



*Make Waves, Make Memories*

# **Pre-Opening Operations and Development Plan**

**Prepared – July 28, 2020**

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# KIRKSVILLE Aquatic Center

## Section 1: Kirksville Aquatics



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## 1.1 History of Aquatics in Kirksville, MO

The City of Kirksville has provided recreational swimming opportunities in Northeast Missouri for over six decades. The original municipal pool was opened on June 7, 1957 and is pictured below. This long, single body of water featured 6 lap lanes, both high and low diving boards, and open-air locker rooms. The pool was located in Swimming Pool Park, which was later renamed Rotary Park.



Four wading pools were later added throughout the community at P.C. Mills Park, Jaycee Park, Brashear Park, and Memorial Park. All of these wading pools, except for the Memorial Park wading pool, are still in operation.

The original Kirksville Aquatic Center was funded through the passing of a sales tax, and was opened in the summer of 1999. The aquatic center featured Kirksville's first public indoor aquatic facility. The outdoor pool included a children's play feature, an open flume slide, four lap lanes, a diving board, and a zero-depth entry beach. The aquatic center served the community for many years until continued maintenance issues forced the closure of the slide and some of the on-deck water features.

A study was completed in 2016 to provide an estimate on the costs to repair and improve this facility. Based on the results of that study, City officials decided to move forward with a new sales tax initiative to help fund the construction of a new facility, as well as other improvements throughout the parks system. The citizens of Kirksville voted in favor of that initiative in April, 2017.

Aquatic offerings will continue to evolve in our community with new trends and innovation. Current park master plans include the replacement of wading pools with splash pad features, and the new aquatic center has been designed to allow for expansion for additional outdoor pool features.



## 1.2 New Aquatic Center

After a competitive solicitation process, the City of Kirksville began working with SFS Architecture in April, 2018 to lead a team of consultants to assist with the design and development of plans for a new aquatic center, and to evaluate the feasibility of transitioning the existing aquatic center to a community center.

Residents were asked to participate in multiple open house planning sessions and community engagement exercises in an effort to better understand the aquatic needs of the community. Some of the topics discussed during these community engagement sessions included desired aquatic features, meeting room space, and the location for the facility. The community members who attend these sessions, and those who participated in the community survey, indicated that the new facility should be developed on the same site in Rotary Park to keep the aquatic center centrally located in Kirksville, and accessible to all.



Based on the recommendations from community members, the Lakes, Parks and Recreation Commission, and the Kirksville City Council, a design that included new outdoor aquatics, a renovated indoor pool, a public meeting room, and staff offices was released for bid on April 21, 2019. Only two bid responses were received on May 21, 2019, with both bids representing higher construction costs than initial estimates. Due to these higher bids, a new plan would need to be formulated to move the project forward.

City staff continued to work with SFS Architecture and their team to identify value engineering strategies that could help to lower the total project cost without adding long term maintenance concerns or taking away the fun features that were desired by



Kirksville residents. The plan changes were focused primarily on combining two bodies of water of the outdoor pool, and changing the roof design above the pool mechanical room and bathhouse.

The City re-issued the updated bid on September 23, 2019. The second round of bidding produced more bids at a lower cost, and the City Council voted to approve the bid from Irvinbilt Co. from Chillicothe, MO on December 2, 2019. Construction began in March of 2020, and will finish in May, 2021. The new facility will include three slides, a climbing wall, shallow water swimming in the indoor pool, birthday party and rental space, current channels, a new bathhouse, and year-round access to public meeting space and offices for the parks and recreation department. The grand opening celebration will be held on Memorial Day weekend 2021.



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## Section 2: Strategic Planning



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## 2.1 Facility Goals

The new aquatic center will not only serve as the primary opportunity for recreational day-to-day swimming in Kirksville, but also as a regional destination for aquatics, recreation programming, birthday parties, special events, and most importantly – fun. The new Kirksville Aquatic Center will have the following goals that will focus our attention towards:

- Providing exceptional customer service
- Ensuring facility cleanliness
- Training and supervising a knowledgeable and engaging staff
- Maintaining perfect water quality, for both temperature and clarity
- Offering affordable daily admission and pass rates
- Performing necessary annual maintenance and repairs
- Planning a diverse offering of special events, programs, and opportunities for fun

### Mission Integration:

The new facility will serve as the anchor of operations for the Parks and Recreation Department. The Parks and Recreation Department’s mission, “to improve the quality of life for residents of all ages by developing and maintaining parks, open spaces, and recreational facilities while demonstrating excellence in programming, fiscal responsibility, and environmental stewardship” must continue to be the primary guide for operation. The citizens of Kirksville voted in support of our local parks and recreation services in April 2017, and we have a responsibility to provide a quality experience to all who visit the new facility.





## 2.2 New Facility Amenities

### Climbing Wall



### Slide Tower



### Family Slide



### Splash Pad Features



Locker Rooms



Meeting Room

Service Desks





## 2.3 Hours of Operation

The new Kirksville Aquatic Center's hours of operation will require ongoing flexibility to adapt to the needs of the community. The proposed schedule reflects user demands from the previous aquatic center, along with changes to accommodate lap swimmers due to a decrease of indoor lap lanes. Staff will continue to monitor patron needs and attendance trends to adjust the hours of operation as needed.

### **Indoor Pool Hours**

Monday – Friday: 6:00 am – 9:30 am, 11:30 am – 7:00 pm

Saturday: 12:00 pm – 7:00 pm

Sunday: 1:00 pm – 5:00 pm

### **Summer Water Park Hours**

Monday, Wednesday, Friday: 6:00 am – 9:30 am (Lap Swim Only)

Tuesday, Thursday: 11:00 am – 12:00 pm (Lap Swim & Water Walking Only)

Monday – Saturday: 12:00 pm – 7:00 pm

Sunday: 1:00 pm – 5:00 pm

### **Parks and Recreation Office Hours\***

Monday – Friday: 8:00 am – 5:00 pm

### **Wading Pool Hours\*\***

Monday, Wednesday, Friday, Sunday: 2:00 pm – 6:00 pm Brashear Park

Tuesday, Thursday, Saturday: 2:00 pm – 6:00 pm PC Mills Park

\*The meeting room may be reserved between the hours of 6:00 am and 9:00 pm as outlined in the section 3.6 Rental Information.

\*\*Includes the proposed closure of one wading pool, and an overall decrease in wading pool hours in 2021.

## 2.4 Pricing Structure

The pricing structure for the new Kirksville Aquatic Center is based on the estimated operational costs of the facility, the historic pricing structures for previous community aquatic offerings, and projected patron usage. The cost of daily admission and ten punch passes have increased to help offset the increasing cost of chemicals and staffing. New pass structures, including the option for a monthly bank draft or payroll deduction with community partners, will provide low cost and predictable monthly payment options.

Upon reviewing previous aquatic center attendance records, many patrons chose to utilize either the indoor or the outdoor facility, with very few using both. Each facility will provide a very different user experience, and because of this trend, indoor pool and fitness passes will be marketed and sold separately from outdoor water park season passes. This format will provide greater value to patrons who only use one of the two pools, including those who participate in swim team or only visit the outdoor pool in the summer months.

Some changes that were made to daily admission rates include a charge for children under the age of 3. Historically this group has not been charged for admission. In the new pricing strategy, there will be an admission paid for every individual who enters the facility, except for parents who are bringing a child to attend a program (swimming lessons, swim team practice, etc.). Children under the age of 3 will be given a swim diaper with their paid admission. This service will eliminate the need for parents to remember swim diapers, and also help decrease the incidences of pool closures due to fecal contamination. Another change to the pricing structure is the addition of a non-swimmer admission price. Previously all patrons who entered the facility paid full price. We hope that by charging less for non-swimmers there will be more adults who will choose to attend to help supervise their children.

We will continue to offer household passes for the new facility, with the definition of a household including all individuals who live at the same address. The municipal code for the City of Kirksville allows for up to four individuals who are not related to live at the same address. Any additional family members of an individual who purchases a household pass that do not live at the address listed on the household pass, will need to purchase their own pass, or pay the daily admission rate to utilize the facility.

The daily admission and pass prices were last increased over six years ago, prior to the summer of 2014. When comparing seasonal staffing costs, the single biggest expense of operating the facility, seasonal aquatic staff were being paid \$7.50 per hour in 2014. The seasonal and part-time staff wages will continue to increase annually to \$12 per hour in 2022 due to Missouri minimum wage increases. We have developed the daily admission and pass rates to allow for annual minimum wage increases, and to allow for minimal adjustments in staffing costs after 2022.

Finding facilities with both indoor and outdoor pools to compare pricing and operational structures proved to be very difficult. There were some facilities that were similar, but

they often also included a gymnasium or fitness center and were marketed as a recreation or fitness center. These facilities often charged significantly higher rates on daily admission and memberships due to their increased number of recreation or fitness offerings. The closest facility that is comparable, the Beach Ottumwa, is not located in a state that has mandated escalating increases in the minimum wage requirements for staffing. Our facility has been, and will continue to be unique for our region, and we will remain responsive to the needs of our citizens through pricing and pass structures.

## Proposed Fee Schedule

<b>Daily Admission</b>	<b>Price</b>
3 & Under with Swim Diaper	\$ 3.00
Non Swimmer	\$ 3.00
Indoor Pass Holder Water Park Visit	\$ 3.00
Day Pass (ages 4-54)	\$ 6.50
Senior Day Pass (ages 55+)	\$ 5.50
Group Rate (10+ guests)	\$ 5.00

<b>Indoor Pool &amp; Fitness Passes</b>	<b>Price</b>
10 Punch Pass	\$ 50.00
Individual - Monthly Bank Draft	\$ 30.00
Adult Couple - Monthly Bank Draft	\$ 45.00
Household - Monthly Bank Draft	\$ 60.00
<b>Water Park Pool Passes</b>	<b>Price</b>
10 Punch Pass	\$ 50.00
Summer Individual	\$150.00
Summer Household	\$350.00
<b>Add Water Park Access to Indoor Pass</b>	<b>Price</b>
Individual	\$ 55.00
Adult Couple	\$ 85.00
Household	\$165.00

## Key Tags

Key tags will remain the primary tool used for checking into the facility at both the outdoor entrance to the water park, and at the parks and recreation office to access the indoor pool. The key tags remain a convenient way for patrons to quickly gain approved access to the facility. The barcode on the back of the tag will quickly register with the patron's account on the ReCPro Software System and provide an audible confirmation of account status. Every individual on an account will be provided a key tag, and scanning the tag will be required at each visit.

## 2.5 Pass Rates for Community Partners

Kirksville area employers will be encouraged to offer indoor pool passes to their employees to help promote a healthy workforce. Discounts will be available for employees of these corporate partner organizations based on the number of employees enrolled. Employers will be responsible for the monthly payments as well as supplying a spreadsheet monthly that indicates the participating employees. Information needed to be supplied by the employer will include each employee's name, date of birth, phone number, email address, home address, household members' names and dates of birth.

For community partners who have an average of 10-15 employees enrolled in the program, a ten percent discount will be given on indoor pool and fitness passes. As more individuals are enrolled from each business, the discount will also increase including a fifteen percent discount for 25-50 individuals enrolled, and a twenty percent discount for fifty or more enrolled participants.

### Proposed Community Partner Pricing

<b>Indoor Pool &amp; Fitness Passes</b>	<b>Regular Price</b>	<b>10-25 enrolled</b>	<b>25-50 enrolled</b>	<b>50+ enrolled</b>
Individual	\$30.00	\$ 27.00	\$ 25.50	\$ 24.00
Adult Couple	\$45.00	\$ 40.50	\$ 38.25	\$ 36.00
Household	\$60.00	\$ 54.00	\$ 51.00	\$ 48.00

We will also continue to offer free admission to the new facility for all employees of the City of Kirksville. Full-time employees of the City of Kirksville will be provided a household pass for the duration of their employment with the City. Part-time and seasonal employees will be given an individual pass while employed.

Some existing pass holder contractual agreements, such as one with ATSU for facility use by their staff and students, will resume upon the opening of the new facility. The Parks and Recreation Department will also work closely with existing and new program partners to provide opportunities for affordable community wellness including partnerships with the Adair County YMCA, the Aquadogs Swim Team, and aquatic physical therapy providers.

## 2.6 Monthly Bank Draft Form



# Monthly Bank Draft Agreement

<b>Primary Member Name</b>		
<b>Today's Date</b>		
<b>Phone</b>		
<b>Email</b>		
<b>Date of Draft</b> (circle one)	<b>1st of each month</b>	<b>15th of each month</b>
<b>Financial Institution Name</b>		
<b>Routing Number</b>		
<b>Account Number</b>		
<b>Account Type</b> (circle one)	<b>Checking</b>	<b>Savings</b>
<b>Action</b> (circle one)	<b>New Membership</b>	<b>Update to Account</b>

### Terms and Conditions for Bank Draft Payments

**AUTHORIZATION:** I authorize the City of Kirksville to charge my checking/savings for my monthly pass fee. I further authorize my financial institution to process these fees. I understand that my account will be debited on the date selected above, or on the next business day if it falls on a weekend or holiday.

**NO REFUNDS:** I understand no refunds will be given. Lack of use will not warrant a refund. The City reserves the right to discontinue service at any time to any member whose actions are not deemed to be in the best interests of the City of Kirksville.

**RETURNS:** I understand that a \$25.00 service fee will be charged on any transaction returned for any reason including insufficient funds, account closed, or any other reason for a returned draft. The City of Kirksville reserves the right to cancel my pass upon the second month of returned fees. I understand that I am responsible for my pass fee as well as the \$25.00 service fee applied by the City of Kirksville for each return. This is in addition to any service fee my financial institution may charge.

**PASS TERMINATIONS/CHANGES:** I understand that by signing this form, I authorize the City of Kirksville to continue monthly bank drafts until written notice of cancelation is received. In order to terminate my pass and my automatic payments, I must notify the City of Kirksville 30 days prior to my next draft date in writing. Additionally, in order to make any changes to the account used to draft my pass fee, I must notify the City of Kirksville 30 days prior to my next draft date.

**FEE INCREASES:** I understand that the City of Kirksville reserves the right to increase pass fees as necessary and will notify me by email at least 60 days prior to the increase at the email address I have provided.

I agree to all above terms and conditions and authorize the City of Kirksville to draft my account.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Please attach a voided check or bank provided proof of account.

## 2.7 Marketing Strategy

The opening of the new Kirksville Aquatic Center will be highly anticipated by the residents of Kirksville. With that anticipation in mind, we expect an increase in annual, seasonal, and day pass purchases during the first few years of operation. Initially, marketing resources will be focused on the grand opening celebration and a new and returning pass holder purchasing campaign prior to Memorial Day 2021. Additional marketing resources will need to be allocated for renewals and retention efforts after the first year of operation.

### **Facility Development and Pre-Opening Strategy**

Raising community awareness of the many offerings of the Parks and Recreation Department and the aquatic center will be an essential part of the marketing strategy for the new facility. Building excitement about the facility will drive both program participation and attendance. This process started during the demolition of the current facility. Monthly updates through a social media campaign and on the City of Kirksville's website will keep the community engaged with the construction progress, while reminding community members that pass purchases will be available within the next year.

