



Richard S. Goldberg  
Mayor

## **BOROUGH OF HAWTHORNE**

**Municipal Pool**  
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October 2010

To: Eric Maurer, Borough Administrator

### **POOL SEASON-END SUMMARY**

The 2010 Pool Season has been very profitable for the Borough. In the 2010 budget, the Borough anticipated revenue from pool admission fees at \$107,000.00; the pool actually experienced revenues of about \$139,300.00 (see attached worksheet), on badge and pass sales, surpassing the anticipated amount by more than \$32,000.00.

During the 2010 season, the pool sold the following memberships:

**250** family memberships (which includes up to two persons 21 years of age or older and up to four persons under age 21 all living in the same household)  
**4** additional child memberships  
**421** adult memberships (age 19+)  
**93** youth memberships (age 12-18)  
**237** junior memberships (age 3-11)  
**131** senior memberships (age 65 and older)  
**13** caregiver membership  
**2612** day passes  
**1206** half day passes  
**37** badge replacements

Despite season end overtime as a result of staff going back to college, conscious scheduling by management allowed us to close the season within the payroll line. This is credited in part to a new scheduling technique that was implemented by management this season. The Borough has also invoiced the Boys and Girls Club in the amount of \$2,820.00 for additional lifeguard coverage. This invoiced amount is not reflected in the badge sales revenue.

Instead of having three shifts, we utilized two shifts for our ten hour days, and one shift for an eight hour day, changing the number of guards per shift to six, a decrease from previous years. We found that six Lifeguards per shift allowed us to utilize all available chairs on the main pool, when necessary, and gave the lifeguard staff ample time to rest between rotations, while also limiting inefficient downtime. We found one Gate Guard was more than sufficient in checking badges. During our preseason we needed to have two Office Clerks, as this is when we saw a swell in the number of signups, and the office warranted two clerks. As the summer progressed, and membership sales calmed, one office clerk was sufficient. In some cases the manager on duty would assist the Office Clerk, if necessary, so we limited any additional overtime costs.

Of the 130 days the pool was in operation, we were closed for only one full day due to disinfection resulting from a main pool diarrhea incident. That day was overcast and raining, so it did not have a tremendous impact on patron usage. The pool closed early for weather related issues on four (4) days. We did experience roughly three "short-term" closures for vomit incidents in the pool, but as a result of an alert and professional staff we were able to react promptly and these closures lasted only about an hour each. The pool did experience pump failure on Fourth of July weekend. Despite sweltering temperatures, the pool had to be closed, so repairs could be made. Again, due to the quick actions of management in realizing the problem, and coordinating a prompt response effort amongst various departments, the pool was able to re-open within hours.

Under the New Jersey Sanitary Code (Chapter IX; Public Recreational Bathing) specifically section 8:26-7.2, our Main and Kiddie pools were required to have microbial analyses conducted on a weekly basis during the open season. These microbial tests performed each week by Garden State Labs, measures the amount of coliform (bacteria) densities in the water. All our samples, for both the main pool and kiddie pool, were found to be in compliance with the state code.

On Monday, June 21, the Lincoln Middle School eighth grade class celebrated their annual Pool Party at the Hawthorne Pool. The Lions Club also held their annual Swim Meet at the pool on Tuesday, July 20. Both events were a success.

The end of the season surveys were mostly favorable.

	Agree	Indifferent	Disagree	No Response*
The pool deck is generally clean	91%	5%	0%	4%
The pool bathrooms are generally kept clean	64%	16%	16%	4%
The swimming pool itself is generally clean	91%	5%	2%	2%
Membership prices are reasonable, affordable	79%	2%	11%	9%
The lifeguard staff is experienced and well trained	79%	11%	2%	9%
The lifeguard staff is courteous and helpful	88%	5%	4%	4%
The office staff is well trained	73%	21%	0%	5%
The office staff is courteous and helpful	75%	18%	2%	5%
The rules of the pool are followed and enforced by pool management and staff	71%	14%	7%	7%
The pool managers are courteous and helpful	88%	9%	2%	2%
I generally have a pleasant and fun time when I come to the pool	84%	9%	0%	7%
I would like there to be an adult swim during the day	39%	25%	30%	5%
I enjoyed being able to purchase drinks and snacks at the pool	75%	20%	2%	4%
I enjoyed listening to music over the loudspeakers during the day	89%	4%	2%	5%

