

INFORMATIONAL MEMORANDUM

Tukwila Pool Metropolitan Park District

TO: **Tukwila Pool MPD Board of Commissioners**

FROM: Jennafer Price Cargill, TPMPD Executive Director

DATE: September 18, 2014

SUBJECT: **Hiring Committee Recommendation of Candidates for Aquatics Manager Position**

ISSUE

Recommendation of finalist candidates for the Aquatics Manager position

FINANCIAL IMPACT

To be determined

BACKGROUND

In July 2014 the TPMPD Board voted to self-operate. An ad hoc Hiring Committee was formed consisting of the following members: Board President De'Sean Quinn, Commissioners Allan Ekberg and Joe Duffie, TPAC Member Kim McCoy, Community Members Val Thomas-Matson, Scott Matson, and Monica Davalos, Community Partner Alma Villegas, and Executive Director Jennafer Price Cargill.

On August 1st the position was posted to a national website specifically devoted to recreational professionals. Nineteen applications were received and the Hiring Committee chose 11 of these applicants for an initial phone screening, (only 9 completed this process). Five semi-finalists were interviewed via Skype and the Hiring Committee has recommended three finalists to the Board.

DISCUSSION

For information only.

RECOMMENDATION

None

ATTACHMENTS

- Aquatics Manager position description
- Candidate Overview from ED
- Finalist Candidate Questions
- Candidate Packet – Dave Perkins
- Candidate Packet – Carolyn Boyce
- Candidate Packet – Matt Rackham

AQUATICS MANAGER

Position Description

SUMMARY

The Aquatics Manager position is the lead for all operational aspects of the Tukwila Pool facility. She or he plans, organizes and coordinates a variety of aquatic activities for all ages and abilities; including, but are not limited to, swim lessons, open swims, rentals, CPR and Lifeguard certification classes, and special events. The Aquatics Manager is also responsible for managing the daily and minor maintenance of the facility and working with contractors on major maintenance and upkeep. Leads, directs, and trains all aquatic employees. Reports to the Executive Director of the Tukwila Pool Metropolitan Park District.

QUALIFICATIONS

- Minimum three years of experience developing, scheduling and coordinating high-quality aquatic programming.
- Aquatic Facility Operator or Certified Pool Operator or the ability to be certified within 3 months of hire.
- Minimum two years of experience performing routine pool maintenance with a thorough understanding of how to keep a pool in excellent condition.
- Minimum three years previous experience successfully supervising staff.
- Three years of experience in swim lesson instruction.
- Experience teaching lifeguard training or other related classes.
- Ability to use computer and formulate reports, correspondence, etc.
- American Red Cross (or equivalent) Lifeguard & Lifeguard Instructor certification.
- American Red Cross (or equivalent) Water Safety Instructor Trainer certification or the ability to obtain within six months of hire.
- CPR for the Professional Rescuer or the ability to obtain within six months of hire.
- Community First Aid or the ability to obtain within six months of hire.
- Ability to communicate very well both verbally and in writing to ensure effective working relationships with employees and the public.
- Ability to work effectively with a diverse and ever-changing community, seeing value in multiple cultures and differing perspectives.
- Valid Washington State Driver's License (or the ability to obtain within 1 month of hire) and good driving record as verified by a three-year driving abstract by time of hire.
- Candidates must pass a Criminal History check

RESPONSIBILITIES

- Develop and oversee all aspects of programming with a focus on quality, customer satisfaction and maintaining the pool as a valued community asset.
- Responsible for hiring, training, scheduling, providing daily supervision and evaluating all aquatic staff.
- Ensures patrons and others receive excellent customer service with an understanding that every Tukwila resident is part “owner” of the Tukwila Pool.

- Provide a safe atmosphere and environment by enforcing all facility rules, regulations, policies and procedures.
- Handles emergency situations, rescues and other incidents which may occur by following all standard safety procedures.
- Develop a system for maintaining proper chemical balance, water filtration system, regular staff training, and other safety and risk management processes and procedures to ensure compliance with all governing bodies as well as the highest quality standards.
- Ensure that the entire aquatic facility is maintained in excellent condition and all equipment and supplies are cared for and stored in an orderly and safe manner.
- Inspects program equipment and facilities for safety hazards, implements corrective action as needed and plans for and purchases any new or replacement aquatic equipment.
- Develop and maintain internal and external relationships to develop and grow collaborations and community connections.
- Develop and maintain budgetary goals and objectives in partnership with the Executive Director, including proper management of income and expenses.
- Serve as primary contact for issues related to pool staffing, programming, and facilities.
- Maintain effective communication with the Executive Director, working as a partner in the leadership of the pool on behalf of the TPMPD.
- Other duties as needed.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- While performing the duties of this job, the employee is frequently required to swim, walk, stand, sit, and talk or hear. The employee is occasionally required to use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch, or crawl.
- The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, color vision, and the ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- While performing the duties of this job, the employee occasionally works near moving mechanical parts, pool mechanical systems. The employee constantly is exposed to wet and dry conditions, fumes, toxic or caustic chemicals.
- The noise level in the work environment is usually loud when in the facility.

HOURS, SALARY & BENEFITS

- This position is full-time, salaried and exempt. The successful candidate is expected to work a minimum of 40 hours per week and will be responsible for developing their own schedule to ensure maximum effectiveness in the position. Some weekend or evening work may be required.
- Salary: \$45,000 - \$55,000 per year DOE
- Benefits: A benefit package will be available, the details of which are yet to be determined.
- Start date: The position will be full-time beginning January 1, 2015. There will be some preliminary transitional work that is expected to begin in mid-October 2014. Hours worked during the transition will be flexible based on the successful candidate's availability and pro-rated in accordance with the agreed upon rate of pay.

