

**From:** [Richard Mignault](#)  
**To:** [Janet Burns](#)  
**Subject:** Report to the Ad Hoc Committee on Swim Center Operations  
**Date:** Friday, June 16, 2023 2:15:11 PM  
**Attachments:** [PSSC Issues List.xlsx](#)

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**NOTICE:** This message originated outside of The City of Palm Springs -- **DO NOT CLICK** on **links** or open **attachments** unless you are sure the content is safe.

Hello Janet:

We would ask that the attached e-mail and attachment be provided to all members of the Parks and Recreation Department Commission as part of the packet for their next meeting.

Thank you.

Richard

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**Richard E. Mignault**

Begin forwarded message:

**From:** Richard Mignault [REDACTED]  
**Subject:** Report to the Ad Hoc Committee on Swim Center Operations  
**Date:** June 16, 2023 at 2:09:14 PM PDT  
**To:** Alcorn Jerry <alcornadaptive@gmail.com>  
**Cc:** Scott Stiles <Scott.Stiles@palmsspringsca.gov>, Grace Garner <grace.garner@palmsspringsca.gov>, Mills Lindi <lindi.mills@palmsspringsca.gov>, Yeomans Paul [REDACTED], WC Matlock [REDACTED], Volpp Bryan [REDACTED], Donna Newton [REDACTED], Bielenberg Bob [REDACTED], McGinley Mike [REDACTED], "Shugrue, Terry" [REDACTED], [REDACTED], Otteson Laura [REDACTED], Aylaian Lauri [REDACTED], May Stan [REDACTED], Heuchling Geoff [REDACTED], Nelson Jeff [REDACTED], Wise Yvonne [REDACTED]

Good afternoon Jerry:

As promised during the last Ad Hoc Committee Meeting for Swim Center Operations, a sizable group of attendees from amongst the Palm Springs Community indicated that we would take on the project of reviewing community submissions and making recommendations to the Parks and Recreation Commissions's Ad Hoc Committee on priorities and

implementation.

We have taken the time to go through all of the submissions / listings of items which have been identified by the community at large and submitted to the City / City Manager / P&R Commission / Ad Hoc Committee during various 'listening sessions', other meetings and results from survey data gathered by the P&R Department over the last few months.

The original list included approximately 150 items. We have eliminated as much duplication as possible. That being said, some overlap of issues is impossible to avoid as there are many good ideas included which we did not want to lose. Most importantly, we did not want to have any person be able to come forward and indicate that their ideas were not captured in a meaningful way. We think that you will see the list as fairly comprehensive.

Here is the final work product, It is in the form of an excel spreadsheet. Please note that the excel file includes a number of tabs at the bottom which have sorted all of the data into relevant "buckets". One tab includes all of the data. Each subsequent tab sorts the data to include all items in accordance with their assigned priority. We assigned every one of the items into one of the following categories.

X - Already in Process / Being Implemented

A - HIGHEST PRIORITY - Recommended for immediate implementation (within three (3) months)

B - Recommended for implementation within three (3) - six (6) months

C - Recommended for implementation within six (6) - twelve (12) months

O - Recommended for implementation - OPEN - No specifically recommended time frame

H - For further review and consideration

NR - Not Recommended at this time

The entire data file has 88 items that we finally assessed. We did our best to ensure that a description outlining the issue / problem that was identified has been briefly stated to ensure clarity. We evaluated each item on the basis of

Overall Impact / Cost & Resources Required / Complexity & Difficulty / Capacity Impact / User Community Impact in order to set a priority status on each item.

From this list -

We identified 7 items that are already in progress.

We identified 41 items that should be addressed as a priority (next 3 months); 7 of which are staffing related; 21 of which are operational related; 1 of which is Capital Investment related; and 4 which fall into the Other category.

We identified 21 items which fall into category B and C (3 - 12 months).

We identified 1 item that fell into category O - Recommended for Implementation with no specific time frame

We identified 8 items that fell into Category H - For Further Review and Consideration

We identified 7 Items that fell into the Not Recommended category.

Although we recognize that the "A" list is sizable number of these items could be undertaken relatively quickly with no significant hardship if the staffing issues are addressed expeditiously. We also noted that some of the A items carry potential liability issues for the City if not addressed.

We do recognize that the P&R Commission's role is not to get into the level of minutiae that is included here - but given the nature of the City Manager's plea for community input and the number of issues identified that need to be addressed as part of the Swim Center operations, we believe it important to include all these on the list so that A) the public knows that their ideas have been heard; and B) we retain a comprehensive list that can be used to assess progress by the City administration in evaluating progress towards a much improved Swim Center environment.

Clearly and very importantly, we want to be certain that it is understood it is not adequate to simply say that solving the staffing issues at the Swim Center solves everything. A concerted effort needs to be undertaken in numerous areas to get things back "on track". That being said, we have heard clearly that many of the issues which have and continue to arise with staffing related issues stem back to the City's HR Department. We strongly believe that this area also needs the benefit of a thorough review of processes and procedures to improve efficiency.

We would be remiss if we did not recognize Lindi Mills, the Swim Center Supervisor (and candidate for the Swim Center Manager vacancy which is currently being recruited for by HR), for her time in responding to our many questions. Her knowledge and experience are extensive and we as a community are lucky to have her at the helm of this facility.

We respectfully submit this report to The Ad Hoc Committee for Swim Center Operations.

