

AQUATICS

Service Description

Eugene's three pools—Echo Hollow, Sheldon and Amazon (a seasonal facility)—offer four main program areas: Recreation Swimming, Learn-to-Swim Programs, Fitness and Wellness, and Competitive Programs.

Specific services include: recreation swims, family swims, learn-to-swim classes, lap swims, aquatic fitness classes, land-based fitness classes, fitness centers (Sheldon and Echo Hollow), custom services for special groups, physical education classes to public/private schools, in-service trainings and competitive aquatics for swim teams and water polo teams.

In FY06 the Aquatics Service Area received 274,080 patron visits and the majority of the visits were in the following areas: Recreation Swims—74,572; Learn to Swim Program – 45,356; Fitness, Wellness and Lap Swimming—71,917; Competitive Programs—65,903. The three pools plan to spend \$2,724,648 in FY07 from the General Fund and earn \$666,500 in revenues, which is 24% of total expenses. This service is provided by 14.55 FTE regular employees, and more than 250 temporary employees during the peak summer season. The three pools will be open to the public more than 7,800 hours in FY07.

Historic Perspective

1948	Jefferson Memorial Pool opened
1957	Amazon Pool opened
1967	Eugene and Bethel Schools begin swim lessons in City pools
1967	Sheldon Meadows Pool opened
1969	Echo Hollow Pool opened
1981	Eugene and Bethel Schools discontinue swim lessons; City pools compensate by developing preschool lessons and fitness services
1981	A wind storm destroys the Jefferson Memorial Pool cover; the pool operated the summer of 1982, then closed and was demolished in 1986
1989	Year-round operation of the Echo Hollow outdoor pool began
1998	Reductions in staff and programs occur due to Ballot Measure 50
1998	Bond Measure 20-03 passes, with \$4.4 million dedicated to Amazon Pool renovation
1999	Completion of energy efficiency retrofit at Echo Hollow and Sheldon, including solar water heating at Sheldon
1999	Pools complete major ADA projects and renovations
2001	Amazon Pool renovation completed
2002	ADA wheelchair lifts added to Echo Hollow and Sheldon pools
2003	Completion of conceptual master plans for Echo Hollow and Sheldon
2004	Fitness Center equipment upgrades at Echo Hollow and Sheldon

2005 Echo Hollow renovation that included a spa, multi-purpose room and seismic improvements

2006 Additional seismic and plumbing improvements at Echo Hollow Pool

Citizen Involvement

In 2006 the Eugene City Council approved the “Parks, Recreation and Open Space Comprehensive Plan” (PROS Plan) that included significant citizen involvement in the development of long-term priorities and strategies for Aquatics Services.

Customer Input

Aquatics staff members regularly receive feedback about their services through written evaluations completed by parents of learn-to-swim participants, fitness class participants and other pool users. The evaluations are tabulated, reviewed, and the results are used to make service changes and improvements. Aquatics staff also solicit and receive a great deal of informal, verbal feedback from customers.

Mission

Provide diverse, accessible, inclusive and high quality aquatic and fitness services in a safe, clean, welcoming and fun environment.

Outcomes

- Contribute to the wellness, fitness, health and safety of the community, and provide life-long recreation.
- Prevent aquatic tragedies by teaching people to be safe in and around the water.
- Provide affordable aquatic and fitness recreation.
- Mentor youth using the 40 Developmental Assets Model.
- Increase the functionality day-to-day life for seniors and people with disabilities.
- Create a resource of certified and trained aquatics and fitness leaders who meet or exceed industry standards.

Operating Principles

- Provide excellence in safety, customer service and programming.
- Demonstrate professionalism through a positive attitude, teamwork, patron service, flexibility, enthusiasm, creativity, and hard work.
- Work as a team.
- Listen openly to each employee's ideas, give constructive feedback, and realize all staff play a role in meeting our mission and desired outcomes.

- Respect diversity in our community and seek to provide services to all citizens.
- Maintain positive community partner relationships with agencies, clubs and groups to broaden and improve our service capability to Eugene residents.

Current Operating Environment

External Trends

Customer Expectations and Changing Community

Eugene Aquatics represent a means to preserve a standard of health, safety, prevention and leisure for our multi-generational community. U.S. Census data indicates that the majority of “baby boomers” were over 50 as of 2000, and will turn 65 between 2010 and 2030. This large group will seek to retain access to fitness and leisure opportunities as they age. Aquatic Services will need to accommodate senior customer demands for more water and land fitness classes, exercise equipment, lap swimming, warm water pools and spas.

Aquatic Facilities Shortage and Renovation Needs

Currently, Eugene is deficient in the number of municipal aquatic facilities. As identified in the PROS Plan, our community is in need of additional pool and community center complexes in the Willow Creek, City Central, and River Road/Santa Clara planning regions. The 2003 conceptual master plans for Sheldon Pool and Echo Hollow recommend significant renovations to improve their utility, and address aging and deteriorating infrastructure. The plans indicate that the two sites’ service and revenue potential would be significantly enhanced with features such as waterslides, spay parks, warm water pools, outdoor recreational pools and spas. The studies also highlight maintenance issues such as the deck repair, pool lining replacement, tile replacements, solar heating systems, seismic upgrades, and plumbing replacement. Amazon Pool would also benefit from a second phase of renovation to cover a portion of the complex; its patrons regularly request that it be upgraded for year-round use.

