

2015

Closing Report Regarding Aquatic Facilities



Candela Consultants

*To: City of Portsmouth Department of
Parks, Recreation and Leisure Services
9/26/2015*

Introduction and Disclaimer

The following report is compiled from confidential information gathered on a daily basis at particular aquatic sites owned by the City of Portsmouth. It reflects not only a great amount of work undertaken quickly (after a delayed seasonal start up) and a significant degree of accomplishment during operations, but also improvements which need to be considered and implemented before further use of particular facilities. Ultimately, improvement will be determined by informed City administrative personnel in accord with a balance between safety, phased budgeted purchases, affordability, and employment of labor. The recommendations of this report, though based in terms of safety and service, are also focused on reducing the City's liability and exposure to lawsuits. The best approach for providing clarity, developing cooperation, and confirming complete implementation of the following recommendations might be a checklist wherein each numbered item is completed at all facilities across the City on a designated day before moving on to another bulleted issue or point.

Stated directly, this conclusion of season report is best understood after having read the start of season report and discussing the content of both with the Managing CPOs in order to gain perspective on the scale of accomplishment and remaining items that need to be completed before the resumption of services in 2016.

While for the middle and latter half of the summer, weekly progress meetings between aquatics management, City of Portsmouth Department of Parks, Recreation, and Leisure Services (DPRLS) supervisor level personnel, and administration were not held, it is strongly urged that a conclusion of season aquatics advisory meeting take place in addition to third party conducted individual telephone exit interviews for lifeguards. Both should have minutes recorded and be kept on file for the purpose of planning and improving the future direction of the aquatics program.

It is also suggested that an inventory of all equipment at every aquatics site is compiled and kept on file to track progress made, map future purchases and avoid theft. Further, one or more cameras linked to a permanent media system should be installed to monitor all grounds as well as building and room entry points at each aquatics facility in order to safeguard against equipment theft, prevent vandalism, secure facilities from trespassers, reduce liability, and ensure the safety of persons using the pools.

In concluding the season, it is also recommended that all facilities be winterized. This includes putting pool covers on each pool, not to just protect the pool from debris, but also to avoid accidents. The typical pool cover is rated between 200 and 400 pounds per square foot. To avoid damage from freezing, consideration should be given as to whether the City of Portsmouth wishes to have the pumps continue circulating water in the pools or simply drain the pools and pay to fill them next Spring. If the pumps continue to circulate water, there is the risk that those pumps might burn out if the water level falls as they are currently unattended. The aforementioned considerations require that the aquatics facilities are attended to by a Pool Technician or a Certified Pool Operator (CPO) temporarily until task



completion or, if the pumps are running, regularly until the next season.

Portsmouth Sports Complex Outdoor Swimming Pool

Managing CPO Harry David Candela 757.489.0237

At the beginning of the season, the Portsmouth Sports Complex Outdoor Pool was quickly brought up to the basic equipment and signage requirements of numerous government administrations, departments, agencies which govern aquatics facilities. Beyond pump and filtration systems, the largest equipment installment was a handicap accessible chair lift (as required by the ADA¹) which was frequently used by elderly patrons during the season.

The construction assembly, anchoring, secure locking, and use of the new lifeguard equipment shelter currently on property (still in the boxes that it was shipped in) would provide more room for equipment storage, safety training, and operations.

Proper and complete repair of the broken backwash drainage pipe to the swimming pool is needed. At this time it has been temporarily repaired with a wraparound rubber gasket and hose clamps, but the PVC pipe needs to be cut, refitted and sleeved with an unbroken pipe and cemented with the appropriate vulcanizing glue.

The hose line connecting the acid tank to the acid pump and the acid pump itself need to be rebuilt and repaired. These regulate acid flow and are instrumental to ensuring the PH in the pool water is balanced¹, preventing the pool water from becoming too basic which leads to chemical burns.

While the swimming pool water was conditioned with liquid chlorine during the summer of 2015, the pump room has been fitted with a tablet chlorination system as well. It is highly recommended that the small rubber hoses and gaskets that tied the tablet chlorinator into the pool water pump system are refitted into the pump and filter system with cut off valves and lock out tags on both ends for use as a secondary chlorination system. This second tablet chlorination system is a backup measure necessary to avoid pool closure in the event that the liquid chlorine supply runs out. A small, hermetically sealed bucket of chlorine tablets could be kept locked in the supply area and used in an emergency. Liquid chlorine and tablet chlorine shall not be used together at the same time.

