



SPECIAL ASSEMBLY JOINT MEETING W/ BARTLETT REGIONAL HOSPITAL BOARD 2024-11 AGENDA

May 29, 2024 at 5:30 PM

Assembly Chambers/Zoom Webinar

via Zoom: <https://juneau.zoom.us/j/91515424903> or 1-253-215-8782 Webinar ID: 915 1542 4903

or City Hall Assembly Chambers 155 Heritage Way

A. CALL TO ORDER

B. ROLL CALL

C. Public Participation on Non-agenda Items *(Not to Exceed a Total of 20 Minutes, Nor More than Three Minutes for Any Individual)*

The public may participate in-person or via Zoom webinar. Testimony time will be limited by the Mayor based on the number of participants. Members of the public that want to provide oral testimony via remote participation must notify the Municipal Clerk prior to 4pm the day of the meeting by calling 907-586-5278 and indicating the topic(s) upon which they wish to testify. For in-person participation at the meeting, a sign-up sheet will be made available at the back of the Chambers and advance sign-up is not required. Members of the public are encouraged to send their comments in advance of the meeting to BoroughAssembly@juneau.gov.

D. AGENDA TOPICS - with the BRH Board

1. Introductions
2. Bartlett Regional Hospital Recovery Plan
3. Discussion on Fiscal Sustainability of BRH Programs
4. Next Steps

E. AGENDA TOPICS - Assembly Only

5. City Attorney Recruitment

F. SUPPLEMENTAL MATERIALS

G. ADJOURNMENT

ADA accommodations available upon request: Please contact the Clerk's office 36 hours prior to any meeting so arrangements can be made for closed captioning or sign language interpreter services depending on the meeting format. The Clerk's office telephone number is 586-5278, TDD 586-5351, e-mail: city.clerk@juneau.gov.

BRH Sustainability & Recovery Plan

Board of Directors Meeting – May 28, 2024

Bartlett
Regional Hospital

BACKGROUND:

Bartlett Regional Hospital is currently running a \$10M annual budget deficit which risks its long-term financial sustainability and viability. An analysis was conducted comparing incoming revenue and operating expense for each of the following non-core hospital services:

RRC - ABA - Crisis Center - BOPS - Home Health - Hospice

Proposed Timeline:

- ✓ Bartlett Finance Committee – May 10th
 - Decision-Point Presentation and Management Recommendations
- Bartlett Board of Directors – May 28th
 - Decision-Point Review and Board Direction
- CBJ/BRH Joint Meeting – May 29th
- Community Feedback/Engagement Period - May 29th – June 19th
- Bartlett Finance Committee – June 24th
 - Review of Community Feedback/Formal Recommendations to Board
- Bartlett Board of Directors – June 25th
 - Review and Approve Final Recommendations



Bartlett Regional Hospital Strategic Goals 2024-2027

Section D, Item 2.

VISION: Bartlett Regional Hospital provides its community with quality, patient centered care in a sustainable manner.

Deliver seamless continuity of care

Deliver quality, cost effective medical care, meeting patients where they are with the services they need.

Support the development and alignment of employees, providers, and partners

Cultivate a work environment that enables our employees, providers, and partners to thrive, aligning around our shared mission, vision, and values.

Improve infrastructure to meet community needs

Develop and maintain the physical and technological infrastructure needed to meet the growing health care services, access, and convenience needs of our patients.

Optimize and drive strategic clinical growth

Achieve long term sustainability through optimization of operations and selective investment in service line growth.

Promote a distinct identity and brand

Strengthen community engagement and increase awareness of the range and quality of services offered, elevating the reputation of the organization within Southeast Alaska.



Financial Analysis By Program

FY2025

Sustainability & Recovery Plan

Hospital/
WFC

RRC

ABA

Crisis
Center

BOPS

Home
Health

Hospice

FY2025 Financials – Budgeted

	Hospital/ WFC	RRC	ABA	Crisis Center	BOPS	Home Health	Hospice
Revenue	\$138.3	\$1.77M	\$461K	\$2.0M	\$1.06M	\$424K	\$504K
Expense	\$141.1	\$2.55M	\$1.11M	\$3.2M	\$3.86M	\$1.36M	\$951K
Margin	\$2.85M	\$782K	\$656K	\$1.2M	\$2.8M	\$934K	\$448K

Options Matrix

	Hospital/ WFC	RRC	ABA	Crisis Center	BOPS	Home Health	Hospice
Increase Reimbursement	Option	n/a	n/a	n/a	n/a	n/a	n/a
Reduce Cost/Realign	Option	n/a	n/a	n/a	Option	n/a	n/a
Subsidize	n/a	Option	n/a	Option	n/a	Option	Option
Close/CHOW	n/a	Option	Option	Option	n/a	Option	Option

Rainforest Recovery Center (RRC)

Section D, Item 2.

