
Pool Management

Successful Pool Management Includes:

- Developing maintenance schedules, logs, checklists and report forms
- Record keeping
- Screening, selecting, training, scheduling, auditing and evaluating staff
- Programming
- Budgeting
- Inspecting and evaluating facilities, equipment, programs, policies and practices.

Management Plan

- "Systematic method of making sure a facility operates efficiently"
- Factors to consider when developing an aquatic facility management plan:
 - Design and type of facility
 - Number and age of the pools
 - Length of the operating season
 - Need to generate revenue
 - Staffing
 - Nature, purpose, goals or mission of the sponsoring agency

Record Keeping

Records and reports must be kept at pools:

- To provide data for making decisions regarding equipment, personnel, and procedures
- To provide data used to determine costs of operation, patron satisfaction, causes and prevention of injuries
- As a basis for budget recommendations and justification for future expenditures
- To ensure the proper operation of the facility
- To comply with state, federal and local ordinances to ensure the safety and health of the public
- To be used as part of a legal defense in cases of accidents resulting in litigation

Record Keeping

Review and up-date records prior to the start of a season:

- Inventory forms
- Accident or incident report forms
- Pool chemical logs
- Daily, preventative & seasonal maintenance checklists
- Pool inspection checklists
- Rules for facility use and safety
- Lifeguard or staff manuals
- Operating manuals and procedures
- Chemical safety procedures
- Evacuation procedures and emergency plans
- Safety literature and posters

Record Keeping

Records should be:

- Completed accurately and on time
- Summarized for the facility owner or aquatic supervisor
- Stored for an extended period of time in case documentation or retrieval of information is necessary

Record Keeping

- Pool chemical and maintenance logs (1 to 3 years)
- Records of all financial transactions (7 years)
 - Bank statements, canceled checks, payroll records and time cards, sales records, tax forms, personnel records which might be of interest to the Internal Revenue Service
- Manufacturer's equipment operations manuals, legal correspondence, contracts, and property purchase documents (Retain permanently)
- Some federal regulations mandate that records be retained for a lengthy period of time
 - For example, the OSHA "Occupational Exposure to Bloodborne Pathogens" regulations require that records of an "exposure incident" be retained for the period of the exposed employee's term of employment, plus 30 years.

Record Keeping

- Accident report forms (Retain indefinitely)
 - Statute of limitations for filing a complaint against a defendant facility is usually less than 3 to 5 years.
 - The courts have permitted individuals who were not aware of the extent of their injuries, or had injuries which were not discoverable within the period of limitations to file a complaint at a later date.
 - In most states, for accidents involving minors, children have a right to start legal proceedings as late as 2 to 4 years after reaching the age of majority.

Cost of Pool Operation

- A pool manager must determine actual costs of operation, and set realistic fees for programs in order to cover expenses.
- Contact an economic development consulting organization for assistance in this area.
- Once you've determined your actual costs of operation, you must attempt to generate that amount each and every hour you're open.

Cost of Pool Operation

- If revenues do not exceed expenditures, other sources of funding must be found to subsidize programs which do not pay for themselves.



Example

Cost of Pool Operation

Indoor swimming pool, 6 lanes, 135,000 gallons

Hours of operation: 90 hrs/week

Monday - Friday 6:00 am - 10:00 pm (16 hrs x 5 = 80 hrs)

Saturday 7:00 am - 5:00 pm (10 hrs x 1 = 10 hrs)

Sunday Closed (0 hrs)

Weeks of operation: 50 weeks per year

Operating hours/year: 4,500 hours per year

Total costs of operation: \$577,482.00

Hourly operating costs: \$128.33

Lane cost per hour: \$21.39

Cost of Pool Operation

- Staff
 - Aquatic director
 - Pool manager
 - Assistant pool manager
 - Head lifeguard
 - Lifeguards
 - Instructors
 - Maintenance staff
 - Desk attendant
 - Locker room attendant
 - Uniforms
 - Personal protective gear
 - Sun protection
- Staff training (in-service)
- Conference attendance
- Local aquatic committee meetings
- Certification renewal
- Professional association dues
- Publication subscriptions
- Reference and training manuals

