


## INFORMATIONAL MEMORANDUM

### Tukwila Metropolitan Park District

TO: Tukwila Pool MPD Board

FROM: Rick Still, Parks and Recreation Director 

DATE: November 13, 2013

SUBJECT: Tukwila Pool Administrative & Program Assessment - Review

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#### **ISSUE**

Receipt of "Tukwila Pool Administrative and Program Assessment" and associated Executive Summary by KJ Design

#### **FINANCIAL IMPACT**

No Financial Impact

#### **BACKGROUND**

KJ Design was contracted in August 2013 to complete a Pool Operations and Program Review, in September they presented preliminary findings to the Board and in October they distributed copies of the final report.

#### **DISCUSSION**

The Tukwila Pool Administrative and Program Assessment report (report) was never officially received by the MPD Board. The report provided several recommendations. The KJ Design team has been asked to provide an executive summary detailing their recommendations, which will be forthcoming to the Board. The staff has provided a summary of the recommendations and the actions taken and/or cost implications of implementing KJ Design's recommendations. The recommendations in Attachment A have been sorted by topic and Attachment B is sorted by the page number in the report.

#### **ATTACHMENTS**

- A. Staff Review of Recommendations from KJ Design Report sorted by topic
- B. Staff Review of Recommendations from KJ Design Report sorted by page number



	Recommendation	Topic	Page #	Response/Reasoning
118	Purchase fanny packs and supplies for all lifeguards.	Administrative	45	Fanny packs containing Washington State Health Department Required Pool first aid kits and mini-first aid kits are available to guards on each guard stand. Guards have the option to wear them if they choose.
127	Provide Wi-Fi in the facility.	Administrative	47	Staff continues to work with IT to address this customer request.
128	Ensure that the guard rotation back and forth to the front desk includes going through the locker room.	Administrative	47	Current standard. Can sometimes be interrupted by customer service needs.
129	Create an evaluations system for members, guests, and students.	Administrative	47	Staff will look into this in 2014.
130	Fill the vacant ¾ time position.	Administrative	47	Board Direction has been provided that this is not a priority.
131	Accurately document time associated with MPD projects and requests. These time logs can be used for matching grants. In addition, those requesting information need to know how much time was needed to obtain information and meet the request.	Administrative	47	Ongoing activity.
132	Consider hiring a custodial maintenance position.	Administrative	47	Budgetary constraints currently prevent this.
133	The job descriptions we reviewed for the employees were acceptable and meet national standards. We have a few suggestions to make them even better. Adding specific references to the Washington Administrative Code and adding the specific WAC citation would strengthen the pool's job descriptions. This tactic could be done for the lifeguards, pool operators and management staff at the pool.	Administrative	48	Human Resources will review as is prudent.
134	We suggest using an enterprise fund to create better budget incentives that will allow for a greater focus on revenue generation and cost controls.	Administrative	50	Board direction is required for this topic.
135	Tukwila should continue to expand the scholarship program to show good will, given this level of poverty and the lower income levels within the community.	Administrative	53	In Fall 2013 additional funds were allocated for this program.
136	Our recommendation over the next two years is to re-evaluate an independent MPD Board of Commissioners who do not have the dual role of City Council persons.	Administrative	61	Board action required.
137	Amending this pay rate is not something that should be adjusted until the current director leaves his position (i.e., retires).	Administrative	62	Human Resources will review as is prudent.

	Recommendation	Topic	Page #	Response/Reasoning
138	To ensure the retention of the aquatic part- time staff at the pool, wages need to be increased <i>for lifeguards</i> .	Administrative	63	Board direction increased lifeguard wages in October 2013.
139	Utilizing the pool covers is a must.	Administrative	63	Staff is working with the contractor to address issues with the pool covers and reel system.
140	Having a replacement equipment schedule that details the actual costs per year to ensure the pool is adequately maintained is a must.	Administrative	64	Board direction has been provided on this topic.
141	Simply stating that the City is operating the pool for the MPD and stepping away from the "3rd party operator" vernacular is recommended.	Administrative	65	Board direction.
142	The pool rental fee (teams) should be a minimum of \$70 / hour for programs that provide the additional backup guard. If it is a private rental and public access is not permitted, the lifeguard should remain on deck at all times.	Cost Structure	68	The current full pool rental fee is \$72 per Board direction.
143	The pool rental fee should be a minimum of \$89 / hour for programs that have less than 50 people. Use of the slide or diving boards may deem the need for additional guards. If the rental is private with no public access, both guards should be on the deck. • All operating hours (with no programs) cost \$89 / hour.	Cost Structure	68	The current full pool private rental fee for up to 25 people is at least \$110/ hour per Board direction.
144	The pool rental fee should be a minimum of \$107 / hour for programs that have less than 100 people. Use of the slide or diving boards may deem the need for additional guards. If the rental is private with no public access, all guards should be on the deck. All operating hours at peak times, when 3 guards are	Cost Structure	68	The current full pool private rental fee for up to 25 people is at least \$110/ hour per Board direction.
145	Group Lessons - During general operations, there are 2 guards observing multiple activities. We've made the assumption that 3 activities are going on at all times (lap swimming, recreational time, and 1 lesson). This is a total cost of \$37.54 per lesson hour, then divided to be 30 minutes. 6 students = \$3.13 5 students = \$3.75 4 students = \$4.69 3 students = \$6.26.	Cost Structure	69	The current fees per Board direction are \$5.50/ lesson for Tukwila Residents and \$6.50/ lesson for non-Tukwila Residents. Classes have a minimum registration required of 3 students per class.
146	During general operations, there are 2 guards observing multiple activities. We've made the assumption that 3 activities are going on at all times (lap swimming, recreational time, and 1 class). Depending upon the amount of students, the breakeven for covering costs may be readily attainable 5 students = \$8.97 7 students = \$6.41 10 students = \$4.49 12 students = \$3.74.	Cost Structure	69	The current fees per Board direction for Water Aerobics are \$6/ class for Tukwila Residents and \$6/ class for non-Tukwila Residents. Classes are on a drop in basis and generally have more than 5 participants.
113	Remove the benches from the wall adjacent to the WLR. Move all spectators to the gallery. Have all lessons instructors start and end class near the gallery where they can pick up / drop off their students.	Facility Layout	45	Completed Fall 2013.
114	Move all instructional equipment to the wall adjacent to the WLR. Currently it is limiting the walkway and blocking the mural. Equipment storage is also blocking the depth markers.	Facility Layout	45	Completed Fall 2013.
115	Rearrange the classroom / storage / break room and Amy's office. Build higher shelves above head height to store items not commonly needed. Get as much "stuff" off the floor and lower walls as possible. Maximize storage to provide as much table space and work space for employee. Maximize space in Amy's office. Add above head height shelves for storage of items not commonly used. Provide more work space and office space / maximize office space.	Facility Layout	45	Ongoing process based on needs.
116	Folding table in the wheelchair space on the gallery floor needs to be bungeed to the wall or moved where it cannot fall over.	Facility Layout	45	Problem has been addressed.
117	Lane lines needed to be tighter (for safety).	Facility Layout	45	At the time of the visit we were working with a new system for lane line attachment to the walls. The new system is now up and working and staff check lane line tension regularly.
119	Provide lane speed signs to indicate slow, medium, fast (see below for coloring and branding).	Facility Layout	45	Lane speed signs have been in place since 2003.

	Recommendation	Topic	Page #	Response/Reasoning
120	Elevated Guard Stand (minimum of 6 foot for chair height) We recommend one for each long side of the pool.	Facility Layout	45	There are installation challenges associated with this recommendation.
121	Purchase and install more sound panels. Can be aesthetically pleasing by using the new branding colors. Can be larger sized panels as well.	Facility Layout	45	There are installation challenges associated with this recommendation. Staff will work to install additional panels as funding and operations allow.
122	Limit Foot traffic on the pool deck: Create a spectator area, swim lesson caregivers should observe from the gallery. If necessary during open recreation, caregivers may be on the pool deck with no street shoes. Mark it with shoe prints painted on the pathway. Partition a wet pathway to and from the pool and locker rooms. Mark it with foot prints painted on the pathways.	Facility Layout	45	Installed stanchions Fall 2013. Working with vendors on acceptable floor decals.
123	Develop and Implement a Marketing and Advertising Plan.	Marketing	46	Long Range Marketing Plan was developed in early 2013 and reviewed/accepted by marketing team. The plan is currently reviewed by staff annually in November.
124	Continue to Brand the Metropolitan Parks District.	Marketing	46	Ongoing project.
125	Color scheme of lobby at Tukwila Pool has been redone. Some signage has been replaced. As the pool equipment needs to be replaced, change the colors to match the new brand.	Marketing	46	Will be implemented as prudent and items require replacement.
126	Create a Pool Mascot.	Marketing	46	Staff will research options and implement as marketing and part time labor budget allows.
13	We are suggesting that you rebrand your pass to a membership.	Memberships & Fees	23	Staff is developing a membership proposal. Membership Proposal information to be available Fall 2014 for implementation January 2015.
14	A family membership currently does not exist, although we would recommend adding one.	Memberships & Fees	23	Staff will explore this option for implementation May 2014.
15	At a minimum we would recommend discounts on programs and free special events.	Memberships & Fees	23	Currently the majority of special events are free events. Current program rates are low enough to provide a great rate to all patrons.
16	Change Terminology to memberships instead of passes.	Memberships & Fees	24	Staff is developing a membership proposal. Information to be available Fall 2014 for implementation January 2015.
17	Change terminology to visits instead of punches.	Memberships & Fees	24	Staff will begin implementing this idea in early 2014.
18	Add the same disclaimer for multi-visit and memberships that is listed with TCC memberships. (p 19 Fall Activities Guide).	Memberships & Fees	24	Much of this language is included on the back side of the patron's fast play card and is gone over by staff at time of purchase. It has always been the practice at the pool that punch cards never expire.
19	Determine the resident discount and keep it the same throughout all pricing or follow the discount formula consistently. 5% discount for drop in WEX punch, 10% discount for drop in visit	Memberships & Fees	24	We already follow a consistent formula. Non Resident rates are roughly 26% greater than resident rates, rounded up to the nearest whole dollar.