TO APPLY:

Please submit a cover letter and resume showing how the applicant meets or exceeds the minimum expectations as outlined above to: JPCargill@TukwilaPool.org

The Tukwila Pool Metropolitan Park District is an Equal Opportunity Employer

TUKWILA POOL MPD

AQUATICS MANAGER

Finalist Candidate Comparison Overview

Rank	Applicant Name	Aquatic Programming Experience	Maintenance Experience	Staff Supervision Experience	Lifeguard & Lifeguard Instructor Cert	Lifeguard Instructor Experience	Computer Skills	Written communication skills	Culturally competent	AFO or CPO	Water Safety Trainer Cert	CPR	First Aid	Meets minimum qualifications	Notes
	Carolyn Boyce	10+ years	10+ years	10+ years	Yes	Yes	Poor	Poor	Fair	CPO	Yes	Yes	Yes	No	
	Matt Rackham	5 years	16 years	20 years	Yes	Yes	Good	Fair	Fair	CPO	Yes	Yes	Yes	Yes	
	Dave Perkins	15 years	13 years	20 years	Yes	Yes	Good	Good	Fair	Both	Yes	Yes	Yes	Yes	

Tukwila Metropolitan Park District

Candidate Final Interview Process and Questions

Tuesday, September 23, 2014

Process:

- The Board will interview candidates on 9/23 via Skype technology at the special MPD Board meeting.
- All interview candidates will be asked the questions below by the Board President.
- After which, each Board member and the ED may ask one and only one clarifying question. You do not have to ask a question.
- If you ask a question that is on a different topic, not a clarifying question to one of the questions below, then you must ask it to all candidates for candidate fairness (legal concern).

Questions to be asked:

1. What would you like to accomplish in your first 90 days in this position and how would you measure success?
2. Our middle and high school have 70 different languages spoken; tell us how you would build relationships with that level of diversity and ensure their sustainability? Provide examples of past successes in this area.
3. What steps do you take to ensure that your pool is safe?
4. What team building techniques do you feel are most effective with staff? And why?
5. What is your experience dealing with elected bodies and special interest groups?

Please note, this application was sent with 2 attachments.

You can view this application and any others submitted for this job posting by [clicking here](#).

Job		Applicant	
Title:	<u>Aquatics Manager</u>	Title:	Aquatcs Director
Location:	Tukwila, WA USA	Location:	Indianapolis, IN
Employer:	Tukwila Pool Metropolitan Park District	Candidate:	<u>Ms. Carolyn Boyce</u>

Indianapolis, Indiana 46241
203-722-5714203-722-5714â€œcell ?carolynboyce2000@yahoo.com

I am seeking the Aquatic Director, where my training, experience and knowledge and leadership skills will make me a valuable member to your team..

I have enclosed a copy of my resume, which will permit you to examine my education, background and abilities As you will note, I have more than 20 years experience in all facets of aquatics and sport event management: Midwest Water Polo Committee Board Member, and as a Head Swim Coach.. I have a strong background in employee management, volunteer coordination; and Leadership. I have supervised over 200 full and part time employees, and over 250 volunteers in sport event management and Bookkeeping, I have worked with the public and media relations. Olympic games, Pan American Games, Pan Pacific Games, Olympic Trails in Swimming, Diving, Synchronized Swimming and Track and Field. GTE and Clay Courts Tennis Championships, National Swimming and Diving Championship, NCAA and Big 10 Swimming and Diving Championship, World Swimming Championships. I was one of the original people that formed the mid west Water Polo committee, hosted the Mid West Polo during my time as the Aquatic Director at the Indianapolis Parks and Recreation, Golf Operation and Management, Aquatic Director YMCA of Norwalk. Currently the Head Swim Coach for Hendricks elite Aquatics Team.

Thank you for your time and professional courtesy in reviewing this material. I am looking forward to meeting with you in the near future.

Sincerely,
Carolyn M. Boyce
Carolyn Boyce

Ms. Carolyn Boyce
5235 Chelsea Rd
Indianapolis, IN 46241 USA
carolynboyce2000@yahoo.com

Career Job Title:	Aquatcs Director
Employment Type:	Full-time, Contract
Education Completed:	4 Year Degree
Current Salary:	\$46,000/yr
Desired Salary:	\$55,000/yr
Are you willing to relocate?:	Yes
Entry-level Positions:	Yes
Willingness to Travel:	Up to 75%
Career Categories:	Customer Service Maintenance Facilities

Work Status: I am authorized to work in the US for any employer.

Skill	Rank	Years
Supervisory skills	Expert	10+
pool maintenance	Strong	10+
aquatics programming	Strong	10+

CAROL YN MARIE BOYCE

5235 Chelsea Road

317 287-9531 – cell

carolynboyce2000@yahoo.com

OBJECTIVE: A challenging Executive Director position where my education, background and abilities will be of value. Providing opportunities for personal development based upon job performance and outstanding achievements.

