

TO: PARKS AND RECREATION COMMISSION

FROM: JAZMIN LEBLANC, COMMUNITY SERVICES DEPARTMENT

DATE: NOVEMBER 28, 2017

SUBJECT: REVIEW AQUATICS CONTRACTOR ANNUAL REPORT

RECOMMENDATION

Palo Alto Swim and Sport has submitted an annual report for review by the Park and Recreation Commission (PRC), as required by their contract. Staff will provide an overview of the report for discussion only. No action will be taken by the Parks and Recreation Commission.

BACKGROUND

The City of Palo Alto's (City's) agreement with Team Sheeper (operating as Palo Alto Swim and Sport) requires an annual presentation in the fall of each year to the PRC reporting on:

- Total program hours by program area
- Participation statistics by program area including resident and non-resident percentages
- Customer satisfaction survey results
- User group feedback by program area or rental
- Gross revenues and revenue shares between Palo Alto Swim and Sport and the City
- Risk management documentation
- Training certifications listed by staff members

DISCUSSION

Palo Alto Swim and Sport entered into a full service public/private partnership with the City earlier this year as a way for the City to provide expanded, high-quality aquatics programming to Palo Alto residents and to alleviate long-term staffing shortages. Since their full-time operation began on August 14th, they have already made significant progress in expanding programming. Notably they maintained recreation/open swimming and offered youth swim lessons through October. They expect to begin offering recreation/open swim and swim lessons again in April.

Performance highlights include:

- Over 145 residents now hold a monthly pass for Rinconada's lap swim program,
- Over 400 families participated in extended season open swim sessions, with more than three thousand others using drop-in lap and open swim since mid- August; several hundred more people than dropped in to the pool in the same period in 2016 - likely due to increased pool hours.
- The Swim School provided nearly 10,000 swim lessons this summer, almost twice as many lessons as provided in 2016.
- 106 children participated in new summer swim camps at Rinconada Pool this year
- 83 percent of swim lesson survey respondents said they were extremely or very satisfied with swim instruction in the lesson program and nearly all respondents reported that they would recommend the program to friends

- 95 percent of lap swim survey respondents said they were satisfied or extremely satisfied with their lap swim experience
- Palo Alto Stanford Aquatics (PASA) has maintained their youth swim team programming with 21 hours of Rinconada Pool use each week and the Rinconada Masters swim program has maintained their programming with 17.25 hours of Rinconada Pool use each week.

City and Palo Alto Swim and Sport staff meet regularly to ensure that we continue to improve and expand aquatics programming. Staff will also continue to seek feedback from customers as we engage in a second year of the aquatics public/private partnership.

For additional reporting information, please review the attached Palo Alto Swim and Sport Annual Report.

ATTACHMENTS

Attachment A: Palo Alto Swim and Sport Annual Report 2017

Team Sheeper, Inc.

**Report to City of Palo Alto Staff
and Parks and Recreation Commission
for 2017 Summer/Fall**

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Introduction

It is with great pride and pleasure that Team Sheeper, Inc. ("DBA Palo Alto Swim & Sport) has the opportunity to share information on the Rinconada Pool operations with City of Palo Alto Staff and the City of Palo Alto Parks and Recreation Commission.

A relationship with the City of Palo Alto that started in 2015 as a seasonal swim lesson provider has evolved to a point where we are now the main stewards of the iconic Rinconada Pool. The transition to full operator status during the busy Summer/Fall 2017 season was an epic undertaking for our company infrastructure and workforce. It has however been very rewarding, as it pushed the Company to grow in strength, determination and resiliency.

Every single staff member involved in the Rinconada start-up is fully committed to our company mission and anxious to share our style of community outreach and relationship building with the Palo Alto constituents.

Our intent is to unite the Palo Alto aquatic community and build bridges and synergies between existing programs while at the same time adding more offerings to serve the full spectrum of aquatic needs of the community such as water exercise and water therapy.

Although we have only been the operator for 12 weeks, we are beginning to feel a sense of acceptance and gratitude from the passionate users of Rinconada Pool. The following information provides a snapshot of the happenings at the pool and what our users have to say about the programs and us.

Thank you for the opportunity,

Tim Sheeper
Founder/CEO Team Sheeper, Inc.

Total Program Hours by Program Area

• Lap swim hours per week Summer	49.5
• Lap swim hours per week Fall	44.5
• Open swim hours per week Summer	85
• Open swim hours per week Fall through 10/29	12
• Swim School hours per week Summer	41
• Swim School hours per week Fall	26
• Rinconada Masters hours per week Summer	17.25
• Rinconada Masters hours per week Fall	17.25
• Palo Alto Stanford Aquatics hours per week Summer	21
• Palo Alto Stanford Aquatics hours per week Fall	21

Participation Statistics by Program Area Including Resident and Non-Resident Percentages

11/2/17

Palo Alto 2017 Report Lap Swim and Swim School

	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17
Lap Swim Memberships							
Lap Swim Total	—	—	—	—	168	157	156
Resident Lap	—	—	—	—	149	146	145
Resident Lap	—	—	—	—	88.7%	93.0%	92.9%
Resident Senior Lap	—	—	—	—	94	88	90
Non-Resident Lap	—	—	—	—	55	58	55
Non-Resident Lap	—	—	—	—	19	11	11
Non-Resident Lap	—	—	—	—	11.3%	7.0%	7.1%
Non-Resident Senior Lap	—	—	—	—	14	10	10
Non-Resident Senior Lap	—	—	—	—	5	1	1