The orange extension cord which is used to supply electricity to run several pumps in the swimming pool pump room needs to be replaced with appropriate wiring, conduit, circuit breaker and plug sockets. The current use of extension cords is not compliant with code and poses a significant risk.

The swimming pool has four underwater lights installed. One is located in the middle of each swimming pool wall. Additionally, the swimming pool has four street light stubs installed on

¹ http://www.ada.gov/pools_2010.htm



the deck inside the fence. One is located on each side of the swimming pool. The circuit and switches that turn on and off the underwater swimming pool lights need to be located, checked and made functional. It is probable that the light bulbs will need to be replaced as well. The street lights should be installed and made functional as well. Lighting would allow longer or more flexible hours of operation and pool availability for special programs and events.

Around the swimming pool, two sides of the concrete deck end one foot short of the inner security fence. In the past, holes in the unpaved ground have been filled in with sand. However, there are additional holes which require filling and the trunks left from several bushes should be removed as they are trip hazards. In the event that the aforementioned ground is not paved over in order to extend the swimming pool deck, then high growing ornamental grass, bamboo, or hearty evergreen bushes should be added to prevent the exposed dirt from eroding and to provide the patrons more privacy and a cooler place to sit. If shrubs are chosen, they should not lose needles, leaves, or fruit which would clog the skimmers.

Some thought should be given to the purchase or building of benches (with or without picnic tables) to provide patrons with a place to sit and eat outside of the enclosed swimming pool area. Several upright good posture patio chairs could provide parents the opportunity sit and watch their children or rest inside the enclosed swimming pool area. Reclining furniture remains open to discussion, but might not be conducive to vigilance in the care of others or in promotion of common courtesy.

The following purchases are recommended:

- Two AEDs with crashbag waterproof carrying case; one multiple patient size bag valve mask (BVM); one emergency oxygen tank with regulator, hoses, and masks; and one suction apparatus to clean out the esophagus. Understanding that these may be expensive as well as require additional in-service training and certification, they are nonetheless urged since so many lives in emergency conditions can be saved with this equipment. If acquired in phases, then the first purchase should be the AED and waterproof carry case, followed immediately by the BVM. These are needed at every facility.
- Biological material cleanup kits to prevent the spread of blood borne pathogens, such as HEP and HIV. These kits are assembled and sold through medical supply companies. These are needed at every facility.
- One additional black rubber water hose, a portable hose reel to avoid trip hazards, hose reel to spigot connection, two outdoor deck brooms, and four hard synthetic bristle scrub brushes for keeping the facility clean from biological material.
- The installation of a counter or desk at the entrance of the building which conveys a



sense of authority, assists patron traffic flow, allows for monitoring, and aids in the summoning of EMS if necessary to the Sports Complex. The kiosk would be staffed by recreation personnel.

- While milk crates were delivered to contain and transport swim fins and wheeled equipment cages were assembled to contain the life jackets, two additional 55 gallon plastic garbage cans with several holes drilled in the bottom of each are needed for the drying and storage of noodles and aqua jogging belts at swimming facility.
- A hand truck dolly and single piece formed step stool are needed for moving equipment and reaching shelves at each facility. Such items are safety focused and could help others avoid accidents and workers' compensation.
- It is understood that the industrial blue tile which is inside the first floor of the Sports Complex is on hand and in large supply. While keeping and using that aforementioned tile will save the city a large amount of money, it is also highly recommended that large rubber locker room style mats be used to cover every path inside the building in order to prevent slip and fall accidents. The mats can be kept clean with the liberal application of bleach or peroxide cleaners and the use of a high pressure hose nozzle, provided that drainage exists for the water runoff. Another slip and fall prevention option, possibly of less expense, would be the application of a rubber or epoxy paint (with sand or other grit mixed in) to the tile floor. There are many good products available at Home Depot or Lowe's.
- Two industrial podium fans to ventilate rooms, cool the building, and cause evaporation of excess water off of the floors of the Sports Complex.
- Six wood shipping pallets, in good condition, positioned next to the lifeguard equipment shelter, in a double row, side by side and neatly, for better storage of the folded pool cover next open season. These items can be acquired free from other sources. The same consideration should be made for the other swimming pool.
- An additional wood pallet or two (if necessary) cut to fit tight quarters in the chemical storage room, used in conjunction with covering tarps for off ground chemical storage. Additionally, all chemicals are required to be stored in an air and water tight OSHA acceptable bucket with lid or metal cabinet. The same consideration should be made for the other swimming pool. These items can be acquired free from other sources.
- One skimmer net to replace the net that broke from significant use at the Sports Complex. Frequent net use is required due to debris in the pool generated by several beautiful trees nearby.
- Four additional large, high quality, lifeguard umbrellas for sun protection. While