Richard Mignault on behalf of

Paul Yeomans

Bryan Volpp

Bob Bielenberg

Mike McGinley

Terry Shugrue

Laura Otteson

Lauri Aylaian

Stan May

Geoff Heuchling

Jeff Nelson

WC Matlock

Donna Newton

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**Richard E. Mignault**



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			RATINGS - LOW(L) / MEDIUM (M) / HIGH (H) / NEUTRAL (N)					PRIORITY
Category	Item	Description / Issue	Impact	Cost / Resources	Complexity / Difficulty	Capacity	Beneficiaries	
Staffing	Fill Currently Open Lifeguard Positions	Pool has been chronically understaffed. Budgeted FTE counts have not been achieved in years. 8 FTE's are currently budgeted.	H	Already Budgeted	L	H	H	A
Staffing	Temp Lifeguards Comp Rate Inadequate	Rate of \$16.35 being offered is not effective to attract any suitable temp staff given that many unskilled "entry-level" jobs are paying upwards of \$20.00 per hour. Change rate to more competitive compensation of at least \$20 per hour.	H	L	L	H	H	A
Staffing	Regular F/T and P/T Lifeguard Compensation Rate	Current range of compensation rates offered to Regular Lifeguards is between \$17.43 and \$23.47 per hour. Most of the guards are being paid at the lowest range of this rate schedule. These rates of pay should be re-evaluated and if necessary adjusted to meet market demand and reduce employee turnover. Suggest discussions take place between City and Union representing these City employees to at least change the starting rates of pay for the Lifeguard classification.	H	L	M	H	H	B
Staffing	Regular F/T and P/T Lifeguard Comp Rate	Current benefits package being offered to lifeguards includes substantial health, pension, sick time, vacations, holidays and many other perks. This results in a substantial labor burden rate of more than 150% of the base rate of pay. Given that the lifeguard role is typically aimed at high school and college employees who are seeking seasonal employment, it might be worthwhile to negotiate a seasonal lifeguard rate at a higher rate of pay which buys out these benefits in lieu of additional compensation for those who are not concerned about these additional perks. This is a win-win - lower costs and happier employees. This may well need discussions between the City and the Union representing these City employees.	H	L	M	H	H	B
Staffing	New Hire Activity Reporting	Reporting of new hire activity by Parks and Recreation staff is incomplete /inaccurate. This must be addressed. A weekly status report of Recruitment activity and the status of each applicant should be provided to the Manager in charge of the Swim Center each week so that better staff scheduling and manpower planning can be effected.	H	L	L	H	H	A
Staffing	Lengthy Recruitment Process / New Hire Activity	Information provided by the City through FOIA inquiries advise that it is taking more than 90 days of the HR Department within the City to process a new hire. This is entirely unacceptable resulting in delays whereby applicants simply give up on the process or accept jobs with other employers. The HR Department processes for hiring of staff at the City of Palm Springs should be reviewed promptly as current practices are adversely impacting the City's operational efficiency.	H	M	L	H	H	B
Staffing	Aquatics Manager Position	This position should be filled as quickly as possible. The new hire job posting process has been completed and qualified applicants should be interviewed without delay and a decision rendered. Based upon the posting Job Description, this role should be fully charged with running the day to day operation of the Swim Center.	H	Already Budgeted	L	N	H	A
Staffing	Pay incentives for Lifeguards	This is an item that could be further studied and implemented based upon best practices in other jurisdictions which provide for additional stipends for instructor certifications, swim lessons, extra work, bonuses for seasonal completion, etc.	H	L	M	H	H	C
Staffing	Dedicated Maintenance Personnel	Consider the hiring of dedicated a dedicated maintenance / cleaning staff member to maintain the Swim Center Pool and overall facility.	H	M	L	H	H	H
Staffing	Safety / Risk Management	Minimum of three (3) staff who are fully certified as lifeguards should be scheduled on duty at all times when the pool is open to the public.	H	Already Budgeted	L	H	H	B
Staffing	Lifeguard Recruiting / Potential Source of Temp Lifeguards	There are a large number of 'retirees' within the community with substantial swimming capability and prior lifeguarding experience. An effort should be made to undertake a focused recruitment effort to this group for the Trainee Lifeguard classification.	M	L	L	N	H	B