	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17
Lap/Open Swim Drop-In							
Lap/Open Swim Drop-In Total	—	—	—	—	1325	1720	1023
Resident Drop-In	—	—	—	—	827	1188	756
Resident Drop-In	—	—	—	—	62.4%	69.1%	73.9%
Resident Adult	—	—	—	—	354	671	471
Resident Family	—	—	—	—	78	46	11
Resident Youth	—	—	—	—	272	248	106
Resident-Senior	—	—	—	—	123	223	168
Non-Resident Lap	—	—	—	—	498	532	267
Non-Resident Lap	—	—	—	—	37.6%	30.0%	26.1%
Non-Resident Adult	—	—	—	—	202	215	177
Non-Resident Family	—	—	—	—	147	107	20
Non-Resident Youth	—	—	—	—	143	167	35
Non-Resident Senior	—	—	—	—	6	43	35

	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17
Swim School							
Weekly Lessons Total	526	897	779	832	1303	1137	992
Resident	489	807	686	679	1026	869	793
Resident	93.0%	90.0%	88.1%	81.6%	78.7%	76.4%	79.9%
Non-Resident	37	90	93	153	277	268	199
Non-Resident	7.0%	10.0%	11.9%	18.4%	21.3%	23.6%	20.1%
Session Lessons Total	—	—	278	265	157	—	—

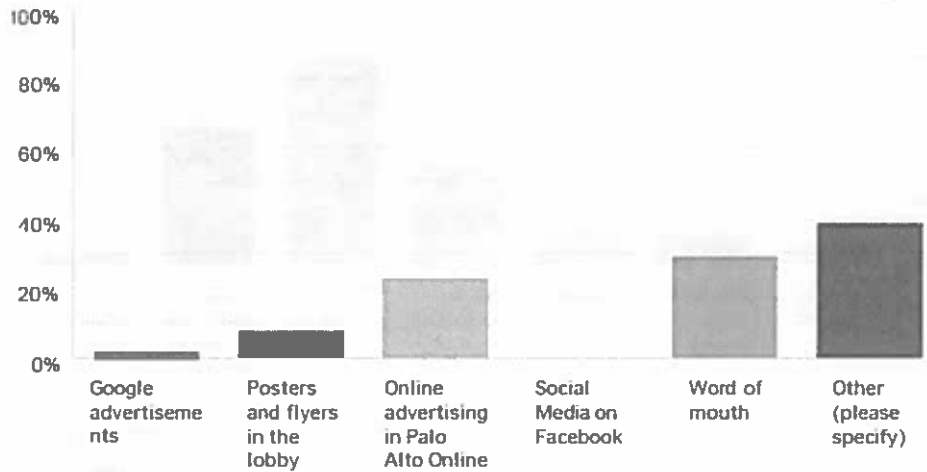
A deeper look into resident/non-resident percentages in Swim School

Swim School	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17
Weekly Lessons Total	526	897	779	892	1909	1137	992
Weekly Group Lessons	427	743	661	721	1133	988	858
Resident	391 91.6%	658 88.6%	574 86.8%	577 80.0%	860 75.9%	724 73.3%	660 76.9%
Non-Resident	36 8.4%	85 11.4%	87 13.2%	144 20.0%	273 24.1%	264 26.7%	198 23.1%
Weekly Private Lessons	99	154	118	111	170	149	134
Resident	98 99.0%	149 96.8%	112 94.9%	102 91.9%	166 97.6%	145 97.3%	133 99.2%
Non-Resident	1 1.0%	5 3.2%	6 5.1%	9 8.1%	4 2.4%	4 2.7%	1 0.8%
Session Lessons Total	—	—	278	265	157	—	—
Session Group Lessons	—	—	230	214	127	—	—
Resident	—	—	206 89.6%	173 80.8%	108 85.0%	—	—
Non-Resident	—	—	24 10.4%	41 19.2%	19 15.0%	—	—
Session Private Lessons	—	—	48	51	30	—	—
Resident	—	—	48 100.0%	51 100.0%	30 100.0%	—	—
Non-Resident	—	—	0 0.0%	0 0.0%	0 0.0%	—	—
Camps	—	—	42	44	40	—	—

Swim School and Lap Swim Survey Results

How did you hear about us?

Answered: 114 Skipped: 1

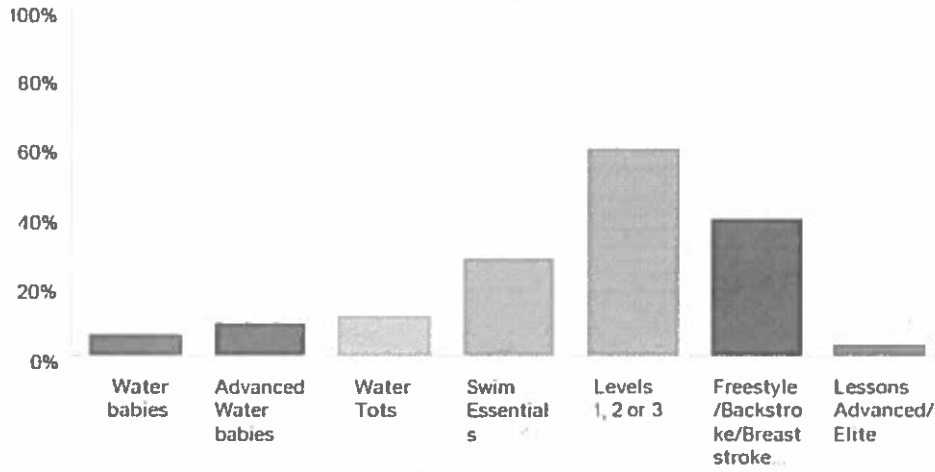


ANSWER CHOICES	RESPONSES	
Google advertisements	1.75%	2
Posters and flyers in the lobby	7.89%	9
Online advertising in Palo Alto Online	22.81%	26
Social Media on Facebook	0.00%	0
Word of mouth	28.95%	33
Other (please specify)	38.60%	44
TOTAL		114