History & Background

Rainforest Recovery Center (RRC) is a 16-bed residential and outpatient treatment program. CBJ transferred management of RRC to Bartlett in 2000 due to operating losses well in excess of \$1M in the years leading up to the transfer (per CBJ CAFR), and a perception that Bartlett would be better suited to manage the program. CBJ provided limited funding to cover these losses until 2019. In FY's 2005, 2010, 2015 and 2023 RRC was subsidized \$1.66M, \$1.77M, \$1.8M, and \$1M, respectively. Subsidization through grants and tax revenue dropped to \$270K in 2024.

Current Conditions

- 1) RRC is currently losing \$655K during 8 months of operation. It is budgeted to lose approximately \$782K for FY2025.
- 2) Payor Mix is 89% Medicaid, 5% Commercial, and 4% private.
- 3) 40% of the patient population are CBJ residents.
- 4) Currently operating at base staff which can serve 16 residential patients.
- 5) There are currently 4 residential treatment programs in SE Alaska including RRC, and 30 programs statewide.
- 6) RRC cared for 316 unique patients during the last 3 years, with 25 patients receiving care more than once.

Board Recommendation: Determine whether a 3rd party can be identified to take the program over in full from Bartlett. If this is not realistic, closure of the program. This program could be retained if the CBJ Assembly chose to provide a permanent subsidy. This is a difficult financial recommendation and is in no way a reflection of the individuals who provide and receive these services.

Proforma Analysis

Stat	FY23	FY24 Annualized	FY25 Budget
Pt Days	2,969	3,374	3,610
Outpatient Visits	338	344	350
Collections per pt day	\$487.66	\$479.90	\$490
Max Capacity Potential	\$2.848M	\$2.810M	\$2.861M
Actual Collections	\$1.448M	\$1.619M	\$1.769M
Operating Costs	\$2.987M	\$2.973M	\$2.551M

Analysis

- 1) Wages and benefits exceeded net revenue by \$1.4M in 2023, \$900K in FY24, and \$522K in the FY25 budget. Direct payroll costs far exceeding net revenues is difficult to fix.
- 2) Service reduction would not have a significant decrease in operating costs (meals, etc.), however any reduction in service would reduce revenue significantly thereby exacerbating the operating loss.
- 3) Staffing levels currently at minimal staffing levels.
- 4) Program would need to operate at 100% of capacity (with no increases to costs) to cover staffing costs in FY24.
- 5) Program closure would have minimal impact on Emergency Department utilization per ED physician leader.



Financial Analysis By Program

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Options Matrix

Increase Reimbursement	Option	n/a	n/a	n/a	n/a	n/a	n/a
Reduce Cost/Realign	Option	n/a	n/a	n/a	Option	n/a	n/a
Subsidize	n/a	Option	n/a	Option	n/a	Option	Option
Close/CHOW	n/a	Option	Option	Option	n/a	Option	Option

History & Background

Applied Behavior Analysis (ABA) is a program that had been privately contracted with the Juneau School District (JSD) prior to Summer 2021. ABA serves ages 2-21 with an autism diagnosis. June 2021, BRH hired an ABA Director with plans to accept referrals starting June 2021. Deemed to be a community need.

1) In June 2021, it was determined that ABA services would be added to BRH behavioral health programs. This program was co-located with Physical Rehab.

1) In July 2021, ABA services were thought to increase revenue to BRH from contracting with JSD. No proforma found. A total of 7 FTEs, including the director.

2) In October 2021, ABA opened an office off campus rented by BRH and had 62 referrals. Late 2023, ABA moved into the BRH Aurora Behavioral Health Center.

Current Conditions

1) ABA is currently losing \$646K during 8 months of operation. It is budgeted to lose approximately \$536K for FY2025.

2) Payor mix is 25% Medicaid, 67% Commercial and 2% other.

Proforma Analysis

1) A proforma was not found related to ABA.