purchasing the same umbrellas as last season would keep the same color scheme, purchasing higher quality rubberized umbrellas might increase equipment longevity. From time to time these umbrellas can be found for sale at greatly reduced prices in second hand shops, like the nearby Thrift City store.

- The Sports Complex needs one regulation thickness safety life line with regulation thickness large buoys to divide the shallow from the deep end of the pool, as required by the Health Department.
- A twenty-four count box of instant ice packs to be divided between all aquatics facilities. These are safety items that should be kept on hand to reduce swelling and fever if necessary. Often these individual items can be found at the Dollar Tree.
- Six military surplus wool blankets, individually wrapped in plastic bags for long term storage but ready for emergency use, should be divided and distributed between all facilities. These are safety items for the treatment of shock and wind induced hypothermia if necessary.
- Three eye wash station bottles of appropriate size to complete the OSHA required eye wash stations currently mounted on the wall in the Sports Complex office and pump room. Eye wash stations are also needed at the other two aquatics facilities. These are OSHA and Health Department requirements.
- One used wheel chair should be purchased for each facility. The average thrift store cost is \$29.00 to \$39.00 per chair, at a substantial savings over the cost of a new wheel chair.
- One padded nurse's office first aid table at each facility. These items can be bought or built for about the same price, but being built on site would source money from a different part of the budget.
- One waterproof changeable letter box sign in which the hours of swimming pool operations could be posted and revised as needed. The other option might be printing, laminating, and posting those days and hours on a community cork board at each facility.
- Frames for copies of all CPO certificates, the swimming pool permits and the fire evacuation maps, all of which should be mounted just inside the door of the Sports Complex at the reception and ticketing counter, and just inside of the gate at the other facilities. These frames can be found for \$1.00 each at nearby thrift shops.



Cavalier Manor Outdoor Swimming Pool

Managing CPO Robeson White 757- 262 - 8550

While many of the recommendations made regarding improvements to the Portsmouth Sports Complex Outdoor Swimming Pool are also applicable at Cavalier Manor Outdoor Swimming Pool and may be mentioned again for emphasis, Cavalier Manor Outdoor Swimming Pool has additional special needs.

It is advised that the pump room be given special consideration. During the initial inspection of the Cavalier Manor Outdoor Swimming Pool pump room at the outset of the season, it was discovered that Cavalier Manor had neither a chlorinator pump nor an acid pump for the purpose of safely adding chemicals to the water. Also, one of the three sand filters was left out of the pump and filtration system. These chemical pumps guarantee that the water is consistently treated and safe for swimmers. In discussion with recreation specialists, it was detailed that the previous contractor simply added large quantities of chemicals to the water before closing each evening. That practice was a danger to the employees and contractor, who should have known better as safety personnel. It was also a danger to the neighborhood youth who sneak in for an illegal nighttime swim. That practice was also dangerous for regular swimmers if chemicals were too strong at opening or too weak toward the end of the day. Excessive or inadequate chlorination are OSHA² and Virginia Department of Health³ regulation violations. Chemical burns or bacterial infections can result in either situation and are matters of liability. In December of 2013, the Minnesota Department of Health investigated an indoor hotel swimming pool where several swimmers were injured due to excessive water chlorination caused by both broken automated chlorination systems and neglect by pool operators to rectify the chemical imbalance.⁴ Also, consider the bacterial infection that took place at Great Wolf Lodge a few years ago. By adding the appropriate equipment, the City reduces the chances of liability due to accidents. Additionally, laminated posters can be ordered for free from the CDC on proper pool chemical use and storage.⁵ Those posters should be put up in the pump room.