Staffing	Temp Lifeguard Vendor Issue	The current vendor providing Temporary Lifeguard Services to the Pool has advised the City of an issue with Insurance impacting their ability to continue to provide temporary employees. This must be resolved or another vendor identified.	H	L	L	H	H	AAA
Staffing	Temporary Lifeguard Program Effectiveness	A report out on the effectiveness of the temporary lifeguard program by the HR Department and P&R Department should be made public. Anecdotal reports that this initiative has been a great success are at odds with statistical information provided through public information requests.	H	L	L	H	H	A
Staffing	Part Time Lifeguard Classification	Part-Time Lifeguards are being advised that they must agree to work at least 30 hours per week. This should be reviewed and adjusted to a more reasonable number such as 20 or 24. This should not be an obstacle to our hiring qualified and capable people who simply cannot agree to work this many hours in a week.	H	L	L	H	H	A
Operations	Staff Training	A comprehensive Swim Center staff training program and ongoing lifesaving / safety response drills should be conducted on a monthly basis.	H	L	L	N	H	A
Operations	Ongoing Cleaning of Changing Facilities	Maintenance of locker room, shower and toilet facilities needs to be substantially improved. This must include such items as scrubbing of the floor and cleaning of the drains. The current contract in place with an outside maintenance firm needs to be reviewed; adjusted as necessary and the firm's performance needs to be monitored daily. The current practice of having this firm do one cleaning a day after the Swim Center closes each night and then "on call" if needed does not seem to be working. Consider required contract cleaning of these areas should be moved to at least two cleanings per day.	H	M	L	N	H	A
Operations	Reservations System	Review overall reservations system and consider scrapping same entirely as a remnant of the COVID situation. We believe that in order for this to work effectively, the Swim Center needs to concurrently publish a swimmers "Code of Conduct" (see next item). If it is deemed that maintaining the system is best, then additional changes to procedures should be made with additional public consultation.	H	L	L	H	H	A
Operations	Establish Swimmers 'Code of Conduct'	Establish rules for patrons regarding the sharing of lanes, duration of lane use while others are waiting, etc., etc. This should be posted and visible to all.	H	L	L	H	H	A
Operations	Private Rentals of Facility for Commercial purposes / Non-Community Groups	Rental of the Swim Center to commercial / non-community groups / organizations (i.e. Photo shoots, visiting swim groups, etc.) should be substantially limited to 'non-prime time' swimming hours; especially during high season (October - May).	H	L	L	H	H	A
Operations	Rental Rates for Pool for Commercial purposes / Non-Community Groups	There should be an established rental rate based upon # of lanes used by hour. (e.g. 6 lanes for 5 hours at \$25 / lane = \$750. Current rental charges are inconsistent and extremely low.	H	L	L	H	H	A
Operations	Replace / Repair Lockers	Current lockers are broken, bent, dirty, too small and sharp metal edges make them dangerous. Many cannot be locked. These should at least be repaired as soon as possible or alternatively changed out as soon as possible with new lockers that can be retrofitted into newly renovated locker room areas when that it accomplished in mid 2024.	H	L	L	N	H	A
Operations	Hours of Operation / Evenings	Extend Hours of operation for the swimming public beyond the current 3 pm closure time. Also = See recommendations re Evening Swimming.	M	H	M	L	L	NR
Operations	Hours of Operation / Mornings	Extend hours of operation for the swimming public to open earlier than the current 7 am start time.	M	L	L	H	H	A
Operations	Public Swimming	Establish section of pool with no lanes for individuals who wish to use the pool for leisurely 'dip' / recreational swim.	H	L	L	H	H	X
Operations	Text Notification System for Pool Closure	Establish rapid response / text messaging system to advise pool patrons on timely basis when changes to pool schedule / closure need to be communicated.	H	L	L	N	H	A
Operations	"Best Practices" Review	Conduct a "Best Practices" review of systems, process and procedures in place at similar aquatic facilities. Report out to P&R Commission on opportunities for improvement based upon this review.	H	L	M	N	H	C
Operations	Swim Center Community Advisory Group	Establish a group of 5 or more persons to act as an Advisory Group to assist Swim Center Staff / P&R Staff / P&R Commission in studying / evaluating proposed changes to the Swim Center facility or its operations.	H	L	L	N	H	B

Operations	Preventative Maintenance Scheduling	Consider closing the pool once or twice per year for 3-5 days to conduct comprehensive full preventative maintenance of facility, pumps, filtration system, heating and colling equipment, brushing of the pool surface, painting, deep cleaning, etc. similar to the regular August closure of the PS Tram.	H	L	M	H	H	C
Operations	Preventative Maintenance Program	Establish Comprehensive Preventative Maintenance Program and Schedule to minimize possibility of unscheduled pool closures	H	L	L	H	H	B
Operations	Ongoing Swim Center Maintenance	Establish daily pool maintenance schedule which ensures pool / facility cleanliness. This involves Lifeguarding Crew, City Maintenance Personnel, Outside Landscaping Personnel and Contract Cleaning Personnel. This might involve starting pool maintenance at 5 am or after 8 pm at night so as to not affect current programming.	H	L	L	H	H	A
Operations	Landscaping Maintenance	Deck Surfaces are in need of regular cleaning as a function of berries from trees within the pool area falling by the thousands each day at various times of the year. The trees should be trimmed / sprayed on an annual basis to reduce this issue.	H	L	L	N	H	B
Operations	Bike Racks	Current bicycle racks are insufficient for facility size. Should be increased substantially.	L	M	M	H	L	C
Operations	Signage	Signage for entire facility needs to be revamped. This includes parking, entrance / exit(s), changing facilities / toilets, etc. Signage which includes pool rules should be replaced with something in a font size that can be easily read.	H	L	L	N	H	A
Operations	AED (Automatic Defibrillator Equipment) Equipment	Should be installed outside of the current Guard Room OR be made available outside of the guard room when pool is open for swim team, water polo, etc. after guards leave at 4 pm.	H	L	L	N	H	A
Operations	Clean Up / Painting	The overall facility is badly in need of painting and an overall clean up,	H	M	L	N	H	X
Operations	Landscaping	Planting areas in and around the Swim Center facility have become dirt piles against dirty brick walls. Basic, desert themed planting areas should be considered with low maintenance landscaping or at least properly cleaned and filled with inert material such as gravel which will not contribute to dust and dirt in the pool area.	M	M	L	L	H	B
Operations	Outdoor Showers on Pool Deck	Should be maintained in operational condition at all times	H	L	L	H	H	X
Operations	Drinking Water Fountains on Pool Deck	Should be maintained in operational condition at all times	H	L	L	H	H	X
Operations	Storm Cleaning	Windstorms deposit dirt, leaves and other debris that sometimes remain in the pool for more than two weeks. A special "swat-like" team should be established to assist with pool clean up after significant wind storms.	H	M	M	H	H	H
Operations	On Deck Storage Lockers for Pool Patrons	Consider the installation of small "cubby hole" storage lockers on the pool deck for pool patrons who need to protect their valuables while they are participating in Swim Center programming. It is to be noted that this item would likely be deemed unnecessary if the lockers within changing rooms were repaired and available for use.	L	M	M	N	M	NR
Operations	Sundays	Consider making Sundays from 1 - 5 pm as "Family Day" at the pool; taking out 50% of the swim lanes for a recreational swimming environment.	H	L	L	H	H	H
Operations	"Drop In" Fee for Non Residents	This \$16 per entry fee seems very high and is not competitive with other facilities in the Valley. This should be reviewed. It is seriously impacting potential revenue.	H	L	L	H	H	A
Operations	Pool Deck and Concrete Benches	These areas need to be cleaned / hosed down at least a few times each week. Dust, dirt, leaves, garbage, gum, band aids, debris, bird droppings and the like need to be cleaned off these surfaces.	H	L	L	N	H	X
Operations	Pool Vacuuming	The automatic pool vacuum cleaner should be placed into the pool each evening after closing. The use of this equipment was abandoned during the evening hours some time ago due to the fear of the equipment being stolen. If this is still the case, alternative security efforts must be made to ensure that the pool can be adequately maintained during the overnight hours. It is simply impossible to vacuum a pool of the Swim Center's size between the hours of 7 am - 7 pm when the pool is actively in use.	H	L	L	N	H	A
Operations	Pool Equipment - Maintenance	Current equipment that is used to vacuum the pool needs to be routinely serviced and maintained to ensure high efficiency and functionality at all times.	H	L	L	H	H	A
Operations	Pool Equipment - Storage	There is poor and inadequate storage space for pool equipment resulting in broken, unserviceable and deteriorating equipment.	H	M	L	N	H	B