FY 24 Data - Applied Behavior Analysis (ABA) Clinic	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
# of ABA Patients	17	17	17	17	18	18	18	18	18
# of Appointments scheduled	175	295	218	303	250	190	188	230	246
# of Appointments Attended	175	295	218	303	250	190	188	230	246
% of Appointments Attended	100%	100%	100%	100%	100%	100%	100%	100%	100%
# of Individuals on Waitlist	78	79	82	83	84	85	85	85	87
# of total hours	279	319.7	320.4	353.1	349.95	277	359	322	

Analysis

1) Wages & benefits exceeds net revenue by \$849K with FY25 projected loss of \$656K. Direct payroll costs far exceeding net revenues is difficult to fix, expenses exceeds gross charges, and ABA is a program that will not likely make enough revenue to be self sustainable.

2) ABA’s two board-certified leaders have given their resignation notice effective June 13, 2024. This will result in the closing of the Bartlett program. Impacted program staff and families currently receiving services have been notified. These two staff intend to provide ABA therapy through private practice.

Board Recommendation: Support departing staff in start up of new ABA program through private practice.



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Options Matrix

Increase Reimbursement	Option	n/a	n/a	n/a	n/a	n/a	n/a
Reduce Cost/Realign	Option	n/a	n/a	n/a	Option	n/a	n/a
Subsidize	n/a	Option	n/a	Option	n/a	Option	Option
Close/CHOW	n/a	Option	Option	Option	n/a	Option	Option



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FY2025 Financials – Budgeted

	Budget	Budget	Budget	Estimate	Budget	Budget	Budget
Revenue	\$138.3	\$1.77M	\$461K	\$960K	\$1.06M	\$424K	\$504K
Expense	\$141.1	\$2.55M	\$1.11M	\$3.1M	\$3.86M	\$1.36M	\$951K
Margin	\$2.85M	\$782K	\$656K	\$2.2M	\$2.8M	\$934K	\$448K

Options Matrix

Increase Reimbursement	Option	n/a	n/a	n/a	n/a	n/a	n/a
Reduce Cost/Realign	Option	n/a	n/a	n/a	Option	n/a	n/a
Subsidize	n/a	Option	n/a	Option	n/a	Option	Option
Close/CHOW	n/a	Option	Option	Option	n/a	Option	Option

History & Background

Adolescent and adult crisis services are needed in Juneau. In 2019 BRH committed to opening Crisis services for adult and adolescents.

1) Crisis Observation Services (COS)/Crisis Residential Stabilization Services (CSS), were scheduled to open in March 2023. Due to delays, services opened in December 2023.

2) Due to facility layout and staffing concerns, BRH was unable to open all four programs and opened to just adolescents for Crisis and Residential services.

Current Conditions

1) COS/CSS has had 24 encounters of adolescents since opening in December 2023. COS/CSS is currently expected to lose \$1.1M. It is expected to lose approximately \$2.2M for FY2025, which is its first full year of operation.

2) COS/CSS is paid on fee for service demonstration. Volume continues to be low, with COS services being reimbursed at \$121/hour and CSS reimbursed at \$940/daily rate.

Proforma Analysis

1) In a proforma, COS adolescent occupancy was estimated at 23% and CSS adolescent occupancy estimated at 75%. There was Net Margin per the proforma with all four programs; however, it was minimal. Challenges with staffing were not included in proforma related to using contract staff. Proforma did not address the total addressable market. Total potential volume in market is not known.

Revenue	FY 2024 Proforma	FY 2024 Estimate	FY 2025 Proforma	FY 2025 Estimate	FY 2025 Budget
Medicaid Revenue	\$ 2,015,260	\$ 236,777	\$ 2,037,854	\$ 521,017	\$ 1,969,356
Other Insurance Revenue	\$ 25,613	\$ 195,192	\$ 26,598	\$ 429,512	\$ 25,704
Non-Resourced Revenue	\$ -	\$ 4,304	\$ -	\$ 9,471	
TOTAL REVENUE	\$ 2,040,873	\$ 436,273	\$ 2,064,452	\$ 960,000	\$ 1,995,060

Expenses	FY 2024	FY 2024 Estimate	FY 2025 Proforma	FY 2025 Estimate	FY 2025 Budget
Wages, Taxes, Benefits - Direct Care Staff	\$ 1,720,602	\$ 1,399,747	\$ 1,745,355	\$ 2,902,955	\$ 2,907,057
Wages, Taxes, Benefits - Management + Support	\$ 309,968		\$ 315,126		
Sub-total Salary + Benefits	\$ 2,030,570	\$ 1,399,747	\$ 2,060,481	\$ 2,902,955	\$ 2,907,057
Shared Expenses (Facilities and Contract Staff)	\$ 587,765	\$ 80,954	\$ 586,690	\$ 221,371	\$ 282,904
Sub-total Subtotal Other Expenses	\$ 587,765	\$ 80,954	\$ 586,690	\$ 221,371	\$ 282,904
TOTAL EXPENSES	\$ 2,618,335	\$ 1,480,701	\$ 2,647,172	\$ 3,124,326	\$ 3,189,961