The pump room is also in need of proper lighting, ventilation, an eye wash station, the removal of debris, OSHA compliant railing and gates to prevent a slip and fall accidents in the room and pit, pallets on which chemicals in hermetically sealed buckets can be safely stored, and general reorganization. It is in a deteriorated condition, but salvageable. Laminated signs provided by the CDC should be posted with additional laminated signs that designate the proper cleanliness and order of equipment in the pump room. Any broken pipes (damaged by vandalism this last summer) need to be properly replaced. The electrical system should be repaired in order to eliminate the use of extension cords, dangerous in a wet environment. These same issues exist in both swimming facilities. All electrical boxes should have five feet

² <https://www.osha.gov/dts/sltc/methods/inorganic/id101/id101.html>

³ <http://www.vdh.virginia.gov/EnvironmentalHealth/Food/Regulations/PostingWaterQuality/index.htm>

⁴ http://www.cdc.gov/mmwr/preview/mmwrhtml/mm6319a3.htm?s_cid=mm6319a3_w

⁵ <http://www.cdc.gov/healthywater/swimming/resources/posters.html#chemical>



of clearance access as well. It is important to stay within the code.

As well, three skimmer baskets are completely broken and in need of replacement. They need to be replaced immediately in order to avoid catastrophic damage to the pipes, pump, and filters. The replacement of these relatively inexpensive baskets would save the city huge dividends in maintenance costs.

The lifeguard office requires re-organization. While systems for hanging folding chairs have been installed, three towel bars should be mounted near the sink and three additional cabinets for supplies may be necessary. A first aid table is needed as well. The Managing CPOs Harry David Candela and Robeson White are in possession of various free building materials that could be used to create the necessary easy access shelving and storage space in the lifeguard office. It is possible to store all of the rescue equipment in the lifeguard office safely, neatly and in accord with code.

The basket room, attached to the lifeguard office, is in need of sturdy, high quality shelving which could be built and installed by the Managing CPOs as well. The old, decommissioned, broken pay phone needs to be removed from the wall of the basket room. Twenty to thirty milk crates are needed to construct a system which secures patrons' clothing. This system, which can be built from donated materials, would result in less trip hazards on the pool deck and greater visibility through the fence which separates the wading pool from the larger swimming pool.

Additionally, it is recommended that the two old, unstable lifeguard stands be removed from the deck and replaced by two Tailwind brand 353 white outdoor lifeguard stands with additional railing added. The additional railing will cost about \$60.00 plus the labor required to make the installation. The lifeguard stands at the Sports Complex were assembled on a rainy day in the same manner. The lifeguard stands removed from the deck should be saved in order to be redesigned and rebuilt, as was done with the one removed from the Sports Complex Pool by Managing CPO Harry David Candela.

There are several old umbrella stands stored in the basket room. When coupled by chains and screw-closed D links, these could be recycled into anchors for boundary buoys at a paddle waterfront focused on teaching underprivileged youth canoeing and row boat use. In the event that the DPRLS, Division of Aquatics should choose a location for the recently proposed waterfront program, Managing CPO and founder of Candela Consultants, Harry David Candela, is prepared to submit a proposal for the safe structuring and operation of the program.

For the safety of the patrons, serious consideration should be given to removing the turnstile bars from the access hall and filling the gap created with concrete blocks or concrete forms that allow light to enter. While the interiors of the access hall, the basket room, and the lifeguard office are in need of paint, consideration may be given to uniformly painting the entire facility. There is no need for artwork, like a mural that will become unpopular over time, just simple standard paint will preserve the building and keep things clean.



Eight “No Running” and eight “No Diving” signs need to be hung around both pools, and on all fences – one of each set on each side of the fence facing the pool. Eight “No Running” and “No Diving” signs need to be painted on the deck around both pools, one set for each side of the pool separated by no more than ten feet. Discuss placement with your managing CPOs. This is a matter of safety, code and liability.

There is a crack in the wading pool which results in a significant amount of weekly water loss and requires repair. Consideration should be given to the purchase of pool liners that would reduce water loss and save costs attributed to water leakage. Pool liners last several years.

If Cavalier Manor Outdoor Swimming Pool bought and installed lap lane ropes in the same manner that Chesterfield Outdoor Swimming Pool (located in Norfolk, Virginia) has recently done, it has the potential to develop a swim team and lifeguard training system which benefits local youth with educational and employment opportunities. The lap lane ropes may be donated from other generous facilities in Hampton Roads. Installment can be done in-house. Managing CPO and Director of Norfolk State University Aquatics, Robeson White is prepared to submit a proposal for the aforementioned property improvement and programs.