Cost of Pool Operation

- Equipment & supplies
 - Maintenance supplies
 - Cleaning supplies
 - Instructional aids
 - Fitness program supplies
 - Competitive equipment
 - Rescue equipment
 - First aid supplies
 - Therapeutic equipment
 - Tools
 - Spare parts
 - Rest room supplies and amenities
- Signage
- Hazardous materials management
 - Required educational programs
 - Compliance costs
 - Supplies and equipment
 - Clean-up costs
- Special events
 - Staffing
 - Promotion and planning
 - Awards

Cost of Pool Operation

- Maintenance
 - Daily
 - Seasonal
 - Preventive
 - Emergencies
- Equipment replacement
 - Circulation system
 - Filters
 - Energy systems
 - Locker room upgrading
 - Deck resurfacing
 - Deck equipment and furniture
- Energy costs
 - Air heating/cooling
 - Dehumidification
 - Air exchange
 - Heating water
 - Insulating blankets, reel systems
 - Lighting
- Water
 - Pool water
 - Domestic water
 - Sewage and disposal charges

Cost of Pool Operation

- Chemicals
 - Sanitizers and oxidizers
 - Water balance adjustment
 - Specialty chemicals
 - Test kits, instruments & reagents
 - Chemical injection systems
 - Chemical control systems
 - Chemical containment
- Facility Mortgage
- Marketing
 - Advertising budget
 - Course brochures
 - Community promotional events
 - Registration costs
- Miscellaneous
 - Consultants, specialists
 - Inspections
 - Fines
 - Permits
- Indirect costs
- Insurance

Programming & Marketing

- Evaluate current program offerings
- Assess needs by conducting demographic studies and patron surveys
- Determine priorities
- Schedule for maximum use and income
- Review/revise administrative controls, record keeping and refund policies
- Use contractual arrangements where appropriate
- Develop staff incentive programs to encourage staff to promote programs and increase class size

Programming & Marketing

- Constantly create public awareness of programs offered at the pool
- Sell the community on the benefits of aquatic activity
- Schedule special events at the pool
- Offer a variety of instructional, recreational, therapeutic, competitive, and fitness programs
- Set up a small boutique to sell swim accessories at the pool
- Apply for grants, sponsor fund raising activities, seek corporate sponsorships
- Seek patient referrals

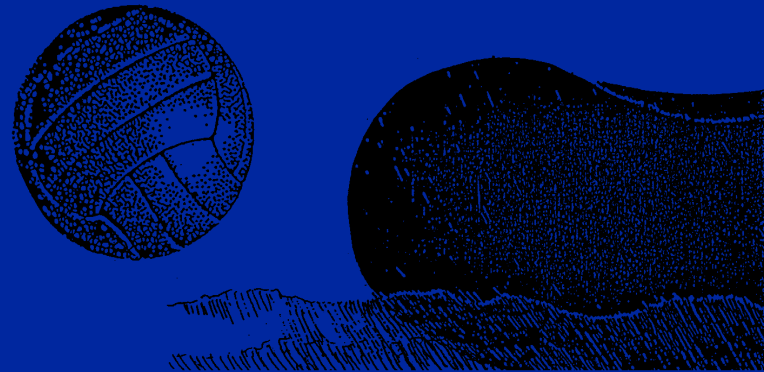
Special Events Programming

- Special events programming and competitive games and activities can:
 - Add excitement and variety
 - Revitalize your staff
 - Get you out of a programming rut
 - Generate revenue
 - Help publicize your other class offerings
 - Help you to increase your pool usage
 - Introduce new activities into the community
 - May provide an incentive for weak or non swimmers to improve their swimming skills