Total revenue minus total expenses	\$ (577,462)	\$ (1,044,428)	\$ (582,720)	\$ (2,164,326)	\$ (1,194,901)
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Analysis

1) Wages & benefits estimated to exceed net revenue by \$2M in FY25. This estimate is based on the first full quarter of operations where we have experienced volumes well below the proforma estimates.

2) Staffing levels currently at minimal staffing levels & are mostly contract labor.

3) Volumes and Revenue remain low and significantly below the proforma.

Board Recommendation: Program closure and space utilization plan development for Aurora building. This program could be retained if the CBJ Assembly chose to provide a permanent subsidy. This is a difficult financial recommendation and is in no way a reflection of the individuals who provide and receive these services.



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Options Matrix

Increase Reimbursement	Option	n/a	n/a	n/a	n/a	n/a	n/a
Reduce Cost/Realign	Option	n/a	n/a	n/a	Option	n/a	n/a
Subsidize	n/a	Option	n/a	Option	n/a	Option	Option
Close/CHOW	n/a	Option	Option	Option	n/a	Option	Option

Bartlett Outpatient Psychiatric Services (BOPS)

History & Background

Bartlett Outpatient Psychiatric Services (BOPS) opened in the 1990s and currently provides family psychotherapy and individual psychotherapy for ages 5 and up, as well as medication-assisted treatment for substance abuse disorder. BOPS utilizes the employed Psychiatrists that staff the hospital’s inpatient Mental Health Unit (MHU) to help meet the communities need for Psychiatric services.

BOPS has grown from 4.12 FTEs in FY18 to 12.71 FTEs in FY24.

Current Conditions

- 1) BOPS is projected to lose \$2.8M in FY25.
- 2) Payor mix is 33% Medicaid, 52% Commercial and 15% other.
- 3) Commercial payers pay per a Fee Schedule.
- 4) Current staffing includes 6 providers and 5 clinicians with 2 of them being remote.
- 5) FY23 saw 1160 patients receive service. FY24 saw 958 patients receive service.
- 6) FY24 <15% cancel/no show rate.
- 7) 3 adults and 3 children/adolescents on waitlist.

Board Recommendation: Manage as a core service and pursue outpatient service reductions. Changes are within management’s purview and do not require Board approval.

Proforma Analysis

1) A proforma was not found related to BOPS.

	2018	2019	2020	2021	2022	2023	2024	2025 Bud.
FTE's	4.12	5.41	11.67	13.63	15.93	14.98	12.71	13.69
Visits	4,817	4,171	4,955	6,667	2,352	3,813	3,516	3,811
Charges	2,025,921	2,478,345	3,040,990	3,104,126	4,717,012	1,975,223	1,856,228	2,112,325
Expenses	1,989,198	2,705,889	3,761,687	4,036,281	6,190,053	5,079,739	4,947,049	3,865,617

Analysis

- 1) Decreased expenses in FY25 due to decrease in contract labor.
- 2) Expenses far exceed gross charges.
- 3) Five (5) Provider FTEs required for minimum staffing for BOPS and MHU.



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FY2025

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Options Matrix

Increase Reimbursement	Option	n/a	n/a	n/a	n/a	n/a	n/a
Reduce Cost/Realign	Option	n/a	n/a	n/a	Option	n/a	n/a
Subsidize	n/a	Option	n/a	Option	n/a	Option	Option
Close/CHOW	n/a	Option	Option	Option	n/a	Option	Option

History & Background

1) Bartlett’s Home Health (HH) program was started in response to Catholic Community Services (CCS) closing their HH agency in October 2022. As a community need, BRH decided to develop its own program. BRH HH opened in May 2023 with patients first seen in August 2023.

2) BRH HH was developed in conjunction with a Hospice program, which had also previously been operated and managed in the community by CCS.

3) CCS had lower wages & benefits. BRH wage & benefit structure carries higher program costs while reimbursement rates have remained the same.

Current Conditions

1) HH has expended approximately \$470k during 9 months of operation. It is budgeted to lose approximately \$930k for FY2025, which is its first full year of operations.