Cavalier Manor needs an ADA compliant handicap chair lift to aid disabled patrons getting into the pool and to avoid discrimination litigation. Again, the handicap lift at the Portsmouth Sports Complex Pool saw extensive use by the elderly this past summer.

Portsmouth Outdoor Splash Park

Managing CPO Harvey Horne (deceased 21 September 2015, report contributions included, Cherod Taylor to replace)

While many of the recommendations made regarding improvements to the Portsmouth Sports Complex Outdoor Swimming Pool and Cavalier Manor Outdoor Swimming Pool are relevant to the Portsmouth Outdoor Splash Park, the Portsmouth Outdoor Splash Park is a unique facility and has special needs of its own.

Special consideration needs to be given to the complete or partial restructuring, rebuilding, and refitting of the pump room. Chemicals, particularly chlorine and acid, need to be stored separately and outside of the main building, in their own respective closets or sheds.⁶ The ventilation system serving the pump room is corroded and not properly functional. In turn the sensors, chemical controls, and pump system are not properly functional. The aforementioned systems require replacement or significant repair. As well, the interior needs to be painted due to paint and concrete corrosion. An eye wash station is necessary also.

⁶ <http://www.cdc.gov/healthywater/swimming/pools/preventing-pool-chemical-injuries.html>



The lifeguard office is in need of an air conditioning unit to allow heat distressed workers and patrons to cool down their core temperatures. As the facility largely serves children, it is important to consider their special needs. In the event of wind caused hypothermia, two DOD surplus wool blankets will be necessary as well.

Like the other facilities, the lifeguard office requires a padded nurse's station first aid table as well as a bio-hazard clean up kit to complement the first aid kit. While one of the surplus red bucket clean up kits (that were built in house) can be transferred from the Sports Complex Pool, this kit is not the same as a medical grade bio-hazard clean up kit which should be purchased for emergency use. HEP and HIV are real hazards which can be more effectively dealt with using a medical grade bio-hazard clean up kit.

The window which was shot out requires replacement immediately. The grassy area that is within the splash park security fence should be cemented over.

Several "No Running", "Caution", and "Watch Your Children" sets of signs need to be posted on each side of the fence facing into the facility and in four places within the building. "No Running" and "Caution" need to be painted on the deck in eight places and at regular intervals around the facility, no less than ten feet apart.

Personnel, Chain of Command: Rank, Designation, and Role in Facility

It is highly recommended that the City of Portsmouth hire a Division Head of Aquatics who is experienced in starting, developing, operating, and improving aquatics programs rather than solely relying on recreation facility administrative or supervisory staff who are not familiar with the full legal and regulatory requirements of pool management, aquatic safety, or growing aquatics programs which are eligible for grants and other outside funding. This hire should either come from within the City's aquatics staff, on the recommendations of its aquatics staff, or from within the aquatics field. Any hire could be tested during a provisional or probationary six months before permanent hire. Managing CPOs Harry David Candela and Robeson White are well networked in the professional aquatics community and prepared to offer helpful recommendations regarding the hiring of a Division Head and other personnel in the same manner as they helped staff the City of Portsmouth aquatics facilities in 2015.

As opposed to hiring a contractor, the majority of the recommendations in this report could be implemented within the next three quarters, at a cost savings, by a Division Head of Aquatics, working in conjunction with one or two other Managing CPOs, in preparation for the next summer swimming season.

While the Division Head will link the aquatics facilities together in one program and serve as an interface with downtown DPRLS administration, each aquatic facility needs three to four lifeguards on duty in order to maintain perpendicular double coverage, eliminate coverage



gaps, regulate in person and effect maintenance. Of the three to four lifeguards, one would be the site-specific managing CPO and another would be a secondary assistant managing CPO. A Division Head and the managing CPOs at each site would render an outside contracting pool technician unnecessary, except in extreme circumstances. They would provide daily care for the water as well as ordering chemicals, performing numerous repairs and cleaning. Chemicals could be more inexpensively obtained without the mark-up of an outside contractor. Moreover, while in the past contractors ordered expensive name-brand chemicals from Harper and Company in Newport News, the same chemicals could be purchased as generic brands from Bermuda Pools, Spas & Billiards in Chesapeake at one third the expense. Full time services could be provided at a lower cost.

