



TO: Jensen-Olsen Arboretum Advisory Board
FROM: George Schaaf, Parks & Recreation Director
DATE: November 8, 2022
RE: Restructuring Parks & Recreation Boards and Committees

The Parks & Recreation Department currently supports five citizen advisory boards and committees, requiring a total of 43 volunteer members:

1. Parks & Recreation Advisory Board
2. Treadwell Arena Advisory Board
3. Aquatics Board
4. Jensen-Olsen Arboretum Advisory Board
5. Youth Activities Board

The Parks & Recreation Advisory Committee (PRAC) was established in the 1980s and charged with making recommendations to the Department and Assembly on all matters affecting recreation in the community. Each year, the mayor designates a member of the Assembly as a liaison to the PRAC. Nevertheless, the PRAC's broad mandate was eroded over the last 15 years as new committees were created to focus on specific issues or facilities (e.g. the ice rink, arboretum, and pools). The Jensen-Olsen Arboretum Board, for example, was established with the narrow purpose to "advise on the Arboretum's guiding vision as provided by Caroline Jensen," including fundraising, capital campaigns, and programs. Other groups have similar mandates, including the Friends of the Jensen-Olsen Arboretum, which has demonstrated a robust ability to recruit volunteers and raise money for the property.

For CBJ, having so many boards and committees engaging in different areas of Parks & Recreation has resulted in a number of problems and challenges:

- It is very difficult to recruit and retain 43 engaged volunteers who are interested in recreation. With over 30% of these board seats vacant, meetings are frequently cancelled or unable to proceed due to lack of quorum.
- Supporting five boards and committees requires over 1,000 hours of staff time each year. This diverts limited resources away from delivering core services and programs.

- The ability of citizens to influence decision-makers is reduced when each facility or operation is represented by a niche board or committee, rather than a diverse body representing the entire community.
- Board morale suffers when meetings have no purpose or no meaningful action is taken.

It is imperative that the public have meaningful opportunities to provide input and recommendations to staff and the Assembly regarding the services and programs delivered by the Parks & Recreation Department. With so many boards and committees, however, little has been accomplished: The Aquatics Board has approved only one regulation in the eight years since it was established, and the Treadwell Arena Advisory Board has not taken any action in three years. Considering the staff and volunteer resources required by more than 40 public meetings every year, there are more efficient ways to engage the public.

Juneau uses a “council-manager” form of government where elected officials set policy and the manager oversees day-to-day operations. According to the International City/County Management Association (ICMA), “Because decisions on policy and the future of the community are made by the entire governing body rather than a single individual, council-manager governments more often engage and involve their residents in decision-making. Residents guide their community by serving on boards and commissions, participating in visioning and strategic planning, and designing community-oriented local government services.”ⁱ A 2009 report by the University of Tennessee distinguished between various standing committees that typically exist in city government (planning commissions, park boards, etc.) and “citizen panels that are appointed to investigate or review a single issue *and that are disbanded once recommendations on that issue have been delivered to the governing body.*”ⁱⁱ An informal survey of parks & recreation agencies nationwide by CBJ staff found that the vast majority use just one citizen board or committee. Only very large cities like Miami or Chicago have more than four advisory committees, mainly to represent large geographic areas rather than specific programs or interests, like aquatics or an arboretum.

The Department recommends that the community would be better represented by a single, well-managed Parks & Recreation board that provides for diverse representation of interests in all of the Department’s programs, facilities, and services, including the Jensen-Olson Arboretum. This approach would not only reduce the burden on staff, but also allow board members to accomplish meaningful and needed work throughout the year. The Jensen-Olson Arboretum is unique in that it has a multi-million dollar endowment held in trust by the City & Borough of Juneau. A permanent subcommittee should be established to advise CBJ on the management of this endowment.

The next step would be for the Department to work with the City Attorney to draft legislation repealing the resolutions and ordinances that established the current committee structure, as well as a new ordinance re-establishing a robust Parks & Recreation Advisory Committee, including a permanent subcommittee for the Arboretum’s endowment.

ⁱ ([International City/County Management Association](#))

ⁱⁱ ([Angerer, 2009](#))