Palo Alto Swim School Survey

Which Swim School Program did you child participate in? (Select all that apply)

Answered: 114 Skipped: 1

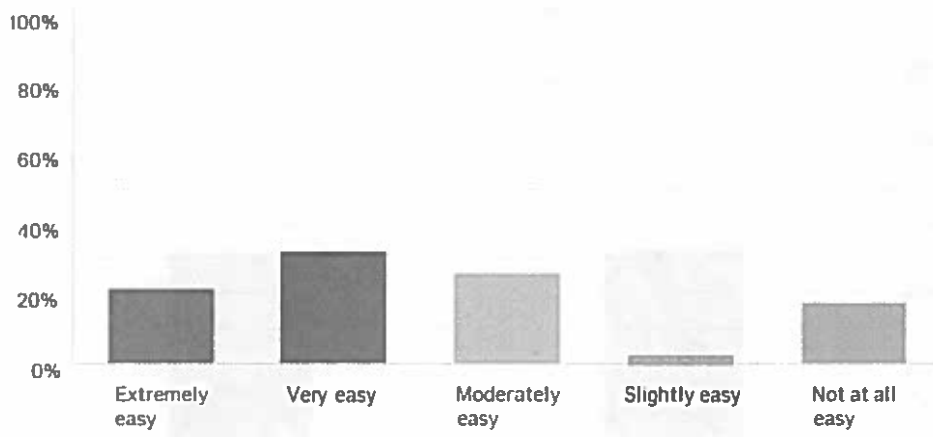


ANSWER CHOICES	RESPONSES	
Water babies	6.14%	7
Advanced Water babies	9.65%	11
Water Tots	11.40%	13
Swim Essentials	28.07%	32
Levels 1, 2 or 3	59.65%	68
Freestyle/Backstroke/Breaststroke/Butterfly	39.47%	45
Lessons Advanced/Elite	3.51%	4
Total Respondents: 114		

Palo Alto Swim School Survey

How easy was the registration process?

Answered: 115 Skipped: 0

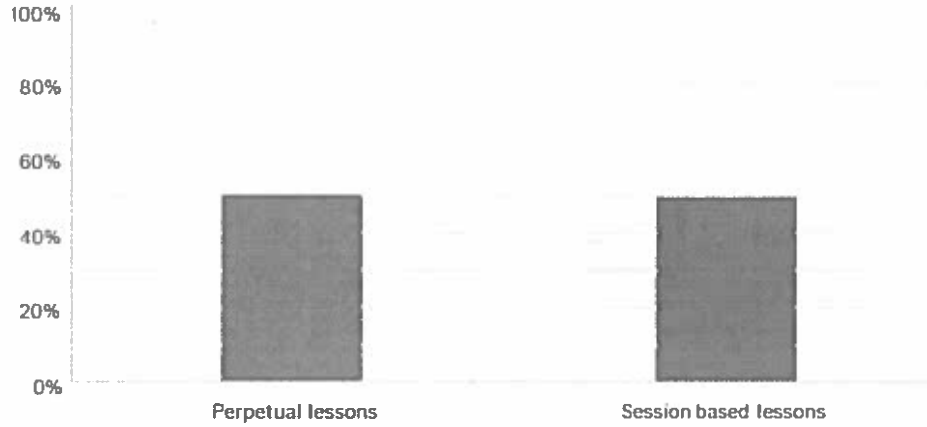


ANSWER CHOICES	RESPONSES	
Extremely easy	21.74%	25
Very easy	32.17%	37
Moderately easy	26.09%	30
Slightly easy	2.61%	3
Not at all easy	17.39%	20
TOTAL		115

Palo Alto Swim School Survey

Were you enrolled in Perpetual Lessons or Session Based Lessons?

Answered: 110 Skipped: 5



ANSWER CHOICES

Perpetual lessons

Session based lessons

TOTAL

RESPONSES

51.82%

48.18%

57

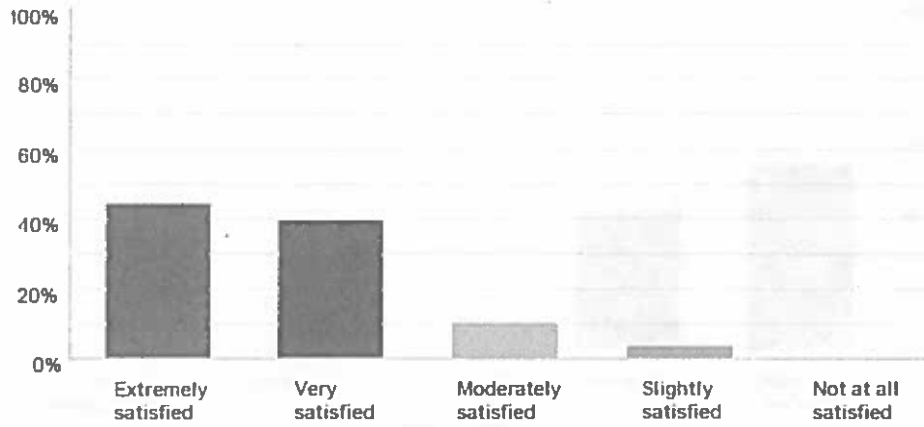
53

110

Palo Alto Swim School Survey

How satisfied were you with your swim instructor?