The 2015 summer season employed an inordinate number of recreation specialists and assistants, totaling 3 to 4 at each aquatics facility at any one time. Each facility could have done with one recreation specialist, one recreation assistant and/or a security guard willing to concurrently fill the role of a recreation assistant. The recreation specialist, security guard and/or recreation aide could be responsible for only allowing in patrons who are compliant with the posted rules, monitoring the parking lot and building, counting and securing money paid for swimming, and ensuring the number of swimmers do not exceed the legal capacity limit. The recreation personnel at each facility are in need of numbered receipt books, drop safes and locking transport bags in order to keep the exchange and collection of all funds completely transparent. Accordingly, each facility will need to post permanent signs that state drop safes are used and no refunds can be given. Instead of a refund, consideration should be given to developing a rain check system.

Double coverage of lifeguards should be expected regardless of the number of patrons. This ensures coverage in case one looks away or is engaged helping another patron. During periods of inactivity, the lifeguards could clean and repair the pool facilities. There is more than enough to do at each facility, even scrubbing the scum line. For all personnel staffing a pool, the City of Portsmouth should adopt a policy that texting while on duty will result in a single day suspension for each offense as these personnel are in charge of the safety and well-being of others. This policy would be enforced by the managing CPOs.

In addition to American Red Cross certifications, it is strongly advised that all employees working within the Aquatics Division are provided with appropriate OSHA and Sensitivity Training since it is a matter of safety, legal requirement and liability reduction. Having the curriculum, qualifications and experience, Managing CPOs Harry David Candela and Robeson White would be able to assemble class materials and conduct both the general and site-specific trainings annually in the beginning of the summer season. The trainings, scheduled and noted on DRPLS DA official calendars, would be considered applicable toward the minimum level in-service training preferred by the CDC and would also include the review of MSDS and EAP procedures and binders.

It is also recommended that the Aquatics Division ranks and designations reflect professional aquatics rescue services more commonly associated with EMS, Fire, Police, and Park Rangers



rather than correspond with titles and classifications of personnel staffing recreation centers. This system could possibly save the department money through a different pay scale while also designating distinct authority and separate accountability. While all Aquatics Division personnel are expected to be certified lifeguards first and foremost, the following numbers of personnel, responsibilities, ranks, and terms, in respective order from highest to lowest are suggested:

QUANTITY	TITLE	RANK	TERMS
1	DIVISION HEAD	CAPTAIN	FULL TIME
3	MANAGER CPO ⁷	LIEUTENANT	PART TIME
3	ASSISTANT MANAGER CPO ⁸	SERGEANT	PART TIME
TBD	LIFEGUARD	ASSOCIATE	PART TIME

While it is understood that within the Aquatics Division, each level of the chain of command has different responsibilities and authority, it is also urged that the ranks are not reduced to their singular lowest or second lowest level for utilitarian reasons or short term cost savings as this causes numerous negative safety issues. These issues include but are not limited to encouraging dereliction of duty, provoking action outside of standard operational procedure, severely impeding the improvement of Aquatics facilities as well as blocking the development and implementation of advanced programs. Understanding that those First Responders who have set aside their days, even resigned from other jobs, to make themselves available for the City of Portsmouth have rents to pay and families to support, being sent home for a day, taken off schedule, or replaced can be the hardest punishment, offense to mutual commitment, and seriously threaten loyalty which causes a shortage in First Responders willing to work for the City. In the event that personnel drive into Portsmouth and, for one reason or other, Aquatics facilities are closed early for the day, they should be re-tasked to cleaning or making repairs and improvements to facilities, equipment, and programs for the remainder of that day. There is more than enough to do at each facility, even if it is only scrubbing the scum line. If constructive action by aquatics personnel is not forthcoming, then corrective procedure accompanied by explanation should be rendered. This understood, the managing CPOs Harry David Candela and Robeson White have recommendation for aquatics staff worth asking to return in the next season.