**Summary: Over 25 years combined progressive experience
Qualification: in positions including Aquatic Manager, Teaching,
Coaching Aquatic Program Coordinator, Special Events
Coordinator, Director of Concessions, and Volunteer Coordinator.**

*** Strong personal background including supervision of up to 200+ employees and coordination of over 190 volunteers.**

*** History of running of events including: 2000 Tall Ship Tour in NY, 1996 Olympic Games, US Olympic Trails, NCAA**

Championships, GTE Tennis Championships, Clay Courts Tennis Championships, YMCA Master Championships, Golf Operation

Experience:

**Hendricks Elite Aquatics Team: (HEAT) : Head Swim Coach-
March of 2012- current -**

- ☐ **Level 2 ASCA Coach,**
- ☐ **Schedule all Practices,**
- ☐ **Schedule all meets**
- ☐ **make out several different practice a day for different levels**
- ☐ **Oversee all coaches,**
- ☐ **Over see learn to swim programs and swim instructors,**
- ☐ **Hiring of staff,**
- ☐ **Fund raising for swim programs,**

YMCA -Hendricks Regional Health - Avon- , Lifeguard, Swim Instructor and Aqua Fitness Instructor- Aug, 2011 - Current:

- ☐ **Past Aquatic coordinator- Supervise staff,**
- ☐ **Teach Water exercise and arthritis classes to all ages**
- ☐ **Oversee pool chemicals and clean pools,**
- ☐ **Help maintain the operation in the pool chemical and the balance of pool chemicals,**

☐ **Advise on pool chemical usage and problem recommendation.**

☐ **Help with overseeing Swim Lesson Program and make recommendations.**

Norwalk YMCA: 370 West Ave, Norwalk CT 06850: - Aquatics
Director – September 2007 – March 9,2010 - \$42000

- ☐ **Development and implementation of all Aquatic**
- ☐ **Create and manage for more than \$500,000.**
- ☐ **Oversee all training, supervision of 3 full- time and over 45part-time employees.**
- ☐ **Manage, maintain and oversee all maintenance of all the aquatic facilities**
- ☐ **Create, program and Scheduling of all Aquatic programs,**
- ☐ **Media and Public relations,**
- ☐ **Develop and maintain policies and procedures for the safety of department and facility.**
- ☐ **Development and coordination of community and private organization programs**
- ☐ **Writing grants, grant reports and coordination of grant programs,**
- ☐ **Coordination of all contractors and contracts, not just with pool concerns but with other facility concern.**
- ☐ **Committees: Building and ground , Fundraising committee, programs committee special events committee.**

- ☐ **Development of a special programs for our after school program and preschool programs that provides swimming lessons for all that is enrolled as part of their educational curriculum.**

Nantucket Boys and Girls Club Nantucket Ma 02554: Learning center Coordinator and Membership Coordinator: 9-2005 to 9-2007: \$34000

- ☐ **Take all memberships and membership information, answer all membership and club information to the public, to make sure all membership information get to all schools and summer and year round residents.**
- ☐ **Coordinate all membership information.**
- ☐ **Work with all the kids on educational information for school as well as special interest of the children and the community.**
- ☐ **Work with schools and other local organizations to help build the programs and interest of the children of the island.**
- ☐ **Build on educational and recreational programs for the Nantucket Boys and Girls Club Members.**

Membership & Customer Service Coordinator / Aquatics Director for Rye Golf Club: City of RYE New York- Rye Golf Club: May-\$42500 2003-Oct 2004:

- ☐ **Develop and maintain programs for Tennis, Aquatics and Golf members and the City of Rye.**
- ☐ **Establish policy and procedures for the safety members of facilities and programs.**

- ☐ **Development new programs and maintain programs for the facilities within the guidelines of the city,**
 - ☐ **Build memberships with in and outside the community helps promote and bring tournaments to the club.**
 - ☐ **Maintain and assist with budget**
 - ☐ **Create club projects to better enhance the club**
- Development / Maintenance of the Financial Management software program - Jonas software programs. Departments.**

I have been also working part time At the YMCA in White Plaines, NY and Port Chester NY as well as working with Handicapped Youth for the South East Consortium.

Aquatics Director: Kenosha Youth Foundation: 5-2002- 5 - 2003
\$38000

Head Men's and Women's Swimming and Diving Coach: 2001 -
2002 3-\$38000

Stevens Institute of Technology 1999-2001 \$35500

Staten Island 1997 – 1999 -\$29500

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Swim Coach/ Swim Instructor -Sandwich Community School
1996-1997: \$26000 -Director of Wayland Community Pool 1995-
1996 Wayland pool, Wayland MA-Aquatic Program Coordinator
1994-1995 Nantucket Community Pool -Nantucket MA.

Indiana University at Indianapolis -Natatorium Meet and special events operator-1982 1994 -\$24000

Aquatics Director - City of Indianapolis. Departments of Parks and RecreationCity of Indianapolis, Indianapolis IN. – 1987-1984-\$ 28000

Education:

Indiana University 1986

Bachelor of Science Degree in Physical education and Recreation. Belong to the Phi Epsilon Kappa.

George Washington H.S. 1981:

Major: Math, History, English, Business, and, Physical Education. Minor in: Spanish and

Science.

Certification: American Red Cross Instructor as well as trained in al the new material for LGI, Water Aerobics BLG, AED, SFA, DISEASE CONTROL, LEVEL 2 ASCA COACH, SWIM AMERICA PROGRAMMER, WSI AFFILIATION: ASCA - LIFETIME, UNITED STATES SWIMMING, NCAA, CSCAA, NSPI, AAPHERD, NRPA, USA WATER POLO, YMCA Volunteerism certification, YMCA Group Work Certification, YMCA Facility Management certification, YMCA Program and Development Certification, Red Cross Conn. State Camp and Pre School certified Instructor.WSI, WSIT, LGI, LGIT, Citizens support award for military workers

**Aquatics Manager Phone Screening
Note Sheet**

Applicant: Carolyn Boyce Appt. time: Wednesday 4:00pm (7pm EDT)

Phone number: 317-287-9531 Screener: JPC Recommendation: Move to the next level

Please provide me with more information on your experience in the following area(s) Maintenance:

Run pretty much every type of pool, used to run city parks pools in Indianapolis converted the filter systems, and updating things. Did a lot of her own maintenance, would call out for motor repair or if a line burst. But a filter issue or chlorination system she would do herself.