The pre-opening promotional phase for marketing will begin in early January 2021, well before the grand opening celebration. This phase will include promotion of the grand opening event and previews of the fun new amenities such as the slides, climbing wall, and splash park features. This will predominantly be accomplished via social media using both sponsored and un-sponsored advertisements. Because the new facility will have a high level of visual appeal, image-based marketing content will be the primary medium for promotion, with media interviews and announcements used when appropriate. Virtual tours using a combination of pictures and video will also be used to promote the new facility.



## Market Size

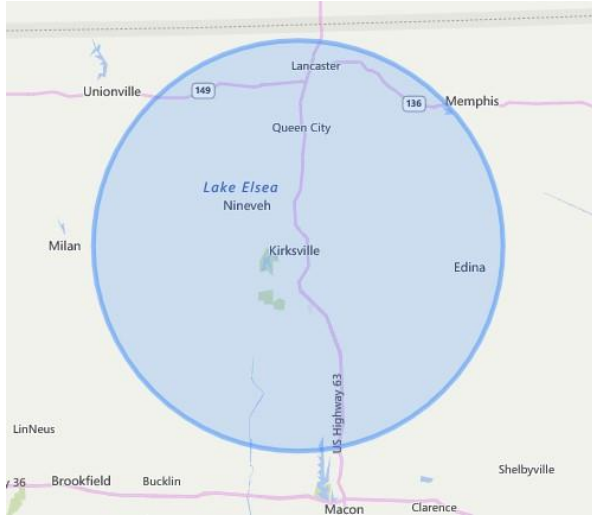
The market reach for the new facility will potentially be larger because the facility has been designed with new specific features and upgrades to help children, families, and older adults meet their fitness and wellness goals, while also having fun. Swimming remains the fourth most popular sport and activity in the United States, and the most popular recreational activity for children and teens ages 7-17. Additionally, the consistent offering of aquatics in the same location at Rotary Park for close to 65 years has helped to build a generational familiarity of swimming in Kirksville.

In the United States, 36 percent of children aged 7 to 17, and 15 percent of adults go swimming at least six times annually. Children under the age of seven have similar attendance rates as adults. By using the age demographics of Adair County for an assumed demographic base, an expanded view to the 40 mile radius from the new aquatic center equates to a total population of 95,878, where an estimated 17,080 individuals are making at least 102,480 total visits to area lakes, pools and waterparks annually. On average, there were 31,114 visits annually to the existing aquatic center between the years 2015-2017. The Parks and Recreation Department will need to ensure that both past and new potential visitors are aware of the offerings of the new Kirksville Aquatic Center, and that each patron has a positive experience during their first and every subsequent visit.

Aquatic competition for seasonal, monthly bank draft, and community partner payroll deduction passes will be limited to the local country club pool, the swim beach at Thousand Hills State Park, and the indoor pool on the campus of Truman State University. The country club is expensive for a family wanting to gain access for an entire summer, nearly twice the rate of water park season pass at the new aquatic center, and the size of their facility will only allow a limited number of families to safely utilize the pool at one time. Truman State University is even more restrictive as typically only employees and students are allowed to benefit from their indoor pool. The beach at the state park is currently a free option for basic swimming, but water clarity, a lack of lifeguards and trained staff, and the lack of fun features will likely be ongoing issues at the beach.

The potential market for daily admission sales, and weekend visitors expands past the immediate boundaries of Kirksville and Adair County. The closest other outdoor pools open during the summer season includes Unionville, Memphis, and Brookfield. The closest indoor pools are located in Marceline, Ottumwa, and Hannibal. Within a 25 mile radius of the new facility, there are approximately 41,326 people who could potentially utilize the facility on a daily or weekly bases as a member. There are approximately 95,878 individuals who live within a 40 mile radius that are potential customers for a weekend visit or that could host a group gathering such as a birthday party. There will be visitors from further away than 40 miles, but these individuals will have other options to choose from for a similar aquatic facility.





25 mile radius



40 mile radius

### **Creating and Maintaining a Pass Holder Base**

Daily admission fees will likely continue to represent the largest portion of visits to the facility, but parks and recreation staff will need to focus most marketing efforts towards increasing the pass holder base for the monthly band draft and community partnership passes for the indoor portion for the facility, as well as the seasonal passes for the outdoor water park. Department staff will encourage patrons to maximize the value of each visit by taking advantage of seasonal or monthly pass enrollment. The passes will provide a lower cost per visit for individuals and families who visit frequently, while also giving the Parks and Recreation Department a more predictable annual revenue projection. Visitors will continue to be able to purchase daily admission, or 10 punch pass cards, but the department will heavily incentivize the purchase of recurring monthly or seasonal passes. Occasional special pricing events or discounts may be provided based on attendance patterns.

Monthly bank draft payments and community partner payroll deduction passes will also be beneficial to the City as less time will be needed to renew and maintain these passes. The automatic draft of the pass holder's checking or savings account, or deduction from a payroll by a partner employer will allow pass holders to retain their pass for as long as they would like, while decreasing the importance of annual pass drives and discounted events. As the pass holder base grows larger, facility staff will be able to focus their annual marketing efforts on the outdoor seasonal passes and group gatherings such as birthday celebrations and graduation parties.

## Branding and Signage

The current Kirksville Aquatic Center logo is both attractive and recognizable in the community. The Parks and Recreation Department proposes the continued and expanded use of the existing logo on all signage, promotional information, staff clothing, and merchandise. The shades of blue in the logo will be used as often as possible throughout the facility, and where appropriate on marketing and promotional materials. The colors in the existing logo will also work well with the color palette for the indoor and outdoor pool features that was recently selected by community members through an online social media voting campaign.

Signage should be both attractive and informative. All fonts and text for aquatic center signage will follow the City of Kirksville's style guide, and will include the facility logo where appropriate. Manufacturer provided signage, such as those associated with the slide rules, will be posted as required.

The new tagline, "Make Waves, Make Memories" will be incorporated below the logo in an effort to help promote the facility and encourage fun outings at the aquatic center. Many past members speak fondly of their visits to the old municipal pool and old aquatic center, and we want the patrons of the new aquatic center to make their own memories.





## Section 3: Facility Operations and Programming



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### 3.1 Kirksville Aquatic Center Rules and Regulations

Thank you for choosing the Kirksville Aquatic Center as your destination for health, wellness, and fun. We hope you enjoy your visit, and we ask that you adhere to the following rules and regulations:

#### **Admission**

- All guests must pay the price of admission or be a pass holder to enter.
- Children 8 years and under must be accompanied and supervised by a responsible person age 15 or older.
- The pool will close in the event of thunder or lightning, and will remain closed for 30 minutes from the last occurrence. No refunds or rain checks will be given.
- No admittance will be given to anyone under the influence of alcohol or other intoxicating drugs.
- No one will be admitted with open wounds, rash, and/or other infectious or communicable diseases.

#### **General Rules**

- Animals are prohibited with the exception of service animals as defined by the Americans with Disabilities Act. Service animals are allowed on the deck only.
- Tobacco products, gum, alcoholic beverages, glass containers, lighters, illegal substances, knives or weapons are not allowed inside the facility. Bags are subject to search.
- For your safety, inner tubes, rafts, and inflatable toys are not allowed.
- Personal flotation devices must be U.S. Coast Guard approved.
- Proper swimwear is required. No revealing or transparent swimwear, denim clothing, or clothing with metal attached is permitted.
- Swim diapers designed for use in pools are required for children who are not toilet trained; regular diapers are prohibited.

#### **Conduct**

- Running, dunking, riding on shoulders, fighting, and roughhousing is prohibited.
- Diving permitted in designated areas only.
- No playing on or around ladders.
- Abusive or profane language is not acceptable.

The Kirksville Aquatic Center reserves the right to eject and suspend any person from the property for violation of facility rules or for any other action deemed detrimental to the safe and orderly operation of the facility.

The Kirksville Aquatic Center is not responsible for lost or stolen articles.

## Water Feature Rules

### Family Slide

- Riders less than 36 inches shall be accompanied by a responsible adult.
- Two riders may ride side by side; no trains or chains of riders are permitted.
- Riders must ride the slide in a seated position.
- Maximum weight per rider is 300 pounds.
- No lifejackets or swimwear with exposed zippers, buckles or metal may be worn while riding the slide.
- The line should form on the deck and the next rider may climb the stairs after the landing area is clear.
- Individuals with medical conditions including, but not limited to, pregnancy, heart, or back problems should not ride.
- Individuals who are elderly, suffer from heart disease, high blood pressure, epilepsy or persons using prescription medications should consult their physician before using the slide.

### Flume Slide and Speed Slide

- Participants need to be 48 inches tall to ride the speed slide.
- Participants need to be 42 inches tall to ride the open flume slide.
- Maximum weight per rider is 300 pounds.
- All riders must ride feet first while lying on their back with arms crossed across their chest.
- Riders must enter the slide in a sitting position and wait for the signal to slide.
- Only one rider at a time.
- No running, standing, kneeling, rotating, tumbling or stopping in the slide.
- No lifejackets or swimwear with exposed zippers, buckles or metal may be worn while riding the slide.
- After coming to a complete stop, promptly exit the runout.

### Diving Board

- One person is allowed on the diving board at a time.
- Only one bounce is allowed on the diving board. Stunts where the head goes back towards the board are not permitted.
- No cartwheels, handstands, or hanging off the diving board.
- After jumping from the diving board, swim directly to the side and climb out.
- Individuals wearing a floatation device are not allowed to use the diving board.

- Non-swimmers are prohibited from using the diving board, and may not be caught by another person in the water.

### **Climbing Wall**

- Non swimmers are prohibited from using climbing wall.
- Only one climber is allowed on the wall at a time.
- Only feet first entries are allowed when entering the water.
- Climb must begin from in water.
- Swimmers should swim away from the climbing wall drop zone when finished climbing.

### **Splash Pad Area**

- No running or rough play.
- Do not drink the water.
- Climbing, sitting on, hanging on, or swinging on features is not permitted.
- Children not toilet trained must wear swim diapers.

### **Indoor Pool**

- All training equipment is for adult use only.
- Swimmers are not permitted to hang on lap lanes.
- When two swimmers are using one lap lane they are encouraged to split a lane, and three or more must circle swim.
- Water walkers are permitted to use the lap lanes if not in use by lap swimmers.



### 3.2 Inclement Weather Policy

The water park will close whenever projected high air temperatures for the day are below 70 degrees. All facilities are subject to close early due to weather. Lightning poses a serious risk of injury at aquatic facilities, including indoor facilities. When inclement weather occurs (including thunder and lightning), all bodies of water will be cleared and staff will remain at the facility to reopen as soon as possible. The pools will remain closed for 30 minutes from the last occurrence of thunder or lightning. This policy will be in effect until one hour prior to the scheduled closing time. All weather-related closures within one hour of the scheduled closing time will result in the closure of the facility for that day.

Winter weather may also cause pool closures, or a delay in opening. All pool closures will be posted on the activity cancelation hotline, Parks and Recreation Facebook Page, and sent out via the City of Kirkville News and Alerts.



### 3.3 Programming

The following list of programming has been developed for the facility. Many of the programs were popular at the previous aquatic center, while others are ideas that will be refined or developed with community partners.

#### Established Programming

- Recreational Swimming (all ages)
- Lap Swimming (primarily adults)
- Group Swimming Lessons (children)
- Private Swimming Lessons (all ages)
- American Red Cross Training (adults)
  - Lifeguard Training
  - CPR, AED, First Aid
- Water Aerobics (adults)
  - Arthritis Class
  - Friends Aerobics
  - Evening Aerobics
  - Deep Water Aerobics
- Water Walking (adults)
- Swim Team (children)
  - In partnership with ASA Aquadogs



#### Proposed New Programming

- Swim Team (adults)
  - In partnership with ASA Aquadogs
- Adaptive Water Aerobics
  - In partnership with SB 40
- Home School Swim Lessons
- Physical Therapy
  - Injury Rehabilitation
  - Therapeutic Exercise
- Scuba
- Sport Specific Group Fitness/Training Classes



#### Existing and Proposed Special Event Programming

- Opening Day Celebration
- Cardboard Boat Races
- Swim Meets



- Water Volleyball and Basketball
- Luaus
- Pass Holder Appreciation Days
- Obstacle Course
- Doggie Swim
- Kids Triathlon
- Dive in Movies



## Swimming Lessons:

The most important program that will be offered at the Kirksville Aquatic Center will continue to be group and private swimming lessons. An average of ten people drown each day in the United States, and in households with incomes of less than \$50,000, 79 percent of children have limited or no swimming ability. Swimming lessons from a certified instructor, school, or organization such as our Parks and Recreation Department can reduce the incidence of childhood drownings by 88 percent.

Our high-quality swimming instruction will begin with swimmers as young as 6 months, and continue to adults who wish to learn this essential skill. The curriculum has been developed by our instructors over the last ten years. Daily lesson plans for each stage have been developed, giving consistency to the program, regardless of instructor. Certificates have been designed to give students information on their progress as well as recommendation for future sessions. Group lessons will be \$45 per session for pass holders and \$70 for non-pass holders. Private Swim Lessons will be offered for \$15 a half hour plus admission to the facility.





### 3.4 Concessions Stand

The new aquatic center has been designed for year-round concessions sales. During the summer season, we project that two employees will be able to operate the stand, with support from the head guard or other onsite recreation staff. For the remainder of the year, the stand will be operated by the lifeguard or other staff who are working at the indoor admissions area. The menu will be developed and re-evaluated annually based on sales and availability of product. Due to COVID-19 the 2020 Kohl's Food Show was cancelled and staff was unable to visit with new product vendors. We anticipate that new items featured in the spring 2021 food show will be added to the menu prior to opening. Below is a preliminary menu with our costs and projected price of resale including sales tax and credit card fees. To keep the cash handling process simple, we will build sales tax into the price of items. We anticipate that the use of credit cards will continue to increase each year, and an average credit card fee has also been added when pricing products.

Example Aquatic Center Concessions Menu

Candy		Drinks	
Item	Sale Price	Item	Sale Price
Laffey Taffey-Cherry	\$ 1.75	20 oz Soda	\$ 2.50
Laffey Taffey-Strawberry	\$ 1.75	20 oz Powerade	\$ 2.50
Laffey-Taffey Watermelon	\$ 1.75	20 oz Water	\$ 1.50
M&M-Peanut	\$ 1.75	18.5 oz Gold Peak Tea	\$ 2.50
M&M-Plain	\$ 1.75	16 oz Bodyarmor	\$ 2.50
Reeses Cups	\$ 1.75	Juicy Juice - Apple	\$ 1.00
Skittles	\$ 1.75	Juicy Juice - Fruit Punch	\$ 1.00
Snickers	\$ 1.75	Crystal Light Packets - Lemonade	\$ 0.50
Twix	\$ 1.75	Crystal Light Packets - Fruit Punch	\$ 0.50
Nerds Rope	\$ 1.75		
Cold Treats		Warm Food	
Item	Sale Price	Item	Sale Price
Shaved Ice	\$ 3.00	Super Big Frozen Pretzels	\$ 2.50
Ice cream Cookie Sandwich	\$ 3.00	Bavarian (sweet) Pretzels	\$ 2.50
Snickers Ice Cream Bars	\$ 2.50	Hot Pockets - Ham & Cheese	\$ 2.50
Luigi's Mango Tubes	\$ 2.00	Hot Pockets - Pepperoni	\$ 2.50
Luigis Lemonade Tubes	\$ 2.00	All Beef Hot Dog	\$ 2.50
Freezer Pops	\$ 0.50	Brat	\$ 2.50
Nutty Sundae Cone	\$ 1.50	State Fair Corn Dogs	\$ 2.50
Bomb Pop	\$ 1.00	Pizza Slice	\$ 3.00
Snacks		Nachos	\$ 2.50
Item	Sale Price	Tornados- Peperoni	\$ 2.50
Cheez - Its	\$ 1.00	Tornados- Chicken	\$ 2.50
Individual Dorito Bags	\$ 1.00	Tornados- Chicken Ranch	\$ 2.50
Individual Lays Bags	\$ 1.00		
Meat Sticks	\$ 1.50		
Pickles	\$ 1.00		
Trail Mix	\$ 1.50		
Cheese Sticks	\$ 1.25		
Go-Gurt	\$ 1.25		



### 3.5 Merchandise

Patrons of the Kirksville Aquatic Center have enjoyed the convenience of being able to purchase basic swimming supplies during their visits to the aquatic center. Upon opening the facility, we will continue to sell our current inventory of supplies as well as purchase new supplies including: adult goggles, youth goggles, wax ear plugs, nose plugs, swim caps, sunscreen, swim diapers, and lanyards for pool passes. In the past, we have had requests for branded apparel, shampoo, and towels. We will explore adding a small amount of branded merchandise. We will continue to listen to the requests of patrons and explore new items that can be added to the merchandise offerings.