	Recommendation	Topic	Page #	Response/Reasoning
20	Develop an annual facility birthday promotion for the month of October. All annual memberships are sold at 50% off the regular price.	Memberships & Fees	24	In 2013 we offered 3 month passes for just \$40. 31 passes were sold at the birthday party with just under 60% sold to new 3 month pass holders.
21	Develop a gift of fitness promotion for annual memberships. 20-50% off on Black Friday, 20-50% off on January 1st (or 2nd), 20% off from Dec 1-25.	Memberships & Fees	24	Promotions similar to this are planned for 2014, including \$50 off year passes purchased December 15- January 15.
22	Develop a pre-summer promotion for annual memberships. 20% off in May or June.	Memberships & Fees	24	Pre-summer promotion planned for June 2014 to encourage pass purchases by families participating in swimming lessons.
23	Create an all inclusive membership. Include access to the TCC fitness room, include discount for programs (lessons, WEX, SP), include special events at no charge or very reduced rate.	Memberships & Fees	24	Staff will explore this option in 2014.
24	Offer a reduced fee entry to TCC (and/or other clubs) members of \$2.	Memberships & Fees	24	Staff will explore this option in 2014.
25	Eliminate 6 month membership (annual should be a better deal).	Memberships & Fees	24	Less than 2% of passes sold in 2011 were 6 month passes. This will be implemented in May 2014.
26	Add a family membership option. Price it as the same total of 2 adults and 1 child, be flexible with the definition of family, Do not charge for each additional child.	Memberships & Fees	24	Planned implementation for May 2014. Staff will develop a proposal for the January Board Meeting.
27	Create a pricing formula using the \$3 and \$4 base daily visit price (round up as necessary, include tax in total for even sales).	Memberships & Fees	25	Pricing structure breakdown available.
1	We highly recommend adding a minimum of one lap lane during all facility operating hours.	Programing	19	A minimum of 3 lap lanes are available for use everyday with at least 47 hours per week scheduled at a variety of times. During Open Swims patrons are welcome to swim laps the width of the pool. The only times that lap space is then not available is during
2	The supervision policy (listed directly above the pool use information in the sections guide) states that children under 6 years of age must be accompanied by an adult in the water at all times. ... Limiting these recreation opportunities to families only limits the youth who could be in attendance.	Programing	20	It is a safety concern when children under 6 years of age are not accompanied by a responsible adult. The supervision policy was developed to keep the safety of all patrons and staff a high priority at all times.
3	Special Interest Rentals may be infringing on member and program space. ... But if they don't need the entire space and it can be shared with Tukwila pool use that would be our recommendation.	Programing	20	Special Interest Rentals are not granted during normally scheduled pool programs and are generally scheduled during off peak times. Their use is re-evaluated monthly by pool staff.
4	As is the case with Special Interest Rentals, the teams may be infringing upon member and program space. Reviewing the team use and revising their rental time and lane use may be needed.	Programing	21	Special Interest Rentals are not granted during normally scheduled pool programs and are generally scheduled during off peak times. Their use is re-evaluated monthly by pool staff.
5	We would recommend extending the advertised time of party rentals.	Programing	21	Additional times will be offered on Saturdays starting in May 2014.

Recommendation	Topic	Page #	Response/Reasoning
6 A minimum of one lap lane should be available during all operating hours. Adding a minimum of one space for shallow water fitness would also be advised. Adding a deep water vertical exercise lane should be considered (but may not be realistically possible). Hours designated for private rentals would not be included in this recommendation. Sat/Sun 11:00 am - 3:00 pm M-F 5:45 am - 8:00 pm.	Programing	21	A minimum of 1 lap lane is available for use everyday with at least 47 hours per week scheduled at a variety of times. During Open Swims patrons are welcome to swim laps the width of the pool.
7 Adjusting open swim and family swim to Open Recreation with a broader definition. This can be in the shallow, deep or both pools (published schedule will designate which pool, but definition remains the same). If the water fitness classes have enough attendance to limit recreation, this may be advisable. Afternoon hours need to be reviewed for additional times. Open recreation should be offered during the following times: M-F 5:45am - 1 pm (school year) M-F 5:45 am - 9:00 am (summer schedule) M-F evening stays as it is w/ title change Sat/Sun 1:00 -3:00 pm title change.	Programing	21	Open Swim is a designated time when the entire pool is available for open recreation including the slide and diving board. This time is popular with teens and families with school age children. The offering for this program is: School year Sa & Su 1-3 pm, Summer M-F 3-4pm, Sa & Su 1-3 pm. Family swim is a designated time when only the shallow end is available for open recreation (The deep end is always scheduled for lap swim during these times). Due to the water depth being less than 4 feet is ideal for young families. Older children and teens do not enjoy these swims generally. The offering for this program is: School Year M-F 11am-1pm, 7-8pm, Summer 12-1pm, 7-8pm.
8 Party Rental Times be added or extended. Friday 8:00-10:00 pm Saturday 3:00 - 10:00 pm Sunday 3:00-10:00 pm.	Programing	21	Party rental times in 2014 will be Saturdays 3-5pm. Starting May 2014 Party rental times will be offered on a trial basis on Saturdays 3-7pm.
9 Reducing Special Interest Rentals to accommodate general membership and drop in visits. Guarantee one lap lane, offer open recreation when possible, review use and needs by special interest groups.	Programing	21	Open Swim, Family Swim or Lap Swim is offered as often as is prudent at this time. Review of use of special interest groups happens on a monthly basis.
10 Supervision Policy Recommendations	Programing	22	The Aquatics section of the brochure includes the following language under "Important Information Regarding Pool Use" Children under 6 years of age must be accompanied by an adult in the water at all times. Family Swims require an adult in the water directly supervising all children under the age of 18. This is a greatly simplified version of the recommended policy. Simplicity is highly valued due to communication challenges with patrons of many different backgrounds.
11 Space Use Policy Recommendations.	Programing	22	Many of the policy statements included in the recommendation do not apply to the pool set up and schedule at Tukwila Pool. Current program planning and scheduling eliminates the need for policy statements of this nature.
12 Circle Swimming and Lane Use Guides.	Programing	22	Already in Place.
28 Our recommendation is for the instructors ( <i>Water Exercise</i> ) to seek a national level certification for water fitness.	Programing	26	Some instructors have these certification(s) already. Staff will work with instructors who don't currently have certification to ensure they obtain certification before June 31, 2014.
29 We recommend developing partnerships with the local retirement and assisted living communities as well as hospitals, medical offices, rehabilitation centers, and physical therapy clinics.	Programing	27	Staff is working to develop these relationships. Relationships have existed in the last two years with NeighborCare and a nursing home in West Seattle. Staff continues to develop relationships with community service providers including the kind mentioned in this recommendation.
42 Our recommendation include staggering the start and end time plus lengthening the class as student's progress.	Programing	33	Current class times of 30 minutes are ideal for all students in levels 1-4, Drills and Skills and Super Strokes in terms of physiological ability and attention span. Changing the length of
43 Our recommendation is to adjust Saturdays to be a consistent number of classes (6 or 8) and offer them as their own sessions.	Programing	33	The current 4-5 lesson Saturday and Sunday sessions provide a lower price point allowing more community members to participate in swimming lessons.
44 Instead, beginning level instructors should be prepared to handle children with little or no water experience.	Programing	34	All instructors are prepared to handle children with little or no water experience. However entry level classes are more productive for students when they are not being introduced to the swimming pool environment for the first time.