Water Fun & Games

Team Games

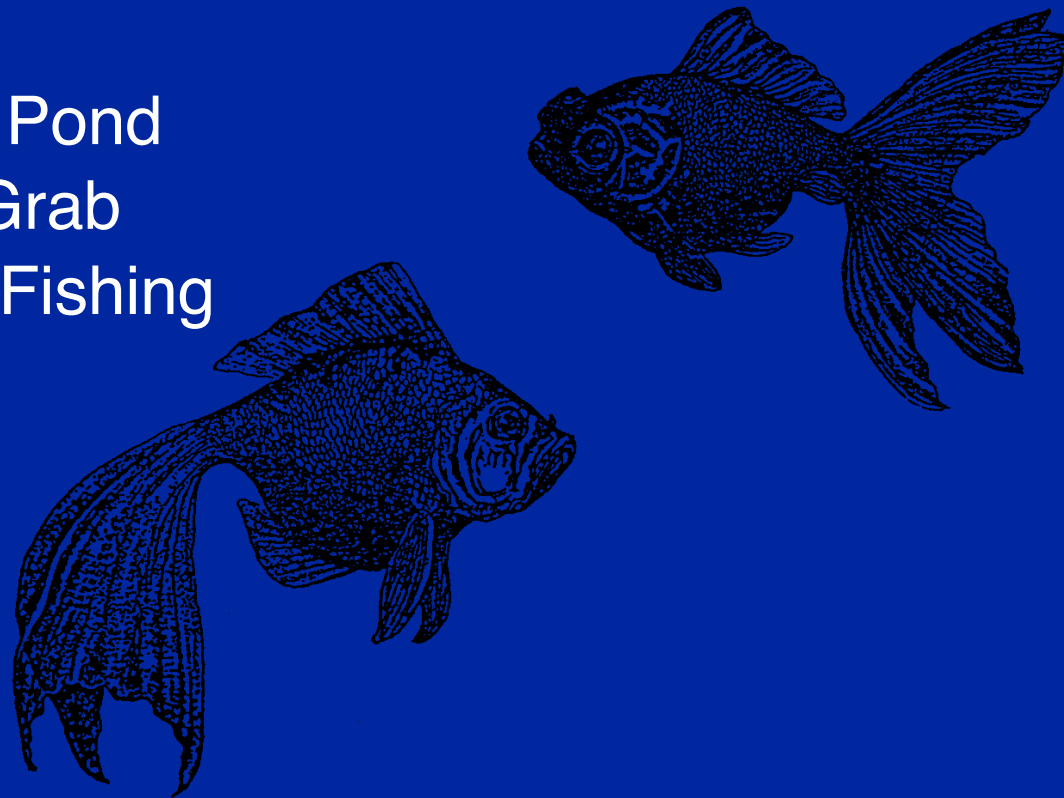
- Inner Tube Water Polo
- Dive-in Movies
- Underwater Hockey
- Underwater Football
- Greased Watermelon
- Underwater Soccer
- Sea Hunt



Water Fun & Games

Fishing

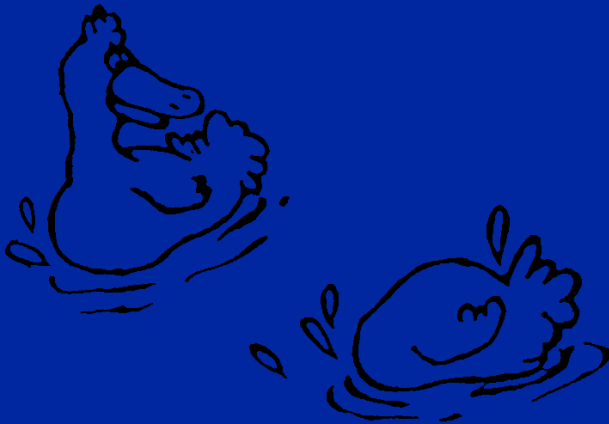
- Pool Fish Pond
- Goldfish Grab
- Magnetic Fishing



Water Fun & Games

Regattas

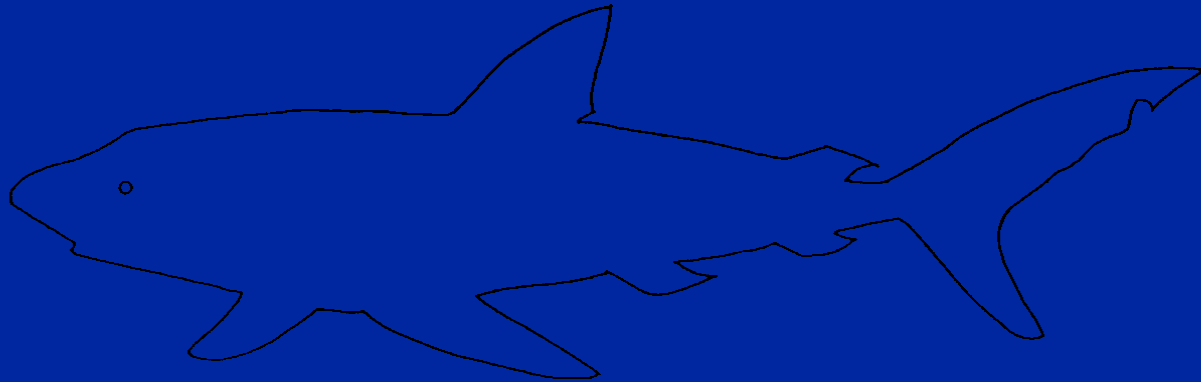
- Rubber Ducky Float
- Curious George Boats
- Balloon & Paper Plate Go-boats