#### Example Aquatic Center Merchandise



### 3.6 Rental Information

#### Private Pool Rentals

Both the indoor pool and the outdoor water park will be available for private rentals when not open to the public. The indoor pool can be rented for \$100 per hour plus admission (if over 10 the group rate applies) for everyone who attends the rental. The water park can be rented for \$250 per hour plus admission (if over 10 the group rate applies) for everyone who attends the rental. We do not anticipate a high demand for outdoor private pool rentals due to the higher rental price needed to account for the large number of lifeguards needed during the rental, and the lack of outdoor lighting.

#### Meeting Room Rentals

A new feature for this facility will be a rental room that will be located near the indoor pool entrance. This facility will be able to host up to 49 individuals while providing a small refrigerator and sink, tables and chairs, and large tv screen with attached technology for presentations and trainings.

The rate to rent the new meeting room will be comparable to the cost to rent the rooms at the Economic Development Alliance Building.

##### **During Regular Business Hours:**

- No technology or specific setup needed - \$50/day or \$8/hour
- Use of technology and non-tradition setup - \$100/day or \$13/hour

##### **Before/After Hours:**

- No technology or specific setup needed - \$15/hour with a minimum of \$30
- Use of technology and non-traditional setup - \$25/hour with a minimum of \$50

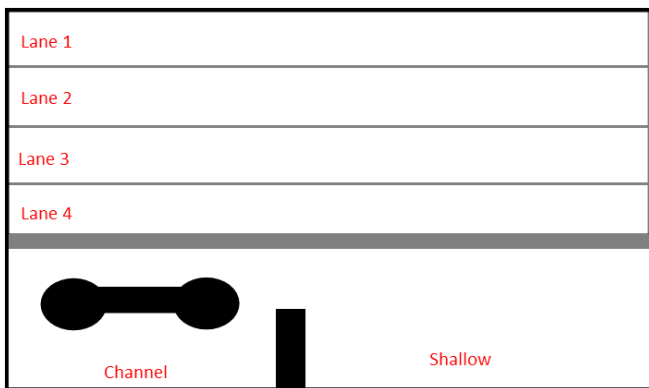
#### Birthday Parties

The new aquatic center will now have ample space for birthday parties! The on-deck party spaces can be reserved for \$25 per hour plus admission (group rate applies for groups of 10 or more) for everyone who attends the party. This reservation allows the group to bring in cake and ice cream, as well as drinks that are not in a glass container. Other items for the party can be purchased from the concession stand. The birthday child is admitted for free, and receives a special commemorative t-shirt. The birthday t-shirt program was very popular at the original municipal pool, and we have received several requests to revive the program.



### 3.7 Indoor Pool Programming Schedule

		Monday, Wednesday, Friday						Tuesday & Thursday						Saturday						Sunday					
		Lane 1	Lane 2	Lane 3	Lane 4	Channel	Shallow	Lane 1	Lane 2	Lane 3	Lane 4	Channel	Shallow	Lane 1	Lane 2	Lane 3	Lane 4	Channel	Shallow	Lane 1	Lane 2	Lane 3	Lane 4	Channel	Shallow
6:00 AM	6:30 AM	L	L	L	W	W	O	L	L	L	W	W	O												
6:30 AM	7:00 AM	L	L	L	W	W	O	L	L	L	W	W	O												
7:00 AM	7:30 AM	L	L	L	W	W	O	L	L	L	W	W	O												
7:30 AM	8:00 AM	L	L	L	W	W	O	L	L	L	W	W	O												
8:00 AM	8:30 AM	L	L	A	A	W	O	L	L	A	A	W	O												
8:30 AM	9:00 AM	L	L	A	A	W	O	L	L	A	A	W	O												
9:00 AM	9:30 AM	L	L	A	A	W	O	L	L	A	A	W	O												
9:30 AM	10:00 AM																								
10:00 AM	10:30 AM													T	T	T	T	S	S						
10:30 AM	11:00 AM													T	T	T	T	S	S						
11:00 AM	11:30 AM	L	L	L	L	W	O	L	L	L	L	W	O	T	T	T	T	S	S						
11:30 AM	12:00 PM	L	L	L	L	W	O	L	L	L	L	W	O	L	L	L	W	O	O						
12:00 PM	12:30 PM	L	L	L	L	W	O	L	L	L	L	W	O	L	L	L	W	O	O						
12:30 PM	1:00 PM	L	L	L	L	W	O	L	L	L	L	W	O	L	L	L	W	O	O						
1:00 PM	1:30 PM	L	L	W	W	W	O	L	L	L	W	W	O	L	L	L	W	O	O	L	L	L	W	O	O
1:30 PM	2:00 PM	L	A	A	A	W	O	L	L	L	W	W	O	L	L	L	W	O	O	L	L	L	W	O	O
2:00 PM	2:30 PM	L	A	A	A	W	O	L	L	L	W	W	O	L	L	L	W	O	O	L	L	L	W	O	O
2:30 PM	3:00 PM	L	L	W	W	W	O	L	L	L	W	W	O	L	L	L	W	O	O	L	L	L	W	O	O
3:00 PM	3:30 PM	L	L	L	W	W	O	L	L	L	W	O	O	L	L	W	W	O	O	L	L	L	W	O	O
3:30 PM	4:00 PM	L	L	T	T	W	O	L	L	L	W	O	O	L	L	W	W	O	O	L	L	W	W	O	O
4:00 PM	4:30 PM	L	L	T	T	W	O	L	L	L	W	O	O	L	L	W	W	O	O	L	L	W	W	O	O
4:30 PM	5:00 PM	L	L	T	T	W	O	L	L	L	W	O	O	L	L	W	W	O	O	L	L	W	W	O	O
5:00 PM	5:30 PM	L	L	L	W	W	O	L	L	L	W	O	O	L	L	W	W	O	O						
5:30 PM	6:00 PM	L	A	A	A	O	S	L	L	W	W	O	S	L	L	W	W	O	O						
6:00 PM	6:30 PM	L	A	A	A	O	S	L	L	W	W	O	S	L	L	W	W	O	O						
6:30 PM	7:00 PM	L	L	W	W	O	S	L	L	W	W	O	S	L	L	W	W	O	O						
7:00 PM	7:30 PM	T	T	T	T			T	T	T	T														
7:30 PM	8:00 PM	T	T	T	T			T	T	T	T														



- L Lap Swimming
- A Water Aerobics
- O Open Swim
- W Water Walking
- S Swim Lessons
- T Swim Team
- Closed



### 3.8 Outdoor Water Park Programming Schedule

		Monday, Wednesday, Friday				Tuesday & Thursday				Saturday				Sunday			
		Deep/5ft	Bean	River	Tower	Deep/5ft	Bean	River	Tower	Deep/5ft	Bean	River	Tower	Deep/5ft	Bean	River	Tower
6:00 AM	6:30 AM	L															
6:30 AM	7:00 AM	L															
7:00 AM	7:30 AM	L															
7:30 AM	8:00 AM	L															
8:00 AM	8:30 AM	L															
8:30 AM	9:00 AM	L															
9:00 AM	9:30 AM	L															
9:30 AM	10:00 AM	T				T											
10:00 AM	10:30 AM	T				T				T							
10:30 AM	11:00 AM	T				T				T							
11:00 AM	11:30 AM	S	S	S		L	S	W		S	S	S					
11:30 AM	12:00 PM	S	S	S		L	S	W		S	S	S					
12:00 PM	12:30 PM	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
12:30 PM	1:00 PM	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
1:00 PM	1:30 PM	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
1:30 PM	2:00 PM	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
2:00 PM	2:30 PM	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
2:30 PM	3:00 PM	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
3:00 PM	3:30 PM	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
3:30 PM	4:00 PM	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
4:00 PM	4:30 PM	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
4:30 PM	5:00 PM	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
5:00 PM	5:30 PM	O	O	O	O	O	O	O	O	O	O	O	O				
5:30 PM	6:00 PM	O	O	O	O	O	O	O	O	O	O	O	O				
6:00 PM	6:30 PM	O	O	O	O	O	O	O	O	O	O	O	O				
6:30 PM	7:00 PM	O	O	O	O	O	O	O	O	O	O	O	O				
7:00 PM	7:30 PM	S	S			S	S										
7:30 PM	8:00 PM	S	S			S	S										

- L Lap Swimming
- A Water Aerobics
- O Open Swim
- W Water Walking
- S Swim Lessons
- T Swim Team
- Closed

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# KIRKSVILLE Aquatic Center

## Section 4: Staffing



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## 4.1 Employee Recruitment and Retention

We anticipate that there will be many individuals who will want to apply to work in the new facility. We will move our hiring process online to make it easier for job seekers to not only learn about open positions, but to also easily submit an application. In the months leading up to the opening of the aquatic center, we will be working with Human Resources to streamline the hiring process for new seasonal employees. We anticipate advertising the open positions on the City's website, on the Kirksville Parks and Recreation Department Facebook Page, and through local partnerships with the Kirksville School District, Truman State University, ATSU, and MACC.

Employees who perform their duties well, while also promoting the mission of the parks and recreation department, will be provided an opportunity to return each season. Programs such as Guard of the Week have provided opportunities for staff to be recognized for their efforts, and we will build on the success of this type of employee appreciation program for the new facility to retain quality employees.



In the past, we have had some difficulty retaining quality swim lesson instructors. We plan to offer swim instructors a premium hourly wage while they are teaching lessons, while remaining flexible with their schedules to better accommodate school and athletic commitments.



I nominate \_\_\_\_\_  
for Lifeguard of the Week because \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Nominated by: (optional) \_\_\_\_\_

The poster is titled 'LIFEGUARD of the week' in large, bold letters. It includes the dates 'June 2 - 9, 2020' and the name 'Dianna Heckert' in red. The poster features icons of a lifeguard stand, a life preserver, and a rescue tube. Below the title is a photograph of Dianna Heckert, a young woman with brown hair, wearing a red tank top with 'GUARD' written on it. To the left of the photo is a short paragraph of text describing her nomination. At the bottom of the poster is a congratulatory message.

**LIFEGUARD**  
of the week  June 2 - 9,  
2020   
**Dianna Heckert**

Diana was nominated to be lifeguard of the week by a patron! She was nominated for being very patient and encouraging with a timid child during swim lessons.

This is Diana's third year as a lifeguard! She is a student at Truman State University.

When you see her be sure to congratulate her on the well deserved honor. She will be using a specially marked rescue tube all week!



## 4.2 Employee Training

All employment offers will be contingent on each individual's ability to pass their pre-employment training and screenings.

All potential lifeguards will be offered the American Red Cross Waterpark Lifeguard Training at no cost. Lifeguards that have been trained at other facilities will be required to participate in a lifeguarding review course, even if they hold a current lifeguarding certification. Currently, the American Red Cross charges the City \$35 per lifeguard certification. For the 2017 summer season, we were charging employees \$225 for the training. By offering the training to potential employees for free, we will remove a potential barrier to recruit quality staff members. The individuals would be required to buy their swimsuits (which the City will purchase in bulk to get a discounted price). They will be provided with a uniform t-shirt and all required lifeguard gear.

Admissions and concessions workers are also required to obtain a Basic Food Handler Certificate, and First Aid/CPR Certification. Currently, the online Basic Food Sanitation course through State Food Safety costs \$20 per participant, and a First Aid/CPR certification from the American Red Cross costs \$35. We plan to offer both of these courses to our admissions and concessions workers at no charge. They will be provided two branded t-shirts and a hat.

Swimming lesson instructors will be trained and mentored following our swimming lesson curriculum. Our curriculum has been developed and revised by our instructors over the last 10 years. There are nationally accredited programs available, but due to cost constraints in the past we made the move to develop our own successful curriculum.

Training will not end after the initial certification. Lifeguards will participate in biweekly in-service training sessions during the summer season, and monthly in-service trainings in the winter season. Lifeguards will also be tested often through facility audits and unannounced mock drills. All trainings will be conducted by senior members of the Parks and Recreation Department.

### **Training Procedures**

#### **Lifeguards:**

All lifeguards will be required to complete an on-site American Red Cross Waterpark Lifeguarding Course annually. This includes training in CPR/AED for the Professional Rescuer, First Aid, Lifeguarding, and Waterpark Skills Module. First time lifeguards will complete the blended learning course through the American Red Cross that consists of 7 hours of online instruction as well as approximately 20 hours of in person skills practice and testing. Returning lifeguards can complete their annual training in 5 hours including in-person skills practice and testing.

Prerequisites for this lifeguard training include:

- Swimming 300 yards continuously, demonstrating breath control and rhythmic breathing using the front crawl, breaststroke, or a combination of the two.
- Treading water for 2 minutes using only the legs.
- Completion of the following timed event in under 1 minute and 40 seconds.
  - Swim 20 yards,
  - Surface dive to bottom of deep end to retrieve a 10 pound brick,
  - Return to surface and swim 20 yards on the back to the starting point with both hands holding the brick and keeping the face near the surface to breathe,
  - Exit the water without the use of a ladder or steps.