	Recommendation	Topic	Page #	Response/Reasoning
45	We would recommend no more than 5 students per instructor in the beginning levels (Minnow 1 & 2, Shark 1 & 2) and with the younger children (Minnow 3 & 4) for safety reasons.	Programing	34	Minnows and Sharks 1 classes are limited to 5 students. Our level 2 students see regular success in one session with class sizes limited to 6 students. Minnows level 3 & 4 classes generally consist of 4-5 students because most 6 year olds choose to be in Sharks level classes.
46	We would recommend that lane and space dividers be used for all programs (swim lessons, WEX, specialty classes, etc.).	Programing	35	Space dividers are currently used for deep end classes, to divide water aerobics and to divide Family Swims and Swimming Lessons. Teachers find that any additional dividing mechanism limits their ability to teach effectively.
47	At a minimum all classes should be starting and ending on time with the equipment and class supplies readily available.	Programing	35	This is the current standard. Instructors are regularly part of discussions regarding class management and expectations, with their peers, one-on-one with a full time staff member or at in-services.
48	There should be a distinct beginning and ending to class, with the instructor picking up and delivering the students back to their caregiver.	Programing	35	This is the current standard. Instructors are regularly part of discussions regarding class management and expectations, with their peers, one-on-one with a full time staff member or at in-services.
49	Each instructor should know where they are teaching and which space is theirs.	Programing	35	Instructors have the ability to utilize the part of the pool that is most appropriate for the level they are teaching and the ability of their students. Instructors are well versed in the appropriate location for their classes. Levels 1&2 are taught in the shallowest part of the pool. Level 3 is taught in the deepest part of the shallow end and all upper division classes are taught in the deep end.
50	Spaces should be clearly divided (length, width or section).	Programing	35	Space dividers are currently used for deep end classes, to divide water aerobics and to divide Family Swims and Swimming Lessons. Teachers find that any additional dividing mechanism limits their ability to teach effectively.
51	Students should not be touching their "neighbors", as in, the other children in class.	Programing	35	This is a current standard. As anyone who has been around children knows it is an ongoing challenge.
52	Students should receive equal time from the instructor.	Programing	35	This is the endeavor of all instructors. Practically speaking is a very difficult standard to obtain.
53	Students should not be wearing masks, since it blocks their ability to exhale through their nose. Goggles are an excellent choice for learning.	Programing	35	Students are encouraged to learn to swim without the use of goggles or masks before Shark level 3. For those who wish to use goggles staff still allows their use.
54	Depth of the water used for each level should reflect the skills being taught and the height of the students.	Programing	35	This is the current standard. Levels 1&2 are taught in the shallowest part of the pool. Level 3 is taught in the deepest part of the shallow end and all upper division classes are taught in the deep end.
55	Adults need to learn where they can barely touch, but not where they must bend over to get into position.	Programing	35	Instructors have the ability to utilize the part of the pool that is most appropriate for the level they are teaching and the ability of their students.



	Recommendation	Topic	Page #	Response/Reasoning
56	Young children need to be challenged, but the shallow depth should not be a crutch where they can put down their legs.	Programing	35	Instructors work to ensure that students are introduced to water that is of a desired depth for the class they are teaching and the ability of their students.
57	Very young children (preschool) may need to be on a tot dock or the access stairs to provide safety and security as they begin their swim lesson journey.	Programing	35	Tot docks create an additional entrapment danger and as such are not utilized at the Tukwila Pool. Additionally tot docks create a deck trip hazard and potential point of injury for staff.
58	Equipment choices need to be appropriate for the skills being taught and the age of the user.	Programing	35	Kickboards are used primarily in the Shark and Adult levels. Barbells are used primarily in the Minnow levels.
59	Kickboards are very difficult to control and balance for beginning students.	Programing	35	Kickboards can help with balance for side glides and for confidence in front and back floating.
60	Barbells assist in balance and can be used by all levels of swimmers, especially beginners.	Programing	36	Barbells are more difficult to store and carry. They are good as a step in independence from the instructor.
61	Instructors need to understand "why" they teach things is just as important as "how" they are teaching and "how" the student is doing.	Programing	36	Class levels are designed with easier skills first that have progressions to accomplish them. Feedback to the students helps the instructor know their progress.
62	The instructor's body needs to be low in the water, facing the student, and making eye contact at all times. Hovering over them from behind is not as effective.	Programing	36	Depends on the level of class and what skill you are teaching. This is a good rule for a beginning class and something our instructors are told.
63	In general, an instructor should be engaged in a monologue constantly talking and offering feedback and instruction.	Programing	36	Our instructors are instructed to do this with constructive or at least positive feedback.
64	Instructors must touch the students and guide them through the skills. It is almost impossible to effectively teach swimming without "holding" a student and supporting them.	Programing	36	Instructors are taught to "hold" their students facing the head of the student and to let the student float as much on their own as possible. Holds on the side are used on small children.
65	The energy an instructor gives will come back to them. Most instructors need to "amp up" the energy level with the students. Although a rowdy class can be subdued by a mellow instructor's style.	Programing	36	The instructors are taught that the pace of the class needs to be quick which takes care of the energy level and reduces the chance of a rowdy class.
66	Appropriate progressions and skills need to be taught.	Programing	36	Instructors receive ongoing training in how to teach the appropriate progression of skills and full time staff mentors instructors as needed.
67	Climbing out is a skill that needs to be learned from an early age, instructors should limit assistance out of the pool.	Programing	36	All instructors are encouraged to have students learn this skill as soon as is prudent based on student size, ability and any other factors.
68	Appropriate progressions and skills need to be taught. Face in the water, blowing bubbles, floating, gliding, and kicking, front, back, and side skills, short distances done correctly make for successful practices, some skills can be time wasters instead of skill builders. How much jumping into the water is too much? Once or twice per student per class is enough. Swimming laps for "warm up". Perfect practice makes perfect skills. Short distances, consistently done will help a child learn faster.	Programing	36	Instructors receive ongoing training in how to teach the appropriate progression of skills and Full Time staff mentors instructors as needed.
69	Dividing Minnows into a Preschool and Kinder aged program may further accommodate age, body size and skills.	Programing	36	The current level system has children ages 3-6 in Minnows level classes and children ages 6-12 in Sharks level classes. On the rare occasion that a child or their parent are uncomfortable in a certain level due to body size and skills, exceptions are made to accommodate that individuals needs.

	Recommendation	Topic	Page #	Response/Reasoning
70	Add in Family & Friends (FF) Lessons.	Programing	36	This program is a great opportunity in communities that have many families with daytime availability. This is not a condition we see in Tukwila. The lack of availability of adults in daytime hours severely limits the ability for a program like this to succeed in the Tukwila Community. When requests for programs like this are received, staff is generally able to accommodate those requests within the frame work of our current capabilities.
71	We believe that the school year morning and early afternoon lessons could be expanded. PS levels and Home School lessons can be offered from 9:00 – 11:00am and 1:00 – 3:00pm and expanded as the program grows.	Programing	37	Demand for school year daytime lessons has flagged in recent years. Staff has worked on partnerships with Academy Schools and will work with Washington State Homeschool Association as well as local daycares and kindergartens to increase daytime lesson participation. Daytime lessons from 1-3 pm during the school year are not possible due to Foster High School PE classes. During the summer 1-3 pm timeslots are booked for local camps to participate in water activities. Staffing would have to be increased by at least 12 lifeguards and instructors to accommodate such a change to our offerings. This growth of staffing and staff training could take 9 months to a year. Additional part time labor costs could top \$10,000 per year.
72	We were also surprised that Saturday lessons were offered late in the morning (11am - 1pm).	Programing	37	Starting January 2014 Saturday morning lessons will be held 9 am - 11 am.
73	Full Time staff should not be assigned as regular instructors, unless specifically hired into that role. They should be part of the mentoring process until seasoned and qualified instructor(s) are developed within the current staff. Their role on the pool deck during programs should be to interact with the caregivers, provide an additional level of safety, trouble shoot unplanned problems and observe the classes. Again, they are orchestrating the process, but not directly involved with teaching the classes.	Programing	38	Full Time staff instruct classes and courses as is needed to maintain continuity of programs, respond to patron requests for private instruction, cover for part time staff when emergencies arise and fill in when part time staff are unavailable to teach previously scheduled and registered for classes. In addition Full Time staff are regular instructors for courses such as Balance & Flexibility, Lifeguard Training, and Water Safety Instructor Training.
74	Consider on-line registration (Rec1.com) when upgrading the current registration system.	Programing	38	This recommendation is under consideration.
75	Adjust minutes of class based on skills and levels. PC 25 – 35 minutes Adult 25 – 35 minutes Beginning levels (Level 1 & 2) 25 – 35 minutes Middle levels (Level 3 & 4) 35 – 45 minutes Advanced levels and specialty 45 – 55 minutes.	Programing	38	This recommendation creates un-needed complexity to our pricing structure and lesson scheduling times. It is impractical for the level of customer service we strive to provide.
76	Make Saturday sessions a minimum of 6 classes. Have Saturdays on a unique session schedule, or have 1 Saturday session per 2	Programing	39	The current 4-5 lesson Saturday and Sunday sessions provide a lower price point allowing more community members to
77	Review dividing Minnows into PS and Kinder ages.	Programing	39	The current level system has children ages 3-6 in Minnows level classes and children ages 6-12 in Sharks level classes. On the rare occasion that a child or their parent are uncomfortable in a certain level due to body size and skills, exceptions are made to accommodate that individuals needs.
78	Add in Family & Friends Lessons.	Programing	39	This is a great program for communities that have lots of families with flexible schedules that allow them to be available during the day. This is not something we have observed on a large scale in Tukwila. As such this program recommendation may no be a good fit for the Tukwila community.
79	Publish dates and times of specialty classes (PC, Adult, etc.).	Programing	39	Course times are determined by demand in the 2 months leading up to class dates. Brochure publication submission deadlines
80	Add the safety topics covered in each level to their class description in the program guide.	Programing	39	Instructors are given the freedom to cover as many safety topics as are prudent for their class based on level, ability, language barriers and other factors including student progress. All instructors cover basic safety topics such as proper entry and exit of water, always swim with a buddy, among others. If time and
81	Assign each instructor a specific teaching space per lesson.	Programing	39	Instructors have the ability to utilize the part of the pool that is most appropriate for the level they are teaching and the ability of their students.