Answered: 115 Skipped: 0

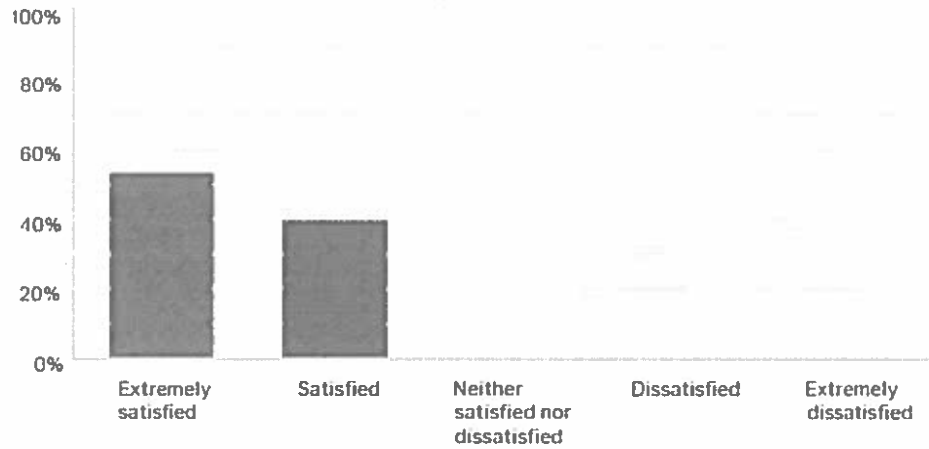


ANSWER CHOICES	RESPONSES	
Extremely satisfied	44.35%	51
Very satisfied	39.13%	45
Moderately satisfied	11.30%	13
Slightly satisfied	3.48%	4
Not at all satisfied	1.74%	2
TOTAL		115

Palo Alto Swim School Survey

Overall, how satisfied are you with your family's Swim Lesson experience?

Answered: 115 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely satisfied	53.04%	61
Satisfied	39.13%	45
Neither satisfied nor dissatisfied	2.61%	3
Dissatisfied	2.61%	3
Extremely dissatisfied	2.61%	3
TOTAL		115

Palo Alto Swim School Survey

Considering your experience with Rinconada Swim Lessons, how likely are you to recommend Palo Alto Swim & Sport to a friend? (0 is not at all likely, 10 is extremely likely)

Answered: 115 Skipped: 0

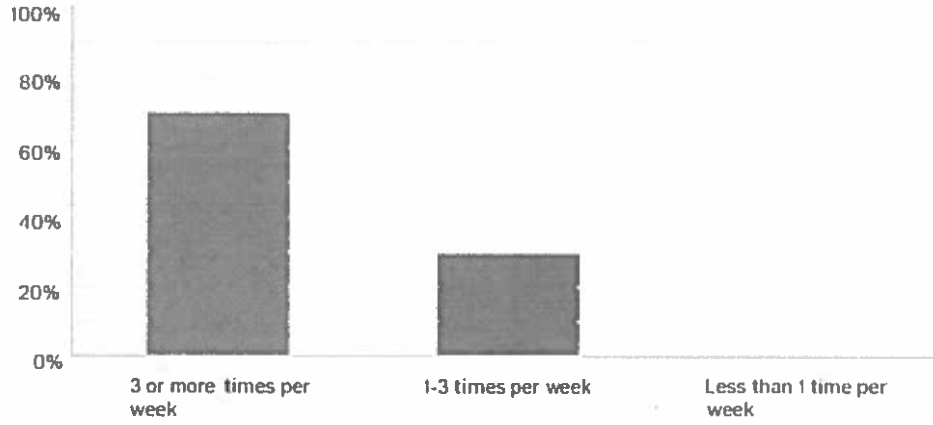


ANSWER CHOICES	RESPONSES	
0 (not at all likely)	3.48%	4
1	0.87%	1
2	1.74%	2
3	0.00%	0
4	0.87%	1
5	0.00%	0
6	0.87%	1
7	5.22%	6
8	15.65%	18
9	24.35%	28
10 (extremely likely)	46.96%	54
TOTAL		115

2017 Lap Swim Community Survey (Rinconada)

How many times a week do you lap swim at Rinconada Pool?

Answered: 20 Skipped: 0



ANSWER CHOICES

3 or more times per week

RESPONSES

70.00%

14

1-3 times per week

30.00%

6

Less than 1 time per week

0.00%

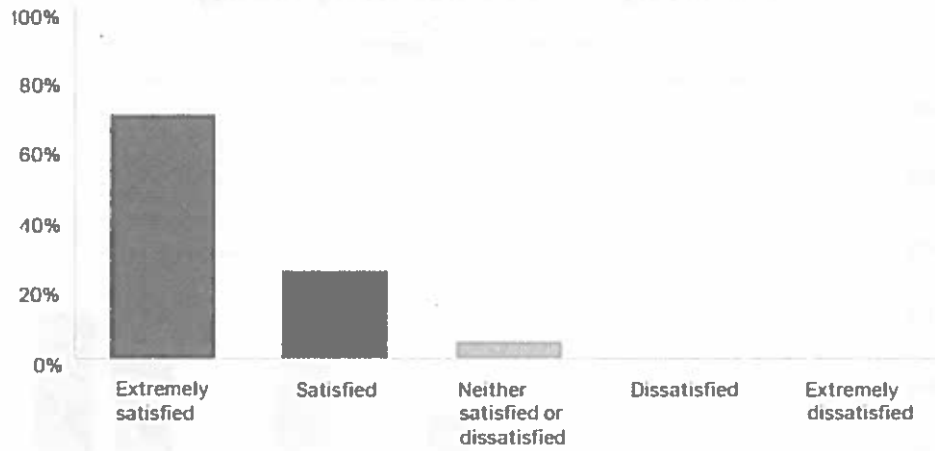
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Total Respondents: 20

2017 Lap Swim Community Survey (Rinconada)

Overall, how satisfied are you with your Lap Swimming experience?