Youth Obesity Prevention and Fitness Improvement

Child and teen obesity, and the lack of fitness among youth, have reached crisis proportions in our nation due to physical education program cutbacks in schools, dietary choices and reduced physical activity. Recreation swims, family swims, swim teams and water polo teams are excellent avenues for combating sedentary lifestyles and current health trends among youth. Children who learn to swim are able to enjoy that recreational pursuit their entire lives, contributing to long-term improvements in physical activity and health.

Competing Demands

The popularity of Aquatics activities has resulted in competing demand among users for recreation swims, lesson programs, competitive sports and fitness. As our population continues to grow, especially in Bethel, North Eugene and Southwest Eugene, pool time will become even more valuable and limited. Finding adequate and age appropriate usage periods to meet the needs of all users will be an increasing challenge until additional aquatic facilities are built.

Internal Conditions

Recruitment and Supervision Issues

The renovation of Amazon Pool continues to put significant demands on regular staff to hire, train and supervise the 250+ certified and skilled temporary employees needed for the summer season. Aquatic Services hires the largest number of temporary and seasonal employees in the Recreation Division. During the school year, it is challenging to recruit and retain temporary employees due to school hour conflicts, current wage plans and the restriction on annual work hours for non-regular staff.

Staff Training

Qualified Aquatics staff members train and certify the majority of new aquatics employees in life guarding, first aid, advanced CPR skills, Automated External Defibrillator (AED) use, oxygen use, CLASS software, fitness instruction and front desk procedures. It is also their responsibility to re-certify these staff members. The high volume of training and certification requires a great deal of staff time for instructors and students.

Pool Operation, Custodial and Maintenance

The Amazon Pool renovation in 2001, with its increased capacity, continues to stretch regular staff during the summer months. Further, when that popular site is fully operational for nearly six months a year, it strains Facility Management’s resources to adequately meet the added custodial and maintenance demands. In general, the aging infrastructure of Echo Hollow and Sheldon Pools, and the addition of new amenities at Echo Hollow and Amazon Pool have created higher-than-expected demands for Facility Management’s maintenance and repair services. Facility Management’s costs for FY07 are 44% of Aquatics’ total operating budget (\$1,202,436 of \$2,724,648), including utilities (19%); pool operations, chemicals and custodial (17%); and preventive maintenance and repairs (8%).

Performance Measures

Core Processes

Organize and Manage Recreation Swim Services

- Number of patron visits by age and site.
- Percent of customers satisfied with programs by site.

Organize and Manage Swim Lesson Programs

- Number of students who attend Flippers or Level 3 Learn-to-Swim classes and demonstrate basic water safety skills.
- Percent of customers satisfied with programs by site.

Organize and Manage Fitness, Wellness and Lap Swimming Services

- Number of patron visits by age and site.
- Percent of customers satisfied with programs by site.

Facilitate Competitive Programs (Swim Teams, Water Polo Teams)

- Number of swim team and water polo patron visits by age and site.

Total System

Effectiveness

- Percent of surveyed patrons who have been using Eugene Aquatics services more than one year.
- Percent of patrons served by age group: youth, adult, senior.

Efficiency

- Total Aquatics service cost per patron visit.
- Net Aquatics service cost per patron served.

Financial

- Percent of total Aquatics service budget offset by revenues.

Customer Satisfaction

- Percent of customer survey respondents who are satisfied or very satisfied with Aquatic services.
- Percent of customer survey respondents who are satisfied or very satisfied with Aquatic facility maintenance.

Strategy 1: Improve water safety awareness and education in Eugene to help prevent boating and aquatic accidents, and deaths by drowning.

Objective: In the spring of each year, make in-school presentations to all 3rd grade students regarding water safety, and give each student written educational and program materials to share with their families.

Work Activities:

- Develop a partnership with Eugene Fire Services, American Red Cross and Oregon Marine Board to develop a water safety presentation that includes educational hand-outs for 3rd grade students.

- Train Aquatics staff to be presenters.
- Print or purchase handout materials.
- Coordinate with schools to schedule appearances.
- Make presentations.
- Pursue funding for a swim lesson program for all Eugene 3rd graders.

Strategy 2: Maintain high levels of customer satisfaction.

Objective: Maintain a customer satisfaction level of 95% who indicate they are satisfied or very satisfied with Aquatic Services.

Work Activities:

- Create an Aquatics staffing plan that accurately reflects and meets the customer service, supervision and management requirements.
- Partner with Facility Management staff to better address the custodial and maintenance needs of the pools.
- Annually review fees and make adjustments to meet revenue goals and increased cost of services.
- Review user fees and identify strategies to improve-accessibility and affordability of services.

Strategy 3: Maintain the aquatic fitness programs as award-winning services, and increase the number of fitness attendees by 5% a year for the next 3 years.

Objective: Train and certify 80% of our fitness instructors to United States Water Fitness Association or Aquatic Exercise Association standards to increase their expertise, professionalism, and quality of service.

Work Activities:

- Dedicate staff resources to train two aquatics staff to be able to teach and certify instructors to national standards.
- Host national aquatic fitness professional training seminars twice a year.
- Apply for state and national fitness awards.
- Expand the marketing and programming of fitness activities.