Operations	Yearly Budget	Based upon FOIA information provided from the City of Palm Springs, it is clear that a significant portion of the annual budget for the Swim Center is often not used while the Swim Center facility / operations have continue to deteriorate. We continue to hear that the Swim Center issues are not a budget issue - but why can we not get many of the issues outlines herein addressed? Allocated funds should be appropriately spent to ensure the Swim Center Facility and its operation are maintained accordingly.	H	L	L	H	H	A
Operations	Access to Pool at 7 am Opening	Can pool patrons arriving for the 7 am swim time be permitted to enter the facility at 6:55 am to start their swim promptly at 7:00 am	L	L	L	N	L	X
Operations	Long Course Swimming	Consider providing additional available times for long-course swimming.	L	M	M	L	L	NR
Operations	Locker Rooms	Add hooks on walls of locker rooms so that items do not need to be placed on the floor or clutter the benches.	H	L	L	N	H	A
Operations	Lifeguard Chairs	Increase height of lifeguard chairs to ensure better a better vantage point where full visibility of the pool is obscured.	H	M	L	N	H	NR
Operations	Water Aerobics / Aqua-Fitness Programming	Should be offered daily (as opposed to current 3 days per week) if sufficient additional demand is demonstrated without simply spreading out current participant base over 5 or 6 days. This 3 day / 5 day per week programming might adjust seasonally depending upon demand.	H	L	M	H	M	H
Operations	Evening Swim	Consider a special evening hours swim.	L	H	M	L	L	NR
Operations	Evening Swim Option	Consider working with Palm Springs Masters to encourage evening swimmers to join that Masters Program which offers evening swimming 5 days each week.	H	L	L	N	H	A
Operations	Annual Passes	Consider a "Annual Pass" purchase option for Swim Center patrons from Palm Springs	H	M	M	N	H	H
Operations	Pool Temperature	Measure and post the pool temperature on a daily basis / throughout the day (3 x per day).	M	L	L	N	M	A
Operations	Staff Familiarity	Place poster with staff pictures and first names at the Swim Center Office.	M	L	L	N	M	H
Operations	Showers - Safety Bars	Consider installing Safety Bars in all shower stalls given the older demographics of the Swim Center user community.	L	L	L	N	M	C
Operations	Showers - Shower Heads	Routinely clean / replace shower heads and fix remaining shower valves / cartridges.	H	L	L	N	H	A
Operations	Showers / Sinks	Ensure soap dispensers are repaired, filled with soap and working.	H	L	L	N	H	A
Capital Investment	Shade Structures	New shade structures installed in last year need to be re-engineered to block / shade sun far more effectively than they do now.	L	M	M	N	M	NR
Capital Investment	Bathing Suit Spin Dryers for Changing Rooms	Consider adding these units with overall retrofit / renovation of current changing room facilities.	L	M	L	N	L	NR
Capital Investment	Changing Room Facilities / Locker Room Facilities	Are sorely in need of a complete overhaul including toilet fixtures, showers, sinks, floor tiling, lockers, seating/benches, etc. It is understood that this project is currently being worked on by a local architectural firm, The City of Palm Springs Chief Engineer has advised that it will take more than a year to commence any construction work. We believe that interim improvements as outlined herein should be made while this in process.	H	H	M	N	H	AAA
Capital Investment	Changing Room Facilities / Locker Room Facilities	The architectural plans for the Swim Center locker room / changing facilities / entrance / ADA ramp which are currently under development should be open for public review and comment so that suggestions which will ensure the intent of the project is appropriately accomplished can be received and reflected in the final design.	H	L	L	N	H	B
Capital Investment	Swim Center Fencing	Review and determine if replacement of Swim Center fencing is actually required. Repairs to fencing are necessary as is additional fencing on the side of the pool facing Ramon / skate park adjacent. This may be a way of reducing the costs associated with this plan.	H	L	L	N	H	A
Capital Investment	ADA Compliance	Although the pool is 50 years old and was constructed before the ASDA was enacted, the current facility does not provide suitable ADA access to the pool deck from any entrance. This prevents disabled individuals from using the pool like any other member of the public and exposes the City to legal sanctions. This should be corrected as a priority item.	H	H	M	N	H	AAA
Capital Investment	Furniture	Place some moveable lounges / chairs / tables on the pool deck for use of patrons. New Adirondack chairs are nice but very difficult for many seniors to get into / get up from. Possibly add a few picnic type tables.	H	M	L	N	H	X