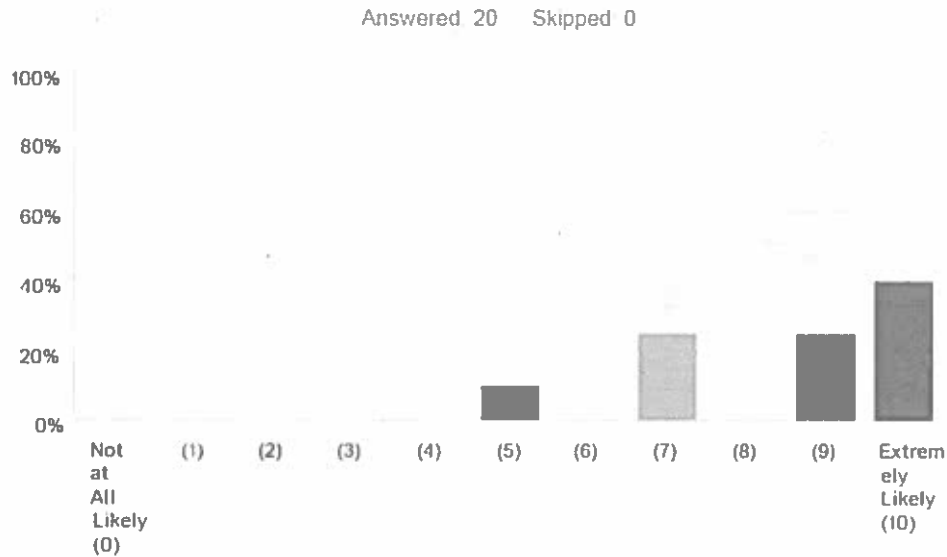
Answered 20 Skipped 0



ANSWER CHOICES	RESPONSES	
Extremely satisfied	70.00%	14
Satisfied	25.00%	5
Neither satisfied or dissatisfied	5.00%	1
Dissatisfied	0.00%	0
Extremely dissatisfied	0.00%	0
Total Respondents: 20		

2017 Lap Swim Community Survey (Rinconada)

Considering your experience with Palo Alto Swim & Sport Lap Swim, how likely are you to recommend Lap Swimming to a friend? (0 is not at all likely, 10 is extremely likely)



ANSWER CHOICES	RESPONSES	
Not at All Likely (0)	0.00%	0
(1)	0.00%	0
(2)	0.00%	0
(3)	0.00%	0
(4)	0.00%	0
(5)	10.00%	2
(6)	0.00%	0
(7)	25.00%	5
(8)	0.00%	0
(9)	25.00%	5
Extremely Likely (10)	40.00%	8
TOTAL		20

Gross Revenue and Revenue Shares Between Team Sheeper, Inc. and City of Palo Alto

Palo Alto Revenue, Subsidy and Revenue Share for Period March 1, 2017 through October 31, 2017

	Revenue	Subsidy *	Revenue Share **
Lessons	197,926.49	67,935.75	19,792.65
Camps	51,185.72		5,118.57
Open swim and Lap Swim	46,345.80		463.46
Rentals	27,287.50		272.88
	<u>322,745.51</u>	<u>67,935.75</u>	<u>25,647.55</u>

* Subsidies are due on lessons only

** Revenue share on lessons and camps is 10% of revenue excluding subsidies, and on Lap swim and open swim revenue is based off of the sliding scale in the contract, which for 9,915 lessons given during the year, is 1% of revenues

Revenue share percentages for lap swimming and open swimming revenues were set up on a sliding scale depending on how many swim lessons were provided in a calendar year, since swim lessons are usually a financially profitable model, and support other programs that may not be profitable throughout the year, such as lap swimming, open swimming and rentals. A good deal of hours (40 hours per week) at Rinconada pool are allocated to exclusive rentals of pool space by legacy teams for youth and masters at below market rental rates. These hours are at prime time during the week and on the weekends and restrict the Company's ability to open the pool to other parties during these prime times. Therefore, the scale was set up to allow financial flexibility to allow the swim lesson program and camps programs to get up and running and as these programs grow, to offer more revenue share to the City while maintaining financial feasibility for Team Sheeper, Inc.

In addition, information on prior year's lap swimming and open swimming revenue was hard to decipher, so the revenue that was likely to be earned was difficult to predict. A conservative model was used to determine the likely revenues that would be earned with a new membership model and these numbers were collaboratively calculated, reviewed and agreed upon, between Community Services and Team Sheeper, Inc. in determining a fair and equitable scale to be used to establish revenue share rates.

Risk Management Documentation

Emergency Action Procedures (EAP)

The Emergency Action Plan (EAP) is a protocol that describes the roles and responsibilities of the staff during an emergency. EAPs are a very important aspect of lifeguarding because by designating roles prior to emergencies, lifeguards can rescue and treat victims more quickly and effectively. This can only be achieved when the EAP is known by all and practiced with regularity. Emergencies are not all the same, it follows that the response to a passive drowning victim in the water would differ from that of a stroke victim on land. While there will be areas of crossover from one plan to the next, it is important that you are aware of each plan and when to activate them. Palo Alto Swim and Sport has three main EAPs: Water Based Emergency, Land Based Emergency, and Environmental Emergency.