\* "No response" represents the question being left blank or having multiple answers

Open-ended comments to the survey included responses such as “A weekend price for summer would be nice”, “reduced rate weekend only pass”, “keep up good work and clean garbage basket more often”, “best yet – I have used the pool for fifty years”, “limiting babies under 2-3 months”, “to extend [the season] thru September (end)”, “a quiet hour (no kids) would be nice”, “more lap lanes”, “weekend swim lessons”, “should lower entrance fee”, and “full summer swim team”.

As the Council may have noticed, there were no real complaints regarding the pool brought to the council meetings. With management’s “no-nonsense” approach, we were able to quell patron issues, and assure a smooth operation. Unfortunately, in one case we were left with no other option than a revocation of privileges for non compliance with pool rules. Warning letters were also sent to three other patrons, reminding them that pool rules must be adhered to, or they would face suspension or revocation of privileges.

### **Recommendations**

The following recommendations represent a collaborative brainstorm from the management team. Some of the recommendations we had implemented this year, and they have proven to be beneficial to the operation of the pool.

- **Change Hours of Operations as follows;**

- Monday, Tuesday, Wednesday, Thursday, Friday: 10:00 - 12:00 Lap Swim / Lessons, 12:00 - 7:45 Regular Swim
- Saturday, Sunday: 10:00 - 7:45

Generally, we experience a higher bather load in the after noon during the week, while most patrons would like to come to the pool earlier on the weekends. It has been our experience that patrons utilizing the facility do interfere with swim lessons by swimming in the areas that lessons are taking place. Under the current schedule, by having lessons and open swim at the same time we are paying our instructors to teach the lessons, while paying lifeguards to watch the open swim. By having open swim during swim lessons, we must also staff our office and gate as well. If we are to incorporate a morning lap swim to run concurrent with swim lessons, we could have two guards that rotate with each other for those two hours before we open, rather than fully staffing the facility as required when we have lessons and open swim together. By changing the hours, we can reduce 6 hours a week from the six different staff positions for a total reduction of 36 hours per week.

- **Assistant Managers Holding Lifeguard Certification**

This season, we have seen the benefit of having assistant managers that concurrently hold valid lifeguard certifications. This has proven beneficial, as in situations where an extra guard is needed, the assistant manager is able to fall into the rotation to allow for adequate coverage. This proves especially valuable during the end of the season when staff vacations or guard commitments (i.e. college) have the potential to create overtime.

- **Full time substitute lifeguards**

This year we had four substitute lifeguards. The substitute guards helped us to quell “end of the season” overtime. By adding full time substitute guards, we could utilize them for the lap swim or guarding of swim lessons. This would provide them with some regular hours but still allow for flexibility if they are covering for another guard. Our goal has been to utilize sub guards to prevent overtime. Three of our four sub guards this year were high school students, and had just received their lifeguarding credentials. They worked with our veteran lifeguard staff, and were

able to fill in open slots relatively quickly. By utilizing substitute guards, and aside from their immediate benefits, we can eventually add them as full time staff members and be confident that they know our protocols at the pool.

- **Salary cap**

A salary cap should be implemented to avoid such an incredible payroll. Some of the veteran guards make as much as \$11.50 an hour. When we couple that with swim lessons, the payroll becomes exorbitant. If we start our lifeguards out at a smaller rate, say \$8.50 per hour and cap them out at \$10.00 then issues with budget may be slightly resolved. Hawthorne is one of the highest paying pools in the area.