Capital Investment	Capital Plan	A five (5) year Capital Plan should be established to ensure that the needs of the Swim Center are planned for on a longer term basis. This should be included in the City's CIP so that funding is available when needed.	H	L	L	N	H	C
Other	Silver Sneakers / Renew Active "Type" Program	Consider possibility of providing for a "Seniors" discount for pool usage. This is being offered at other swim facilities such as Palm Desert.	H	M	L	N	H	C
Other	Third Party Management of Swim Center	Consider hiring professional management company (e.g. YMCA) to run Swim Center as is done for cost effectiveness and increased efficiency in many municipalities.	M	L	M	N	M	NR
Other	Expanded / Enhanced Aquatic Programming	In addition to swim teams and aqua-fitness programs in place, offer substantially increased aquatic programming for the community such as children and adult learn to swim programming, water polo, scuba, synchronized swimming, recreational swims, etc.	H	L	M	H	H	C
Other	Special Events	Plan Monthly or Bi-monthly special events at the pool on a Saturday or Sunday afternoon for general community use.	M	M	M	H	H	H
Other	Snack Bar	Consider the opening of a third party run snack bar facility (i.e. portable unit)	L	M	M	N	L	NR
Other	Vending	Increase vending machines / options that are located at the Swim Center.	L	L	M	N	L	O
Other	Original Architectural Plans for Swim Center	The original Swim Center plans were created by a renown architect but were scaled back due to budget constraints almost 50 years ago. It is suggested that these original plans be reviewed by the new architect to possibly determine the best route forward in terms of renovating the current facility.	H	L	L	N	H	A
Other	Communications - Electronic Newsletter	Regular updates / newsletter to community (suggest quarterly) from Swim Center with information on programs and upcoming events.	H	L	M	N	H	C
Other	Communications - Calendar Posting / Public Holidays	Maintain a Six Month Calendar on the Swim Center website which is updated regularly. Have a two month Calendar posted on an outside Bulletin Board at the Swim Center entrance which is also regularly updated. Ensure that operating Hours on Public Holidays are included.	H	L	L	N	H	B
Other	Communications	Provide open, honest and timely communication from the Parks and Recreation Department.	H	L	L	N	H	A
Other	Parks and Recreation Master Plan	The City of Palm Springs reports that over the next ten years the population of the area will grow to almost 100,000. This requires the review of the possible need for a second pool facility to deal with increased demand. The current pool was sized when the population of the city was less than 20,000. It is suggested that the City engage a professional firm to identify when the population of Palm Springs and the variety and size of pool user groups will reach a point when a second pool within the City is warranted. Given the longitudinal nature of this investment and the timing required to develop same, this scope of work should be added to the Master Plan for the Parks and Recreation Department NOW.	H	L	L	N	H	A
Other	New Pool Options	There are many new, innovative and very cost effective options for adding an additional pool facility which should be reviewed and considered.	H	L	L	H	H	H
Other	Security	Enhance Swim Center Security to ensure pool and facilities are adequately patrolled after closure. Consider video cameras / monitoring of the pool / pool deck after closing. Increase number of physical walk throughs of Swim Center deck and facility during night time hours.	H	L	L	N	H	A
Other	Survey	Conduct Annual Survey of Swim Center Patrons / Palm Springs Residents on suggestions for the facility.	H	L	L	N	H	C

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Operations	Clean Up / Painting	The overall facility is badly in need of painting and an overall clean up,	H	M	L	N	H	X
Operations	Outdoor Showers on Pool Deck	Should be maintained in operational condition at all times	H	L	L	H	H	X
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Staffing	Temp Lifeguard Vendor Issue	The current vendor providing Temporary Lifeguard Services to the Pool has advised the City of an issue with Insurance impacting their ability to continue to provide temporary employees. This must be resolved or another vendor identified.	H	L	L	H	H	AAA
Capital Investment	Changing Room Facilities / Locker Room Facilities	Are sorely in need of a complete overhaul including toilet fixtures, showers, sinks, floor tiling, lockers, seating/benches, etc. It is understood that this project is currently being worked on by a local architectural firm, The City of Palm Springs Chief Engineer has advised that it will take more than a year to commence any construction work. We believe that interim improvements as outlined herein should be made while this in process.	H	H	M	N	H	AAA
Capital Investment	ADA Compliance	Although the pool is 50 years old and was constructed before the ASDA was enacted, the current facility does not provide suitable ADA access to the pool deck from any entrance. This prevents disabled individuals from using the pool like any other member of the public and exposes the City to legal sanctions. This should be corrected as a priority item.	H	H	M	N	H	AAA
Staffing	Fill Currently Open Lifeguard Positions	Pool has been chronically understaffed. Budgeted FTE counts have not been achieved in years. 8 FTE's are currently budgeted.	H	Already Budgeted	L	H	H	AAA
Staffing	Temp Lifeguards Comp Rate Inadequate	Rate of \$16.35 being offered is not effective to attract any suitable temp staff given that many unskilled "entry-level" jobs are paying upwards of \$20.00 per hour. Change rate to more competitive compensation of at least \$20 per hour.	H	L	L	H	H	A
Staffing	New Hire Activity Reporting	Reporting of new hire activity by Parks and Recreation staff is incomplete /inaccurate. This must be addressed. A weekly status report of Recruitment activity and the status of each applicant should be provided to the Manager in charge of the Swim Center each week so that better staff scheduling and manpower planning can be effected.	H	L	L	H	H	A
Staffing	Aquatics Manager Position	This position should be filled as quickly as possible. The new hire job posting process has been completed and qualified applicants should be interviewed without delay and a decision rendered. Based upon the posting Job Description, this role should be fully charged with running the day to day operation of the Swim Center.	H	Already Budgeted	L	N	H	A
Staffing	Temporary Lifeguard Program Effectiveness	A report out on the effectiveness of the temporary lifeguard program by the HR Department and P&R Department should be made public. Anecdotal reports that this initiative has been a great success are at odds with statistical information provided through public information requests.	H	L	L	H	H	A
Staffing	Part Time Lifeguard Classification	Part-Time Lifeguards are being advised that they must agree to work at least 30 hours per week. This should be reviewed and adjusted to a more reasonable number such as 20 or 24. This should not be an obstacle to our hiring qualified and capable people who simply cannot agree to work this many hours in a week.	H	L	L	H	H	A
Operations	Staff Training	A comprehensive Swim Center staff training program and ongoing lifesaving / safety response drills should be conducted on a monthly basis.	H	L	L	N	H	A
Operations	Ongoing Cleaning of Changing Facilities	Maintenance of locker room, shower and toilet facilities needs to be substantially improved. This must include such items as scrubbing of the floor and cleaning of the drains. The current contract in place with an outside maintenance firm needs to be reviewed; adjusted as necessary and the firm's performance needs to be monitored daily. The current practice of having this firm do one cleaning a day after the Swim Center closes each night and then "on call" if needed does not seem to be working. Consider required contract cleaning of these areas should be moved to at least two cleanings per day.	H	M	L	N	H	A