	Recommendation	Topic	Page #	Response/Reasoning
82	Move Shark 3 & 4 to lanes.	Programing	39	Shark 4 classes and above are currently scheduled in a lane. Shark 3 is scheduled to run the width of the shallow end and occasionally share lane space with an upper division level class. Teaching Shark 3 exclusively in a lap lane is impractical as it impedes student progress.
83	Utilize lane and space dividers during programs.	Programing	39	We have experimented with lane dividers. Instructors have found dividers used in the shallow end during all swimming lesson programing impede their ability to teach classes as effectively as they would like. We utilize dividers during mixed shallow end programing such as lessons and water exercise.
84	Reserve end lanes for lessons (middle lanes for laps or teams).	Programing	39	When mixed programing is happening such as swim team and swimming lessons or Lap swim the pool is divided this way as much as is feasible.
85	Continue the strong mentoring program with the FT staff in the lead role. Utilize senior staff to continue the momentum and level of employees who have taught consistently and have the ability and desire to be mentors.	Programing	39	Ongoing process, underway at all times.
86	Provide an additional lifeguard when 4 or more classes are being taught simultaneously.	Programing	39	This currently only occurs during swimming lesson in the summer. Implementing this recommendation would increase part time labor costs roughly \$4,500 annually.
87	Remove the benches on the pool deck parallel to the WLR, thus eliminating spectator space at deck level.	Programing	39	Completed Fall 2013.
88	Have instructor's start and end classes near the gallery entrance.	Programing	39	Staff continues to tweak and improve the class gathering locations.
89	Provide instructor development (see WSI section).	Programing	39	Provided through ongoing in-service training. WSI course to be taught December 2013.
90	Remove the requirement for comfort in the water in order to participate in swim lessons.	Programing	39	This is not a requirement but a suggestion. Staff understands this is not possible for all families but encourages all entry level participants families to be familiar with the pool environment before starting classes. All instructors are prepared to handle children with little or no water experience. However entry level classes are more productive for students when they are not being introduced to the swimming pool environment for the first time.
91	Purchase a tot dock for preschool lessons.	Programing	39	These devices create a hazard - entrapment issue.
92	Create a formal swim screening process to ensure children are enrolled in the correct class.	Programing	39	We offer level testing for students who are transferring
93	Provide refunds to children not enrolled correctly who cannot be accommodated in another class.	Programing	39	This is already common practice. See activity guide.
94	Create an evaluation system for caregivers to evaluate their child's instructor.	Programing	39	Staff is in the process of developing a post course evaluation form to be implemented in January 2014.
95	Utilize e-readers and translation technology to overcome the language and communication barrier.	Programing	39	Funding and environmental considerations prevent this sort of implementation at this time.
96	When reporting attendance for swim lessons and other programs, one participant should be counted as if s/he had attended every class offered for that session. For instances, if a student is going to attend 8 Saturday classes, they would be counted 8 times.	Programing	39	This is the current standard.
97	Continue current special programs.	Programing	41	This is the current standard.

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98	Target market and advertise special program.	Programing	41	This is the current standard. Targeted marketing has resulted in dramatic increases in program participation in the last 2 years.
99	Cross market special programs. Parent's Night Out is in the rec section of brochure, but not the pool section (p 10 winter brochure).	Programing	41	Staff will work with Youth and Teen staff to explore this recommendation.
100	List the Pool Teen nights in the teen section of brochure.	Programing	41	Staff will work with Youth and Teen staff to explore this recommendation.
101	Utilize off peak times and continue to partner with specialty programs. Wounded Warrior, Summer Camps.	Programing	41	This is the current standard.
102	Adjust pool space use to limit partner and specialty programs. Ensure 1 lane is available for lap swimming and/or vertical exercise, Ensure space is available for shallow water fitness.	Programing	41	A minimum of 3 lap lane is available for use everyday with at least 47 hours per week scheduled at a variety of times. During Open Swims patrons are welcome to swim laps the width of the pool. The only times that lap space is then not available is during evening swimming lessons and private rentals.
103	Verify rental fees for pool space covers cost (see space hour cost) adjust rental fees if needed, determine if long term contracts with discounted fees is appropriate.	Programing	41	See responses to recommendations 142-146. Based on these recommendations fees are set appropriately.
104	Minimum of 1 major family event per quarter.	Programing	43	This is the current standard. See 2014 Marketing Plan.
105	Monthly and holiday theme activities.	Programing	43	Quarterly events are planned for 2014. An additional 3 family friendly events are planned for 2014 for a total of 7 special events.
106	Marketing and advertising to the community (beyond internal).	Programing	43	This is the current standard. See 2014 Marketing Plan.
107	Maximize rental and special use during off peak times. early	Programing	44	This is the current standard. Staff will continue to meet this
108	Verify lane use needs for all rentals. How many participants per	Programing	44	This occurs monthly with each rental group.
109	Provide a minimum of 1 lane for lap swimming.	Programing	44	A minimum of 3 lap lanes are available for use everyday with at least 47 hours per week scheduled at a variety of times. This is an impractical recommendation with our diving board and slide configuration.
110	If possible, add 1 lane for vertical exercise.	Programing	44	A minimum of 1 lap lane is available for use everyday with at
111	If possible, provide a minimum of 1 shallow space for water fitness.	Programing	44	A shallow water space is available for use everyday, during every scheduled swim, with at least 47 hours per week scheduled at a variety of times.
112	Create a priority of use statements. Prioritize space for members, Prioritize space for Tukwila programs.	Programing	44	Tukwila Pool use will be scheduled based Tukwila Metropolitan Parks District Board Vision and Goals as adopted at the April 2013 Board Meeting and the Mission, Vision, Goals and Core Values of the Tukwila Pool.
30	We would recommend a consistent color for the bottom of the lifeguard uniform (shorts or pants).	Staff Training	29	As of January 2014 Lifeguards will be required to wear bottoms colored primarily black, blue or red.
31	In addition, it is prudent that the Lifeguards wear fanny packs containing breathing barriers, gloves, and basic first aid supplies.	Staff Training	29	Fanny packs containing Washington State Health Department Required Pool first aid kits and mini-first aid kits are available to guards on each guard stand. Guards have the option to wear
32	Our recommendation would be to have the shadow experience be for all new employees and not just those who have not	Staff Training	29	Part time staff receive a facility orientation with Full Time Staff which includes best guarding practices and are monitored by Full

	Recommendation	Topic	Page #	Response/Reasoning
33	Again, our recommendation for an experienced instructor who has attended an orientation is that they are not "let loose" to teach on their own. Based on our conversations with Amy, we believe that they are mentored well and watched through many of their initial classes, but feel that clarification is necessary in case this is not happening. Watching a veteran instructor and ensuring that they teach to the Tukwila standard will be beneficial to the student, caregiver, and other employees.	Staff Training	30	Experience instructors are not "let loose" to teach lessons. They are closely supervised by Full Time Staff, Lead Lifeguards and senior instructors as they being to teach. Full Time Staff also regularly observe all instructors.
34	Current national practices, quickly becoming national standards, would recommend 1 hour of in-service training for every 40 hours worked.	Staff Training	30	Most lifeguards work 10 hours or less per week during the majority of the year, and less than 20 hours per week during summer months. The current in-service schedule meets these demands for nearly all staff. Staff who work more than these averages, receive one-on-one feedback and discussion about relevant lifeguarding topics with Full time staff on a regular basis.
35	Adding additional in-service training hours for all employees. At a minimum require monthly training for 2 hours instead of every other month.	Staff Training	31	Part Time labor costs have been an area of focus in previous years for reduction in costs. Staff currently holds 2 hour bi-monthly staff meetings. A monthly 2 hour staff meeting will increase part time labor costs by roughly \$6,000 per year.
36	Provide lifeguard recertification for all employees annually.	Staff Training	31	Lifeguard re-certification requires a minimum of 13 hours participation by each staff member. Instating this recommendation would increase part time labor costs by roughly \$6,000 per year and require considerable full time staff time.
37	Provide lifeguards with fanny packs and supplies.	Staff Training	31	Fanny packs containing Washington State Health Department Required Pool first aid kits and mini-first aid kits are available to guards on each guard stand. Guards have the option to wear them if they choose.
38	Train all staff in custodial responsibilities. How to change the paper dispensers, How to hose a deck (not water a garden).	Staff Training	31	Staff are trained in custodial responsibilities as a part of their initial orientation and complete initial cleaning duties with Lead Guards or Full Time Staff. Custodial duties are covered at every in-service.
39	Supporting professional staff for attendance at local and national training and conferences .	Staff Training	31	Currently full time staff limit their participation in local trainings to keep costs down. Staff also finds challenges attending off site trainings and conferences due to program execution needs. It would be beneficial for full and part time staff to be able to attend trainings and conferences.
40	Provide a swim lesson workshop or series of workshops.	Staff Training	31	Staff receive mini workshops on specific teaching progressions at every in-service training.
41	Certify WEX instructors.	Staff Training	31	Some instructors have these certification(s) already. Staff will work with instructors who don't currently have certification to ensure they obtain certification before June 31, 2014.