Skills tested in this training include:

- Entries and Approaches
  - Slide-In Entry and Walking Approach
  - Slide-In Entry and Swimming Approach
  - Run and Swim Entry
  - Stride Jump and Swimming Approach
  - Compact Jump and Swimming Approach
  - Feet-First Surface Dive in Deep Water
  - Head-First Surface Dive in Deep Water
- Rescues
  - Reaching Assist from the Deck
  - Simple Assist
  - Active Victim Front Rescue
  - Active Victim Rear Rescue
  - Passive Victim Front Rescue
  - Passive Victim Rear Rescue
  - Multiple Victim Rescue
  - Passive Submerged Victim in Shallow Water
- Removals
  - Walking Assist
  - Beach Drag
  - Extrication Using a Backboard at the Pool Edge
  - Extrication Using a Backboard at the Steps
- Escapes
  - Front Head-Hold Escape
  - Rear Head-Hold Escape
- Spinal Care
  - Head Splint – Face Down Victim in Extremely Shallow Water
  - Head Splint – Face Up Victim in Shallow Water
  - Head Splint – Face Down Victim at or near the Surface in Shallow Water
  - Head Splint – in Moving Water (Current Channel)





- Spinal Backboarding Procedure - Shallow Water
  - Spinal Backboarding Procedure - High Edges
  - Spinal Backboarding Procedure - Speed Slides
  - Head Splint – Face Down Victim at or near the Surface in Deep Water
  - Head Splint - Submerged Victim in Deep Water
  - Spinal Backboarding Procedure in Deep Water
- CPR/AED
    - Removing Disposable Gloves
    - Performing a Primary Assessment and Recovery Position
    - Using a Resuscitation Mask – Head Tilt/ Chin-Lift Technique
    - Using a Resuscitation Mask – Jaw Thrust (with and without Head Extension) Maneuver
    - Giving Ventilations
    - Using a Bag -Valve - Mask
    - Conscious Choking
    - One Rescuer CPR
    - Two Rescuer CPR
    - Using an AED
    - CPR with Airway Obstruction
    - Controlling External Bleeding
    - In-Water Ventilations - Shallow Water
    - In-Water Ventilations - Deep Water
  - First Aid
    - Anaphylaxis
    - Asthma
    - Burns
    - Concussions
    - Controlling Bleeding
    - Diabetic Emergencies
    - Head, Neck, and Back Injuries
    - Heart Attack
    - Heat and Cold Related Emergencies
    - Muscle, Bone and Joint Injuries
    - Poisoning
    - Seizures
    - Stroke
    - Shock
  - Final Testing
    - Multiple Rescuer Response Scenarios
    - Final Written Exams
    - Submerged Passive Victim- Timed Response
    - Multiple-Rescuer Response Scenario





## **Admissions and Concessions Workers:**

All admission and concessions workers will be required to complete an on-site American Red Cross CPR/AED and First Aid training. First time students will complete the blended learning course through the American Red Cross that consists of 2 hours of online instruction as well as approximately 1 hour of in-person skills practice and testing. Recertifying employees can complete their annual training in 1 hour of in-person skills practice and testing.

Skills included in this training include:

- CPR/AED
  - Removing Disposable Gloves
  - Performing a Primary Assessment and Recovery Position
  - Using a Resuscitation Mask – Head Tilt/ Chin-Lift Technique
  - Giving Ventilations
  - Conscious Choking
  - One Rescuer CPR
  - Using an AED
  - CPR with Airway Obstruction
  - Controlling External Bleeding
- First Aid
  - Anaphylaxis
  - Asthma
  - Burns
  - Concussions
  - Controlling Bleeding
  - Diabetic Emergencies
  - Head, Neck, and Back Injuries
  - Heart Attack
  - Heat and Cold Related Emergencies
  - Muscle, Bone and Joint Injuries
  - Poisoning
  - Seizures
  - Stroke
  - Shock

All admission and concessions workers are also required to complete the online ServSafe Food Handling course. This training consists of 30 minutes of online instruction as well as a test. Lifeguards, or other employees working in the concession stand during the winter months are also required to complete this course. Skills included tested in this training include:

- Food Safety is Important
- Good Personal Hygiene

- Controlling Time and Temperature
- Preventing Cross-Contamination
- Cleaning and Sanitizing

Additionally, all admissions and concessions workers will spend time with a supervisor learning how to utilize both the point of sale and program registration modules of ReCPro.

### 4.3 Cash Handling Procedures

The employee who opens the drawer at the start of business each day is responsible for counting the money in the cash bag to verify the appropriate start up change is present. Contact the Assistant Parks and Recreation Director immediately if there is a discrepancy.

Access to the cash register should be limited to the cashier on duty only. Unauthorized persons are not permitted in areas where cash is handled. No disbursements are to be made from the cash register. All bill denominations of \$20 and larger must be checked with a counterfeit marker. If a counterfeit bill is found, the employee should immediately contact their supervisor.

Record all transactions by using ReCPro. Cash, checks, or credit cards may be used for payment. Checks are to be made payable to the City of Kirksville. All checks must include the patron's name, address, and a phone number, and are to be written for the exact amount of the transaction only. The memo line on the check needs to denote what the purchase was for, the top right-hand corner needs to have the cashier's initials, and the back should be stamped, "for deposit only".

If at any time an error is made on a transaction, the employee should make a note of the error and place it in the drawer. When time permits, the employee should notify the supervisor on duty of the error so that it can be corrected. At the end of each day, the cashier is to pull all cash, checks, and credit card receipts and place them in the cash bag with a completed end of shift cash out report. The bag should be locked in the onsite safe.

The Assistant Parks and Recreation Director will reconcile the bag against the ReCPro report the following business day and deliver the deposit to the Finance Department.

<b>Bag Name</b>	<b>Start Up Amount</b>
Aquatic Center Admissions 1	\$150
Aquatic Center Admissions 2	\$150
Aquatic Center Admissions 3	\$150
Aquatic Center Concessions 1	\$150
Aquatic Center Concessions 2	\$150
Aquatic Center Concessions 3	\$150
Parks and Recreation Administration	\$150

#### **4.4 Personnel Roles for the Kirksville Aquatic Center:**

The most important factor to achieving successful aquatic program is the development of a courteous, conscientious, outgoing, and responsible staff. These individuals will determine the facilities' atmosphere and success by their actions and presentation.

##### **Parks and Recreation Director**

- Responsible for the overall direction of the City of Kirksville's Parks and Recreation Department.
- Oversees all maintenance and repair contracts, and coordinates all shared resources between city departments.
- Holds a Certified Pool Operator (CPO) or Aquatic Facility Operator (AFO) certification and serves as a secondary pool operator.

##### **Assistant Parks and Recreation Director**

- Accountable for the overall operation and management of the facility through the evaluation, coordination, development, promotion and marketing of the facility and programs.
- Supervises seasonal and part-time staff, and the monitoring of revenue collection and preparation of daily deposits.
- Holds a Certified Pool Operator (CPO) or Aquatic Facility Operator (AFO) certification and is the primary pool operator.
- Certified as a lifeguard instructor trainer, and a lifeguard.

##### **Recreation Coordinator**

- Certified as a lifeguard instructor, and a lifeguard.
- Holds a Certified Pool Operator (CPO) or Aquatic Facility Operator (AFO) certification and serves as a secondary pool operator.
- Assists with the development and promotion of aquatic programs and events.

##### **Parks Maintenance Foreman/Worker**

- Assists with the completion of tasks on the annual maintenance schedule.
- Conducts hands on maintenance and repairs as needed.
- Maintains the plantings and facility landscaping.

##### **Custodian**

- Oversees the daily cleaning of the facility.
- Conducts hands on maintenance and repairs as needed.

##### **Facility Maintenance Supervisor**

- Assists with the completion of tasks on the annual maintenance schedule.
- Conduct hands on maintenance and repairs as needed.

- Orders facility cleaning supplies.

### **Head Guard**

- Responsible for the rotation of the lifeguard staff, and conducting of in-service training programs.
- Tests chemicals and makes adjustments after consulting with a pool operator.
- Assists in the training and evaluation of swim lessons instructors, prepares participant certificates.
- Certified as a lifeguard instructor, and a lifeguard.
- Assists Assistant Parks and Recreation Director in facility operations as needed.
- Accountable for management duties when Assistant Parks and Recreation Director is not on duty including operation and supervision of the facility and crisis management.

### **Lifeguard**

- Responsible for the safety of all patrons.
- Monitors assigned pool areas and compliance with safety regulations.
- Certified as a lifeguard.
- Assists in maintaining the cleanliness of the facility.
- Operates the admissions desk as needed.

### **Swim Lessons Instructor**

- Provides a fun, exciting, education environment for students.
- Evaluates skills of students and places students in appropriate classes.
- Executes class program to promote student swimming ability.
- Communicates with family members on the progress of each child.
- Competes participant certificates.
- Certified as a lifeguard.

### **Admissions and Concessions Worker**

- Monitors the entrance and exit, and answers phone calls.
- Greets customers when taking food orders.
- Maintains professionalism in appearance while demonstrating an aptitude for public relations, marketing, and sales.
- Serves food while adhering to all health department food codes.
- Cleans and stocks concession stand.
- Maintains basic ServSafe certification.
- Operates ReCPro point of sale to record transactions. Handles monetary and credit card transactions.

## 4.5 Seasonal Employee Job Descriptions

# JOB DESCRIPTION

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## Lifeguard

**Department:** Parks and Recreation

**Division:** Recreation

**Location:** Aquatics Facilities

**Effective Date:** January 2021

**Range:** UNC

**Status:** Hourly

**Physical Class:** S/T

**Last Revision:** January 2019

### General Purpose

The Lifeguard is responsible for ensuring the safety of patrons in the aquatic facility by preventing and responding to emergencies.

### Essential Job Functions

Maintains constant active surveillance of patrons in the facility; acts immediately and appropriately to secure safety of patrons in the event of emergency.

Provides emergency care and treatment required until EMS arrives. Completes incident and accident reports after providing care.

Presents professional appearances and attitude at all times, and maintains a high standard of customer service.

### Peripheral Duties

Performs daily maintenance duties of facility as directed to maintain a clean and safe facility. Assists with a variety of duties such as answering phone, running errands, conducting aerobic classes, collecting fees, and setting up for classes or events.

### Physical Demands

While performing the duties of this job, the employee is frequently required to swim, walk, sit, stand and talk or hear. The employee is occasionally required to use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance. The employee must occasionally lift and/or move over 50 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision and the ability to adjust focus.

### Supervision Exercised

None

**Supervision Received**

Under immediate supervision of Assistant Parks & Recreation Director

**Knowledge and Ability**

Skilled in the application of lifesaving techniques including water rescues, CPR and first aid. Understanding of rules and regulations governing conduct of the public at pools. Skill in operation of listed tools and equipment; Skill in First Aid and CPR.

**Special Requirements**

Must be able to obtain an American Red Cross Water Park Lifeguarding certification. ServSafe certificate will be required for employment during the winter season.

**Tools and Equipment Used**

Rescue equipment including but not limited to backboard, AED, rescue tube, BVM, pocket mask. Various hand tools used in the maintenance of swimming pool equipment, phone, and computer.

**Work Environment**

The employee frequently works in outside weather conditions. The employee is frequently exposed to wet and/or humid conditions, toxic or caustic chemicals. The noise level in the work environment is usually quiet while in the office, and moderately loud when in the field.

**Minimum Qualifications**

Must be at least 16 years of age and an experienced swimmer.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

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City Manager

# JOB DESCRIPTION

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## Head Lifeguard

**Department:** Parks and Recreation

**Division:** Recreation

**Location:** Aquatics Facilities

**Effective Date:** January 2021

**Range:** UNC

**Status:** Hourly

**Physical Class:** S/T

**Last Revision:**

### General Purpose

The Head Lifeguard is responsible for ensuring the safety of patrons in the aquatic facility by preventing and responding to emergencies.

### Essential Job Functions

Ensures that lifeguards maintain constant active surveillance of patrons in the facility; acts immediately and appropriately to secure safety of patrons and staff in the event of emergency.

Provides emergency care and treatment required until EMS arrives. Completes incident and accident reports after providing care.

Presents professional appearances and attitude at all times, and maintains a high standard of customer service.

Oversees the daily performance of seasonal aquatic staff, and conducts in-service training programs.

Tests chemicals and makes adjustments to water chemistry after consulting with a pool operator.

Assists in the training and evaluation of seasonal aquatic staff. Conducts American Red Cross Training courses for the community.

### Peripheral Duties

Performs daily maintenance duties of facility as directed to maintain a clean and safe facility. Assists with a variety of duties such as assisting in the concession stand, answering phone, running errands, conducting aerobic classes, collecting fees, and setting up for classes or events. Physical Demands

While performing the duties of this job, the employee is frequently required to swim, walk, sit, stand and talk or hear. The employee is occasionally required to use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance. The employee must

occasionally lift and/or move over 50 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision and the ability to adjust focus.

**Supervision Exercised**

Lifeguards, Admissions/Concessions Workers.

**Supervision Received**

Under immediate supervision of Assistant Parks & Recreation Director

**Knowledge and Ability**

Skilled in the application of lifesaving techniques including water rescues, CPR and first aid. Understanding of rules and regulations governing conduct of the public at pools. Skill in operation of listed tools and equipment; Skill in First Aid and CPR. Ability to supervise and delegate tasks to seasonal aquatic staff.

**Special Requirements**

Must maintain certification as and American Red Cross Water Park Lifeguard and Lifeguard Instructor, and ServSafe.

**Tools and Equipment Used**

Rescue equipment including but not limited to backboard, AED, rescue tube, BVM, pocket mask. Various hand tools used in the maintenance of swimming pool equipment, phone, and computer.

**Work Environment**

The employee frequently works in outside weather conditions. The employee is frequently exposed to wet and/or humid conditions, toxic or caustic chemicals. The noise level in the work environment is usually quiet while in the office, and moderately loud when in the field.

**Minimum Qualifications**

Must be at least 18 years of age and an experienced lifeguard.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

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City Manager



# JOB DESCRIPTION

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## Admissions and Concessions Worker

**Department:** Parks and Recreation  
**Division:** Recreation  
**Location:** Aquatics Facilities  
**Effective Date:** January 2021

**Range:** UNC  
**Status:** Hourly  
**Physical Class:** S/T  
**Last Revision:** January 2019

### General Purpose

The Admissions and Concessions Worker is responsible for greeting patrons as they enter the facility, recording transactions, preparing and handling concessions food.

### Essential Job Functions

Presents professional appearances and attitude at all times, and maintains a high standard of customer service while answering telephone and answering patron questions.

Receipts transactions for admissions, passes, rentals, and concessions sales.

Prepares food for the concession stand. Ensures the concession stand remains stocked and maintains cleanliness to meet Adair County Health Department standards.

### Peripheral Duties

Performs daily maintenance duties of facility as directed to maintain a clean and safe facility.

### Physical Demands

While performing the duties of this job, the employee is frequently required to swim, walk, sit, stand and talk or hear. The employee is occasionally required to use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance. The employee must occasionally lift and/or move over 25 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision and the ability to adjust focus.

### Supervision Exercised

None

### Supervision Received

Under immediate supervision of Assistant Parks & Recreation Director

**Knowledge and Ability**

Skilled in the use of computers, working knowledge of office practices and procedures. Working knowledge of concession stand equipment. Skill in First Aid and CPR.

**Special Requirements**

Must be able to obtain an American Red Cross CPR and First Aid certification, and ServSafe certificate.

**Tools and Equipment Used**

Office equipment including but not limited to phone, computer, copier, and basic concession stand equipment.

**Work Environment**

The noise level in the work environment is usually moderately loud.

**Minimum Qualifications**

Must be at least 16 years of age.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

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City Manager

# JOB DESCRIPTION

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## Swim Instructor

**Department:** Parks and Recreation  
**Division:** Recreation  
**Location:** Aquatics Facilities  
**Effective Date:** January 2021

**Range:** UNC  
**Status:** Hourly  
**Physical Class:** S/T  
**Last Revision:**

### General Purpose

The Swim Instructor is responsible for conducting swimming lessons following lesson plans while taking into consideration the progress of each swimmer.