Do you have the following certifications AFO or CPO, Lifeguard Instructor, Water Safety Instructor Trainer, CPR for the Professional Rescuer & Community First Aid:

CPO, and planning to renew her instructor certification

LGI – yes and is a trainer

WSIT - yes

CPR/FA – Certifications and instructor trainer

Please provide me with an overview of your experience either professionally or personally with the following people:

Seniors? – *Yes, most orgs she's been with have had programming for seniors, arthritis, aqua fitness, lung programs, lap swims, master swims, etc. Have to be able to adapt everything.*

English language learners? – *Working in NY area, had to overcome the language barriers, sometimes have translation services, or using non-verbal and charts to show pictures*

Recent immigrants and/or refugees? – *Had to deal with cultural differences and can adapt to the situation when needed, governmental agencies expect that*

People with physical or learning disabilities? – *Worked with these populations since the beginning with severe and profound populations as well. Creates programs for autistic populations at every pool.*

Practitioners of non-dominant religions? – *Being in NY, and with the YMCA have to work with Jewish patrons and adapting to Muslim patrons and honoring their cultural needs. Providing services for hospitals also supporting practices*

What is your past experience with inheriting staff?

Always happens, there's usually some challenge in it. Some have been great, but have to

Did you see the notation in the position description about the transitional start date? Do you have any questions about this? Do you think this is something that would work for you?

Saw it, has done something like this before in the Town of Wheland (sp?) who started their own district

(If not local) Have you ever been to the Puget Sound region? How do you feel about relocating to Washington? Do you have any questions about it?

Never been to the area, had a local friend who reported back on our services

Tukwila Pool Aquatics Manager Interview 1 Questions

Candidate: Carolyn Boyce

[Note: A few emails were exchanged during the process of scheduling this interview which indicated a severe lack of ability to communicate professionally in writing and follow directions.]

1. What would you like to accomplish in your first 90 days in this position and how would you measure success?

I have a policy I call: 3/6/9. 30 days to get to know how things used to run, 60 days to make minor adjustments and by the end of 90 days I'll make major adjustments. Measure this by seeing how changes have occurred and been accepted by staff and how well they've adjusted to the changes, especially staff that were on board before the transition.

2. The Tukwila Pool is located next to the cities' only middle and high schools. Tell us how you would utilize these relationships in your short and long term plans.

First I'd review what current programs are being offered. If it isn't happening we'd want to bring the kids to the pool for PE. In some states every child is required to get swimming lessons. Also like to offer athletic training programs, like swim team, lifeguarding skills and CPR as an educational program.

3. Many of Tukwila's residents are economically challenged. How do you plan to increase accessibility to the city's low-income residents, while maintaining a budget?

Several grants are available. I have lots of personal connections for grants for learn to swim programs and aquatics in general.

4. Describe your experience working with diverse ethnic and religious groups to achieve a goal, what steps did you take to prepare yourself for the interaction and what was the result?

Every position I've held has required the ability to work with diverse populations. To learn where they're coming from I like to sit down with the leaders. I liked to use one pool specifically for Muslim patrons because the design made it easy to enclose, but I've also used curtains. Orthodox Jews also were a population that I worked with, providing swim classes and lessons on Sundays because they couldn't participate in Saturday programming.

5. How would you budget for pool maintenance? Explain your choices.

I like to budget to have service on the plumbing and filtration systems once a year at minimum, ideally twice a year. Take depreciation into account and build out a schedule for replacement projects each year. I work hard to avoid draining the pool as this can cause extra stress on the structure. Deterioration of the facility is something that I usually talk about in capital campaigns, but mainly try to take care of the facility as we go along.

6. Tell us about a time when you dealt with a difficult customer. What steps did you take to handle the situation and what was the outcome?

Recently, I had a fitness patron who was being asked by the instructor to quiet down and I eventually asked to leave the class. She was a "minority in the group" but I couldn't allow her to disturb the class. I also had a member who smacked another member and we suspended her from the pool for a month.

7. Tell us about your software skills - the programs you know and what you can do with them. Please include any pool specific technology and/or applications used.

Many programs specific to the Boys & Girls Club or YMCA or competitive swimming. Excel, Microsoft programs and Mac, Power point.

8. What was your most challenging experience in your professional career and why? What was the outcome?

At Norwalk YMCA, we lost control of the Learn to Swim programs to a contractor. But patrons don't know or care why things aren't going well and they blamed us. We had to work hard to build their confidence in us and our programs again. This was also a very ethnically diverse community, so confidence mattered.

9. What steps do you take to ensure that your pool is safe?

Have a check-off list for guards for the safety equipment, the cleaning. It's something anyone can use. Made sure there were arrows pointing in the right direction on the pipes. Make sure the pool is clean, properly balanced. Some states test pools once a month, some test even more often.

10. What team building techniques do you feel are most effective with staff? And why?

Lifeguard Championships, competitions, in-services – make sure they're well-trained. Staff should feel that their opinions matter. They need to be allowed to talk to you. I do fun things too. I stay aware of their relationships – for instance, I don't team people up who are dating – and I pay for their training.

11. If you could develop any program you wanted, what would it be? And how would you go about convincing the Board of Commissioners to fund it?

A coaching program for parents. It helps the parents get into the competitive programs and gives them the insight into the "why" behind the rules. It's good training for the athletes and the parents.

Tukwila Metropolitan Park District

Candidate Final Interview Process and Questions

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2. Our middle and high school have 70 different languages spoken; tell us how you would build relationships with that level of diversity and ensure their sustainability? Provide examples of past successes in this area.
3. What steps do you take to ensure that your pool is safe?
4. What team building techniques do you feel are most effective with staff? And why?
5. What is your experience dealing with elected bodies and special interest groups?