	Recommendation	Topic	Page #	Response/Reasoning
1	We highly recommend adding a minimum of one lap lane during all facility operating hours.	Programing	19	A minimum of 3 lap lanes are available for use everyday with at least 47 hours per week scheduled at a variety of times. During Open Swims patrons are welcome to swim laps the width of the pool. The only times that lap space is then not available is during evening swimming lessons and private rentals.
2	The supervision policy (listed directly above the pool use information in the sections guide) states that children under 6 years of age must be accompanied by an adult in the water at all times. ... Limiting these recreation opportunities to families only limits the youth who could be in attendance.	Programing	20	It is a safety concern when children under 6 years of age are not accompanied by a responsible adult. The supervision policy was developed to keep the safety of all patrons and staff a high priority at all times.
3	Special Interest Rentals may be infringing on member and program space. ... But if they don't need the entire space and it can be shared with Tukwila pool use that would be our recommendation.	Programing	20	Special Interest Rentals are not granted during normally scheduled pool programs and are generally scheduled during off peak times. Their use is re-evaluated monthly by pool staff.
4	As is the case with Special Interest Rentals, the teams may be infringing upon member and program space. Reviewing the team use and revising their rental time and lane use may be needed.	Programing	21	Special Interest Rentals are not granted during normally scheduled pool programs and are generally scheduled during off peak times. Their use is re-evaluated monthly by pool staff.
5	We would recommend extending the advertised time of party rentals.	Programing	21	Additional times will be offered on Saturdays starting in May 2014.
6	A minimum of one lap lane should be available during all operating hours. Adding a minimum of one space for shallow water fitness would also be advised. Adding a deep water vertical exercise lane should be considered (but may not be realistically possible). Hours designated for private rentals would not be included in this recommendation. Sat/Sun 11:00 am - 3:00 pm M-F 5:45 am - 8:00 pm.	Programing	21	A minimum of 1 lap lane is available for use everyday with at least 47 hours per week scheduled at a variety of times. During Open Swims patrons are welcome to swim laps the width of the pool.
7	Adjusting open swim and family swim to Open Recreation with a broader definition. This can be in the shallow, deep or both pools (published schedule will designate which pool, but definition remains the same). If the water fitness classes have enough attendance to limit recreation, this may be advisable. Afternoon hours need to be reviewed for additional times. Open recreation should be offered during the following times: M-F 5:45am - 1 pm (school year) M-F 5:45 am - 9:00 am (summer schedule) M-F evening stays as it is w/ title change Sat/Sun 1:00 -3:00 pm title change.	Programing	21	Open Swim is a designated time when the entire pool is available for open recreation including the slide and diving board. This time is popular with teens and families with school age children. The offering for this program is: School year Sa & Su 1-3 pm, Summer M-F 3-4pm, Sa & Su 1-3 pm. Family swim is a designated time when only the shallow end is available for open recreation (The deep end is always scheduled for lap swim during these times). Due to the water depth being less than 4 feet is ideal for young families. Older children and teens do not enjoy these swims generally. The offering for this program is: School Year M-F 11am-1pm, 7-8pm, Summer 12-1pm, 7-8pm.
8	Party Rental Times be added or extended. Friday 8:00-10:00 pm Saturday 3:00 - 10:00 pm Sunday 3:00-10:00 pm.	Programing	21	Party rental times in 2014 will be Saturdays 3-5pm. Starting May 2014 Party rental times will be offered on a trial basis on Saturdays 3-7pm.
9	Reducing Special Interest Rentals to accommodate general membership and drop in visits. Guarantee one lap lane, offer open recreation when possible, review use and needs by special interest groups.	Programing	21	Open Swim, Family Swim or Lap Swim is offered as often as is prudent at this time. Review of use of special interest groups happens on a monthly basis.
10	Supervision Policy Recommendations	Programing	22	The Aquatics section of the brochure includes the following language under "Important Information Regarding Pool Use" Children under 6 years of age must be accompanied by an adult in the water at all times. Family Swims require an adult in the water directly supervising all children under the age of 18. This is a greatly simplified version of the recommended policy. Simplicity is highly valued due to communication challenges with patrons of many different backgrounds.
11	Space Use Policy Recommendations.	Programing	22	Many of the policy statements included in the recommendation do not apply to the pool set up and schedule at Tukwila Pool. Current program planning and scheduling eliminates the need for policy statements of this nature.
12	Circle Swimming and Lane Use Guides.	Programing	22	Already in Place.
13	We are suggesting that you rebrand your pass to a membership.	Memberships & Fees	23	Staff is developing a membership proposal. Membership Proposal information to be available Fall 2014 for implementation January 2015.
14	A family membership currently does not exist, although we would recommend adding one.	Memberships & Fees	23	Staff will explore this option for implementation May 2014.

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15	At a minimum we would recommend discounts on programs and free special events.	Memberships & Fees	23	Currently the majority of special events are free events. Current program rates are low enough to provide a great rate to all patrons.
16	Change Terminology to memberships instead of passes.	Memberships & Fees	24	Staff is developing a membership proposal. Information to be available Fall 2014 for implementation January 2015.
17	Change terminology to visits instead of punches.	Memberships & Fees	24	Staff will begin implementing this idea in early 2014.
18	Add the same disclaimer for multi-visit and memberships that is listed with TCC memberships. (p 19 Fall Activities Guide).	Memberships & Fees	24	Much of this language is included on the back side of the patron's fast play card and is gone over by staff at time of purchase. It has always been the practice at the pool that punch cards never expire.
19	Determine the resident discount and keep it the same throughout all pricing or follow the discount formula consistently. 5% discount for drop in WEX punch, 10% discount for drop in visit punch pass, 15% discount for annual lessons, 20% discount for memberships (currently called passes).	Memberships & Fees	24	We already follow a consistent formula. Non Resident rates are roughly 26% greater than resident rates, rounded up to the nearest whole dollar.
20	Develop an annual facility birthday promotion for the month of October. All annual memberships are sold at 50% off the regular price.	Memberships & Fees	24	In 2013 we offered 3 month passes for just \$40. 31 passes were sold at the birthday party with just under 60% sold to new 3 month pass holders.
21	Develop a gift of fitness promotion for annual memberships. 20-50% off on Black Friday, 20-50% off on January 1st (or 2nd), 20% off from Dec 1-25.	Memberships & Fees	24	Promotions similar to this are planned for 2014, including \$50 off year passes purchased December 15- January 15.
22	Develop a pre-summer promotion for annual memberships. 20% off in May or June.	Memberships & Fees	24	Pre-summer promotion planned for June 2014 to encourage pass purchases by families participating in swimming lessons.
23	Create an all inclusive membership. Include access to the TCC fitness room, include discount for programs (lessons, WEX, SP), include special events at no charge or very reduced rate.	Memberships & Fees	24	Staff will explore this option in 2014.
24	Offer a reduced fee entry to TCC (and/or other clubs) members of \$2.	Memberships & Fees	24	Staff will explore this option in 2014.
25	Eliminate 6 month membership (annual should be a better deal).	Memberships & Fees	24	Less than 2% of passes sold in 2011 were 6 month passes. This will be implemented in May 2014.
26	Add a family membership option. Price it as the same total of 2 adults and 1 child, be flexible with the definition of family, Do not charge for each additional child.	Memberships & Fees	24	Planned implementation for May 2014. Staff will develop a proposal for the January Board Meeting.
27	Create a pricing formula using the \$3 and \$4 base daily visit price (round up as necessary, include tax in total for even sales).	Memberships & Fees	25	Pricing structure breakdown available.
28	Our recommendation is for the instructors ( <i>Water Exercise</i> ) to seek a national level certification for water fitness.	Programing	26	Some instructors have these certification(s) already. Staff will work with instructors who don't currently have certification to ensure they obtain certification before June 31, 2014.
29	We recommend developing partnerships with the local retirement and assisted living communities as well as hospitals, medical offices, rehabilitation centers, and physical therapy clinics.	Programing	27	Staff is working to develop these relationships. Relationships have existed in the last two years with NeighborCare and a nursing home in West Seattle. Staff continues to develop relationships with community service providers including the kind mentioned in this recommendation.
30	We would recommend a consistent color for the bottom of the lifeguard uniform (shorts or pants).	Staff Training	29	As of January 2014 Lifeguards will be required to wear bottoms colored primarily black, blue or red.
31	In addition, it is prudent that the Lifeguards wear fanny packs containing breathing barriers, gloves, and basic first aid supplies.	Staff Training	29	Fanny packs containing Washington State Health Department Required Pool first aid kits and mini-first aid kits are available to guards on each guard stand. Guards have the option to wear them if they choose.
32	Our recommendation would be to have the shadow experience be for all new employees and not just those who have not lifeguarded before.	Staff Training	29	Part time staff receive a facility orientation with Full Time Staff which includes best guarding practices and are monitored by Full Time staff during their first guarding shift as a Tukwila Pool Lifeguard and are provided with feedback as needed.