Water Based Emergency

Reacting to water based emergencies is the main reason lifeguarding exists as a profession. Three common examples of water-based emergencies include: distressed swimmers, drowning victims and nonfatal submersion victims. Injuries and sudden illness can occur either in or out of the water. When incidents occur in water then you have a water based emergency.

Common examples of injuries and sudden illness may include: head, neck or back injuries, severe bleeding, wounds, fractures, dislocations; heart attacks, breathing and cardiac emergencies, seizures and strokes, temperature-related emergencies such as cramps, heat exhaustion, heat stroke and hypothermia.

Water based emergencies require at least two guards in order to extricate the victim from the water, meaning that those lifeguards cannot perform patron surveillance. To speed rescue and prevent collateral damage the pool must be empty of patrons, or in the process of being evacuated, while extricating a victim. Because of these reasons the pool will remain closed until the emergency is over and all lifeguards can return to duty.

EAP - Water Based Emergency

1. Primary rescuer performs 3 short, loud whistle blasts and yells "WATER EMERGENCY, CLEAR THE POOL". All guards on deck respond by echoing the 3 whistle blasts and yelling "WATER EMERGENCY, CLEAR THE POOL"
2. Secondary rescuer tells the front desk and informs them as to the nature of the emergency and if they need to call 911- if that has been determined yet.
3. Primary rescuer performs rescue and calls for backboard if needed.
4. Secondary rescuer gathers equipment such as, the AED, Oxygen, and backboard and then assists with rescue.
5. Other guards will take on the role first of assisting with treatment by obtaining equipment (oxygen, AED, BVM, etc.) and communicating with front desk to ensure 911 has been called; and second by assisting with crowd control – pool evacuation, keeping walkways clear and directing EMS personnel to the appropriate location.
6. Primary and secondary rescuers should stabilize and treat victim until EMT's arrive. Treatment should always be performed by the person with the highest level of training. This means that after water extrication a different lifeguard may take over treatment. Lifeguards will only stop treatment once EMS personnel take over treatment.

****Pool will remain closed until emergency is over and all lifeguards can return to duty****

Land Based Emergency

Land based emergencies are another type of emergency that lifeguards must be able to react to. As stated above, injuries and sudden illness can occur either in or out of the water.

Common examples of injuries and sudden illness include: head, neck or back injuries, severe bleeding, wounds, fractures, dislocations, heart attacks, breathing and cardiac emergencies, seizures and strokes, temperature-related emergencies such as cramps, heat exhaustion, heat stroke and hypothermia.

All of these are examples are land based emergencies, provided of course that they take place on land. Unlike water based emergencies, the pool may be able to stay open during a land based emergency. This is because treatment of the victim may only require one guard.

The following conditions would require shutting down the facility to allow for enough room to treat the victim and to prevent secondary injuries due to normal facility operation: head, neck or back injuries, heart attacks, breathing and cardiac emergencies, seizures and strokes.

EAP - Land Based Emergency

1. Primary rescuer communicates to other guards that someone has been injured, and tells them that another guard needs to come out to cover primary rescuer's pool, or to assess the victim.
2. Primary rescuer then assesses victim to determine if 911 needs to be called. If 911 needs to be called, perform 3 short, loud whistle blasts and yell "LAND EMERGENCY, CLEAR THE POOL" All guards on deck respond by echoing the 3 whistle blasts and yelling "LAND EMERGENCY CLEAR THE POOL".
3. Secondary rescuer tells the front desk to call 911, include a short explanation such as "we have an unconscious adult male, approximately 30 years of age..." then proceed with appropriate treatment.
4. Secondary rescuer gathers equipment, such as, AED and Oxygen, and assists with rescue.
5. Other guards will take on the role first of assisting with treatment by obtaining equipment (oxygen, AED, BVM, etc.) and communicating with front desk to ensure 911 has been called; and second by assisting with crowd control – pool evacuation, keeping walkways clear and directing EMS personnel to the appropriate location.
6. Primary and secondary rescuers stabilize and treat victim until EMS arrives. Treatment for a victim should always be performed by the person with the highest level of training. This means that after the assessment or starting of treatment, a different lifeguard may take over treatment. Lifeguards will only stop treatment once EMS personnel take over treatment.

****Pool will remain closed until emergency is over and all lifeguards can return to duty****

When to Call 911

- Victim is unconscious, loses consciousness, or has a decrease in their level of consciousness.
- Victim has any difficulty breathing or shortness of breath.
- Victim has severe bleeding, severe burns or is vomiting due to heat stroke or excess water ingestion.
- Victim has a head, neck, or back injury.
- Victim has possible broken bones, excessive swelling or deformity.
- You suspect a cardiac emergency (heart attack) or cerebral attack (stroke).
- If CPR is being administered.

- If a lifeguard is treating a victim outside of the facility.
- If a woman is going into labor

Land Based Emergency (non-911)

Not all land-based emergencies require 911 to be called. This decision to close the pool should be made by the lifeguard who is watching the pool, taking into account bather load and the programs in the water at the time. If the lifeguard feels uncomfortable with their bather load, or feels that patron safety is compromised, close the pool.