Water Fun & Games

Tag Games

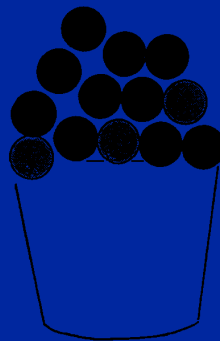
- Blob Accumulation Tag
- Sponge Tag
- Sharks and Minnows



Water Fun & Games

Silly Stuff

- Sensory Ball Games
- Ring Toss
- Fins
- Poison Sponge
- Bubbles
- Jell-O Games
- Bottle Knock Down
- Stompin' Grapes



Water Fun & Games

Endurance Games

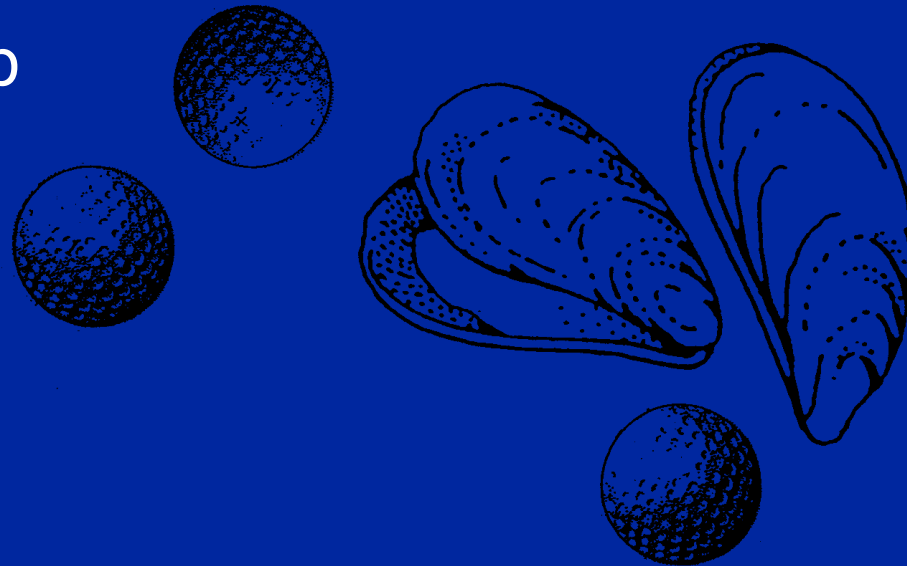
Circle Brick Pass

Kick of War

Sink the Battleship

Obstacle Course

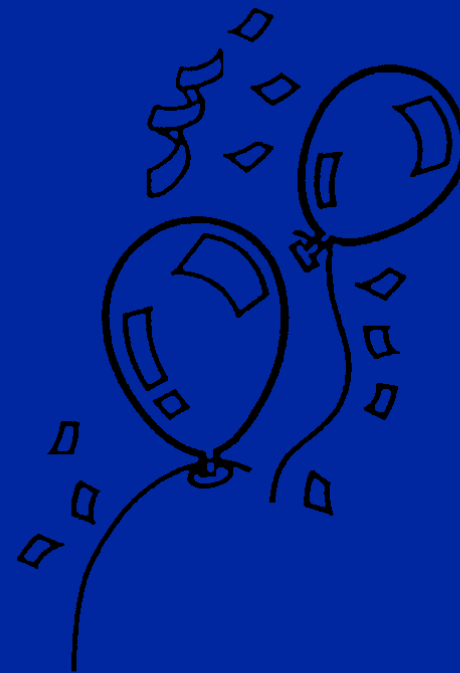
Pearl Diving



Water Fun & Games

Relays

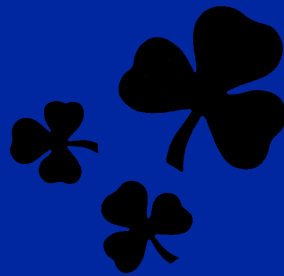
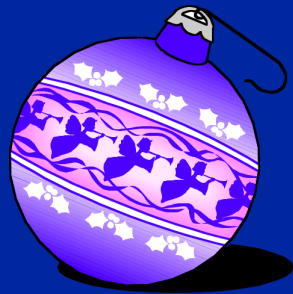
- Team Hula Hoop Running Relay
- Towel and Bucket Relay
- Sweat Suit Relay
- Magazine or Umbrella Relay
- Balloon Bursting Relay
- Ping Pong Ball Relay
- Dolphin Dive Relay
- Over-Under Ball Passing Relay
- Inner Tube Relay
- Orange-Chin Pass Relay



Water Fun & Games

Holiday Events

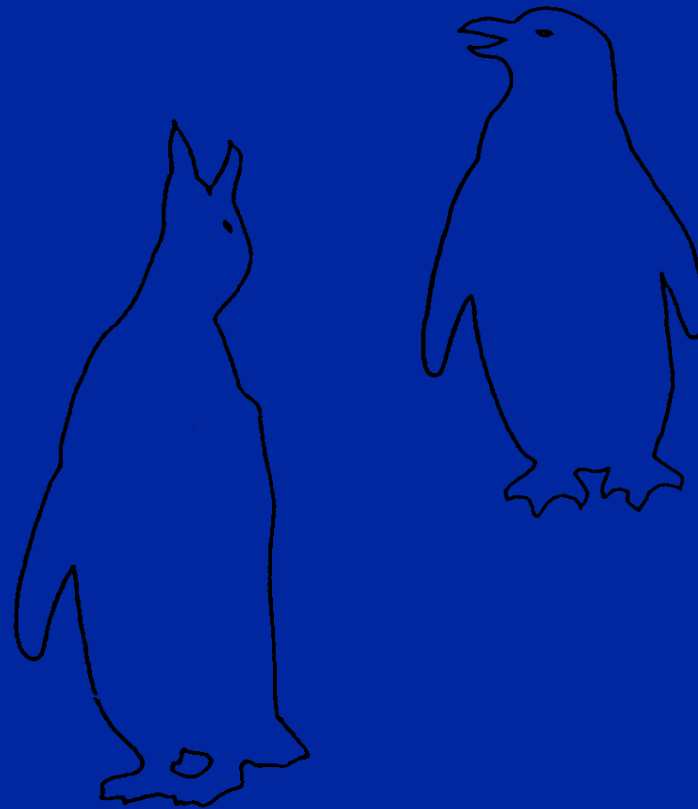
- Underwater Christmas Tree Decorating
- Underwater Pumpkin Carving
- Underwater Easter Egg Hunt
- Green Pool for St. Patrick's Day



Water Fun & Games

Theme Days

- Beach Party
- Water Carnival
- Hawaii
- Antarctica
- Birthdays



Aquatic Staff Screening & Selection

- Find and recruit the most suitable candidate for the job
- Compose job descriptions
- Develop and administer qualification tests
- Evaluate candidates and select finalists for the position
- Provide training for new staff
- Increase staff alertness and competence through use of auditing procedures
- Evaluate surveillance techniques and supervisory practices
- Conduct emergency drills

Hiring Aquatic Staff

- Advertise the position
- Accept applications
- Screen applicants (interviewing, testing)
- Evaluate (test) candidates for the position
- Rank applicants
- Select finalists
- Contact successful candidates and offer conditional employment
- Medical testing
- Pre-service training
- Hire & sign contract
- Notify all other applicants that position has been filled

Independent Contractor

- Extent of direction and control
 - Sets hours
 - Where work is performed
 - Dress code
- Distinct or specialized occupation
- High level of skill
- Who provides tools and supplies?
- Length of employment
 - Continuing relationship
 - Works for more than 1 company

Independent Contractor

- Right to fire, right to quit
- Method of payment
- Specialized or unique service vs. core services

Choosing a Pool Service Firm

- How long has the company been involved in the pool/spa industry?
- What percentage of the pools they service are commercial? Residential?
- Is year-round service available?
- Are the service technicians familiar with federal, state and local codes, regulations and guidelines as they pertain to operation of the specific pool?
- Are the technicians Certified Pool-Spa Operators, or do they have equivalent education, certification or training?
- What are the total number of pools serviced on the route?