	Recommendation	Topic	Page #	Response/Reasoning
33	Again, our recommendation for an experienced instructor who has attended an orientation is that they are not "let loose" to teach on their own. Based on our conversations with Amy, we believe that they are mentored well and watched through many of their initial classes, but feel that clarification is necessary in case this is not happening. Watching a veteran instructor and ensuring that they teach to the Tukwila standard will be beneficial to the student, caregiver, and other employees.	Staff Training	30	Experience instructors are not "let loose" to teach lessons. They are closely supervised by Full Time Staff, Lead Lifeguards and senior instructors as they being to teach. Full Time Staff also regularly observe all instructors.
34	Current national practices, quickly becoming national standards, would recommend 1 hour of in-service training for every 40 hours worked.	Staff Training	30	Most lifeguards work 10 hours or less per week during the majority of the year, and less than 20 hours per week during summer months. The current in-service schedule meets these demands for nearly all staff. Staff who work more than these averages, receive one-on-one feedback and discussion about relevant lifeguarding topics with Full time staff on a regular basis.
35	Adding additional in-service training hours for all employees. At a minimum require monthly training for 2 hours instead of every other month.	Staff Training	31	Part Time labor costs have been an area of focus in previous years for reduction in costs. Staff currently holds 2 hour bi-monthly staff meetings. A monthly 2 hour staff meeting will increase part time labor costs by roughly \$6,000 per year.
36	Provide lifeguard recertification for all employees annually.	Staff Training	31	Lifeguard re-certification requires a minimum of 13 hours participation by each staff member. Instating this recommendation would increase part time labor costs by roughly \$6,000 per year and require considerable full time staff time.
37	Provide lifeguards with fanny packs and supplies.	Staff Training	31	Fanny packs containing Washington State Health Department Required Pool first aid kits and mini-first aid kits are available to guards on each guard stand. Guards have the option to wear them if they choose.
38	Train all staff in custodial responsibilities. How to change the paper dispensers, How to hose a deck (not water a garden).	Staff Training	31	Staff are trained in custodial responsibilities as a part of their initial orientation and complete initial cleaning duties with Lead Guards or Full Time Staff. Custodial duties are covered at every in-service.
39	Supporting professional staff for attendance at local and national training and conferences .	Staff Training	31	Currently full time staff limit their participation in local trainings to keep costs down. Staff also finds challenges attending off site trainings and conferences due to program execution needs. It would be beneficial for full and part time staff to be able to attend trainings and conferences.
40	Provide a swim lesson workshop or series of workshops.	Staff Training	31	Staff receive mini workshops on specific teaching progressions at every in-service training.
41	Certify WEX instructors.	Staff Training	31	Some instructors have these certification(s) already. Staff will work with instructors who don't currently have certification to ensure they obtain certification before June 31, 2014.
42	Our recommendation include staggering the start and end time plus lengthening the class as student's progress.	Programing	33	Current class times of 30 minutes are ideal for all students in levels 1-4, Drills and Skills and Super Strokes in terms of physiological ability and attention span. Changing the length of course times creates additional logistical challenges and increases confusion about class placement and start time.
43	Our recommendation is to adjust Saturdays to be a consistent number of classes (6 or 8) and offer them as their own sessions.	Programing	33	The current 4-5 lesson Saturday and Sunday sessions provide a lower price point allowing more community members to participate in swimming lessons.
44	Instead, beginning level instructors should be prepared to handle children with little or no water experience.	Programing	34	All instructors are prepared to handle children with little or no water experience. However entry level classes are more productive for students when they are not being introduced to the swimming pool environment for the first time.
45	We would recommend no more than 5 students per instructor in the beginning levels (Minnow 1 & 2, Shark 1 & 2) and with the younger children (Minnow 3 & 4) for safety reasons.	Programing	34	Minnows and Sharks 1 classes are limited to 5 students. Our level 2 students see regular success in one session with class sizes limited to 6 students. Minnows level 3 & 4 classes generally consist of 4-5 students because most 6 year olds choose to be in Sharks level classes.

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46	We would recommend that lane and space dividers be used for all programs (swim lessons, WEX, specialty classes, etc.).	Programing	35	Space dividers are currently used for deep end classes, to divide water aerobics and to divide Family Swims and Swimming Lessons. Teachers find that any additional dividing mechanism limits their ability to teach effectively.
47	At a minimum all classes should be starting and ending on time with the equipment and class supplies readily available.	Programing	35	This is the current standard. Instructors are regularly part of discussions regarding class management and expectations, with their peers, one-on-one with a full time staff member or at in-services.
48	There should be a distinct beginning and ending to class, with the instructor picking up and delivering the students back to their caregiver.	Programing	35	This is the current standard. Instructors are regularly part of discussions regarding class management and expectations, with their peers, one-on-one with a full time staff member or at in-services.
49	Each instructor should know where they are teaching and which space is theirs.	Programing	35	Instructors have the ability to utilize the part of the pool that is most appropriate for the level they are teaching and the ability of their students. Instructors are well versed in the appropriate location for their classes. Levels 1&2 are taught in the shallowest part of the pool. Level 3 is taught in the deepest part of the shallow end and all upper division classes are taught in the deep end.
50	Spaces should be clearly divided (length, width or section).	Programing	35	Space dividers are currently used for deep end classes, to divide water aerobics and to divide Family Swims and Swimming Lessons. Teachers find that any additional dividing mechanism limits their ability to teach effectively.
51	Students should not be touching their "neighbors", as in, the other children in class.	Programing	35	This is a current standard. As anyone who has been around children knows it is an ongoing challenge.
52	Students should receive equal time from the instructor.	Programing	35	This is the endeavor of all instructors. Practically speaking is a very difficult standard to obtain.
53	Students should not be wearing masks, since it blocks their ability to exhale through their nose. Goggles are an excellent choice for learning.	Programing	35	Students are encouraged to learn to swim without the use of goggles or masks before Shark level 3. For those who wish to use goggles staff still allows their use.
54	Depth of the water used for each level should reflect the skills being taught and the height of the students.	Programing	35	This is the current standard. Levels 1&2 are taught in the shallowest part of the pool. Level 3 is taught in the deepest part of the shallow end and all upper division classes are taught in the deep end.
55	Adults need to learn where they can barely touch, but not where they must bend over to get into position.	Programing	35	Instructors have the ability to utilize the part of the pool that is most appropriate for the level they are teaching and the ability of their students.
56	Young children need to be challenged, but the shallow depth should not be a crutch where they can put down their legs.	Programing	35	Instructors work to ensure that students are introduced to water that is of a desired depth for the class they are teaching and the ability of their students.
57	Very young children (preschool) may need to be on a tot dock or the access stairs to provide safety and security as they begin their swim lesson journey.	Programing	35	Tot docks create an additional entrapment danger and as such are not utilized at the Tukwila Pool. Additionally tot docks create a deck trip hazard and potential point of injury for staff.
58	Equipment choices need to be appropriate for the skills being taught and the age of the user.	Programing	35	Kickboards are used primarily in the Shark and Adult levels. Barbells are used primarily in the Minnow levels.
59	Kickboards are very difficult to control and balance for beginning students.	Programing	35	Kickboards can help with balance for side glides and for confidence in front and back floating.
60	Barbells assist in balance and can be used by all levels of swimmers, especially beginners.	Programing	36	Barbells are more difficult to store and carry. They are good as a step in independence from the instructor.
61	Instructors need to understand "why" they teach things is just as important as "how" they are teaching and "how" the student is doing.	Programing	36	Class levels are designed with easier skills first that have progressions to accomplish them. Feedback to the students helps the instructor know their progress.
62	The instructor's body needs to be low in the water, facing the student, and making eye contact at all times. Hovering over them from behind is not as effective.	Programing	36	Depends on the level of class and what skill you are teaching. This is a good rule for a beginning class and something our instructors are told.
63	In general, an instructor should be engaged in a monologue constantly talking and offering feedback and instruction.	Programing	36	Our instructors are instructed to do this with constructive or at least positive feedback.
64	Instructors must touch the students and guide them through the skills. It is almost impossible to effectively teach swimming without "holding" a student and supporting them.	Programing	36	Instructors are taught to "hold" their students facing the head of the student and to let the student float as much on their own as possible. Holds on the side are used on small children.