EAP - Land Based Emergency (non-911)

1. Primary rescuer communicates to other guards that someone has been injured, and tells them another guard will need to come out to cover primary rescuer's pool or to assess the victim.
2. The primary rescuer then does a primary assessment of the victim to determine if 911 needs to be called. If 911 does not need to be called, they begin the secondary assessment of the victim. When in doubt about whether or not to call 911, ask your supervisor for help. If your supervisor is not present, then tell the patron you believe that 911 should be notified. If a patron refuses 911 assistance, the patron must sign a refusal of care form.
3. If victim is a minor, then all efforts should be made to locate their parent or guardian. The secondary rescuer can communicate with the front desk to call the parent/guardian if needed. The victim should be moved to the first aid station if injuries allow movement.
4. The primary rescuer then treats victim according to their injuries. Once treatment is complete, release victim back to coach or parent/guardian, if a minor and fill out all necessary paperwork.

**** It is always important to remember that a victim's condition can always deteriorate. Primary rescuer must constantly reassess and be prepared to call 911 if victim's condition worsens.****

Environmental Emergency

Environmental emergencies happen when the surrounding environment poses a risk of injury to staff and patrons. Severe weather and natural disasters are an example of environmental emergencies. Severe weather and natural disasters can involve violent winds, thunderstorms, tornadoes, lightning, earthquakes, mudslides and flash floods. In addition, certain emergencies may result from a specific facility problem, such as a fire or chemical spill. Communication is of utmost importance. Lifeguards should be communicating with supervisors, front desk and other staff during an environmental emergency. It is also important to communicate the nature of the emergency to the patrons; however stopping to answer questions is rarely possible during an emergency. The first two steps for these EAPs are the same; the latter steps are determined by the nature of the environmental emergency.

EAP – Fire

1. Lifeguard observes an environmental emergency that warrants immediate pool closure such as: thunderstorms, tornadoes, lightning, earthquakes, or fire. Lifeguard performs one, loud and long whistle blast, and yells "ENVIRONMENTAL EMERGENCY, CLEAR THE POOL." All guards on deck respond by echoing the whistle blast and yelling "ENVIRONMENTAL EMERGENCY, CLEAR THE POOL."
2. Establish communication with front desk and supervisors to inform them as to the nature of the emergency while clearing the pool. The next steps are determined by the nature of the environmental emergency.
3. Each lifeguard clears his or her own pool and directs patrons to the closest emergency exit. Lifeguards must inform patrons that they CANNOT go back into the building to obtain any personal belongings due to risk of

injury. Guards must make sure all patrons exit through the closest exit, and that patrons do not crowd around the other side of these exits. Once all patrons have exited, guards must check in with a supervisor. After supervisor is aware of the deck being cleared, lifeguards exit through the emergency exit closest to them.

4. Supervisors and other staff will be responsible for clearing the building and bathrooms. In the absence of supervisors the highest ranking lifeguard will clear the building and bathrooms. After patrons have exited the pool deck through the emergency exits the building must be cleared. Clear the break room and office first, then the bathrooms. Move into the bathroom and check each stall, while stating loudly, "Everyone out of the building there is a fire!" Once the bathrooms are clear, lock the door and exit through the main entrance. If anyone is in the building they should exit through the closest exit as long as it is not blocked by fire.
5. Patrons and staff then wait for the fire department to come fight the fire or to give the "all clear."

EAP - Earthquake

1. Lifeguard observes an environmental emergency that warrants immediate pool closure such as thunderstorms, tornadoes, lightning, earthquakes, or fire. Lifeguard performs one, loud and long whistle blast, and yells "ENVIRONMENTAL EMERGENCY, CLEAR THE POOL." All guards on deck respond by echoing the whistle blast and yelling "ENVIRONMENTAL EMERGENCY, CLEAR THE POOL."
2. Establish communication with front desk and supervisors to inform them as to the nature of the emergency while clearing the pool. Beware that during an earthquake pool water can violently slosh over the edges. For this reason it is important to quickly get patrons out of the pool and to ensure patrons promptly get away from sides of pool.
3. Each lifeguard clears his or her pool and directs patrons to the closest emergency exit. Lifeguards must inform patrons that they CANNOT go back into the building to obtain any personal belongings due to risk of injury. Guards must make sure all patrons exit through the closest exit, and that patrons do not crowd around the other side of these exits. Once all patrons have exited, guards must check in with a supervisor. After supervisor is aware of the deck being cleared, lifeguards exit through the emergency exit closest to them.
4. Lifeguards must keep in contact with a supervisor. If no supervisors are working at the time of the earthquake, lifeguards must wait for about five minutes after all shaking has stopped then check the building for injured staff and patrons. If injuries are found call 911 if warranted, or if unsure about how to treat victims. If any small fires are discovered use fire extinguishers to put them out and/or call 911 if fire is not easily dealt with. Leave building as soon as it has been swept through, do not stay in building longer than absolutely necessary.
5. Emergency personnel or official media broadcasts (radio, TV, internet) will inform the patrons and staff when it is safe to re-enter buildings and obtain their possessions.

Chemical Spill

Chemical spills are a very rare but serious emergency. While there are many chemicals utilized for the proper functioning of a pool, there is only one chemical that would cause an emergency related spill, Hydrochloric Acid (Muriatic Acid). It is stored in a tank, in a room, near the front of the building.

If a spill were to take place it may happen in the following areas: 1) when the tank is being filled; or 2) because of material failure of the storage tank. Either way the spill will mostly likely occur near the front entrance of the building.