August 20, 2014

David Perkins
16701 SE May Valley Rd
Renton, WA 98059
(425) 239-6244

Dear Hiring Manager / Team:

Re: Application for Aquatics Manager

Kindly accept this application from an extensively experienced applicant who wishes to apply for your above mentioned vacancy which was advertised on the National Parks and Recreation Association website.

I believe that my past 18 years of experience qualifies me for the Aquatics Manager position. I have an extensive aquatic background and have opened two new facilities in the past 15 years. I have been responsible for the budget and program development of all facilities under my supervision. With my past employers I have consistently exceeded all goals set for me, and am valued for my hard work, reliability, tenacity and ability to come up with solutions to problems.

In addition to my responsibilities in aquatics, I am also proficient in managing special events, outdoor recreation programming, and coordinating multiple facility rentals. I have found these responsibilities challenging as well as rewarding.

I would be grateful for the opportunity to demonstrate my capabilities further at an interview. Please feel free to contact me to arrange a meeting at your earliest convenience. In closing I would like to thank you for taking the time to consider my application, and I eagerly look forward to hearing from you.

Sincerely,

David Perkins

David M. Perkins

16701 SE May Valley Rd. Renton, WA 98059
davemperkins@gmail.com

Phone: (425) 239-6244

SUMMARY OF QUALIFICATIONS

- Experience: 25+ years in the aquatic field - 18 years as a supervisor
- Outstanding organizational skills and ability to manage multiple facilities
- Strong customer service skills
- Proficient in operation and maintenance of aquatic equipment
- Strong leadership and management skills
- Impeccable safety record
- Ability to develop and monitor budgets

PROFESSIONAL EXPERIENCE

City of Renton, Renton, WA

5/2000 - 11/2013

Recreation Coordinator

Manage and operate all City of Renton aquatic facilities and provide outdoor recreation opportunities for the citizens of Renton.

- Hire, train, supervise and evaluate a staff of up to 130 employees
- Manage the Henry Moses Aquatic Center, Coulon Beach, Kenneydale Beach
- Develop and implement all programming at the Aquatic Center to meet the needs of a growing community while exceeding revenue projections
- Responsible for preparing and monitoring the annual aquatic and outdoor recreation budget
- Maintain and repair all aquatic related equipment including pumps, filters, piping, heaters slides, wave pool, and chemical controllers
- Project and purchase all required equipment needs for the aquatic department.
- Responsible for the creation of marketing materials including brochures, flyers and website
- Oversee the operation and revenues of the city boat launch.
- Responsible for scheduling and renting 10 picnic shelters in the city
- Develop and coordinate special events for the City of Renton
- Create and lead outdoor recreation trips
- Coordinate the City of Renton ski school

Department of the Navy, Puget Sound Naval Shipyard, WA

6/1998 - 5/2000

Supervisory Recreation Specialist

Managed and programmed a new indoor aquatic facility along with a waterfront facility in the summer months.

- Hire, train, supervise and evaluate 20 part time and 2 full time staff
- Develop and maintain the annual aquatic budget
- Responsible for all maintenance and repair of aquatic equipment
- Develop programming, schedules, and events for the aquatic facility
- Taught lifeguard courses and oversee the swim lesson programs

Department of the Army, Ft. Lewis, WA

9/1995 – 6/1998

Training Instructor

Manage and supervise one of the base pools as well as the seasonal waterfront facility.

- Hire, train, supervise and evaluate 10 part time and 1 full time staff
- Train soldiers in water survival
- Responsible for all programming, development, and revenue at the facility
- Instructed lifeguard courses, swimming lessons, water aerobics, and deep water running classes
- Responsible for all maintenance and repair of aquatic equipment
- Manage beach lifeguards during summer months

Department of the Air Force, McChord AFB, WA

5/1995 – 9/1995

Pool Manager

Supervise the seasonal base pool

- Hire, train, and supervise 15 part time staff members
- Develop and monitor swim lesson program
- Staff scheduling
- Monitoring chemicals

United States Marine Corps, Charleston, SC

2/1991 – 2/1995

Corporal, Training NCO

Responsible for the operation of the base training pool

- Organized and instructed training for Marines at the base pool, pistol range, gas chamber, and rifle range
- Supervised physical training for the platoons in the company
- Assigned to Fleet Anti-Terrorism Security Team (2001-2003). Participated in various abroad operations.

EDUCATION

Pierce College 1995-1996

CERTIFICATIONS

American Red Cross Lifeguard Instructor

American Red Cross CPR for the Professional Rescuer Instructor

American Red Cross AED Instructor

Wilderness First Aid Instructor

Aquatic Facility Operator

Certified Pool Operator

Marine Combat Instructor of Water Survival

NRPA Risk Management School

AWARDS

Aquatic International "Best of Aquatics" Award Winner - 2005

**Aquatics Manager Phone Screening
Note Sheet**

Applicant: Dave Perkins

Appt. time: Wednesday 2:30pm

Phone number: 425-239-6244 Screener: JPC Recommendation: Strong candidate, move forward

Please provide me with more information on your experience in the following area(s) Programming & Maintenance:

Opened 2 new pools from end of construction, developed entire program and staff development and created manual and taken programs from the ground up.

Didn't have a facilities person at Renton, so he was in charge of filters, heater, backwashing chemical controller calibration, has experience with all sorts of systems, anything that he couldn't fix had to be contracted out, did all day to day and preventative maintenance.