- **Special Membership for the Boys and Girls Club**

- Includes 9 weeks of swim lessons from 11-12 (start time at 11:00 and 11:30)
- Covers their usage for the pool so no extra fee would have to be paid (if kids don't have a pass they can't get into the pool)
- \$100 (not to be included with family memberships)

After a self-initiated mock audit of our membership database, we found that a significant number of Boys and Girls Club patrons did not actually have pool memberships. Some of those that did have memberships were part of our swimming lessons. By creating a special membership for the Boy's and Girl's Club summer program, we could offer a membership to the pool and swimming lessons. This would help us to determine the swimming levels for the Boy's and Girl's Club and alleviate any extra fees the Club would have to pay for usage of the pool (i.e. lifeguard fees).

- **3 Sessions of Swimming Lessons**

Although our swim lessons were successful, some patrons were not available during the July lessons, and inquired about having lessons in August. By adding a third session to take place during the first two weeks of August, we could increase revenue for the pool, while still providing a utilized service to the patrons.

- **Hand Driers in both bathrooms**

Paper hand towels are undoubtedly one of our biggest waste items. By installing hand driers we would decrease the cost for supplies, and also transition to a more eco-friendly facility.

- **Awning for Snack Bar**

Patrons utilize the snack bar area but one complaint we did receive a number of times is regarding the lack of shade in that area. One suggestion was to put an awning of similar size to the one near the girl's bathroom. The only difference that was suggested was to have a fabric awning instead of a metal one.

- **Replace Wooden Benches**

We have many wooden benches that are old and splintered. The recycled plastic ones we have are great and easy to clean. It would definitely allow for more seating around the pool if we were to replace all the old wood benches that are currently still around the pool with the recycled plastic ones. Currently there are five wooden benches left. This matter was also brought to the Recycling Department for consideration under the Trust.

- **New Microphone / PA System**

Our current microphone system is no longer working. We have resorted to using a megaphone for some of our events, including the Lion's Club Swim Meet. DPW has been at the facility and attempted to make repairs to the system on more than one occasion. In order to effectively notify

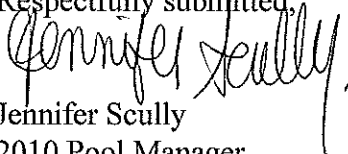
patrons of emergent situations in ways of exiting or entering the pool we are suggesting the purchase of a new microphone/PA system.

- **No Slip Grips**

In past years we've used "no-slip" mats on both stairs and the ramp of the pool. Although they have served purpose, their condition continues to deteriorate. If the pool is painted again this year, it is suggested that we use a non-skid paint additive to decrease slipping hazards, specifically on the stairs and ramp. This would also prove effective in the bathrooms. We did receive frequent complaints that the bathroom floors were wet and slippery. Unfortunately, this is relative to the environment; patrons entering the bathrooms may have wet feet or drip water from their suits or body onto the floor. Although we do post "slippery; wet floor" signs, the wet floor creates a slip hazard for patrons.

In closing, this year's pool season was tremendously successful. With the hot temperatures, and the fun relaxing atmosphere of the pool, we were able to run a productive operation. Although the economy affected our ability to hire a pool manager and did impact our overall budget this year, I pride myself in the work we have done this season, and offer well-deserved credit to my staff, which remained vigilant and professional throughout the season. Using creative management techniques and adapting efficient schedules, we were able to operate and bolster revenue, while creating a safe and enjoyable environment for our patrons.

I would like to thank the Mayor and Borough Council, for providing me the opportunity to be the 2010 Pool Manager, as well as those who assisted me in my duties this season.

Respectfully submitted,  
  
Jennifer Scully  
2010 Pool Manager

C: Mayor Goldberg  
Council President Bertollo  
Council Vice- President Matthews  
Councilman Bennett  
Councilman Lane  
Councilman Mele  
Councilman Sinning  
Councilman Wojtecki  
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