

**REPLY AND IMPLEMENTATION SUMMARY
FOLLOW-UP REVIEW AQUATICS PROGRAM MANAGEMENT STUDY**

RECOMMENDATION	RESPONSE	CURRENT STATUS	IMPLEMENTATION DATE	AUDITEE COMMENTS
1. The Aquatics Program Manager should perform heightened, pro-active management reporting of selected operating data for each of the pools and use this data to enhance the operations of the Aquatics Program.	Concur	Implemented	November 2003	<i>Daily Site Visit Reports</i> are completed, along with weekly schedule/task assignments, which are discussed on a daily basis. Integrating additional tools into ongoing weekly reporting system. Weekly meetings are held with Pool Technicians and Pool Supervisors.
2. The Aquatics Program Manager should increase his daily oversight and supervision of the Pool Supervisors in order to ensure their productivity and efficiency.	Concur	Implemented	On-Going	Site visits are completed on a daily basis by Pool Supervisors with completion of <i>Site Visit Report</i> . Site visits completed daily at selected locations by the Aquatics Program Manager. <i>Site Visit Report</i> (log) is forwarded to Aquatics Program Manager on a weekly basis.
3. The Aquatics Program Manager should eliminate one of the three Pool Supervisor positions and reassign the duties to the remaining two Pool Supervisors.	Concur	Implemented	November 2003	Facility reassignments have been completed. Additional program maintenance responsibilities, as well as operational assignments will be assigned.
4. The Aquatics Program Manager should eliminate one Pool Technician position through attrition.	Do Not Concur	Not Implemented		Operational and maintenance tasks to operate 9 pools and 2 additional pools currently under construction require two Pool Technicians. The demand for technical support is a 24 hour-7 day a week job and could not possibly be delegated to one Pool Technician.

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<p>5. The Pool Supervisors should be held more accountable for the maintenance of their assigned pools, as is currently required in the job description, and assist the Pool Technicians when additional maintenance needs arise.</p>	<p>Partially Concur</p>	<p>Implemented</p>	<p>November 2003</p>	<p><i>Weekly Maintenance Checklists</i> are incorporated for use by staff on site, along with follow-up <i>Monthly Supervisory Inspection Forms</i>, which will be applied to facilities currently open for use. Integrating additional tools into current weekly reporting system.</p>
<p>6. The Aquatics Program Manager should utilize the supplemental maintenance services of Seasonal employees, the Fleet/Facilities Management Bureau and/or a private pool maintenance company when the Pool Technician is absent or when one person cannot handle the workload due to unforeseen large-scale maintenance needs.</p>	<p>Partially Concur</p>	<p>Partially Implemented</p>	<p>On-Going</p>	<p>Currently it is standard operating procedure to use seasonals as supplement. However, no private maintenance companies or Facilities Management personnel are being used to supplement the two Pool Technicians.</p>

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7. The Aquatics Program Manager should determine and formalize guidelines for the lifeguard staffing of the various programs offered.	Concur	Partially Implemented	On-Going	<p>Current guideline for structured programs, i.e. lap swim, swim lessons, fitness/therapy is one lifeguard. The standard for recreational (unstructured) programs will not be determined based on a number of bathers due to the many additional variables, which impact the swimming environment, and subsequently, the lifeguard's ability to effectively perform. The minimum number of lifeguards on station at all times during these swim periods is two.</p> <p>These guidelines will soon be included in the Aquatics section operations handbook.</p>
8. The Aquatics Program Manager and Pool Supervisors should use the formalized staffing guidelines and patron usage information when scheduling Seasonal employees.	Concur	Partially Implemented	On-Going	<p>Currently standard operating procedure to staff a minimum of two Lifeguard/First Responders on each shift regardless of activity, in order to maintain Emergency Action Plan and advanced rescue protocols. Additional staff determined by patron load. 1-50 patrons: 2 Lifeguards; 51-75: 3 Lifeguards; 75-100: 4 Lifeguards.</p> <p>These guidelines will soon be included in the Aquatics section operations handbook.</p>

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9. The Aquatics Program Manager should consult with the Accounting and Control Bureau regarding the scheduling capabilities of the City's automated time and attendance system.	Concur	Planned for Implementation	October 2004	The Kronos system is complete and online at all 9 pools. The Aquatics Manager plans to contact Technology Management to inquire about the use of employee schedules in the application.
10. The Aquatics Program Manager should regularly monitor, review and report to the bureau chief the productivity of the Aquatics Program staff during the slower winter season.	Concur	Planned for Implementation	October 2004	We are creating a winter schedule of programming by utilizing Pool Supervisors rather than seasonal staff. Productivity is monitored by weekly meetings and <i>Daily Site Visit Reports</i> . We are integrating additional reporting tools into current weekly reporting system. The core winter season runs from Nov. 1 through Jan. 20. Under the chain of command in place since July 2003, the Aquatics Program Manager reports to the Athletics and Aquatics Area Manager.
11. The Families, Parks and Recreation Director should initiate an effort to formally study patron demand of recreation facilities, including aquatics facilities.	Concur	Planned for Implementation	September 2005	Several reports from CLASS (recreation registration and payment software) will assist in the study of patron demand at aquatics facilities. Studies of sessions (3 month increments) will break down the attendance for all programs, hourly, daily, weekly and monthly.