2) Lack of consistently available physical rehab services provided has been a challenge due to staffing shortages.

3) The Director of the program recently resigned. It will likely take months to recruit an experienced leader.

4) Billing for services has yet to occur but is expected in May.

5) Working capital used to cover start up was approximately \$105k.

6) HH and Hospice share leased space costing \$2600 per month.

7) All patients served are in the CBJ area.

8) Payor Mix is 10% Medicaid, 79% Medicare, 9% private and 1% VA.

9) BRH has held initial discussions with a private HH and Hospice entity with interest in operating these programs in Juneau.

Board Recommendation: The Board understands the importance of this program to the community and will work to ensure that services are retained in the community. Management will pursue transfer of operations to a 3rd party provider. If this is not successful, the Board and management will pursue permanent subsidization.

Proforma Analysis

- 1) A proforma was completed for HH using the assumption of combined services and management with Hospice. The proforma was presented to Board for approval in January 2023.
- 2) The combined HH and Hospice program was projected to breakeven 17-18 months after startup based mainly on net revenue growth due to volume, with Hospice as the more profitable service line. This assumed an average daily census (ADC) of 20 for HH and 25 for Hospice by month 18. HH has reached an ADC of 25 while Hospice remains at 10, or ~30% below proforma projections.
- 3) Proforma did not analyze the total addressable market. Although total potential volume is unknown, this service is largely constrained to the population of Juneau proper.
- 4) Alaska ranks 48/50 for home health utilization, according to 2020 and 2021 CMS data.

Stat	Proforma	Actual	Variance	Analysis
Episodes (admissions to HH services)	75	91	+16	Program growth occurred faster than anticipated but has relied significantly on therapy visits.
Charges per Episode	\$3000	\$3864	\$864	Charges range significantly based on case-mix weights.
FY24 Expenses	\$730K	\$471K	\$259k	Proforma assumed 50/50 split for expenses with Hospice and faster growth of that program
FY24 Revenues	\$255K	\$351K	\$96K	Home Health has grown its patient base faster than anticipated

Analysis

- 1) Through March 2024, wage and benefit expenses exceed gross revenue by \$55K. Direct payroll costs exceeding net revenues can be challenging to fix. The program appears to be trending in the right direction; however, with costs holding steady and revenues steadily increasing month over month.
- 2) Staffing levels currently at minimal levels and are shared with Hospice patients. However, HH is short on therapy staff. Adding those staff would add to net revenues but also to salaries and wages for incremental losses.
- 3) Volumes have been constrained (administrative decision) due to challenges meeting physical therapy needs.

History & Background

1) Bartlett’s Hospice program was started in response to Catholic Community Services (CCS) closing their Hospice agency in October 2022. As a community need, BRH decided to develop its own program. BRH Hospice opened in May 2023 with patients first seen in August 2023.

2) BRH Hospice was developed in conjunction with a Home Health program, which had also previously been operated and managed in the community by CCS.

3) CCS had lower wages & benefits. BRH wage & benefit structure carries higher program costs while reimbursement rates have remained the same.

Current Conditions

1) Hospice has expended approximately \$510k during 9 months of operation. It is budgeted to lose approximately \$450k for FY 2025, which is its first full year of operations.

2) The growth and sustainability of Hospice programs are largely dependent on healthy referral patterns from PCPs.

3) The Director of program has recently taken on oversight of the associated Home Health program.

4) Billing for services has yet to occur but is expected imminently.

5) Working capital used to cover start up was approximately \$170k.

6) HH and Hospice share leased space costing \$2600 per month.

7) All patients are in the CBJ area.

8) Payor Mix is 13% Medicaid, 79% Medicare, 5% private and 3% VA.

9) BRH has held initial discussions with a private HH and Hospice entity with interest in operating these programs in Juneau.

Board Recommendation: The Board understands the importance of this program to the community and will work to ensure that services are retained in the community. Management will pursue transfer of operations to a 3rd party provider. If this is not successful, the Board and management will pursue permanent subsidization.

Proforma Analysis

- 1) A proforma was completed for Hospice using the assumption of combined services and management with Hospice. The proforma was presented to Board for approval in January 2023.
- 2) The combined HH and Hospice program was projected to breakeven 17-18 months after startup based mainly on net revenue growth due to volume, with Hospice as the more profitable service line. This assumed an average daily census (ADC) of 20 for HH and 25 for Hospice by month 18. HH has reached an ADC of 25 while Hospice remains at 10, or ~30% below proforma projections.
- 3) Proforma did not analyze the total addressable market. Although total potential volume is unknown, this service is largely constrained to the population of Juneau proper.
- 4) Alaska ranks 48/50 for hospice utilization, according to 2020 and 2021 CMS data.