### Essential Job Functions

Conducts swim lessons according to provided lesson plans. Adapts lessons to meet the needs and progress of each swimmer.

Maintains the safety of students while in the facility.

Evaluates and tracks student progress. Prepares certificates at the end of the session.

Presents professional appearances and attitude at all times, and maintains a high standard of customer service.

### Peripheral Duties

Performs daily maintenance duties of facility as directed to maintain a clean and safe facility including the cleanup of teaching supplies.

### Physical Demands

While performing the duties of this job, the employee is frequently required to swim, walk, sit, stand and talk or hear. The employee is occasionally required to use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance. The employee must occasionally lift and/or move over 50 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision and the ability to adjust focus.

### Supervision Exercised

None

### Supervision Received

Under immediate supervision of Assistant Parks & Recreation Director

**Knowledge and Ability**

Skilled in the application of lifesaving techniques including water rescues, CPR and first aid. Understanding of rules and regulations governing conduct of the public at pools. Skill in operation of listed tools and equipment; Skill in First Aid and CPR.

**Special Requirements**

Must be able to obtain an American Red Cross Water Park Lifeguarding certification.

**Tools and Equipment Used**

Rescue equipment including but not limited to backboard, AED, rescue tube, BVM, pocket mask. Various hand tools used in the maintenance of swimming pool equipment, phone, and computer.

**Work Environment**

The employee frequently works in outside weather conditions. The employee is frequently exposed to wet and/or humid conditions, toxic or caustic chemicals. The noise level in the work environment is usually quiet while in the office, and moderately loud when in the field.

**Minimum Qualifications**

Must be at least 16 years of age and an experienced swimmer.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

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City Manager

## 4.6 Aquatic Employee Handbook



# Aquatic Employee Handbook

Updated 6/9/2020

The mission of the Kirksville Parks and Recreation Department is to improve the quality of life for residents of all ages by developing and maintaining parks, open spaces, and recreation facilities while demonstrating excellence in programming, fiscal responsibility, and environmental stewardship.

# Parks and Recreation Department Contact Information:

## **Kirksville Parks and Recreation Office**

660.627.1485

## **Rodney Sadler, Parks and Recreation Director**

Office: 660.785.3938

Cell: 573.517.2331

Email: [rsadler@kirksvillecity.com](mailto:rsadler@kirksvillecity.com)

## **Robin Harden, Assistant Parks and Recreation Director**

Office: 660.627.1485

Cell: 660.626.6163

Email: [rlharden@kirksvillecity.com](mailto:rlharden@kirksvillecity.com)

## **Luke Callaghan, Recreation Coordinator**

Office: 660.627.1485

Cell: 660.341.9409

Email: [llcallaghan@kirksvillecity.com](mailto:llcallaghan@kirksvillecity.com)

## **Bryan Yowell, Parks Maintenance Foreman**

Cell: 660.641.2237

Email: [byowell@kirksvillecity.com](mailto:byowell@kirksvillecity.com)

## **Don Crosby, Human Resources Director**

Office: 660.627.1458

Email: [dcrosby@kirksvillecity.com](mailto:dcrosby@kirksvillecity.com)

# Employment Guidelines

**Employee Relations Policy:** The City provides equal opportunity to all applicants and employees regardless of race, color, religion, national origin, sex, age, disability, or sexual orientation. In addition, the City does not tolerate discourteous treatment of the public or other employees.

**At-Will Employment Relationship:** Your employment is on an “at-will” basis which means that either the employee or the City may terminate the relationship at any time, for any reason, with or without cause. This Employee Handbook is not a contract of employment.

**Termination:** If it is your intent to resign from employment, two weeks’ notice should be provided. Final direct deposit will be prepared and issued on the following scheduled pay day provided all City issued keys and equipment have been returned.

**Harassment:** It is the City’s policy that you have the right to work in an environment free of discrimination, which includes freedom from harassment. The City prohibits harassment of its employees in any form – by supervisors, co-workers, patrons or suppliers. Such conduct will result in disciplinary action up to and including dismissal of the employee who harasses others. With respect to non-employees, offending patrons and suppliers will be asked to leave and not to return. Harassing conduct includes: slurs, jokes or degrading comments concerning sex, age, race, national origin, religion, sexual orientation, marital status, or membership in other protected groups; repeated offensive sexual flirtation, advances, or propositions; continual or repeated abuse of a sexual nature; graphic verbal comments about an individual’s body; and the display in the workplace of sexually suggestive objects or pictures are prohibited. If an employee has a complaint of harassment, they should report such conduct to their supervisor, the Parks and Recreation Director, or the Human Resources Director. Where investigations confirm the allegations, appropriate corrective action will be taken.

**Employees with Disabilities:** The American with Disabilities Act prohibits discrimination on the basis of disability, and protects qualified applicants and employees with disabilities from discrimination in hiring, promotion, discharge, pay, job training, fringe benefits, and other terms and conditions of employment. The law also requires the City to provide qualified applicants and employees with disabilities with appropriate reasonable accommodation, if such accommodation does not impose an undue hardship. If you believe that you have been discriminated against based upon disability, contact the Parks and Recreation Director or the Human Resources Director immediately.

**Hours of Work and Overtime:** Work schedules will be posted online at [whentowork.com](http://whentowork.com) on the Wednesday prior to the work week. A work week is defined as Sunday through



Saturday. Parks and Recreation employment is often weather and attendance dependent; due to that, it may be necessary to make schedule changes. Your supervisor will make every effort to notify you in advance of schedule changes. Overtime is paid at one and one-half times your regular rate for all hours in excess of 40 hours worked in a calendar week. All overtime work must be approved in advance by your supervisor.

**Time Cards / Pay Dates:** You are responsible for recording all hours worked by using the timeclocks provided. Paydays are every other week on Thursdays. Direct deposit pay notices are available after noon in the Parks and Recreation office. Pay notices must be picked up within the two weeks following the pay date.

**Attendance:** If you are unable to report to work on time, you should notify your supervisor as soon as possible. Contact the Aquatic Center office at 660.627.1485 and ask for the supervisor on duty. If you must report an absence prior to the office being open, please check the schedule and call the Head Lifeguard.

**Availability:** Availability should be kept updated on [whentowork.com](http://whentowork.com). Please note - weekly repeating preferences on [whentowork.com](http://whentowork.com) should only be used to denote obligations that are consistent in nature such as class schedules or athletic commitments. All other time off must be requested off as an entire day off or partial day off with an explanation. Requested days off must be submitted on [whentowork.com](http://whentowork.com) prior to the Wednesday schedule release. Days off will be granted on a first come first serve basis.

**Substitutions:** If you are unable to work a scheduled shift, it is your responsibility to find a substitute by posting your request on the trade board at [whentowork.com](http://whentowork.com). The trade must be approved by a supervisor.

**Breaks:** Admissions/Concessions workers will be given a 15 minute rest period for each continuous four hours work period. Lifeguards will have breaks worked into the rotation schedule. You may not leave the facility during a break.

**Appearance and Attire:** While working outdoors you are required to use a sunscreen with a minimum of 15 SPF and good quality sunglasses designed to filter sunlight. Lifeguards are required wear uniform swimwear, issued t-shirt, whistle, and fanny pack. Admissions/Concessions workers must wear closed toed shoes, hat (if in Concessions), and uniform shirt with khaki bottoms. Jewelry should be limited while at work to avoid injury to patrons or yourself. You are not permitted to wear rings through the nose, eyebrow, tongue, or other visible body parts (other than the ear) while working. Hoops or dangling earrings are not permitted. Offensive tattoos must be covered while on duty. Hair should be clean, combed, and neatly trimmed or arranged. Unkempt hair is not permitted. Facial hair (sideburns, mustaches, and beards) where permitted is acceptable as long as it is neat and well-trimmed. Hair must be a traditional color.

**Parking:** During orientation, your supervisor will review approved parking locations. For your safety, keep car doors locked. The City of Kirksville is not responsible for theft or damage to vehicles while parked on the property.

**Telephone Use:** While working, you should limit personal use of phones. Lifeguards are strictly prohibited from using their phones while conducting patron surveillance. All use of cell phones should be done while on break, and out of view of patrons.

**Safety:** In accordance with applicable state laws and regulations, you are eligible for workers' compensation benefits. These benefits are available in the event of an accident or illness resulting from your occupation and which requires medical treatment, hospitalization, or loss of work time. Promptness in reporting an injury cannot be overemphasized. In the event of an accident or illness resulting from your occupation, the City must complete a report of the accident or illness. This report will assist in the determination of any liability. It is the joint responsibility of you and your supervisor to report any job-related injury or illness. If an accident occurs on the job, notify your supervisor immediately and complete a Report of Injury form, even if you do not believe you need medical attention. If you need medical attention, you will be referred to the City's occupational physician or in cases of an emergency, sent to Northeast Regional Medical Center. Our Risk Management department requires that you complete a Report of Injury form on the same day as the accident, if possible. Accident reports will be investigated and appropriate action to prevent further injuries will be taken, if appropriate. In cases of negligence, or horseplay appropriate disciplinary action will be taken.

**Inclement Weather:** Rain or other unfavorable weather conditions may alter the regular operating schedule of the department. If the regular operating schedule is to be changed, your supervisor will make that decision and notify you of the change.

## Corrective Action Policy

When it becomes necessary to address performance in the workplace, general guidelines of acceptable business conduct will govern. Depending upon the nature and seriousness of the performance, corrective action may begin at any step of the corrective action process without regard to the point system below and may result more severe disciplinary action including immediate termination. You and your supervisor will meet to discuss the specific behavior that is unacceptable. A written record of this will be placed in your personnel file. Violation of any policy, either outlined in the handbook or stated during in-service or posted memos, will result in disciplinary action. The primary purpose of communicating unacceptable behavior and corrective action is to correct improper behavior. If twelve months elapse since the violation, the points will reset. In an effort to promote awareness of unacceptable behavior and provide consistent corrective action,

supervisors will adhere to the following point system. Seven cumulative points will result in a written warning, and ten cumulative points will result in termination.

## Corrective Action Point Scale

### 1 Point

- Acting in an unprofessional manner
- Failing to fulfill required uniform standard
- Failing to adequately complete an assigned task
- Tardiness to rotation assignment without just cause (lifeguards)

### 3 Points

- Tardiness to work (1 point added for each fifteen minutes)
- Disrespectful behavior to citizens or staff
- Failure to enforce or violating any patron rule (lifeguards)
- Failure to attend in-service without 2-days prior notice (lifeguards)
- Use of cell phone or electronic devices in view of the public

### 5 Points

- Failing to show up for work
- Unsatisfactory job performance
- Leaving shift or assigned work station without authorization
- Failure to report an accident involving an employee, co-worker, or citizen
- Failure to find and document substitute
- Failure to follow Red Cross standards (lifeguards)

### 10 Points

- Stealing money, supplies, food or passes
- Falsifying timecards for financial gain
- Willful destruction or vandalism of City or personal property
- Misrepresenting/falsifying facts related to a work situation
- Use of facility after hours without explicit permission of management
- Inappropriate use of the internet or e-mail
- Use of cell phone or other electronic devices while engaged in patron surveillance
- Reporting for work under the influence of alcohol or a controlled substance

# Supervisory Corrective Action Form

Name

Date

Description of Violation

Point Value

Date of Last Violation

Total Points Lost

Supervisor Comment

Supervisor Signature

Employee Comment

Employee Signature

# Social Media Network Policy

The City has established a “use of social media” policy that will continue to provide employees with a safe and effective workplace. This policy will provide guidance to employees on the kind of comments that “cross the line” from private lawful activity to activity that harms the City’s legitimate business interests, and therefore, subjects the employee to disciplinary action.

This policy will give administrative personnel guidelines that may apply when using information obtained from a social network site. An employee’s use of social network sites becomes a problem when, in the sole discretion of the City, it interferes with the employee’s work, is used to harass or discriminate against co-workers, creates a hostile work environment, divulges confidential information, or harms the goodwill, image and/or reputation of the City.

The City does not discourage employee’s use of social media within the established guidelines on non-business personal time. However, the guidelines provided below should be adhered to whether during business or non-business time. If an employee is uncertain about the appropriateness of a social media posting, they should check with their supervisor or the Parks and Recreation Director.

## **Social Media Guidelines for Employees**

Do not post any comment or picture involving an employee, councilmember, patron, citizen, or volunteer of the City “on the job” or at City sponsored functions without the City’s expressed written consent.

Employees whose affiliation with the City is evident, should mention that the remarks made on the web only reflect his or her own views and not necessarily the views of the City or other employees. However, based on the needs of the City, an employee may be counseled to refrain from commenting on work related matters, even if they mention that their views are their own.

Employees should remember that their conduct may reflect upon the City and they are encouraged to exercise good judgment in their web communications.

Employees are cautioned that they may be subject to discipline, up to and including discharge, for making defamatory, obscene, libelous, or offensive statements pertaining to the City or its employees.

Employees should not provide any confidential, proprietary, or private information about the City or its employees.

All City policies that regulate off-duty conduct apply to social network activity including, but not limited to, policies related to illegal harassment, code of conduct, nondiscrimination, etc.

The City logo may not be used on the web without prior written permission from the City.

Employees may consult with their appropriate supervisor with any questions about the City's views with respect to these guidelines for web communications and the City's legitimate business interest.

Employees may not disclose information that was obtained as a result of their employment with the City.

Employees may not post any work-related comments/material, unless expressly approved by the Parks and Recreation Director.

**IMPORTANT:** Seasonal Employees are not authorized to respond on behalf of the City to social media sites. All responses constitute communication subject to the provisions of the Sunshine Law.



# Acknowledgement & Receipt Employee Handbook

I hereby acknowledge receipt of a copy of the Seasonal Employee Handbook. I understand that I am to read and become familiar with the contents prior to the start of my employment.

I understand that the purpose of this handbook is to provide me with general information regarding the policies and procedures the City attempts to follow in the provision of services. I understand that the City must be flexible in the administration of policies and procedures and reserves the right to change or revise policies without advance notice when management decides such action is appropriate and fair.

I will read this handbook carefully and keep it as a handy source of information and reference.

I understand and agree that my employment with the City of Kirksville is for an indefinite term and is terminable at any time at the will of either the City or myself for any reason not prohibited by law.

I recognize and understand that neither this handbook nor any provision of this handbook is an employment contract or any other type of contract but instead services as information only.

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Employee Name (Please Print)

---

Signature

---

Date

## 4.7 Incident Report Forms



# Incident/Accident Report Form

<b>Date of Incident</b>	
<b>Time of Incident</b>	
<b>Name</b>	
<b>Age</b> (if a minor)	
<b>Gender</b>	
<b>Address</b>	
<b>City, State, Zip</b>	
<b>Phone Number</b>	
<b>Parent Name</b> (if a minor)	

<b>Location of Incident</b>	
<b>Cause of Injury</b>	
<b>Describe Injury</b>	

<b>Care Provided By</b>	
<b>Other Staff Assisting</b>	
<b>Describe Care Given</b>	

Victim Signature (or guardian if victim is a minor) \_\_\_\_\_ Date \_\_\_\_\_

Report Prepared By \_\_\_\_\_ Date \_\_\_\_\_



# Incident/Accident Supervisor's Report Form

Complete this section only if EMS was called	
Who called EMS?	
Time EMS was called	
Was the victim transported to emergency facility?	
If yes, where?	

