental ¹	7,096	4,851	577
Lessons	3,618	3,647	2,557
Advertising	11,763	10,738	17,276
Vending/Concession	6,607	7,892	7,982
Food Service Permits	236	491	829
Total Revenues ²	398,024	415,229	415,949
Expenditures			
Personal Services ³	425,722	458,296	407,860
Mileage	477	492	270
Travel & Training	296	939	2,730
Advertising	5,063	3,717	985
Inventory, Supplies & Commodities	35,949	45,141	28,483
Office Overhead	7,338	13,065	11,136
Fuel & Electricity	107,076	120,327	119,858
Water, Sewer & Refuse	9,264	10,021	9,611
Fleet Replacement Reserve	19,596	19,596	19,596
General Liability	3,600	3,600	3,600
Special Policies & Property	4,404	4,596	4,596
Contractual Services	28,786	5,074	3,230
Total Expenditures	647,571	684,864	611,955
Cost Recovery	61%	61%	68%

⁰ Amounts in breakout vary due to prime & nonprime rates; prime rates shown

¹ Merged with open skate in FY18

² Includes gift cards and cash over/short amounting to \$10 between FY16-18

³ Staffing costs including salaries, overtime and benefits for all positions

3. ICE SCHEDULING AND ALLOCATION OF RINK RESOURCES

The user groups are main renters of ice. In FY18 JAHA rented more hours of ice while JDIA and JSC rented less than the previous year. The number of hours available for renting were not substantially different over the last three fiscal years.

	FY16	FY17	FY18
Hourly Ice Rental			
Youth Hockey - JDIA	337.50	375.00	355.75
Juneau Skating Club - JSC	298.50	336.00	307.75
Adult Hockey - JAHA	385.00	343.00	368.00
Juneau Douglas High School - JDHS	103.50	122.00	123.50
Promotional Skates	6.15	5.65	11.65
¹ Total Hours Rented	1,130.65	1,181.65	1,166.65

¹ Hours do not include private rentals.

4. IDENTIFIED OPPORTUNITIES TO GENERATE NET REVENUE OR INCREASE OPERATIONAL EFFICIENCIES

Treadwell Arena is managed very effectively and efficiently and the TAAB has found very few areas in which improvement is possible or reasonable. The TAAB finds the expenses and revenues are actively being managed appropriately by the rink manager.

The rink manager has solicited businesses for sponsored public skating sessions, obtained advertising revenue via the dashboards as well as in the ice, and functions as the main marketer of the arena. This year the rink manager also sold the previous ice resurfacer and partook in networking and educational opportunities in the Fairbanks area.

The rink is currently operating very efficiently and continues to see increases in revenue. The rink manager researched city code in relation to vending and concessions permitting at the facility and subsequently organized a Request for Proposal (RFP) for concessions vending. This would supply a new form of revenue for the arena in the form of lease revenue and would improve the user experience by providing food and beverage services on site. The RFP completed with zero bids and the rink manager is now actively soliciting local businesses for the space. The initial term is set for one year. User groups would still have the ability to fund raise within the arena and have been informed of their ability to use other city locations to do so as well.

5. IDENTIFIED WAYS TO IMPROVE THE EXPERIENCE OF RINK USERS

Over the course of this past year, the board discussed various ways to improve the user experience at Treadwell Arena. One option stems, ironically, from Treadwell user groups' success in building skating programs: there are fewer hours left each week for public skating. Nonetheless, increased public skating times would significantly contribute to the Treadwell user experience. Not only do public sessions expose more

community members to ice skating, it provides crucial extra practice time for new ice skaters and hockey players to improve their skills.

The second potential improvement to the user experience would be converting the occasionally used snack bar area into a true concession stand that serves substantive food to skaters and spectators. Users would benefit since food options on Douglas are sparse and generally not within walking distance, and many of them spend long hours at the rink. User groups would also benefit because having a concession option would encourage more spectators to stay at the rink to watch their friends and family skate or play hockey. The board is optimistic that a vendor will be in place starting in the 2019-2020 season to sell food and snacks from the concession stand.

The third potential improvement would benefit all user groups: extending Treadwell's hours. Currently, Treadwell is closed on Wednesday mornings and closes at midnight after the last JAHA game. Treadwell could potentially open earlier in the mornings on Wednesdays, and stay open later in the evenings if user groups and staff are willing and available.

Overall, skating and hockey have been steadily increasing in popularity in Juneau since Treadwell first opened in 2003, and this means the current prime ice (ice available outside of standard school and work hours) is in high demand from all user groups and the public. The way to improve user experiences at Treadwell is increased ice availability to relieve time pressure on current user groups and it would increase public skating times. This can be achieved by keeping Treadwell open for far more of the calendar year, adding a second sheet of ice, or both. Juneau's user groups are growing, but more importantly, they are committed to their sports and would make use of increased ice.

CONCLUSION

Treadwell Arena has experienced a steady increase in the rate of cost recovery over the past several years. This increase in covered expenses allows the arena to expend its ability to provide additional services and the flexibility to consider improvements that add value for its users. It also allows for a lower hourly rental cost for the user groups which allows the core customers the ability to use more ice and bring in more members of their own.