Operations	Reservations System	Review overall reservations system and consider scrapping same entirely as a remnant of the COVID situation. We believe that in order for this to work effectively, the Swim Center needs to concurrently publish a swimmers "Code of Conduct" (see next item). If it is deemed that maintaining the system is best, then additional changes to procedures should be made with additional public consultation.	H	L	L	H	H	A
Operations	Establish Swimmers 'Code of Conduct'	Establish rules for patrons regarding the sharing of lanes, duration of lane use while others are waiting, etc., etc. This should be posted and visible to all.	H	L	L	H	H	A
Operations	Private Rentals of Facility for Commercial purposes / Non-Community Groups	Rental of the Swim Center to commercial / non-community groups / organizations (i.e. Photo shoots, visiting swim groups, etc.) should be substantially limited to 'non-prime time' swimming hours; especially during high season (October - May).	H	L	L	H	H	A
Operations	Rental Rates for Pool for Commercial purposes / Non-Community Groups	There should be an established rental rate based upon # of lanes used by hour. (e.g. 6 lanes for 5 hours at \$25 / lane = \$750. Current rental charges are inconsistent and extremely low.	H	L	L	H	H	A
Operations	Replace / Repair Lockers	Current lockers are broken, bent, dirty, too small and sharp metal edges make them dangerous. Many cannot be locked. These should at least be repaired as soon as possible or alternatively changed out as soon as possible with new lockers that can be retrofitted into newly renovated locker room areas when that it accomplished in mid 2024.	H	L	L	N	H	A
Operations	Hours of Operation / Mornings	Extend hours of operation for the swimming public to open earlier than the current 7 am start time.	M	L	L	H	H	A
Operations	Text Notification System for Pool Closure	Establish rapid response / text messaging system to advise pool patrons on timely basis when changes to pool schedule / closure need to be communicated.	H	L	L	N	H	A
Operations	Ongoing Swim Center Maintenance	Establish daily pool maintenance schedule which ensures pool / facility cleanliness. This involves Lifeguarding Crew, City Maintenance Personnel, Outside Landscaping Personnel and Contract t Cleaning Personnel. This might involve starting pool maintenance at 5 am or after 8 pm at night so as to not affect current programming.	H	L	L	H	H	A
Operations	Signage	Signage for entire facility needs to be revamped. This includes parking, entrance / exit(s), changing facilities / toilets, etc. Signage which includes pool rules should be replaced with something in a font size that can be easily read.	H	L	L	N	H	A
Operations	AED (Automatic Defibrillator Equipment) Equipment	Should be installed outside of the current Guard Room OR be made available outside of the guard room when pool is open for swim team, water polo, etc. after guards leave at 4 pm.	H	L	L	N	H	A
Operations	"Drop In" Fee for Non Residents	This \$16 per entry fee seems very high and is not competitive with other facilities in the Valley. This should be reviewed. It is seriously impacting potential revenue.	H	L	L	H	H	A
Operations	Pool Vacuuming	The automatic pool vacuum cleaner should be placed into the pool each evening after closing. The use of this equipment was abandoned during the evening hours some time ago due to the fear of the equipment being stolen. If this is still the case, alternative security efforts must be made to ensure that the pool can be adequately maintained during the overnight hours. It is simply impossible to vacuum a pool of the Swim Center's size between the hours of 7 am - 7 pm when the pool is actively in use.	H	L	L	N	H	A
Operations	Pool Equipment - Maintenance	Current equipment that is used to vacuum the pool needs to be routinely serviced and maintained to ensure high efficiency and functionality at all times.	H	L	L	H	H	A
Operations	Yearly Budget	Based upon FOIA information provided from the City of Palm Springs, it is clear that a significant portion of the annual budget for the Swim Center is often not used while the Swim Center facility / operations have continue to deteriorate. We continue to hear that the Swim Center issues are not a budget issue - but why can we not get many of the issues outlines herein addressed? Allocated funds should be appropriately spent to ensure the Swim Center Facility and its operation are maintained accordingly.	H	L	L	H	H	A
Operations	Locker Rooms	Add hooks on walls of locker rooms so that items do not need to be placed on the floor or clutter the benches.	H	L	L	N	H	A
Operations	Evening Hours Swim Option	Consider working with Palm Springs Masters to encourage evening swimmers to join that Masters Program which offers evening swimming 5 days each week.	H	L	L	N	H	A
Operations	Pool Temperature	Measure and post the pool temperature on a daily basis / throughout the day (3 x per day).	M	L	L	N	M	A