Choosing a Pool Service Firm

- How much time will a technician typically spend at the facility per service call?
- Who will be responsible for chemical purchases?
- What recourse is available if the technician is not adequately doing the job he or she has been contracted to do?
- Does the firm employ technicians capable of completing minor, major and seasonal maintenance and repairs?
- Will a licensed contractor supervise equipment replacement or major repairs done on the pool?

Choosing a Pool Service Firm

- Does the service company hold membership in a professional trade association (NSPI, IPSSA...)?
- What services are included in the basic contract?
- Do they also provide pool management services?
- How much will you be billed for the service based on a specific number of visits per week?
- How much will you be billed for special services, emergency service, or service required after hours, on holidays or weekends?

Pay Peanuts
-- Get Monkeys



Hiring Lifeguards

- Lifesaving skills
 - Equipment rescues, contact rescues, reaching and throwing assists, spinal injury management, rescue of both active and passive victims, rescue of multiple victims, safe entries, victim removal from the water...
- Preventative lifeguarding skills
- Swimming and endurance skills
- Physically able to perform job requirements
- Written knowledge of facility rules, policies & procedures and other job responsibilities as defined in the Guard Manual

Hiring Lifeguards

- First aid
- CPR skills
- Certification
- Experience
- Maturity and attitude
- Ability to follow directions



Job Descriptions

- Job opening or employment opportunity
- Responsibilities
- Benefits
 - Health benefits package, uniforms, facility memberships...
- Qualifications
 - Age, experience, certifications, testing requirements, driver's license, verification of legal right to work in the U.S.
- Salary
 - Starting pay rate, salary range
- Application deadline
 - Interviews, performance testing, notification

Sample Job Responsibilities - Lifeguard

- Supervise activities in the water and on the deck
- Scan from elevated lifeguard stands
- Be able to both hear and see bathers in distress anywhere in the natatorium
- Provide surveillance in compliance with the “10/20 Supervision Rule” at all times
- Enforce facility rules, policies and regulations
- Warn patrons of unsafe behaviors or actions
- Rescue swimmers in need of assistance
- Administer proper first aid

Sample Job Responsibilities - Lifeguard

- Perform routine pool maintenance and cleaning, as assigned by the pool manager
- Conduct and record chemical tests of the water
- Complete all required records and reports
- Attend and participate in all in-service training sessions held every _____ from _____ to _____

Sample Job Responsibilities - Aquatic Director

- Organization and administration of the total aquatic program, operation and management of the pool facility
- Overseeing of the maintenance and repair of equipment
- Implementation of the safety system
- Direction of rescue and first aid operations
- Supervision of lifeguards, swim instructors, swim coaches, and aquatic maintenance personnel
- Hiring and training of staff
- Investigation of complaints, problems and accidents

Sample Job Responsibilities - Aquatic Director

- Creation and maintenance of good public relations
- Development and implementation of revenue producing programs and activities
- Budget development
- Maintenance of appropriate financial records
- Preparation of records and reports
- Performance of other duties as required for the safe and efficient operation of the facility

Learn to Swim Instructional Programs

- American National Red Cross
- National Safety Council
- YMCA of the USA
- Gus & Goldie
- Canadian Red Cross Society
- American Swim Coaches Assoc. - Swim America
- Every Child a Swimmer, Inc.
- Boys & Girls Clubs of America
- Girl Scouts of America

Pool Operator Certification Courses

- CPO
Certified Pool -Spa Operator (National Swimming Pool Foundation)
- AFO
Aquatic Facility Operator (National Recreation and Park Assoc.)
- CAM
Certified Aquatic Manager (Van Rossen & Clayton)
- POOL
Pool Operator On Location (YMCA of the USA)
- NSPI Certificate Program
Tech 1, Tech 2, Certified (National Spa & Pool Institute)

Lifeguard Certification Courses

- American National Red Cross
- National Pool & Waterpark Lifeguard Training
- YMCA of the USA
- YWCA of the USA
- Advanced Lifeguard Training USA
- Royal Lifesaving Society Canada
- United States Lifesaving Association
- City of Huntington Beach Dept. of Beaches and Harbors
- Los Angeles County Dept. of Parks & Recreation