Do you have the following certifications: Water Safety Instructor Trainer?:

WSIT – no, but would acquire

Please provide me with an overview of your experience either professionally or personally with the following people:

Seniors? – Didn't focus on seniors as a population, but offered a water walking programming

English language learners? – A lot of the patrons, Renton is very diverse too

Recent immigrants and/or refugees? – They did a single gender swim as a special event one time, have similar populations in Renton

People with physical or learning disabilities? – At Fort Lewis, ran a program for autistic children, and created a special populations program for Renton

Practitioners of non-dominant religions? – Did the single gender event mentioned above to serve the Muslim community, learned a lot from it

What is your past experience with inheriting staff?

First at Renton all the staff were there, it went fine. He would review their performance evals and then sit down with them, then lay out his expectations for performance. Emphasize the team aspect and his openness.

Did you see the notation in the position description about the transitional start date? Do you have any questions about this? Do you think this is something that would work for you?

Known Malcolm for quite a few years. Understands the transition, feels comfortable with it.

~~(If not local) Have you ever been to the Puget Sound region? How do you feel about relocating to Washington? Do you have any questions about it?~~

Took a year off to travel

Tukwila Pool Aquatics Manager Interview 1 Questions
Candidate: Dave Perkins

- 1. What would you like to accomplish in your first 90 days in this position and how would you measure success?**

I'd like to learn every aspect of the position. I'd like to have a baseline of where the position was when I started and also meet with my supervisor to figure out what expectations they have and goals they have for me. Measure through input from my supervisor and input from the staff and patrons.

- 2. The Tukwila Pool is located next to the cities' only middle and high schools. Tell us how you would utilize these relationships in your short and long term plans.**

I'd need to get an idea of where the relationship is at right now and see what sort of programming we currently have. I'd like to meet with a liaison and see what we can offer. Do the need Learn to Swim programs, team building? We didn't have a good relationship with the district in my last position so it was difficult.

- 3. Many of Tukwila's residents are economically challenged. How do you plan to increase accessibility to the city's low-income residents, while maintaining a budget?**

Utilize scholarship programs but that money runs out fast. We can look at the pricing structure to get people in for less cost during slow times. Also market the programs to get people in.

- 4. Describe your experience working with diverse ethnic and religious groups to achieve a goal, what steps did you take to prepare yourself for the interaction and what was the result?**

We did one special event for Muslims and we had to split the pool into two sections. We met with the group to help us understand what they needed. They wanted to be in the facility at the same time, so it was a challenge. Our facility was also outdoors, so screening was a difficulty. Mainly we learned that we hadn't scheduled enough female staff. We met with the group and went over expectations. They wanted to do it again the next year. That facility wasn't set up well for the split and next time I'd do different times like you do.

- 5. How would you prioritize and budget for pool maintenance? Explain your choices.**

I'd like to see the last three years of expenditures and see what we're starting out with and average 3 years of chemicals and add 10%. I'd look at the use of liquid chlorine and see if there's a cheaper option. I'd want to see how old the equipment is and what kind of condition it is and prioritize replacement. Anything major we'd look at whether or not it needs to be replaced and make a priority list. Safety and sanitation are your biggest concerns and then programming is relatively inexpensive.

- 6. Tell us about a time when you dealt with a difficult customer. What steps did you take to handle the situation and what was the outcome?**

We had a lot of difficult customers. I think the best approach is to try to put yourself in their shoes -- show sympathy for them but don't "give in". It's a balancing act. When you apologize it puts you or your policy in the wrong. For instance, if you have a height restriction on using the slide, you have to explain the reasoning and be consistent. 99 times out of 100, the patron usually understands and walks away.

- 7. Tell us about your software skills - the programs you know and what you can do with them. Please include any pool specific technology and/or applications used.**

Office, power point presentations for City Council, Excel, Word for memos, etc. Used the CLASS system for 13 years. Used a mobile app for the chemical controller. Also used the Red Cross software for classes. Could adjust the pumps from the computer. A lot of the software wasn't really needed. Used Outlook for email and calendar and used an online scheduling program for staff.

8. What was your most challenging experience in your professional career and why? What was the outcome?

The most challenging experience was terminating a full time employee with benefits. She worked in the morning and was falling asleep on the stand. I adjusted her schedule and it happened again. I asked if there was a medical issue. I talked to HR and documented everything. For the safety of the patrons, I had to terminate her. That was the hardest thing I ever had to deal with.

9. What steps do you take to ensure that your pool is safe?

Before opening every season, we did a week of in-service training, recertifying all the staff. Every Friday we had a 3 hour in-service. Employees had to come 2 times a month. We built it into their schedules, but it was required. We also required them to swim 3 days a week on their "downs". It helped to keep them in shape. Each in service had a different focus. Insight from your staff is your best tool you have in how the facility runs. Checked the equipment at least once a week. We had a lot of people and a lot of staff, so we inspected the slide daily. Had a lot of repetitive check-lists.

10. What team building techniques do you feel are most effective with staff? And why?

I think having meetings with the staff and getting their input so they feel like they're part of a team. We had a guard of the week program which was something to strive for. We had staff parties. Our specific challenge was bringing the different types of staff together, so we started intermingling them with break rooms, in-services, etc. We also offered lifeguarding classes for free to existing staff who wanted to move into that position. We didn't really do team-building games, we didn't have the budget to do that with 130 staff.

11. If you could develop any program you wanted, what would it be? And how would you go about convincing the Board of Commissioners to fund it?

How about "learn to roll your kayak"? That's a very specific group, but it's just one thing. Maybe an inflatable one night a week in the pool. They're expensive, like \$10,000 but it might bring in some revenue. I'd have to survey the patrons and see if it's something they're interested in and then put together a budget. But the most important thing is to learn why people aren't coming to the pool and see if we can make them into customers.