EAP - Chemical Spill

1. Lifeguard observes an environmental emergency that warrants immediate pool closure such as: thunderstorms, tornadoes, lightning, earthquakes, or fire. Lifeguard performs one, loud and long whistle blast, and yells "ENVIRONMENTAL EMERGENCY, CLEAR THE POOL." All guards on deck respond by echoing the whistle blast and yelling "ENVIRONMENTAL EMERGENCY, CLEAR THE POOL."
2. Establish communication with front desk and supervisors to inform them as to the nature of the emergency while clearing the pool. Beware of the fumes and do not let the liquid touch you or any patrons. Tell front desk to call 911 and immediately direct all patrons to exit the facility through the closest exit away from the spill.
3. Each lifeguard clears his or her own pool and directs patrons to the closest exit away from the spill. Lifeguards must inform patrons that they CANNOT go back into the building to obtain any personal belongings due to risk of injury. Guards must make sure all patrons exit through the closest exit, and that patrons do not crowd around the other side of these exits. Once all patrons have exited, guards must check in with supervisor via radios. Ensure 911 has been notified of the spill. After supervisor is aware of the deck being cleared, lifeguards then exit through the closest emergency exit that is away from the spill.
4. Supervisors and other staff will be responsible for clearing the building and bathrooms. In the absence of supervisors the highest ranking lifeguard will clear the building and bathrooms. After patrons have exited the pool deck the building must be cleared. Clear the bathrooms first, and then move to the rest of the building. Move into the bathroom and check each stall, while saying loudly, "Everyone out of the building there is a chemical spill!" If anyone is in the bathrooms they must exit through the exits on the pool deck. Once the bathroom is clear, lock the doors. After bathrooms are cleared and locked, clear the rest of the building, starting with the front office and the break room. If anyone is in the building they should exit through the exits on the pool deck.
5. Patrons and staff then wait for the fire department to respond to the spill and give the "all clear." If the chemical smell becomes strong enough to be painful to eyes and lungs, the lifeguards must move everyone farther away from the spill.

Pool Closure

There are a many reasons why the pool may be closed due to non-medical emergencies. The most common issues are: biohazards, pump room issues and weather conditions.

Biohazard Procedure

If a biohazard happens, you must take immediate and swift action. Biohazards range from fecal incidents to large volumes of blood contamination. Once aware of the situation immediately blow your whistle and yell, "Clear The Pool Please!"

In the event of solid fecal matter, vomit or excessive blood, notify the front desk of pool closure and estimated time of reopening. The chlorine level must be raised to 2 parts per million (ppm) and the pool closed for 30 minutes to properly decontaminate the area. The pool are normally kept at a higher level than 2 ppm, see Pool Closure Binder for proper dosing charts.

Once the pool is evacuated obtain the following items:

- The proper amount of chlorine from the wet chemical storage area
- A biohazard disposal bin
- A pool scoop and gloves
- Put on gloves and proceed to scoop the contaminate out of the pool. Place the net and contents into the biohazard disposal bin and add the chlorine to affected area.

Collect all items and return to the pump room for complete decontamination and disposal.

- Place contents of scoop into the biohazard bin and rinse the scoop under running water
- Fill a five gallon bucket $\frac{3}{4}$ full with a chlorine/water solution: one part chlorine for every nine parts water
- Detach the net from the pole and place the net in the solution for 20 minute
- Once clean, dispose the gloves in the biohazard bag, tie the bag off and then place the bag in the garbage receptacle

When this last step has been completed, obtain and complete a "pool closure form" from the pump room desk.

Pump Room Issues

As lifeguards, there are few times that you will be in the pump room however, it is important to know what issues may require the pool being closed. The first thing to do when coming across most of these problems is to notify your manager or call individuals on the Facility/Maintenance Contacts list to receive further instructions.

Circulatory Pump

If the circulatory pump for a pool is turned off then the pump is off and the filters cannot function, and without filters patron cannot be in the pool. To determine if a given pump is on or off look at the breaker panel; if the light is off then the pump is off. First notify your supervisor, and then clear the affected pool. If no supervisor is present, first clear the affected pool and then call individuals on the Facility/Maintenance Contacts List to receive further instructions.

Pool Chemistry Issues

pH Levels

pH levels that are out of prescribed ranges have the potential to cause injury or illness to those in the water. If the pH is lower than 7.2 or higher than 7.8, notify your supervisor or call individuals on the Facility/Maintenance Contacts List to receive further instructions. A pH level that is out of the prescribed range may require the pool to be cleared.

Chlorine It is imperative to ensure that the pool has the proper part per million (ppm) of chlorine. If the chlorine levels are below 1 ppm or above 10 ppm then notify your supervisor or call individuals on the Facility/Maintenance Contacts List to receive further instructions. With this issue the pool may need to be cleared.

Hazardous Weather

Lightning, thunder, hail, and tornado watches or warnings are all possible reasons for pool closure due to weather. However, the most common of these are thunder and lightning. If you hear thunder or see lightning, then the pool must be closed and the deck must be cleared. The deck and pool must remain closed for 30 minutes after each instance of thunder or lightning.

For example, a lightning strike occurs so you close the pool for 30 minutes. If 25 minutes passes and you see lightning again, the clock would reset. Everyone must wait 30 minutes from the last lightning strike before reentering the water.

Employee Information

Required Training Certifications for Employee's

<i>Employee Title</i>	<i>Employee Training</i>
Camp Counselor	Proprietary Internal Company Training
Lifeguards	Red Cross Certification
Swim Instructors	Proprietary Internal Company Training
Service Center	Proprietary Internal Company Training

Employee Count for 2017

Job Title	Employee Count
Camp Counselor	2
Camp Counselor Lead	2
Lifeguard I	10
Lifeguard II	6
Lifeguard III	4
Lifeguard IV	1
Lifeguard Lead	1
Lifeguard Head	1
Service Center	6
Swim School Instructor	13
Swim School Lead	1
Swim School Head	1
Total	48

Executive Support Team

CEO
CFO
Operations Manager
HR Director
Marketing Manager
Registration and Data Systems Analyst