It is recommended that the Aquatics Division uniforms, appearance, and equipment correspond to the professional industry standards for First Responders, including the following: tan or dark blue swimming shorts; tan or dark blue pants (no denim); tan or dark blue long or short sleeve polo shirts with “First Responder”, “Aquatics Rescue”, “Lifeguard” or “Instructor” printed on the back and the City of Portsmouth or Aquatics Division crest on the left front; tan or dark blue zipper closed hooded sweatshirt; tan or dark blue zipper closed windbreaker; tan or dark blue boonie bush hat; tan or dark blue ball cap; socks; aqua shoes; tennis shoes for running; shower flip flops; leather work gloves; and a personal hip pack - duty belt (dark blue in color) with standardized first aid supplies in two Ziploc bags including: two rollers of gauze, two

⁷ Certified Pool Operator, National Certification

⁸ Certified Pool Operator, Health Department Certification



military-style compression bandages, 6 large gauze pads, 6 small gauze pads, 6 band aids, antibiotic cream, 4 auxiliary Ziploc bags, pen, paper and EMS contact information. Also in the pack should be a CPR mask in its protective case, bandage scissors, a black whistle (Fox 40 brand), a wrist watch, expanded coverage sunglasses with safety lenses and Personal Protective Equipment. Personal Protective Equipment is contained in two Ziploc bags and includes 6 to 10 latex gloves and 2 dust masks. The only personal uniform items to be potentially supplied by the City of Portsmouth are the tan or dark blue long or short sleeve polo shirts with printing and the tan or dark blue boonie bush hat.

Handbook, Duty to Act Contract, Standard Operational Procedure

Aquatics Division personnel should be made to understand all that is expected of them. The legal standard of, "if it is not written, then it does not exist", should be applied. Such is partly the reason for the Daily Operations Binder at each aquatics facility. With that considered, it is suggested that the Managing CPOs are retained to develop a City of Portsmouth Aquatics Division Employee Handbook and Duty to Act Contract. That Handbook could be provided to all Aquatics Division employees at the beginning of each summer, reviewed at a designated in-service training, and used as a guide for responsible behavior in the delivery of services. The Duty to Act Contract should be signed in duplicate, one copy kept by the City of Portsmouth and the other copy kept by the employee. Not only does the contract serve to clarify duty, it also can reduce City's liability.

Local Sourcing, Certification, Classes, and Usage

Considering the delayed commencement of the City of Portsmouth 2015 summer aquatics program and contemporaneous shortages of personnel, it is advised that the Managing CPOs be retained to develop, plan, and conduct the first annual City of Portsmouth Aquatics School this winter, for the purpose of training and certifying persons as lifeguards, swimming instructors, and pool operators in preparation for the City of Portsmouth 2016 summer aquatics program.

It is suggested that the City of Portsmouth, Department of Parks, Recreation, and Leisure Services examine how other cities within the Hampton Roads area encourage community participation. For example, quarterly magazines such as Norfolk's *Goodtimes*, which advertise classes and open swim schedules, are largely responsible for community awareness prompting participation. There is also the social attractant that comes with mutual friendships developed between those who participate in aquatics programs. That social dynamic takes time to develop and build atop a foundation of a set and stable program run by dependable aquatics professionals who care about patrons first and foremost. As the City of Portsmouth aquatics program continues to develop, additional consideration may be given to expanding current Learn to Swim, Aqua Arthritis Therapy, Aqua Aerobics, and Swim Team classes.



Contrary to the experience of this past summer, these classes should never exceed the capacity of the particular aquatics facility at any one time and each session should offer a sound student to teacher ratio. It is also important to divide the classes into age groups that coincide with the American Red Cross "Learn to Swim" program age and skill categories, so as to have effective lessons and less disruption. Higher ranking aquatics professionals might also approach senior centers near the Portsmouth Sport Complex, schools in the Portsmouth area, veteran services both public and private, rehabilitation centers, and therapeutic centers for the challenged, in order to present what the City of Portsmouth Aquatics program offers. These outreach efforts would develop classes that best meet the needs of the community and could be potentially funded by grants or other sources. Understanding that Portsmouth has a limited budget, the Division Head of Aquatics as well as DPRLS are likely to be able to find private sector sponsors who would gladly provide money to the aquatics program in exchange for having large banners advertising their business at posted at particular aquatics facilities. These sponsor banners could be printed in-house or inexpensively at a local printer.

All Aquatics Division personnel should regard the community as both the respected client and cherished employer whom they are ready to happily and eagerly serve. The United States Coast Guard Rescue Swimmer Manual and Motto should be thoroughly understood in the broadest sense of its terms - we serve "So That Others May Live." After all, how much is a life worth?