Tukwila Metropolitan Park District

Candidate Final Interview Process and Questions

Tuesday, September 23, 2014

Process:

- The Board will interview candidates on 9/23 via Skype technology at the special MPD Board meeting.
- All interview candidates will be asked the questions below by the Board President.
- After which, each Board member and the ED may ask one and only one clarifying question. You do not have to ask a question.
- If you ask a question that is on a different topic, not a clarifying question to one of the questions below, then you must ask it to all candidates for candidate fairness (legal concern).

Questions to be asked:

1. What would you like to accomplish in your first 90 days in this position and how would you measure success?
2. Our middle and high school have 70 different languages spoken; tell us how you would build relationships with that level of diversity and ensure their sustainability? Provide examples of past successes in this area.
3. What steps do you take to ensure that your pool is safe?
4. What team building techniques do you feel are most effective with staff? And why?
5. What is your experience dealing with elected bodies and special interest groups?

Dear C. P. Cargill:

You will ascertain from my resume that my aquatics programming and instruction, pool and spa operations and maintenance, staff supervision and training, customer service and public relations, fitness and therapeutic exercise, including swimming and other water-based activities are quite extensive. This experience also includes administrative duties associated with fund-raising, HR, payroll, technical writing and risk management to facilitate operational safety requirements and compliance with local and state codes.

Therefore, my goal is to secure a position with Tukwila Pool Metropolitan Park District, where that knowledge can help the organization to continue in it's mission and offer the greatest programming and services available to its community and partners, whilst maintaining a safe and rewarding environment for all its present and future patrons. In addition, my past aquatics management experience would be beneficial to the Tukwila Pool, in that one's hands-one and experience could help expedite one's transition to the present and ongoing needs of the facility, its management and staff team and for those to whom it serves.

I very much appreciate your time and consideration and look forward to hearing more of the Aquatics Manager opportunity with the Tukwila Pool Metropolitan Park District at your earliest convenience.

Kindest regards,

Matt Rackham.

Martyn (Matt) Rackham

Houston, TX 77065 757-339-3646

matrackham@hotmail.com

www.linkedin.com/pub/martyn-rackham/88/43/aba

Career Objective: Utilize my organizational, communications and recreation management experience to help my employer increase its reach, revenue, programming, safety, staffing and customers satisfaction goals.

Education:

University of New Orleans. New Orleans, LA	2005
<u>Academic Scholarship (Kinesiology)</u> – Program closed due to Hurricane Katrina	
State University of New York. Albany, NY	1997 – 1998
<u>Bachelor of Science</u> – Biology (pre-med)	
Hudson Valley Community College. Troy, NY	1994 – 1997
<u>Associates in Arts</u> – Math & Science + EMT	
Rumney College. Cardiff, Wales, UK	1986 – 1988
<u>City & Guilds (Associates)</u> – Marketing & Public Relations	

Computer Experience:

Microsoft Office Suit	Kronos- Payroll/Scheduling
Human Resources Management System (HMS)	DataMax- Registration/Billing/Invoicing
Learning Management System (LMS)	TeamUnify- Registration/Billing/Invoicing
QuickBooks- Billing/Invoicing	PeopleSoft- Billing/Invoicing

Certifications:

Royal LifeSaving Society (RLSS): Lifesaving/Lifeguarding Teacher
Amateur Swimming Association (ASA): Swimming Teacher/Coach
American Red Cross Instructor & Instructor Trainer (ARC): Director Certified, Lifeguard/Waterfront/Waterpark, Water Safety Instructor, CPR/AED for Professional/Healthcare Provider, First Aid/CPR/AED, Oxygen Administration, BBP: PDT, Babysitting, Sport Safety, Small Craft Safety- Kayak/Canoe/Rowing...*All certifications are not listed here.*
YMCA: Director Certified, Swim Instructor/Instructor Trainer and Lifeguard.
American Heart Association (AHA): BLS for Healthcare Providers & Heartsaver FA/CPR/AED Instructor
National Swimming Pool and Spa Foundation (NSPF): Pool & Spa Operator
Arthritis Foundation (AFAP): Water (therapeutic) Exercise Instructor
Aquatic Exercise Association (AEA): Water Exercise Instructor
Exercise Elements Aquastretch (EEA): Pain Management & Aquatic Therapy Facilitator
Swim Schools International (SSI): Baby & Me, Level I, Level II and Adult Swimming Instructor
Keiser: Indoor Cycling (Spin) Instructor
24-Hour Fitness: Personal Trainer

Accomplishments:

- Provided customer, public, supplier, marketing, website, media, team and manager-on-duty services
- Scheduled and participated in media relations events and articles; live TV, radio and news print interviews
- Conducted and oversaw office duties, to include data entry, filing, cash/check/credit transactions and banking
- Staff supervision, recruitment, in-service training & certification, scheduling, work assignment, payroll, including evaluation, reprimand and termination protocols
- Initiated maintenance, chemical and equipment bids and purchases for on-site supplies and service needs
- Record keeping and update of maintenance, incident and accident reporting procedures
- Performed budget creation, analysis, planning, forecasting and adherence
- Increased departmental revenues by 500% and created new programming to increase reach and membership goals
- Created and presented community safety, education and certification programs/classes for local school districts, public events & companies, to increase revenue and participation in all sectors
- Scheduled and coordinated recreation programming, educational, training, fundraising, volunteer and partnership events
- Participated, presented reports and represented the Dept. in Board of Directors and Programming Committee meetings
- Balanced chemistry and complied with pool/spa operations with adherence to local, state and federal guidelines
- Designed and wrote emergency and non-emergency compliance guidelines and standard operating procedures with adherence to building, fire, health, DOL, and ADA regulations and codes

- Taught exercise, therapeutic and rehabilitation classes to build strength, stamina and range of motion, cardiovascular, respiratory, lean muscle mass and endurance needs; including all other instructor-lead classes as needed.
- Met time-sensitive requirements by multitasking duties with an attention to detail and compliance