Stat	Proforma	Actual	Variance	Analysis
Admissions	69	39	-30	Proforma anticipated ADC of 15 by end of Year 1. Current ADC is 9-10.
Length of Stay	Avg: 92.1 Med: 17	27.8		LOS has steadily increased over time.
FY24 Expenses	\$730K	\$512K	\$218k	Expenses lower in part due to challenges growing the program.
FY24 Revenues	\$880K	\$345K	\$535K	Growth has not happened as quickly as anticipated in this program.

Analysis

- 1) Through March 2024, wage and benefit expenses exceed gross revenue by \$140K. Direct payroll costs exceeding net revenues can be challenging to fix. The program appears to be trending in the right direction; however, with costs holding steady and revenues steadily increasing month over month.
- 2) Staffing levels currently at minimal levels and are shared with HH patients. Both programs require 24 hour on call availability of nursing staff. A reduction in staff would have an outsized impact on remaining staff.
- 3) Donations of approximately \$200K have been collected in support of this program.

Questions?

Proposed Timeline:

- ✓ Bartlett Finance Committee – May 10th
 - Decision-Point Presentation and Management Recommendations
- ✓ Bartlett Board of Directors – May 28th
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MEMORANDUM

Date: May 23, 2024

To: City and Borough Assembly

Thru: Katie Koester, City Manager

From: Dallas Hargrave, Human Resources & Risk Management Director

Re: City Attorney Recruitment and Selection Process

This memorandum outlines options for the Assembly to consider when deciding the City Attorney recruitment process, including the “pros and cons” of each option. Additionally, if the Assembly is interested in using option two or option three, I have included preliminary recruitment and selection information and a timeframe. The specific selection criteria for this recruitment process will only be discussed in executive session.

Background

On May 8, 2024, Robert Palmer submitted his resignation as City Attorney to the Assembly, indicating his last day would be August 31, 2024 (but could be flexible if needed). On May 13, 2024 the City Manager, City Attorney, Deputy City Manager, HRRM Director, and Acting Mayor met to discuss posting the City Attorney position for recruitment. The information contained in this memorandum, a draft job posting (based of the last job posting in 2018), and City Attorney pay information was provided at that meeting. The Acting Mayor provided direction to the HRRM Director regarding posting the City Attorney position for recruitment and the salary listed in the posting, and requested that the City Manager report to the Assembly during staff reports at the May 13, 2024 Assembly meeting before posting the position on May 14, 2024. On May 14, 2024, the City Attorney position was posted for recruitment (see attachment).

Recruitment process

Below are three recruitment options that the Assembly can consider using. If the Assembly selects Option 2 or 3, and those recruitment efforts are unsuccessful, Assembly could still eventually choose Option 1. Based on the initial guidance from the Acting Mayor, we have started down the path of using Option 2 or 3; however, if the Assembly ultimately would rather use Option 1, we can take down the job posting and go through the process to engage a recruiting firm.

Option 1: Selecting an Executive Search Firm

Identify an executive search firm that specializes in municipal leadership or/or attorney recruitment. Use their services to source and pre-screen candidates.

PROS

- Recruiters often have their finger on the pulse of who is looking within the specialty (municipal leadership).
- A good recruiter will also contact individuals who are not looking and proactively source candidates for you.
- Uses less existing staff resources.

CONS

- You will mostly be offered the candidates within that recruitment firm's "stable" of executives.
- May have to go through an RFP process to select the search firm which would add time to the selection process.
- Can be expensive—will likely cost 25% - 33% of annual salary

Option 2: In-house recruitment

Run an in-house recruitment effort similar to the process that was used when the current City Attorney was hired.

PROS

- Gives the Assembly a degree of control over the sourcing process used.
- Cost effective.

CONS

- May miss candidates who will only go through a recruitment firm.
- More staff intensive.
- Will likely get candidates who are actively looking.

Option 3: Blended Effort

Run an in-house recruitment effort but allow recruiters to provide candidates. CBJ staff would screen applicants, but if a candidate was chosen who was forwarded by a recruitment firm, we would pay a fee to the recruiter.

PROS

- Recruiters often have their finger on the pulse of who is looking within the industry.
- Recruitment firms looking for the fee may also actively source candidates who are not looking but might be interested.