Due to the increase in cost recovery, a phased approach to extending the seasons has also been proposed. Phase one would extend the ice season from 36 weeks to 38 weeks starting with 2019/2020 and would incorporate six weeks of summer non-ice programming. Phase two would extend the season an additional two weeks, creating a 40 week season, beginning 2020/2021 and would include 6 weeks of summer non-ice programming. This phased approach to extending the ice season would result in an additional month of ice skating availability, allows user groups to steadily adapt to the longer seasons, and minimizes the risk to Treadwell Arena's current cost recovery rate.

Based on expenditure and revenue trends, the TAAB recommends the 50% cost recovery rate goal be increased to 55%. Covering costs, increasing user participation and user satisfaction are of the utmost concern for the TAAB. The TAAB is pleased to report the rink manager successfully ensures a high degree of user satisfaction, has increased utilization of available ice by core user groups, and has maintained a cost recovery rate well above the previously established goal.

MEMORANDUM

Date: May 13, 2019
From: Rob Edwardson, Chair, HRC
To: Human Resources Committee
Subject: PLAN TO IMPROVE CBJ BOARDS ANC COMMITTEES PROCESSES

The Human Resources Committee (HRC) has been talking about a perception that recruiting applicants for advisory boards and committee is hard, and then it is hard to retain appointees.

It has been said that local government has the most impact on people. The boards work for, and on behalf of the Assembly and connect Juneau's people in ways that the Assembly cannot. There are three types of boards and committees; Enterprise (empowered) boards, advisory boards, and special function boards.

- **Enterprise boards.** These boards run a portion of the city government on behalf of the Assembly. They recruit and hire their own director who then works for the board and not the city manager. Their interaction with the Assembly is normally budgetary or defined in code. These boards have a mix of seats available to any member of the public and seats with specific organizational, skill, or experience requirements.
- **Advisory boards.** These boards collect information for their own analysis in order to make recommended courses of action to the assembly.
- **Special function boards.** These boards have specific decision making or recommendation function bases on expertise or credentials in specific areas of CBJ business.

The HRC has investigated whether there is a problem that must be resolved, a process that should be improved, or if it is part of the normal state of boards and committees. A recent snapshot of vacancies showed that about 18-percent of board or committee seats were vacant. Compare that percentage with the common 7-percent vacancy factor for state agencies. Note that the state vacancy factor is a prediction of how many positions will inevitably be empty because of the time gaps between somebody leaving a job and their replacement starting in that position.

While the 18-percent vacancies are about two-and-a half time bigger than the state agencies' vacancy factor, the Assembly has not required information collection that would show whether the vacancy percentage is a problem or even notably different than past vacancy percentages. Since we must decide whether to use problem solving methods or process improvement methods, it is a better use of our time to identify targets process's improvement than to identify vague and debatable problems. We know that 18-percent vacancies are too many.

The process for having a board or committee filled and operating can be broken into three components, 1) recruitment; 2) selection, and; 3) retention. If we were a new enterprise, it would make sense to first consider recruitment as the critical path. But boards and committees have been around for decades, so tackling retention for the existing bodies makes more sense.

- **Retention.** People often resign appointments. Causes for resignations are likely many and interrelated to many unique parts of each appointee’s life situation. However, we can take steps make it easier for appointees to decide to finish their term.
- **Recruitment.** We would like to see large applicant pools of candidates that represent the diverse mix of people that are Juneau. Applicant pools for Enterprise Boards routinely get several applicants for each position. Advisory boards normally don’t get as many applicants. Does our recruitment process make membership on boards and committees attractive to the maximum number of people diverse population? Is membership rewarding to appointees? Do our seats with specific requirements serve their intended purpose?
- **Selection:** For advisory boards, we often have as many applicants as vacancies. For Enterprise Boards, we normally have several applicants for each position. Are our selection processes fair in a way that encourage all applicants to feel that applying was worthwhile and that they had an equitable chance for selection?

The above assumptions allow us to develop the following plan to improve the retention, recruitment, and selection of current Board and committee members. This plan will give us enough time to enact any recommended changes before this year’s upcoming elections. This process uses a process improvement model called the FADE model. Fade stands for Focus, Analyze, Decide and Execute.

Meeting	Action	Future
May 13, 2019	Introduce the plan to HRC; amend or accept as-is	Develop current and former B&C member surveys for next meeting
June 3, 2019	Introduce surveys to HRC, amend or accept as-is	Send survey to current and former B&C members
June 24, 2019	Introduce survey results. amend or accept as-is	HRC Develop individual recommendations for retention, recruitment and selection for next meeting. We will also develop metrics to measure improvements between Oct 2019 and Sept 20.
Jul 22, 2019	Select an approve measures to improve retention, recruitment and selection from list.	Prepare introduction for Assembly.
Aug 19, 2019	Introduce recommended changes, if any, to the Assembly.	TBD
September 16, 2019	TBD	Establish

This plan will be introduced and discussed during the May 13, 2019 HRC meeting. Members will have the opportunity to question, comment, amend, approve, or disapprove this plan.