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65	The energy an instructor gives will come back to them. Most instructors need to "amp up" the energy level with the students. Although a rowdy class can be subdued by a mellow instructor's	Programing	36	The instructors are taught that the pace of the class needs to be quick which takes care of the energy level and reduces the chance of a rowdy class.
66	Appropriate progressions and skills need to be taught.	Programing	36	Instructors receive ongoing training in how to teach the appropriate progression of skills and full time staff mentors instructors as needed.
67	Climbing out is a skill that needs to be learned from an early age, instructors should limit assistance out of the pool.	Programing	36	All instructors are encouraged to have students learn this skill as soon as is prudent based on student size, ability and any other factors.
68	Appropriate progressions and skills need to be taught. Face in the water, blowing bubbles, floating, gliding, and kicking, front, back, and side skills, short distances done correctly make for successful practices, some skills can be time wasters instead of skill builders. How much jumping into the water is too much? Once or twice per student per class is enough. Swimming laps for "warm up". Perfect practice makes perfect skills. Short distances, consistently done will help a child learn faster.	Programing	36	Instructors receive ongoing training in how to teach the appropriate progression of skills and Full Time staff mentors instructors as needed.
69	Dividing Minnows into a Preschool and Kinder aged program may further accommodate age, body size and skills.	Programing	36	The current level system has children ages 3-6 in Minnows level classes and children ages 6-12 in Sharks level classes. On the rare occasion that a child or their parent are uncomfortable in a certain level due to body size and skills, exceptions are made to accommodate that individuals needs.
70	Add in Family & Friends (FF) Lessons.	Programing	36	This program is a great opportunity in communities that have many families with daytime availability. This is not a condition we see in Tukwila. The lack of availability of adults in daytime hours severely limits the ability for a program like this to succeed in the Tukwila Community. When requests for programs like this are received, staff is generally able to accommodate those requests within the frame work of our current capabilities.
71	We believe that the school year morning and early afternoon lessons could be expanded. PS levels and Home School lessons can be offered from 9:00 – 11:00am and 1:00 – 3:00pm and expanded as the program grows.	Programing	37	Demand for school year daytime lessons has flagged in recent years. Staff has worked on partnerships with Academy Schools and will work with Washington State Homeschool Association as well as local daycares and kindergartens to increase daytime lesson participation. Daytime lessons from 1-3 pm during the school year are not possible due to Foster High School PE classes. During the summer 1-3 pm timeslots are booked for local camps to participate in water activities. Staffing would have to be increased by at least 12 lifeguards and instructors to accommodate such a change to our offerings. This growth of staffing and staff training could take 9 months to a year. <u>Additional part time labor costs could top \$10,000 per year.</u>
72	We were also surprised that Saturday lessons were offered late in the morning (11am - 1pm).	Programing	37	Starting January 2014 Saturday morning lessons will be held 9 am - 11 am.
73	Full Time staff should not be assigned as regular instructors, unless specifically hired into that role. They should be part of the mentoring process until seasoned and qualified instructor(s) are developed within the current staff. Their role on the pool deck during programs should be to interact with the caregivers, provide an additional level of safety, trouble shoot unplanned problems and observe the classes. Again, they are orchestrating the process, but not directly involved with teaching the classes.	Programing	38	Full Time staff instruct classes and courses as is needed to maintain continuity of programs, respond to patron requests for private instruction, cover for part time staff when emergencies arise and fill in when part time staff are unavailable to teach previously scheduled and registered for classes. In addition Full Time staff are regular instructors for courses such as Balance & Flexibility, Lifeguard Training, and Water Safety Instructor Training.
74	Consider on-line registration (Rec1.com) when upgrading the current registration system.	Programing	38	This recommendation is under consideration.
75	Adjust minutes of class based on skills and levels. PC 25 – 35 minutes Adult 25 – 35 minutes Beginning levels (Level 1 & 2) 25 – 35 minutes Middle levels (Level 3 & 4) 35 – 45 minutes Advanced levels and specialty 45 – 55 minutes.	Programing	38	This recommendation creates un-needed complexity to our pricing structure and lesson scheduling times. It is impractical for the level of customer service we strive to provide.
76	Make Saturday sessions a minimum of 6 classes. Have Saturdays on a unique session schedule, or have 1 Saturday session per 2 MW or TR sessions, or have Saturday sessions that overlap (every 4 weeks a new session starts, but the previous one has not ended.) This will require good calendar management.	Programing	39	The current 4-5 lesson Saturday and Sunday sessions provide a lower price point allowing more community members to participate in swimming lessons.

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77	Review dividing Minnows into PS and Kinder ages.	Programing	39	The current level system has children ages 3-6 in Minnows level classes and children ages 6-12 in Sharks level classes. On the rare occasion that a child or their parent are uncomfortable in a certain level due to body size and skills, exceptions are made to accommodate that individuals needs.
78	Add in Family & Friends Lessons.	Programing	39	This is a great program for communities that have lots of families with flexible schedules that allow them to be available during the day. This is not something we have observed on a large scale in Tukwila. As such this program recommendation may no be a good fit for the Tukwila community.
79	Publish dates and times of specialty classes (PC, Adult, etc.).	Programing	39	Course times are determined by demand in the 2 months leading up to class dates. Brochure publication submission deadlines prevent this from occurring. Staff plans to utilize the updated website to provide this type of information in an up to date format for the public.
80	Add the safety topics covered in each level to their class description in the program guide.	Programing	39	Instructors are given the freedom to cover as many safety topics as are prudent for their class based on level, ability, language barriers and other factors including student progress. All instructors cover basic safety topics such as proper entry and exit of water, always swim with a buddy, among others. If time and student progress allow, teachers introduce students to lifejackets and more advanced water safety skills. There is a location on the progress card for instructors to fill in the safety skills taught.
81	Assign each instructor a specific teaching space per lesson.	Programing	39	Instructors have the ability to utilize the part of the pool that is most appropriate for the level they are teaching and the ability of their students.
82	Move Shark 3 & 4 to lanes.	Programing	39	Shark 4 classes and above are currently scheduled in a lane. Shark 3 is scheduled to run the width of the shallow end and occasionally share lane space with an upper division level class. Teaching Shark 3 exclusively in a lap lane is impractical as it impedes student progress.
83	Utilize lane and space dividers during programs.	Programing	39	We have experimented with lane dividers. Instructors have found dividers used in the shallow end during all swimming lesson programing impede their ability to teach classes as effectively as they would like. We utilize dividers during mixed shallow end programing such as lessons and water exercise.
84	Reserve end lanes for lessons (middle lanes for laps or teams).	Programing	39	When mixed programing is happening such as swim team and swimming lessons or Lap swim the pool is divided this way as much as is feasible.
85	Continue the strong mentoring program with the FT staff in the lead role. Utilize senior staff to continue the momentum and level of employees who have taught consistently and have the ability and desire to be mentors.	Programing	39	Ongoing process, underway at all times.
86	Provide an additional lifeguard when 4 or more classes are being taught simultaneously.	Programing	39	This currently only occurs during swimming lesson in the summer. Implementing this recommendation would increase part time labor costs roughly \$4,500 annually.
87	Remove the benches on the pool deck parallel to the WLR, thus eliminating spectator space at deck level.	Programing	39	Completed Fall 2013.
88	Have instructor's start and end classes near the gallery entrance.	Programing	39	Staff continues to tweak and improve the class gathering locations.
89	Provide instructor development (see WSI section).	Programing	39	Provided through ongoing in-service training. WSI course to be taught December 2013.
90	Remove the requirement for comfort in the water in order to participate in swim lessons.	Programing	39	This is not a requirement but a suggestion. Staff understands this is not possible for all families but encourages all entry level participants families to be familiar with the pool environment before starting classes. All instructors are prepared to handle children with little or no water experience. However entry level classes are more productive for students when they are not being introduced to the swimming pool environment for the first time.
91	Purchase a tot dock for preschool lessons.	Programing	39	These devices create a hazard - entrapment issue.
92	Create a formal swim screening process to ensure children are enrolled in the correct class.	Programing	39	We offer level testing for students who are transferring