CONS

- There would be a fee to the recruitment firm if that is where the final candidate is selected from.
- Still moderately staff intensive as prescreening would still be conducted at the staff level.

Proposed Selection Process

If the Assembly selects option two or option three, I propose the following selection process steps. This is a general outline and the exact process that the Assembly uses may need to be adapted based on the results of the recruitment efforts.

1. The Assembly appoints Assembly City Attorney Search Committee. The Committee is charged with approving recruitment and selection process and materials, and with identifying a slate of finalists for full Assembly consideration.
2. Position is posted for 30 days. Advertising to include internal posting process (includes governmentjobs.com and indeed.com), AML, the Alaska Bar Association, an email to the AMAA, and other professional organizations identified by Mr. Palmer.
3. HRRM Director screens applicants against subcommittee criteria. For those candidates who possess the identified experience and education, an initial video conference screen is conducted to verify work history, get a general sense of communication style, and answer questions the candidate might have.
4. Results of the initial screening process are presented to the Committee who selects 6 – 10 candidates to take through an initial video conference interview.
5. Committee then selects the top 2 – 4 candidates for a site visit and selection process.
6. The entire Assembly sits as the finalist panel to interview and select the top candidate. Selection process activities will be identified in executive session, and portions of candidate interviews may need to be done in a public session.

Recruitment and Selection Timeframe

Below is a general proposed timeframe for the City Attorney recruitment and selection process.

Date	Activity
May 29, 2024	Assembly appoints City Attorney Search Committee
Early June	Search Committee meets to identify selection criteria and recruitment parameters.
Mid May to Mid June	Recruitment period. Search Committee continues to meet to develop selection process materials.
Early to Mid June	HRRM Director screens candidates who meet the criteria identified by the Search Committee. Prepares reports for Search Committee
Early June (Date TBD)	Search Committee meets to discuss selection materials.
Early June (Date TBD)	Search Committee meets to discuss selection materials.
June (Date TBD—after position closes)	Search Committee meets to review slate of candidates and make a determination on which candidates will proceed further in the selection process. HR begins background checks on semi-finalist candidates.
Late June to Early July	Search Committee interviews semifinalist candidates via video conference.
Early July	Search Committee identifies finalists to recommend to full Assembly.
Mid July	Full Assembly meets to select finalist candidates for in person finalist process.

Mid July	HR staff arrange for candidate site visits. HR conducts reference checks on candidates identified for a site visit.
Early August	Finalist selection process conducted
Mid August	Negotiations with successful candidate- candidate gives notice if currently employed.
Mid September	First day of employment

Next Steps

If the Assembly is interested in Option 2 or 3 for recruitment, then a City Attorney Search Committee should be appointed by the Assembly, preferably at the meeting tonight. Once the Search Committee is established, the committee can meet to consider options and provide direction to the HRRM Director for selection processes and criteria.

If the Assembly is interested in Option 1 for recruitment, then the Assembly should provide direction to the Manager to remove the current job posting, contact any applicants who have applied to explain the change, and begin the process to procure a recruitment firm.



City & Borough of Juneau City Attorney

SALARY	\$175,000.00 Annually	LOCATION	Juneau (Downtown)
JOB TYPE	Full-Time	JOB NUMBER	202400357
DEPARTMENT	Law	OPENING DATE	05/14/2024
CLOSING DATE	Continuous	POSITION NUMBER	222009
BARGAINING UNIT	Unrepresented	PAY RANGE	77
HOURS PER WEEK	40	TELEWORK AVAILABILITY	Not Available

Description

Do you have the leadership skills to successfully and effectively manage a high functioning Law Office?

Are you interested in being a key contributor of the Executive Team responsible for assuring excellent public service?

If you answered “yes” to these questions, you may have what it takes to join the CBJ leadership team.

The City Attorney is the Law Department’s principal Executive Officer and serves as a member of the Executive Leadership Team for the City & Borough of Juneau. The City Attorney is the chief legal officer for the municipality and is responsible for providing legal representation and advice on all matters. The City Attorney is also responsible for providing executive leadership, direction, and management for the Law Department with the goal of providing outstanding legal services and opinions for the CBJ, its Assembly, Directors, officers, boards, and departments including enterprise operations.

WORKING HOURS AND LOCATION

This position generally works Monday through Friday 8:00 a.m. – 5 p.m. with frequent meetings outside of regular work hours. The City Attorney’s office is located in the Sealaska Building in downtown Juneau.