Number of lifeguards on duty at time of incident	
Number of patrons in facility at time of incident	
Weather conditions at time of incident	
Water conditions at time of incident	
Deck conditions at time of incident	

List any witnesses and their contact info if serious injury or death occurred.	

**Other Notes:**

Supervisor Signature \_\_\_\_\_ Date \_\_\_\_\_

## 4.8 Emergency Action Plan



# EMERGENCY ACTION PLAN

### Calling 911

This is the Kirksville Aquatic Center at 801 East Mill. My name is: \_\_\_\_\_

Describe what happened and give as much information as you can such as: age, gender, size of the victim, nature of the injuries; conscious/unconscious.

Stay on the line until the dispatcher hangs up.

Direct EMS to the closet pool entrance or gate depending on location of victim.

For non emergency calls to Central Dispatch you may dial **5621**. This would be used in instances such as needing an officer to take a report for a stolen wallet.

### Contact Numbers

Rodney Sadler  
Parks & Recreation Director:  
573.517.2331

Robin Harden  
Asst. Parks and Recreation Director:  
660.626.6163

Luke Callaghan  
Recreation Coordinator  
660.341-9409

### Emergency Equipment

The First Aid Station is located in guard room. This room is stocked with basic first aid supplies. The AED is located in indoor pool hallway, and a trauma bag is placed on top of the AED cabinet. This bag contains multiple sized BVMs.

Lifeguards are supplied with fanny packs containing gloves and a breathing barrier that is to remain on them at all times. Lifeguards are encouraged to check their supplies periodically to ensure they are ready for use.

The waterpark backboard is located on the wall of the pump house. The indoor pool backboard is located on the west wall of the indoor pool.

### Whistle Signals

- 1 Short Blast:  
Gains the attention of patron
- 2 Short Blasts:  
Gets the attention of another guard
- 3 Short Blasts:  
Get the attention of the supervisor
- 2 Short and 1 Long Blast:  
Clears the pool - non emergency
- 1 Long Blast:  
Activates the EAP

After whistling for a supervisor, please raise hand. When a rescue is in progress other guards should stand and point to the guard making the rescue while continuing to scan their zone.

The indoor pool is isolated from other guards. In addition to a long whistle a doorbell will be on the stand and will need to be rang when entering the water or requesting assistance.

### Lifeguard Zone Backup Coverage

When a lifeguard enters the water to make a rescue another guard needs to take over the scanning of their zone.

Rescuing Guard	Backup Coverage
Deep	Family*
5 Ft	Family*
River	Bean
Bean	Family*
Family	Bean
Indoor	Down
* Family must stop sliders while on backup.	

If the rescue requires additional rescuers, other guards will clear the pool and assist with patron supervision and other tasks as assigned by the supervisor.

### Medical Emergencies

Perform an initial assessment.

Subsequent responders should assist with patient care and provide scene management.

An Accident Report must be completed and turned into the supervisor.

For serious medical emergencies contact EMS by dialing 911.

For a life threatening emergency, clear the pool and move patrons away from the scene if necessary.

Notify the supervisor of the situation.

No employee should transport a patron.

### Water Rescues: Procedures for Spinal Injury

Lifeguards will follow all procedures learned in the Red Cross Lifeguarding course. The following facility specific procedures will be followed:

In the event of a spinal injury, the pool will be cleared and emergency stops will be used if needed. The Bean guard activates the lazy river stop; Dispatch guard activates slide stop.

If in deep, the 5 ft guard will assist with the rescue and the family guard will remove the lane line and clear the deep/5 area. Bean guard will bring the backboard.

The Supervisor will direct guards in rescue and coordinate with front desk to call EMS.

Other guards will be assigned to crowd control.

If a spinal victim is found to not have a pulse in the outdoor pool the guards will bring the victim up on the beach while providing stabilization and begin providing appropriate care. In the indoor pool, the victim will be removed following Red Cross procedures using a two person removal.



# EMERGENCY ACTION PLAN

<p><b><u>Bodily Fluids in Pool</u></b></p> <p>Notify the supervisor immediately.</p> <p>If it is solid feces, vomit or blood, clear the pool and remove as much as possible.</p> <p>The pool will be closed until sanitation is complete and the supervisor determines it is safe to reopen following guidelines established by CDC.</p>	<p><b><u>Evacuation</u></b></p> <p>The Supervisor will clear the pool with two short and one long whistle blast.</p> <p>The supervisor and down rotation lifeguards will direct patrons to a safe area, exiting the facility via either the admission entrance, Parks and Recreation entrance, or exterior gates. Once the facility is cleared staff will also evacuate the building. No patron will re-enter the facility until the supervisor deems it appropriate.</p> <p>Maps are posted throughout the facility highlighting recommended evacuation routes.</p>	<p><b><u>Severe Thunderstorm Watch/Warning</u></b></p> <p>Patrons will be warned of the current weather condition upon entrance.</p> <p>Supervisors and Lifeguards will watch for sightings of lightning or sounds of thunder.</p> <p>When lightning or thunder is spotted: The indoor and outdoor pools will be cleared for 30 minutes from the last occurrence. Patrons will be encouraged to enter the locker rooms.</p>
<p><b><u>Bodily Fluids on Land</u></b></p> <p>Secure the area and notify the supervisor.</p> <p>Wear personal protective equipment.</p> <p>Remove large particles before using bleach.</p> <p>Disinfect the area with a solution of 1/4 cup bleach to one gallon of water to stand for at least 20 minutes.</p> <p>Rinse solution to a drain.</p> <p>Dispose of all trash in a biohazards waste bag.</p>	<p><b><u>Earthquake</u></b></p> <p>Remain calm and clear the pool with two short and one long whistle blast.</p> <p>Lifeguards are to dismount and move away from guard stands avoid injury.</p> <p>Seek protection from falling debris.</p> <p>After the shaking stops, initiate <u>Evacuation</u>.</p>	<p><b><u>Snowstorm/Ice Storm</u></b></p> <p>Facility will be closed with the approval of the Parks and Recreation Director. All closures will be announced through the City of Kirksville Alerts and on the Parks and Recreation Facebook page.</p>
<p><b><u>Chemical Exposure</u></b></p> <p>In the event of an exposure to toxic chemicals please reference the Material Safety Data Sheets that are located in the Admissions office.</p> <p>If you will routinely handle these chemicals it is recommended that you review the sheets prior to use.</p>	<p><b><u>Fire/Explosion</u></b></p> <p>Remain calm and clear the pool with two short and one long whistle blast.</p> <p>Notify the Fire Department immediately by dialing 911.</p> <p>Follow <u>Evacuation</u> procedures.</p>	<p><b><u>Tornado Warning</u></b></p> <p>Both the indoor and outdoor pools will be cleared and all patrons will be moved into the locker rooms.</p> <p>Patrons are encouraged to stay at the facility.</p> <p>Any child without a parent/guardian present will not be allowed to leave.</p> <p>Supervisors will keep updated by radio and internet if possible.</p>
<p><b><u>Conflicts/Disturbances/ Criminal Behavior</u></b></p> <p>Stay calm and call the Police Department at 911.</p> <p>Notify the supervisor.</p> <p>Approach the situation to gather the facts:</p> <ul style="list-style-type: none"> <li>Location of criminal behavior</li> <li>Description of behavior</li> <li>Description of the person</li> <li>Possible witnesses</li> </ul>	<p><b><u>Gas Leak</u></b></p> <p>Gas leaks are often described as smelling like rotten eggs. When a gas leak is suspected notify the supervisor.</p> <p>Follow <u>Evacuation</u> procedures.</p> <p>Notify authorities by dialing 911.</p> <p><b><u>Media</u></b></p> <p>Only the Parks and Recreation Director or his designee may make comments to the media.</p>	<p><b><u>Tornado Watch</u></b></p> <p>Patrons will be warned of the weather condition.</p> <p>Same procedures as Thunderstorm Watch/Warning, unless it becomes a Tornado Warning.</p> <p><b><u>Utility Failure</u></b></p> <p>Either pool affected by utility failure will not open. Electricity is necessary to run the filter system. Water is necessary for the use of the locker rooms.</p> <p>Supervisors and other pool operators will determine when the pool will re-open</p>



## 4.9 Emergency/Evacuation Maps

Evacuation maps for times of emergency will be developed by the Parks and Recreation Department in cooperation with the Kirksville Fire Department to ensure that the facility patrons and staff are aware of what they should do in the event of an emergency. These maps will be placed in all common areas of the facility, such as hallways and near doors, as directed by the Kirksville Fire Departments. The maps will be referenced in all staff training exercises, and will be printed in a way that they are easy to read and understand.

The maps will include information on the following:

- Fire
- Earthquake
- Tornado
- Nearest Exit
- Location of Fire Extinguishers
- Location of AED

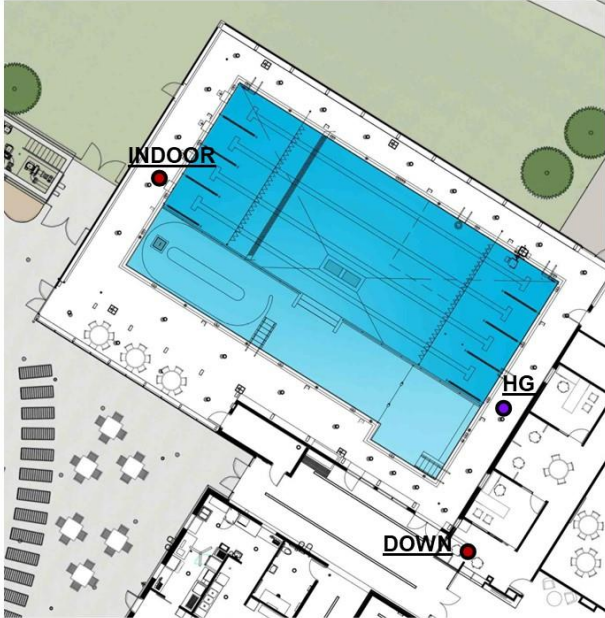
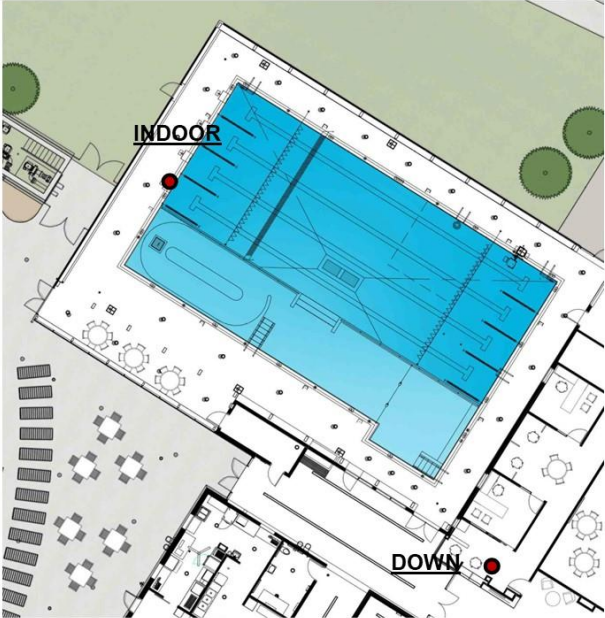


# 4.10 Lifeguard Rotations and Coverage Maps

## Indoor Pool Positions

Monday - Friday 6:00 am - 9:30 am  
 Monday - Friday 11:30 am - 7:00 pm

Saturday 12:00 pm - 7:00 pm  
 Sunday 1:00 pm - 5:00 pm



● Lifeguard - 2

At 4:00 pm one of the lifeguards will typically be exchanged for a head guard that will assume responsibility of supervising the facility in addition to lifeguarding.

● Head Guard - 0

● Lifeguard - 2

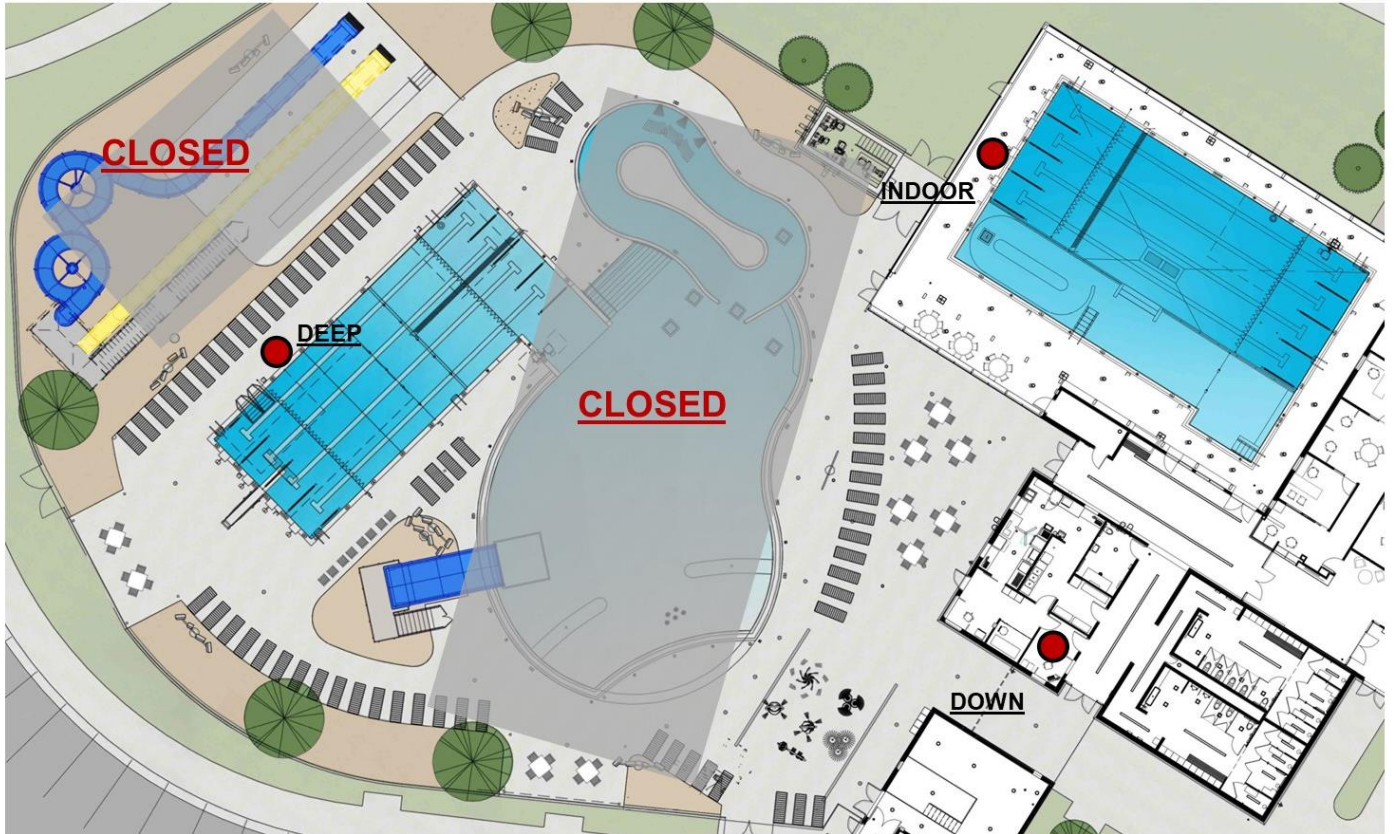
The head guard will serve as a secondary lifeguard, concession worker, and assist with the facilitation of rentals and parties.