	Recommendation	Topic	Page #	Response/Reasoning
93	Provide refunds to children not enrolled correctly who cannot be accommodated in another class.	Programing	39	This is already common practice. See activity guide.
94	Create an evaluation system for caregivers to evaluate their child's instructor.	Programing	39	Staff is in the process of developing a post course evaluation form to be implemented in January 2014.
95	Utilize e-readers and translation technology to overcome the language and communication barrier.	Programing	39	Funding and environmental considerations prevent this sort of implementation at this time.
96	When reporting attendance for swim lessons and other programs, one participant should be counted as if s/he had attended every class offered for that session. For instances, if a student is going to attend 8 Saturday classes, they would be counted 8 times.	Programing	39	This is the current standard.
97	Continue current special programs.	Programing	41	This is the current standard.
98	Target market and advertise special program.	Programing	41	This is the current standard. Targeted marketing has resulted in dramatic increases in program participation in the last 2 years.
99	Cross market special programs. Parent's Night Out is in the rec section of brochure, but not the pool section (p 10 winter brochure).	Programing	41	Staff will work with Youth and Teen staff to explore this recommendation.
100	List the Pool Teen nights in the teen section of brochure.	Programing	41	Staff will work with Youth and Teen staff to explore this recommendation.
101	Utilize off peak times and continue to partner with specialty programs. Wounded Warrior, Summer Camps.	Programing	41	This is the current standard.
102	Adjust pool space use to limit partner and specialty programs. Ensure 1 lane is available for lap swimming and/or vertical exercise, Ensure space is available for shallow water fitness.	Programing	41	A minimum of 3 lap lane is available for use everyday with at least 47 hours per week scheduled at a variety of times. During Open Swims patrons are welcome to swim laps the width of the pool. The only times that lap space is then not available is during evening swimming lessons and private rentals.
103	Verify rental fees for pool space covers cost (see space hour cost) adjust rental fees if needed, determine if long term contracts with discounted fees is appropriate.	Programing	41	See responses to recommendations 142-146. Based on these recommendations fees are set appropriately.
104	Minimum of 1 major family event per quarter.	Programing	43	This is the current standard. See 2014 Marketing Plan.
105	Monthly and holiday theme activities.	Programing	43	Quarterly events are planned for 2014. An additional 3 family friendly events are planned for 2014 for a total of 7 special events.
106	Marketing and advertising to the community (beyond internal).	Programing	43	This is the current standard. See 2014 Marketing Plan.
107	Maximize rental and special use during off peak times. early mornings, early mornings, early afternoon.	Programing	44	This is the current standard. Staff will continue to meet this standard.
108	Verify lane use needs for all rentals. How many participants per lane, Level of skill per group.	Programing	44	This occurs monthly with each rental group.
109	Provide a minimum of 1 lane for lap swimming.	Programing	44	A minimum of 3 lap lanes are available for use everyday with at least 47 hours per week scheduled at a variety of times. This is an impractical recommendation with our diving board and slide configuration.
110	If possible, add 1 lane for vertical exercise.	Programing	44	A minimum of 1 lap lane is available for use everyday with at least 47 hours per week scheduled at a variety of times. During Open Swims patrons are welcome to do vertical exercise in the deep end just shallow of the decline.
111	If possible, provide a minimum of 1 shallow space for water fitness.	Programing	44	A shallow water space is available for use everyday, during every scheduled swim, with at least 47 hours per week scheduled at a variety of times.
112	Create a priority of use statements. Prioritize space for members, Prioritize space for Tukwila programs.	Programing	44	Tukwila Pool use will be scheduled based Tukwila Metropolitan Parks District Board Vision and Goals as adopted at the April 2013 Board Meeting and the Mission, Vision, Goals and Core Values of the Tukwila Pool.
113	Remove the benches from the wall adjacent to the WLR. Move all spectators to the gallery. Have all lessons instructors start and end class near the gallery where they can pick up / drop off their students.	Facility Layout	45	Completed Fall 2013.
114	Move all instructional equipment to the wall adjacent to the WLR. Currently it is limiting the walkway and blocking the mural. Equipment storage is also blocking the depth markers.	Facility Layout	45	Completed Fall 2013.

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115	Rearrange the classroom / storage / break room and Amy's office. Build higher shelves above head height to store items not commonly needed. Get as much "stuff" off the floor and lower walls as possible. Maximize storage to provide as much table space and work space for employee. Maximize space in Amy's office. Add above head height shelves for storage of items not commonly used. Provide more work space and office space / maximize office space.	Facility Layout	45	Ongoing process based on needs.
116	Folding table in the wheelchair space on the gallery floor needs to be bungeed to the wall or moved where it cannot fall over.	Facility Layout	45	Problem has been addressed.
117	Lane lines needed to be tighter (for safety).	Facility Layout	45	At the time of the visit we were working with a new system for lane line attachment to the walls. The new system is now up and working and staff check lane line tension regularly.
118	Purchase fanny packs and supplies for all lifeguards.	Administrative	45	Fanny packs containing Washington State Health Department Required Pool first aid kits and mini-first aid kits are available to guards on each guard stand. Guards have the option to wear them if they choose.
119	Provide lane speed signs to indicate slow, medium, fast (see below for coloring and branding).	Facility Layout	45	Lane speed signs have been in place since 2003.
120	Elevated Guard Stand (minimum of 6 foot for chair height) We recommend one for each long side of the pool.	Facility Layout	45	There are installation challenges associated with this recommendation.
121	Purchase and install more sound panels. Can be aesthetically pleasing by using the new branding colors. Can be larger sized panels as well.	Facility Layout	45	There are installation challenges associated with this recommendation. Staff will work to install additional panels as funding and operations allow.
122	Limit Foot traffic on the pool deck: Create a spectator area, swim lesson caregivers should observe from the gallery. If necessary during open recreation, caregivers may be on the pool deck with no street shoes. Mark it with shoe prints painted on the pathway. Partition a wet pathway to and from the pool and locker rooms. Mark it with foot prints painted on the pathways.	Facility Layout	45	Installed stanchions Fall 2013. Working with vendors on acceptable floor decals.
123	Develop and Implement a Marketing and Advertising Plan.	Marketing	46	Long Range Marketing Plan was developed in early 2013 and reviewed/accepted by marketing team. The plan is currently reviewed by staff annually in November.
124	Continue to Brand the Metropolitan Parks District.	Marketing	46	Ongoing project.
125	Color scheme of lobby at Tukwila Pool has been redone. Some signage has been replaced. As the pool equipment needs to be replaced, change the colors to match the new brand.	Marketing	46	Will be implemented as prudent and items require replacement.
126	Create a Pool Mascot.	Marketing	46	Staff will research options and implement as marketing and part time labor budget allows.
127	Provide Wi-Fi in the facility.	Administrative	47	Staff continues to work with IT to address this customer request.
128	Ensure that the guard rotation back and forth to the front desk includes going through the locker room.	Administrative	47	Current standard. Can sometimes be interrupted by customer service needs.
129	Create an evaluations system for members, guests, and students.	Administrative	47	Staff will look into this in 2014.
130	Fill the vacant ¾ time position.	Administrative	47	Board Direction has been provided that this is not a priority.
131	Accurately document time associated with MPD projects and requests. These time logs can be used for matching grants. In addition, those requesting information need to know how much time was needed to obtain information and meet the request.	Administrative	47	Ongoing activity.
132	Consider hiring a custodial maintenance position.	Administrative	47	Budgetary constraints currently prevent this.
133	The job descriptions we reviewed for the employees were acceptable and meet national standards. We have a few suggestions to make them even better. Adding specific references to the Washington Administrative Code and adding the specific WAC citation would strengthen the pool's job descriptions. This tactic could be done for the lifeguards, pool operators and management staff at the pool.	Administrative	48	Human Resources will review as is prudent.

	Recommendation	Topic	Page #	Response/Reasoning
134	We suggest using an enterprise fund to create better budget incentives that will allow for a greater focus on revenue generation and cost controls.	Administrative	50	Board direction is required for this topic.
135	Tukwila should continue to expand the scholarship program to show good will, given this level of poverty and the lower income levels within the community.	Administrative	53	In Fall 2013 additional funds were allocated for this program.
136	Our recommendation over the next two years is to re-evaluate an independent MPD Board of Commissioners who do not have the dual role of City Council persons.	Administrative	61	Board action required.
137	Amending this pay rate is not something that should be adjusted until the current director leaves his position (i.e., retires).	Administrative	62	Human Resources will review as is prudent.
138	To ensure the retention of the aquatic part- time staff at the pool, wages need to be increased <i>for lifeguards</i> .	Administrative	63	Board direction increased lifeguard wages in October 2013.
139	Utilizing the pool covers is a must.	Administrative	63	Staff is working with the contractor to address issues with the pool covers and reel system.
140	Having a replacement equipment schedule that details the actual costs per year to ensure the pool is adequately maintained is a must.	Administrative	64	Board direction has been provided on this topic.
141	Simply stating that the City is operating the pool for the MPD and stepping away from the "3rd party operator" vernacular is recommended.	Administrative	65	Board direction.
142	The pool rental fee (teams) should be a minimum of \$70 / hour for programs that provide the additional backup guard. If it is a private rental and public access is not permitted, the lifeguard should remain on deck at all times.	Cost Structure	68	The current full pool rental fee is \$72 per Board direction.
143	The pool rental fee should be a minimum of \$89 / hour for programs that have less than 50 people. Use of the slide or diving boards may deem the need for additional guards. If the rental is private with no public access, both guards should be on the deck. • All operating hours (with no programs) cost \$89 / hour.	Cost Structure	68	The current full pool private rental fee for up to 25 people is at least \$110/ hour per Board direction.
144	The pool rental fee should be a minimum of \$107 / hour for programs that have less than 100 people. Use of the slide or diving boards may deem the need for additional guards. If the rental is private with no public access, all guards should be on the deck. All operating hours at peak times, when 3 guards are needed cost \$107 / hour.	Cost Structure	68	The current full pool private rental fee for up to 25 people is at least \$110/ hour per Board direction.
145	Group Lessons - During general operations, there are 2 guards observing multiple activities. We've made the assumption that 3 activities are going on at all times (lap swimming, recreational time, and 1 lesson). This is a total cost of \$37.54 per lesson hour, then divided to be 30 minutes. 6 students = \$3.13 5 students = \$3.75 4 students = \$4.69 3 students = \$6.26.	Cost Structure	69	The current fees per Board direction are \$5.50/ lesson for Tukwila Residents and \$6.50/ lesson for non-Tukwila Residents. Classes have a minimum registration required of 3 students per class.
146	During general operations, there are 2 guards observing multiple activities. We've made the assumption that 3 activities are going on at all times (lap swimming, recreational time, and 1 class). Depending upon the amount of students, the breakeven for covering costs may be readily attainable 5 students = \$8.97 7 students = \$6.41 10 students = \$4.49 12 students = \$3.74.	Cost Structure	69	The current fees per Board direction for Water Aerobics are \$6/ class for Tukwila Residents and \$6/ class for non-Tukwila Residents. Classes are on a drop in basis and generally have more than 5 participants.