Typical Responsibilities

WHO WE ARE LOOKING FOR

The successful candidate will have experience working as counsel to groups such as committees, boards and assemblies; experience drafting ordinances, resolutions, policies, contracts, leases and agreements; experience supervising legal staff and managing a law office including budgeting, fiscal control, program planning and development, strategic planning; principles and practices of employee supervision including employee development, training, performance evaluation and

progressive discipline; experience with contract negotiations; experience drafting budgets and operating plan department; knowledge and experience with diverse ethnic and cultural groups; experience with criminal and civil litigation; knowledge of applicable federal, state and municipal laws, rules, and regulations as well as legal principles and practices; court procedures, and community/public relations.

In addition, the successful candidate will have skill in leading and motivating others; working effectively and constructively with the media; establishing and maintaining effective working relationships with the legal community, coworkers and clients, city officials, and the public; planning, organizing, and directing the activities of a municipal legal department; understanding and interpreting complex statutes, ordinances, regulations, and standards; reviewing and evaluating the work of subordinate staff to ensure that standards are met; identifying employee training needs and developing and coordinating programs and activities to improve professional skills, ability and performance; preparing detailed reports documenting the facts and actions regarding criminal and civil incidents; and evaluating services to determine if they meet Assembly needs.

Minimum Qualifications

Desired Qualifications:

The successful candidate will have a Juris Doctorate, be licensed to practice law in the State of Alaska and be a member in good standing with the Alaska Bar. It is desired that the successful applicant have ten (10) years of municipal, legislative, or large organization legal experience, and have demonstrated competence and knowledge in a broad range of municipal legal issues including; land use, insurance, labor and employee relations.

Special Note: The successful candidate must be able to travel to various locations within the City and Borough of Juneau to meet program needs and to fulfill the job responsibilities. When driving on City business, maintenance of a valid Alaska driver's license and satisfactory driving record is required.

Special Note: Appointment to the City Attorney position will be made conditionally pending successful completion of all portions of the background process.

Supplemental Information

Starting Salary begins at \$175,000 annually

Actual Salary is negotiable (DOQ)

ADDITIONAL REQUIRED INFORMATION

Please attach a resume to your application.

HIRING MANAGER CONTACT INFO

For more information about this position, or the City and Borough of Juneau, please contact:

Dallas Hargrave
Human Resources & Risk Management Director
Dallas.Hargrave@juneau.gov
(907) 586-5250 , ext 4081

Note: The City Attorney is within exempt service and serves at the pleasure of the City Assembly. Applications received are subject to public disclosure.

The selected candidate must have unquestioned ethics and personal integrity. All information provided by the candidate will be verified. Candidates who materially misrepresent any information provided in the employment process will be

excluded from consideration or dismissed if already employed.

Section E, Item 5.

This announcement remains open until filled. The first round of applications will be reviewed beginning Friday, June 14, 2024.

Please read the below information carefully to ensure your application submission meets all submittal requirements.

Education

If you are using education to meet the minimum qualifications, you must document your education in your application, and you may be required to provide transcripts.

Work Experience

If you are using work experience to meet the minimum qualifications, you must document your work experience in the application.

If your application does not support minimum qualifications, you may not advance to the interview and selection phase of the recruitment.

NOTE: Attaching a resume or curriculum vitae is not an alternative to filling out the application in its entirety. Noting "see resume or CV" or any similar response on any portion of your application may lead to a determination that your application is incomplete and removal from consideration for this job posting.

Application Assistance

For questions regarding application submission or system operation errors, please visit:

www.governmentjobs.com/careers/juneau/helpandsupport/applicationguide. If your question is not answered in the FAQ, you may contact the Department of Human Resources & Risk Management at (907) 586-5250 or employment@juneau.gov.

For applicant password assistance, please visit:

<https://www.governmentjobs.com/OnlineApplication/User/ResetPassword>

EEO Statement

The City & Borough of Juneau complies with Title I of the Americans with Disabilities Act (ADA). Individuals with disabilities who require accommodation, auxiliary aides or services, or alternative communication formats, please call (907) 586-5250 or TTY: Alaska Relay 711 or 1-800-770-8973, or correspond with the Department of Human Resources & Risk Management at employment@juneau.gov or 155 Heritage Way, Juneau, AK 99801. The City and Borough of Juneau is an equal opportunity employer.

Agency

City & Borough of Juneau

Address

155 Heritage Way

Juneau, Alaska, 99801

Phone

907-586-5250

Website

<http://Juneau.gov>