Operations	Showers - Shower Heads	Routinely clean / replace shower heads and fix remaining shower valves / cartridges.	H	L	L	N	H	A
Operations	Showers / Sinks	Ensure soap dispensers are repaired, filled with soap and working.	H	L	L	N	H	A
Capital Investment	Swim Center Fencing	Review and determine if replacement of Swim Center fencing is actually required. Repairs to fencing are necessary as is additional fencing on the side of the pool facing Ramon / skate park adjacent. This may be a way of reducing the costs associated with this plan.	H	L	L	N	H	A
Other	Original Architectural Plans for Swim Center	The original Swim Center plans were created by a renown architect but were scaled back due to budget constraints almost 50 years ago. It is suggested that these original plans be reviewed by the new architect to possibly determine the best route forward in terms of renovating the current facility.	H	L	L	N	H	A
Other	Communications	Provide open, honest and timely communication from the Parks and Recreation Department.	H	L	L	N	H	A
Other	Parks and Recreation Master Plan	The City of Palm Springs reports that over the next ten years the population of the area will grow to almost 100,000. This requires the review of the possible need for a second pool facility to deal with increased demand. The current pool was sized when the population of the city was less than 20,000. It is suggested that the City engage a professional firm to identify when the population of Palm Springs and the variety and size of pool user groups will reach a point when a second pool within the City is warranted. Given the longitudinal nature of this investment and the timing required to develop same, this scope of work should be added to the Master Plan for the Parks and Recreation Department NOW.	H	L	L	N	H	A
Other	Security	Enhance Swim Center Security to ensure pool and facilities are adequately patrolled after closure. Consider video cameras / monitoring of the pool / pool deck after closing. Increase number of physical walk throughs of Swim Center deck and facility during night time hours.	H	L	L	N	H	A

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			RATINGS - LOW(L) / MEDIUM (M) / HIGH (H) / NEUTRAL (N)					PRIORITY
Category	Item	Description / Issue	Impact	Cost / Resources	Complexity / Difficulty	Capacity	Beneficiaries	
Staffing	Regular F/T and P/T Lifeguard Compensation Rate	Current range of compensation rates offered to Regular Lifeguards is between \$17.43 and \$23.47 per hour. Most of the guards are being paid at the lowest range of this rate schedule. These rates of pay should be re-evaluated and if necessary adjusted to meet market demand and reduce employee turnover. Suggest discussions take place between City and Union representing these City employees to at least change the starting rates of pay for the Lifeguard classification.	H	L	M	H	H	B
Staffing	Regular F/T and P/T Lifeguard Comp Rate	Current benefits package being offered to lifeguards includes substantial health, pension, sick time, vacations, holidays and many other perks. This results in a substantial labor burden rate of more than 150% of the base rate of pay. Given that the lifeguard role is typically aimed at high school and college employees who are seeking seasonal employment, it might be worthwhile to negotiate a seasonal lifeguard rate at a higher rate of pay which buys out these benefits in lieu of additional compensation for those who are not concerned about these additional perks. This is a win-win - lower costs and happier employees. This may well need discussions between the City and the Union representing these City employees.	H	L	M	H	H	B
Staffing	Lengthy Recruitment Process / New Hire Activity	Information provided by the City through FOIA inquiries advise that it is taking more than 90 days of the HR Department within the City to process a new hire. This is entirely unacceptable resulting in delays whereby applicants simply give up on the process or accept jobs with other employers. The HR Department processes for hiring of staff at the City of Palm Springs should be reviewed promptly as current practices are adversely impacting the City's operational efficiency.	H	M	L	H	H	B
Staffing	Safety / Risk Management	Minimum of three (3) staff who are fully certified as lifeguards should be scheduled on duty at all times when the pool is open to the public.	H	Already Budgeted	L	H	H	B
Staffing	Lifeguard Recruiting / Potential Source of Temp Lifeguards	There are a large number of 'retirees' within the community with substantial swimming capability and prior lifeguarding experience. An effort should be made to undertake a focused recruitment effort to this group for the Trainee Lifeguard classification.	M	L	L	N	H	B
Operations	Swim Center Community Advisory Group	Establish a group of 5 or more persons to act as an Advisory Group to assist Swim Center Staff / P&R Staff / P&R Commission in studying / evaluating proposed changes to the Swim Center facility or its operations.	H	L	L	N	H	B
Operations	Preventative Maintenance Program	Establish Comprehensive Preventative Maintenance Program and Schedule to minimize possibility of unscheduled pool closures	H	L	L	H	H	B
Operations	Landscaping Maintenance	Deck Surfaces are on need of regular cleaning as a function of berries from trees within the pool area falling by the thousands each day at various times of the year. The trees should be trimmed / sprayed on an annual basis to reduce this issue.	H	L	L	N	H	B
Operations	Landscaping	Planting areas in and around the Swim Center facility have become dirt piles against dirty brick walls. Basic, desert themed planting areas should be considered with low maintenance landscaping or at least properly cleaned and filled with inert material such as gravel which will not contribute to dust and dirt in the pool area.	M	M	L	L	H	B
Operations	Pool Equipment - Storage	There is poor and inadequate storage space for pool equipment resulting in broken, unserviceable and deteriorating equipment.	H	M	L	N	H	B
Capital Investment	Changing Room Facilities / Locker Room Facilities	The architectural plans for the Swim Center locker room / changing facilities / entrance / ADA ramp which are currently under development should be open for public review and comment so that suggestions which will ensure the intent of the project is appropriately accomplished can be received and reflected in the final design.	H	L	L	N	H	B