● Head Guard - 1



# Summer Pool Positions

Monday, Wednesday, Friday 6:00 am - 9:30 am

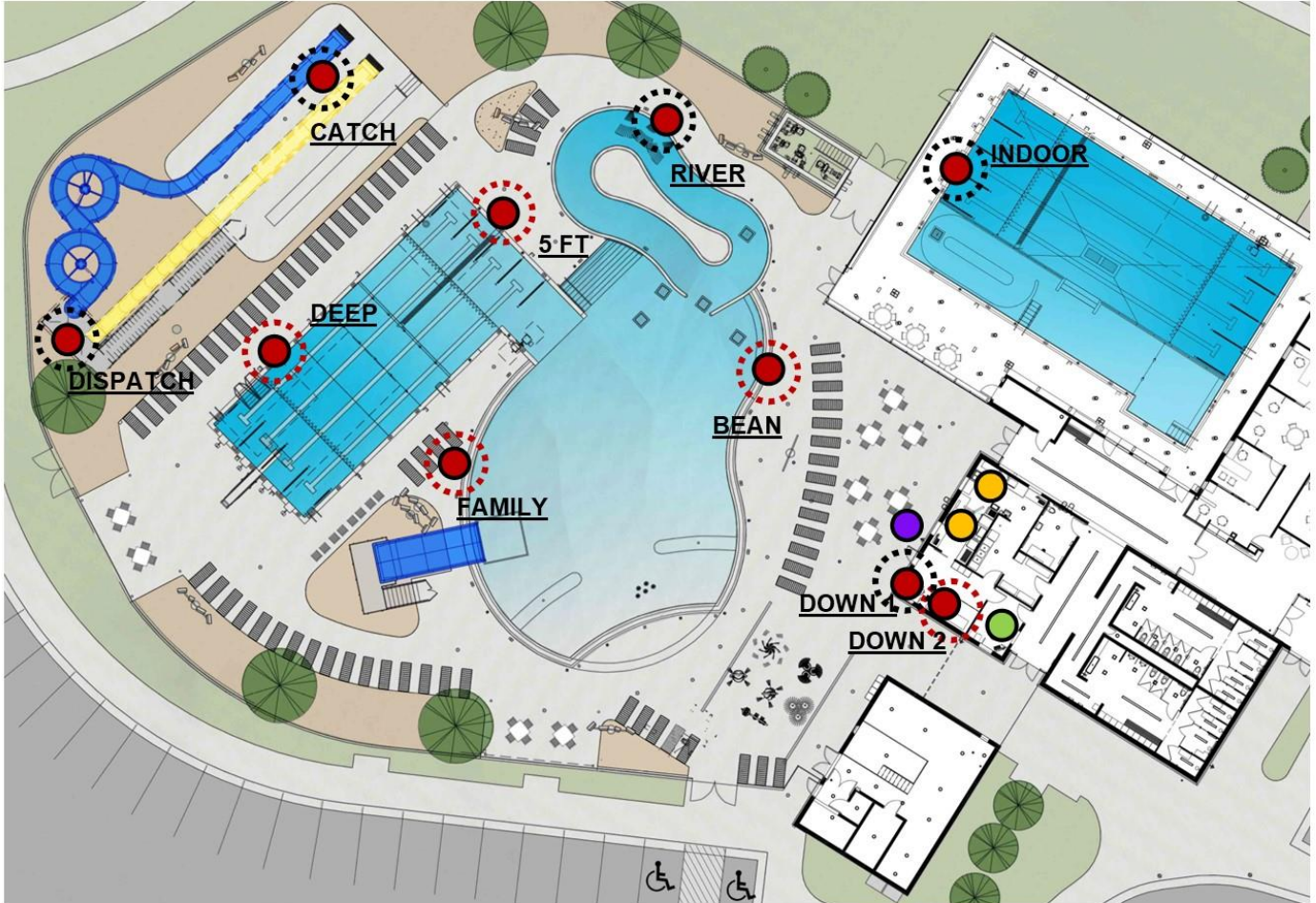


● Lifeguard - 3

● Head Guard - 0

# Summer Pool Positions

Monday - Saturday 12:00 pm - 7:00 pm, Sunday 1:00 pm - 5:00 pm

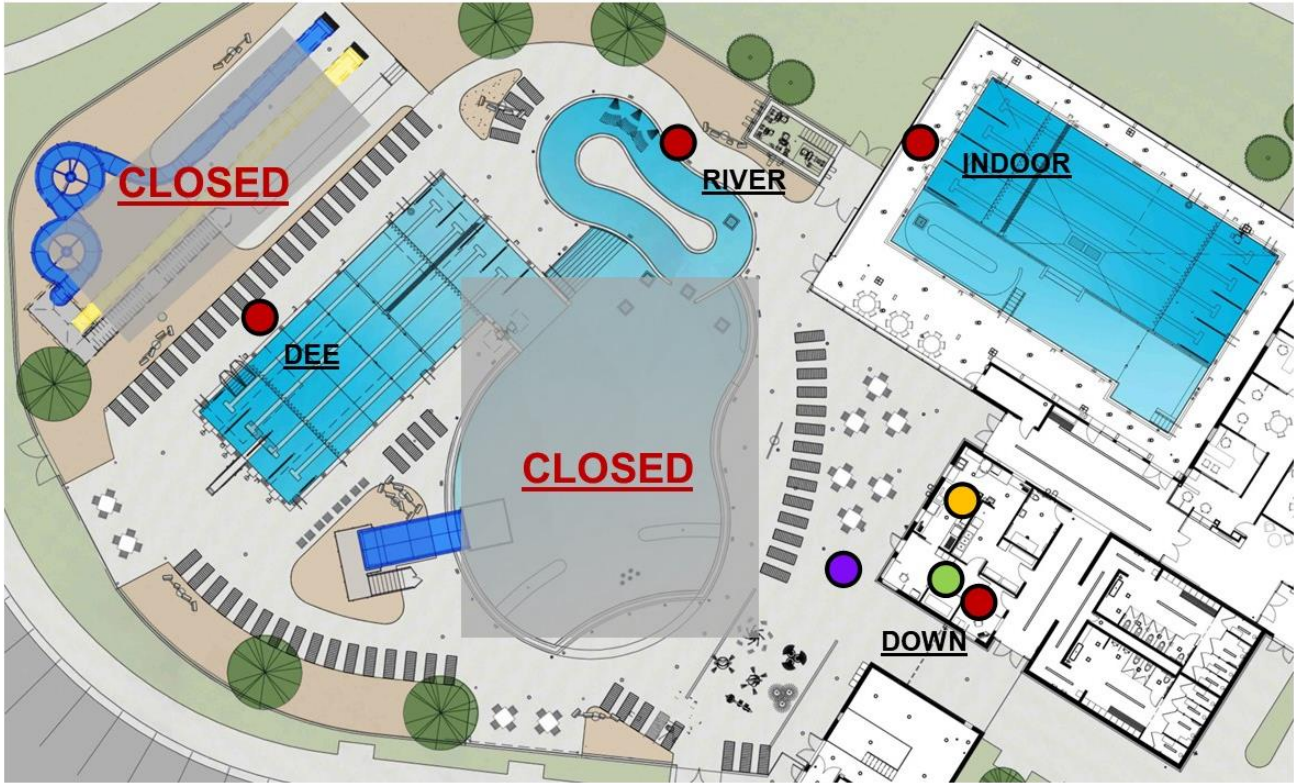


- Lifeguard– 8 up 2 down (1st Aid and
- ⊙ LG rotation 1: 4 spots up
- ⊘ LG rotation 2: 4 spots up
- Admissions– 1
- Concessions– 2
- Head Guard– 1 or 2 on weekends



# Summer Pool Positions

Tuesday, Thursday 11:00 am - 12:00 pm



● Lifeguard - 4

● Admissions - 0.5

● Head Guard - 0.5

● Concessions - 0.5

# Summer Pool Zones

Monday - Saturday 12:00 pm - 7:00 pm, Sunday 1:00 pm - 5:00 pm



● Lifeguard– 8 up 2 down (1st Aid and

○ LG rotation 1: 4 spots up

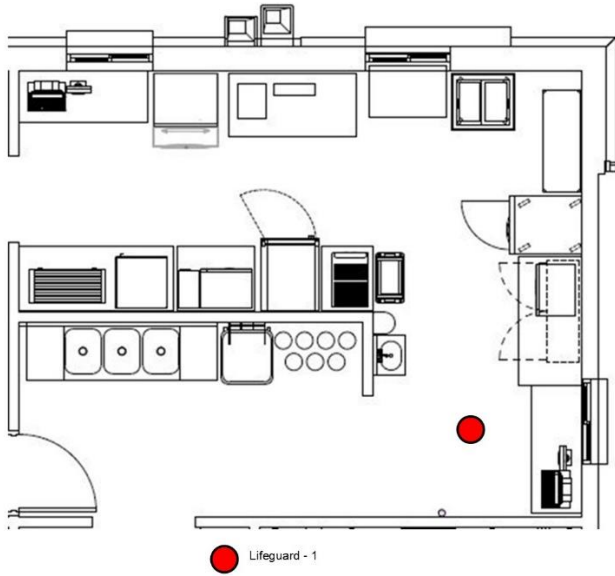
○ LG rotation 2: 4 spots up

● Admissions– 1

● Concessions– 2

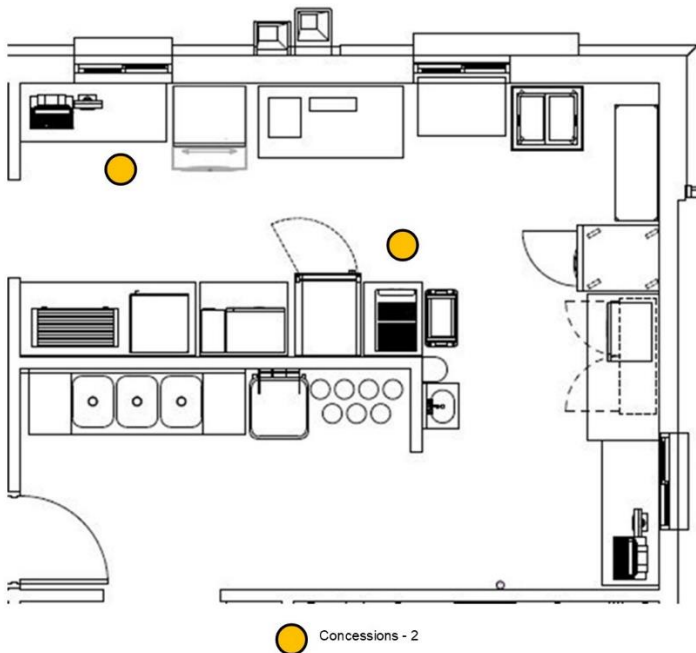
● Head Guard– 1 or 2 on weekends

## Indoor Pool Concessions



During the outdoor season the concession stand will be staffed by two concessions workers. They will be assisted by the Head Guard as needed.

## Outdoor Pool Concessions



During the indoor season the concession stand will not be staffed by a dedicated employee. The down lifeguard that is covering the admissions desk, or the Head Guard (on weekends) will serve patrons as needed.



### 4.1 1 Open/Closing Procedures:

The building will open to the public ten minutes prior to the listed opening time. Patrons may access the common areas and locker rooms. Patrons may not enter the water until the lifeguard is present on the stand, or in the appropriate position. For the 9:30 am closing time of the indoor facility, patrons may swim until that time, but they must vacate the locker rooms by 9:45 am. At closing time each evening, patrons will be asked to clear the pool ten minutes prior to closing, and vacate the facility by five minutes past closing time. Staff will ensure that all patrons have exited the building before closing the facility.

### Keys and Access:

All full-time staff and head guards will be issued a key to access the facility. Those keys will be numbered and will be returned upon the completion of their employment. These keys will provide basic access to access the main entrance of the facility only, and keys that will be used while on shift will be kept in the parks and recreation office. Additionally, a locking key box will be installed on the front of the building. Staff will be issued the code as needed, and the code will be changed often.

The new facility will utilize a master key system that will eventually be implemented throughout the entire parks system. This will provide a consistent style and type of keying for all facilities and padlocks. The parks and recreation director will manage the keying system. A master key system will allow for more individualized access to for employees based on their need to access specific facilities.



# KIRKSVILLE Aquatic Center

## Section 5: Maintenance



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## 5.1 Annual Maintenance Calendar

### January

- Order replacement parts/equipment and install where needed
- Order pool chemicals and cleaning supplies

### April

- Begin process of opening outdoor pool
- Power wash tank of outdoor pool
- Check all outdoor VGBA covers
- Deep cleaning of locker rooms and other wet areas
- Hang shade structures
- Evaluate and test chemical controllers and pumps, and check filter material
- Plant new landscaping, mulch existing

### May

- Begin filling outdoor pool first week of May
- Balance pool chemicals
- Evaluate wading pool paint, repaint as needed
- Clean pool deck and all furniture and equipment
- Wax slides, clean climbing wall

### August

- Drain, clean and refill indoor pool (first week of August)
- Check all outdoor VGBA covers
- Balance pool chemicals
- Close outdoor pool for the season, drain and clean

### September

- Wax slides, clean climbing wall
- Deep cleaning of locker rooms and other wet areas
- Winterize outdoor pool features and wading pools
- Check and repair deck caulk and plaster

### October

- Clean and store outdoor pool furniture and equipment
- Check UV system
- Remove shade structures

## 5.2 Equipment and Capital Replacement Schedule

Rescue Equipment (Tubes, Backboards, Etc.)	1-3 years
Chemical Pumps	1-3 years
Pool Vacuums	2-5 years
Tables and Chairs (depending on quality)	2-10 years
UV System (Indoor Pool, bulb)	3-5 years
Signage	3-5 years
Finish (Paint)	5 years
Caulk/Grout	5 years
Sand Filter Material	5-7 years
Electronic Equipment (TV, projector, music, etc.)	5-10 years
Umbrellas/Shade Structures	5-10 years
Pool Motors	6-10 years
Chemical Controller	10 years
ADA Lifts	10 years
Pool Pumps	10-12 years
Gas Heater	10-15 years
Lifeguard Stands	15-20 years
Dehumidification Unit	15-20 years
Pool Filter	15-20 years
Water Features (slides, diving board, climbing wall)	20 years
Tankless Water Heater	20 years
Lockers	20-30 years
Light Fixtures	20-30 years
Kalwall Panels	30 years
Piping	30-40 years
Pool Structure	30-50 years



# Admissions/Concessions Cleaning Log

Please initial when job is complete

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Lobby</b>							
Sweep floor & floor mat							
Straighten lost and found							
Empty trash							
Dust & clean desks							
Stock & dust merchandise							
Disinfect phones							
Clean windows							

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Concessions</b>							
Clean appliances							
Wash dishes							
Restock food items							
Empty trash							
Sweep floors							
Mop floors							
Clean and lock windows							

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Meeting Room</b>							
Sweep floor							
Clean tables							
Arrange tables & chairs							
Empty trash							
Clean windows							

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<b>Parks Office Area</b>							
Empty trash							
Clean windows							

\*Additional cleaning will likely be necessary during a pandemic such as COVID-19.