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<p>12. The Aquatics Program Manager should use the information gained from the formal study of patron demand and separate tracking of the cost to operate the pools to re-evaluate the operating hours of all aquatics facilities.</p>	<p>Concur</p>	<p>Planned for Implementation</p>	<p>September 2005</p>	<p>To be implemented once recommendation eleven is completed and CLASS is fully online. The information gathered for each session will be pertinent in re-evaluating operating hours and programs.</p>
<p>13. The Families, Parks and Recreation Director should begin an effort to research the possible benefits of public/private partnerships for the operation of existing City pools, the erection of new pool facilities, or the renovation of existing pool facilities.</p>	<p>Partially Concur</p>	<p>Planned for Implementation</p>	<p>On-going</p>	<p>The Recreation Division Manager and Athletics and Aquatics Area Manager are assigned the evaluation of the benefits of the erection of new pool facilities or renovation of existing facilities where/when feasible. The City currently has existing partnerships with agencies such as the American Red Cross, Orange County Schools and local swim clubs.</p> <p>The division will explore the most cost effective and efficient operating model consistent with city administration's philosophy. Currently, city administration has reservations about outsourcing of work currently being performed by city staff. Further, city policy-makers have expressed reservations in the past with operating partnerships that are perceived to possibly create an economic barrier or dampen the participation of all Orlando residents. Given those considerations, the division will engage possible community partners in public/private</p>

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				partnerships in operating or construction of pools where feasible and consistent with the above-noted parameters.
14. The Aquatics Program Manager should consider tracking and reporting results of several alternative performance measures noted in this report.	Concur	Planned for Implementation	2004-05 Fiscal Year	Additional, or alternative performance measures will be incorporated as determined necessary by Division Administration and implemented during the new fiscal year cycle.
15. The Families, Parks and Recreation Director should expand efforts to increase the interaction of the department's employees by requiring periodic meetings of the recreation center employees and the associated pool employees.	Concur	Implemented	September 2004	It is an assignment of the Recreation Division Manager to hold monthly meetings with Area Managers. The meetings will be scheduled to commence immediately with Pool Supervisors and Recreation Center Supervisors on a monthly basis.
16. The Aquatics Program Manager, with employee input, should determine the best means to publicize the outcomes and accomplishments of the Aquatics Program to heighten its profile in City government and its benefits to the community.	Concur	Planned for Implementation	October 2004	A monthly <i>Aquatics Newsletter</i> will be posted at all pool sites, community centers, and government offices. <i>Aquatics Newsletter</i> will highlight patrons, programs and staff accomplishments.

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17. The Families, Parks and Recreation Director should assign accountability for safety training in the recreation bureaus to the Aquatics Program Manager and designate this position as the Safety Training Coordinator for the bureaus.	Concur	Planned for Implementation	October 2004	The Acting Recreation Division Manager is currently evaluating the duties of the Aquatics Program Manager, including the addition of coordination of First Aid and CPR training Division-wide.
18. The Aquatics Program Manager should research the interest of the public and, if determined to be viable and economical, institute several programming alternatives noted in this report.	Partially Concur	Planned for Implementation	2004-05 Fiscal Year	Recommended programs will be researched for viability and where applicable, proposals will be submitted for consideration. Additional programming also based on the availability of funding and/or outside resources such as sponsorships or grants.
19. The Families, Parks and Recreation Director or his designee should combine the relevant sections of the Aquatics Manager job description into the job description for the Aquatics Program Manager.	Concur	Implemented	February 2004	The position description has been revised accordingly. The new Aquatics Manager has reviewed the job descriptions and plans to further update them to reflect current responsibilities.
20. The Aquatics Program Manager should re-write the job description for the Pool Supervisor to include the most relevant examples of work performed and the priorities of the position, including those related to pool maintenance.	Concur	Planned for Implementation	November 2004	The job description has not been revised since the initial audit. The new Aquatics Manager has reviewed the job descriptions and plans to further update them to reflect current responsibilities.

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21. The Families, Parks and Recreation Director should investigate the costs and benefits of participating in a nationally recognized accreditation program for recreation and park agencies.	Concur	Implemented	February 2004	The Recreation Division is currently pursuing accreditation in a national program. The application was filed in February 2004 and it is anticipated to be a 24-month process.