Other	Communications - Calendar Posting / Public Holidays	Maintain a Six Month Calendar on the Swim Center website which is updated regularly. Have an two month Calendar posted on an outside Bulletin Board at the Swim Center entrance which is also regularly updated. Ensure that operating Hours on Public Holidays are included.	H	L	L	N	H	B
Staffing	Pay incentives for Lifeguards	This is an item that could be further studied and implemented based upon best practices in other jurisdictions which provide for additional stipends for instructor certifications, swim lessons, extra work, bonuses for seasonal completion, etc.	H	L	M	H	H	C
Operations	"Best Practices" Review	Conduct a "Best Practices" review of systems, process and procedures in place at similar aquatic facilities. Report out to P&R Commission on opportunities for improvement based upon this review.	H	L	M	N	H	C
Operations	Preventative Maintenance Scheduling	Consider closing the pool once or twice per year for 3 - 5 days to conduct comprehensive full preventative maintenance of facility, pumps, filtration system, heating and colling equipment, brushing of the pool surface, painting, deep cleaning, etc. similar to the regular August closure of the PS Tram.	H	L	M	H	H	C
Operations	Bike Racks	Current bicycle racks are insufficient for facility size. Should be increased substantially.	L	M	M	H	L	C
Operations	Showers - Safety Bars	Consider Installing Safety Bars in all shower stalls given the older demographics of the Swim Center user community.	L	L	L	N	M	C
Capital Investment	Capital Plan	A five (5) year Capital Plan should be established to ensure that the needs of the Swim Center are planned for on a longer term basis. This should be included in the City's CIP so that funding is available when needed.	H	L	L	N	H	C
Other	Silver Sneakers / Renew Active "Type" Program	Consider possibility of providing for a "Seniors" discount for pool usage. This is being offered at other swim facilities such as Palm Desert.	H	M	L	N	H	C
Other	Expanded / Enhanced Aquatic Programming	In addition to swim teams and aqua-fitness programs in place, offer substantially increased aquatic programming for the community such as children and adult learn to swim programming, water polo, scuba, synchronized swimming, recreational swims, etc.	H	L	M	H	H	C
Other	Communications - Electronic Newsletter	Regular updates / newsletter to community (suggest quarterly) from Swim Center with information on programs and upcoming events.	H	L	M	N	H	C
Other	Survey	Conduct Annual Survey of Swim Center Patrons / Palm Springs Residents on suggestions for the facility.	H	L	L	N	H	C

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Category	Item	Description / Issue	Impact	Cost / Resources	Complexity / Difficulty	Capacity	Beneficiaries	PRIORITY
Other	Vending	Increase vending machines / options that are located at the Swim Center.	L	L	M	N	L	O



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Category	Item	Description / Issue	Impact	Cost / Resources	Complexity / Difficulty	Capacity	Beneficiaries	PRIORITY
Staffing	Dedicated Maintenance Personnel	Consider the hiring of dedicated a dedicated maintenance / cleaning staff member to maintain the Swim Center Pool and overall facility.	H	M	L	H	H	H
Operations	Storm Cleaning	Windstorms deposit dirt, leaves and other debris that sometimes remain in the pool for more than two weeks. A special "swat-like" team should be established to assist with pool clean up after significant wind storms.	H	M	M	H	H	H
Operations	Sundays	Consider making Sundays from 1 - 5 pm as "Family Day" at the pool; taking out 50% of the swim lanes for a recreational swimming environment.	H	L	L	H	H	H
Operations	Water Aerobics / Aqua-Fitness Programming	Should be offered daily (as opposed to current 3 days per week) if sufficient additional demand is demonstrated without simply spreading out current participant base over 5 or 6 days. This 3 day / 5 day per week programming might adjust seasonally depending upon demand.	H	L	M	H	M	H
Operations	Annual Passes	Consider a "Annual Pass" purchase option for Swim Center patrons from Palm Springs	H	M	M	N	H	H
Operations	Staff Familiarity	Place poster with staff pictures and first names at the Swim Center Office.	M	L	L	N	M	H
Other	Special Events	Plan Monthly or Bi-monthly special events at the pool on a Saturday or Sunday afternoon for general community use.	M	M	M	H	H	H
Other	New Pool Options	There are many new, innovative and very cost effective options for adding an additional pool facility which should be reviewed and considered.	H	L	L	H	H	H

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Category	Item	Description / Issue	Impact	Cost / Resources	Complexity / Difficulty	Capacity	Beneficiaries	PRIORITY
Operations	Hours of Operation / Evenings	Extend Hours of operation for the swimming public beyond the current 3 pm closure time. Also - See recommendations re Evening Hours Swim Option.	M	H	M	L	L	NR
Operations	On Deck Storage Lockers for Pool Patrons	Consider the installation of small "cubby hole" storage lockers on the pool deck for pool patrons who need to protect their valuables while they are participating in Swim Center programming. It is to be noted that this item would likely be deemed unnecessary if the lockers within changing rooms were repaired and available for use.	L	M	M	N	M	NR
Operations	Long Course Swimming	Consider providing additional available times for long-course swimming.	L	M	M	L	L	NR
Operations	Lifeguard Chairs	Increase height of lifeguard chairs to ensure better a better vantage point where full visibility of the pool is obscured.	H	M	L	N	H	NR
Operations	Evening Hours Swim	Consider a special evening hours swim.	L	H	M	L	L	NR
Capital Investment	Shade Structures	New shade structures installed in last year need to be re-engineered to block / shade sun far more effectively than they do now.	L	M	M	N	M	NR
Capital Investment	Bathing Suit Spin Dryers for Changing Rooms	Consider adding these units with overall retrofit / renovation of current changing room facilities.	L	M	L	N	L	NR
Other	Third Party Management of Swim Center	Consider hiring professional management company (e.g. YMCA) to run Swim Center as is done for cost effectiveness and increased efficiency in many municipalities.	M	L	M	N	M	NR
Other	Snack Bar	Consider the opening of a third party run snack bar facility (i.e. portable unit)	L	M	M	N	L	NR