## 5.4 Contractual Maintenance Services

Some of the more difficult and specialized services related to both long-term maintenance and services for the facility will be managed through contracts with individuals or businesses that specialize in these services. These contracts will often be placed to bid as an annual, or longer, contract that will be managed by the Public Buildings Department or the Administrative Services Coordinator, such as heating/air conditioning services, security systems, computer and internet services, and telephone service.

Specialized aquatic services, such as the repair of pool pumps and motors, replacement of chemical controllers, replacement of UV bulbs, repair of valves or pipes, the replacement of filter material, and the winterization of the water park, are all types of services that should be contracted annually to ensure that these tasks are completed efficiently and accurately. Often pool chemical suppliers can offer these services with an additional service agreement that can be added to the annual delivery of chemicals and servicing of chemical systems. The construction contract of the new facility requires Irvinbilt Co. to fill both pools and balance the chemical systems upon the opening of the facility.

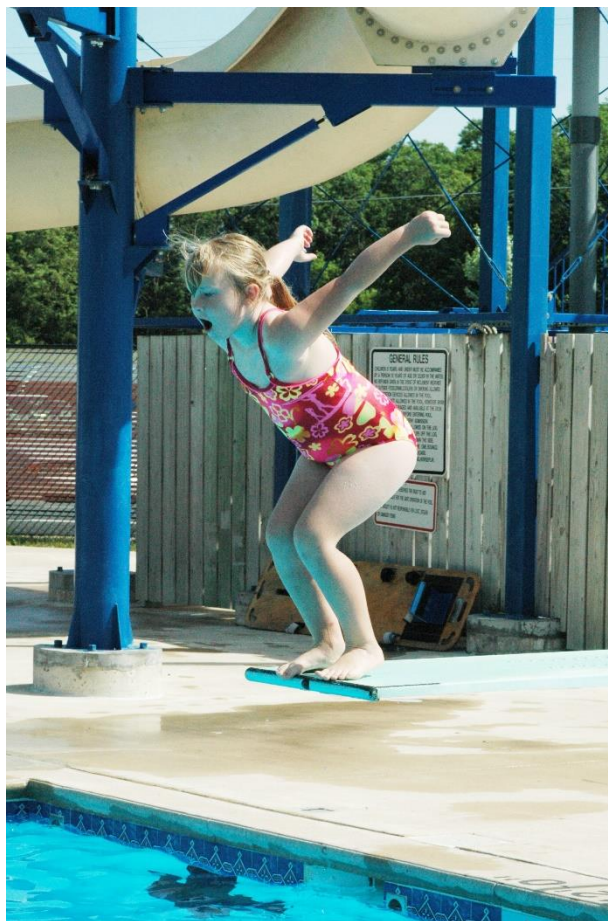
The Parks and Recreation Department will likely request funding annually from the parks and recreation sales tax budget to add a contractual maintenance agreement to the service agreement from a chemical provider starting with the second year of the facilities operation, 2022. As the facility ages, the scope for this type of agreement will likely increase in responsibilities. The contract will be created with a list of annual maintenance tasks that will be required for a set fee, with all additional parts and supplies needed for repairs being ordered directly through the service provider for an agreed upon cost plus percentage per purchase. Poor maintenance practices and deferred repairs were a problem with the old aquatic center. A more proactive approach of having a qualified contractor perform critical maintenance tasks, while also evaluating potential upcoming repairs and preparing cost estimates for future budgeting, will allow department staff to focus on the programming and daily operations of the facility.

In an effort to keep these contractual costs lower, park maintenance staff, and available building maintenance staff, will be trained at the conclusion of the construction process by the aquatics design firm, Water's Edge Aquatic Design, to complete maintenance services that can be appropriately managed by City employees.

## 5.5 Pool Mechanical Information

The following items will be added upon the conclusion of construction:

- Location of Pump/Motor Shutoffs
- Chemical Procedures
- Reference Sheets
- Piping Layout
- Winterization Instructions/Procedures
- Other Information Provided by the Contractor





## Appendix A: Financial Preview



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## Revenue Projections

This historic data from the previous aquatic center was used to determine the average number of visits, passes, swimming lesson participants, and both merchandise and concessions sales. The averages were calculated using ReCPro data from 2015-2017. These calculations do not include admissions that were invoiced as a rental or as part of a contractual agreement.

### Historic Revenue 2015-2017\*

Daily Admission	Winter Avg	Summer Avg	Annual Avg	Price	Avg Revenue
Junior (3-8)	306	1394	1700	\$ 4.00	\$ 6,800.00
Day Pass (9-54)	744	4466	5210	\$ 4.50	\$ 23,445.00
Senior (55+)	276	370	646	\$ 4.00	\$ 2,584.00
Group Rate	269	690	959	\$ 4.00	\$ 3,836.00
Total Average Daily Admission Revenue					\$ 36,665.00

Pool Passes	Winter Avg	Summer Avg	Annual Avg	Price	Avg Revenue
10 Punch Pass	253	262	515	\$ 35.00	\$ 18,025.00
3 Month Individual	32	25	57	\$ 100.00	\$ 5,700.00
3 Month Household	4	34	38	\$ 250.00	\$ 9,500.00
1 Year Individual	36	13	49	\$ 225.00	\$ 11,025.00
1 Year Household	25	16	41	\$ 400.00	\$ 16,400.00
Total Average Pass Revenue					\$ 60,650.00

Concessions/Merchandise	Winter Avg	Summer Avg	Annual Avg	Price	Avg Revenue
Concessions Food	0	\$ 13,097.00	\$ 13,097.00	Varies	\$ 13,097.00
Merchandise	\$ 520.00	\$ 914.00	\$ 1,434.00	Varies	\$ 1,434.00
Total Average Concessions/Merchandise Revenue					\$ 14,531.00

Swim Lessons	Winter Avg	Summer Avg	Annual Avg	Price	Avg Revenue
Water Babies	18	28	46	\$5/\$30	\$ 921.67
Levels 1-6	40	83	123	\$35/\$50	\$ 4,675.00
Total Average Swim Lessons Revenue					\$ 5,596.67

Facility Rentals	Winter Avg	Summer Avg	Annual Avg	Price	Avg Revenue
Birthday Clean Up Fee			12	\$15	\$ 185.00
Private Pool Rentals			5	\$50/\$75	\$ 760.00
Total Facility Rental Revenue					\$ 945.00

Contractual Revenue	Winter Avg	Summer Avg	Annual Avg	Price	Avg Revenue
ATSU			\$ 9,000.00		\$ 9,000.00
YMCA			\$ 5,500.00		\$ 5,500.00
Invoiced Admissions			\$ 3,300.00		\$ 3,300.00
Total Average Contractual Revenue					\$ 17,800.00

Total Average Revenue					\$ 136,187.67
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\* Last 3 full years of operation for the previous aquatic center

**Projected Full Year Revenue Admission Fee/ Concessions**  
**20% Increase Admissions, 30% Increase Concessions, 50% Increase Swim Lessons**

Daily Admission	Winter	Summer	Annual	Price	Revenue
3 & Under with Swim Diaper	80	450	530	\$ 3.00	\$ 1,590.00
Non Swimmer	20	300	320	\$ 3.00	\$ 960.00
Indoor Pass Holder Water Park Visit		50	50	\$ 3.00	\$ 150.00
Day Pass (3-54)	1260	7032	8292	\$ 6.50	\$ 53,898.00
Senior Day Pass (55+)	331.2	444	775.2	\$ 5.50	\$ 4,263.60
Group Rate (10+ guests)	322.8	828	1150.8	\$ 5.00	\$ 5,754.00
Total Average Daily Admission Revenue					\$ 66,615.60

Indoor Pool & Fitness Passes	Winter	Summer	Annual	Price	Revenue
10 Punch Pass	303		303	\$ 50.00	\$ 15,150.00
Individual - Monthly Bank Draft	633	187	820	\$ 30.00	\$ 24,600.00
Adult Couple - Monthly Bank Draft	40	20	60	\$ 45.00	\$ 2,700.00
Household - Monthly Bank Draft	187	230	417	\$ 60.00	\$ 42,450.00
Water Park Pool Passes	Winter	Summer	Annual	Price	Revenue
10 Punch Pass		314	314	\$ 50.00	\$ 15,700.00
Summer Individual		30	30	\$ 150.00	\$ 4,500.00
Summer Household		40	40	\$ 350.00	\$ 14,000.00
Add Water Park Access to Indoor Pass	Winter	Summer	Annual	Price	Revenue
Individual		15	15	\$ 55.00	\$ 825.00
Couple		2	2	\$ 85.00	\$ 170.00
Household		19	19	\$ 165.00	\$ 3,135.00
Total Pass Revenue					\$ 123,230.00

Concessions/Merchandise	Winter	Summer	Annual	Price	Revenue
Concessions Food	\$ 1,200.00	\$ 27,000.00	\$28,200.00	Varies	\$ 28,200.00
Merchandise	\$ 960.00	\$ 1,560.00	\$ 2,520.00	Varies	\$ 2,520.00
Total Concessions/Merchandise Revenue					\$ 30,720.00

Swim Lessons	Winter	Summer	Annual	Price	Revenue
Water Babies	27	42	69	\$35/\$60	\$ 2,415.00
Levels 1-6	60	124	184	\$45/\$70	\$ 8,280.00
Private Lessons	234	78	312	\$15	\$ 14,040.00
Total Swim Lessons Revenue					\$ 24,735.00

Facility Rentals	Winter	Summer	Annual	Price	Revenue
Meeting Room	156	52	208	varies	\$ 1,664.00
Indoor Pool Rentals	4	1	5	\$100	\$ 500.00
Outdoor Pool Rentals		4	4	\$250	\$ 1,000.00
Total Facility Rental Revenue					\$ 3,164.00

Contractual Revenue	Winter	Summer	Annual	Price	Revenue
ATSU			\$ 4,500.00		\$ 4,500.00
YMCA			\$ 7,000.00		\$ 7,000.00
Total Average Contractual Revenue					\$ 11,500.00

Total Projected Revenue					\$ 256,800.60
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## Expense Projection

### Historic and Projected Expenses

Description	Actual 2015	Actual 2016	Actual 2017	Avg	Projected 2022
Salaries, Regular	\$ 37,293.70	\$ 37,308.95	\$ 38,595.95	\$ 37,732.87	\$ -
Salaries, Temporary	\$ 97,517.99	\$ 94,668.16	\$ 99,087.18	\$ 97,091.11	\$ 207,961.00
Salaries, Overtime	\$ 1,091.80	\$ 1,260.89	\$ 1,386.98	\$ 1,246.56	\$ -
Social Security	\$ 9,747.29	\$ 9,515.82	\$ 10,055.01	\$ 9,772.71	\$ 12,893.58
Insurance, Dental	\$ 471.72	\$ 518.76	\$ 518.76	\$ 503.08	\$ -
Insurance, Life	\$ 86.24	\$ 88.44	\$ 65.86	\$ 80.18	\$ -
Retirement Contribution	\$ 3,819.18	\$ 3,250.00	\$ 3,702.87	\$ 3,590.68	\$ -
Insurance, Workers Compensation	\$ 4,306.65	\$ 4,062.84	\$ 6,837.94	\$ 5,069.14	\$ 10,000.00
Insurance, Medical	\$ 8,592.84	\$ 10,311.48	\$ 10,311.48	\$ 9,738.60	\$ -
Insurance Claims	\$ 3,982.63	\$ 1,722.00	\$ -	\$ 1,901.54	\$ -
Miscellaneous Contract Services	\$ 1,705.32	\$ 2,085.64	\$ 2,084.79	\$ 1,958.58	\$ 4,000.00
Telecommunications	\$ 391.83	\$ 444.86	\$ 490.69	\$ 442.46	\$ 500.00
Safety Programs	\$ 60.00	\$ 100.00	\$ 100.00	\$ 86.67	\$ -
Travel/Training	\$ 6,212.55	\$ 6,525.86	\$ 443.89	\$ 4,394.10	\$ 3,000.00
Medical Supplies	\$ 65.92	\$ 26.06	\$ 83.47	\$ 58.48	\$ 200.00
Recreation Supplies	\$ 126.89	\$ -	\$ 243.45	\$ 123.45	\$ 1,000.00
Minor Equipment & Supplies	\$ 1,945.34	\$ 1,973.17	\$ 2,133.87	\$ 2,017.46	\$ 1,000.00
Chemicals	\$ 12,363.75	\$ 10,561.66	\$ 12,706.98	\$ 11,877.46	\$ 13,000.00
Safety Equipment	\$ 1,106.09	\$ 889.96	\$ 803.07	\$ 933.04	\$ 3,500.00
Equipment Maintenance	\$ 3,784.20	\$ 3,104.23	\$ 1,413.49	\$ 2,767.31	\$ 2,500.00
Clothing, New	\$ 1,618.05	\$ 2,043.15	\$ 1,607.75	\$ 1,756.32	\$ 2,000.00
Swimming Pool Maintenance	\$ 3,300.11	\$ 2,933.56	\$ 448.65	\$ 2,227.44	\$ 2,000.00
Electricity, Building	\$ 25,550.89	\$ 23,612.79	\$ 24,984.66	\$ 24,716.11	\$ 40,000.00
Heating Fuel	\$ 20,752.24	\$ 18,505.22	\$ 26,948.70	\$ 22,068.72	\$ 25,000.00
Merchandise Resale	\$ 9,320.89	\$ 7,820.14	\$ 10,552.01	\$ 9,231.01	\$ 20,000.00
Program Supplies	\$ 596.47	\$ 40.50	\$ 4,821.00	\$ 1,819.32	\$ 2,000.00
Total Operating Expenses	\$ 255,813.76	\$ 243,374.14	\$ 260,428.50	\$ 253,205.47	\$ 350,554.58

## Staffing Projection

### Projected Full Year Aquatic Staff Expense

Position	Winter Hours Per Week	Winter Weeks	Total Winter Hours	Pay Rate	Expense
Lifeguard	117	39	4563	\$ 12.00	\$ 54,756.00
Head Guard	26	39	1014	\$ 13.00	\$ 13,182.00
In-Service Training	15	39	585	\$ 12.00	\$ 7,020.00
Swim Lessons	5	39	195	\$ 15.00	\$ 2,925.00
Total Winter Expense					\$ 77,883.00

Position	Summer Hours Per Week	Summer Weeks	Total Summer Hours	Pay Rate	Expense
Lifeguard	516.5	13	6714.5	\$ 12.00	\$ 80,574.00
Head Guard	64	13	832	\$ 13.00	\$ 10,816.00
In-Service Training	25	13	325	\$ 12.00	\$ 3,900.00
Swim Lessons	32	13	416	\$ 15.00	\$ 6,240.00
Admissions Worker	51	13	663	\$ 12.00	\$ 7,956.00
Concessions Worker	89.5	13	1163.5	\$ 12.00	\$ 13,962.00
Wading Pools	42.5	13	552.5	\$ 12.00	\$ 6,630.00
Total Summer Expense					\$ 130,078.00

Total Projected Aquatic Staff Expense					\$ 207,961.00
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\*These projections do not reflect any closures due to weather, holidays, bodily contamination incidents, or scheduled maintenance.