Work Experience:

La Fitness. Houston, TX <u>Group Exercise Instructor</u>	11/12 – Present
Private Residence. Houston, TX <u>Personal, Medical & Rehabilitation Assistant (For the Blind)</u>	07/11 – 12/12
Cypress Fairbanks Swim Club (Fleet). Cypress, TX <u>Director- Fleet First Swim School</u>	02/10 – 04/11
Massad Family YMCA. Fredericksburg, VA <u>Lifeguard, Swimming, Water Exercise & Therapeutic Instructor</u>	07/09 – 02/10
American Red Cross (ARC). Beaumont, TX <u>Director of Health and Safety Services</u>	05/06 – 05/09
Victory Family YMCA. Yorktown, VA <u>Aquatics Director</u>	12/02 - 10/04
Jewish Community Center (JCC). Norfolk, VA <u>Assistant Aquatics Director & Camp Aquatics Director</u>	03/02 – 12/02
Mel Korum Family YMCA. Puyallup, WA <u>Associate Aquatics Director–Swim Lesson & Special Programs</u>	07/00 – 01/02
West Seattle Family YMCA. Seattle, WA <u>Aquatics Coordinator</u>	07/98 – 7/00
Do-it-All; <i>Formally Payless D.I.Y.</i> Cardiff, Wales. UK <u>Assistant Store Manager</u>	07/87 – 05/93

Volunteer Experience:

Albany YMCA. Albany, NY <u>Swimming Teacher, Lifeguard and Trainer</u>	Splott Pool. Cardiff, Wales. UK <u>Lifeguard Teacher</u>
Albany Fire Department. Albany, NY <u>Emergency Medical Technician (EMT)</u>	Central Boy's Club. Cardiff, Wales. UK <u>Gymnastics Teacher</u>
American Red Cross. National. <u>National Disaster Response Team & HSE Instructor & Instructor Trainer</u>	Empire Pool. Cardiff, Wales. UK <u>Swimming Teacher</u>

Contract Experience:

Camp Scully. Wynantskill, NY <u>Assistant Waterfront Director</u>
Camp Lohikan. Lake Como, PA <u>Waterfront Director</u>
Lamar University. Beaumont, TX <u>Instructor & Instructor Trainer: Red Cross Certification Courses</u>
Houston Swim Club. Houston, TX <u>Consultant & Auditor: Risk Management, Compliance, Safety, Training & Technical Writer</u>
Swimming Lessons. Houston, TX

**Aquatics Manager Phone Screening
Note Sheet**

Applicant: Matt Rackham Appt. time: Wednesday 12:00pm (2:00pm CDT)

Phone number: 757-339-3646 Screener: JPC Recommendation: Strong candidate, move forward

Please provide me with more information on your experience in the following area(s) Maintenance & Staff Supervision:

Maintenance - 16 years, worked with all types of systems, chemicals, filter backwashing, readings, fixed replace parts as needed.

Staff supervision – from 10-200 staff at one time, coordinating scheduling etc.

Do you have the following certifications: AFO or CPO, Lifeguard Instructor, Water Safety Instructor Trainer, CPR for the Professional Rescuer & Community First Aid?:

Yes to all

Please provide me with an overview of your experience either professionally or personally with the following people:

Seniors? – *Done a lot, an Arthritis foundation certified instructor, pain management therapy and water aerobics certified, often eat lunch with the groups every month & bringing in guest speakers for health and wellness programs and coordinating with community partners. And been a home care worker.*

English language learners? – *Lots of time in daily work, use non-verbal communications mostly, have taught blind and deaf as an instructor as well*

Recent immigrants and/or refugees? – *Red Cross and YMCA and JCC background often working with people from different countries and as a camp director with international students from Europe, Asia, Africa*

People with physical or learning disabilities? – *Definitely, spearheaded it in a couple of different positions, coordinated with different groups to serve communities that are underserved and developed lesson plans and trainings for trainers. Father is completely blind.*

Practitioners of non-dominant religions? – *Organizations have been very diverse, worked for the YMCA and JCC but served people from other faiths like Muslim and Hindu. Conversations can be good but sometimes you avoid them. Have to play the politician sometimes in the role of a supervisor. Accommodated to allow staff to adhere to religious laws re: single gender or dress.*

What is your past experience with inheriting staff?

You always walk into this when you begin a new position, learn how they work together. Relationship building, open door policy.

Did you see the notation in the position description about the transitional start date? Do you have any questions about this? Do you think this is something that would work for you?

Not concerned about that. Been through transitions before and start-ups. Comes from non-profit background, looks for scholarships and grants and community partners, created education programs. Excited by the prospect.

(If not local) Have you ever been to the Puget Sound region? How do you feel about relocating to Washington? Do you have any questions about it?

Lived in the area for 4 years. Moved to Virginia to provide in home care for a sick family member. Really wants to come back.

Tukwila Pool Aquatics Manager Interview 1 Questions
Candidate: Matt Rackham

- 1. What would you like to accomplish in your first 90 days in this position and how would you measure success?**

First, have a meeting with the staff so they can get to know me and we can clarify expectations. Assess the staff's levels of training, the pool operations, the maintenance schedule, safety protocols, manuals, – do they need updating? Also assess programming, hours of operations, etc. Then set the goals, priorities and establish a reporting process. Check-in regularly with the ED and keep strong communication.

- 2. The Tukwila Pool is located next to the cities' only middle and high schools. Tell us how you would utilize these relationships in your short and long term plans.**

That gives us a captive audience for swim team! I believe in starting them young, building the base, especially for volunteerism through programming. I usually go into the schools to connect with the school administrators and ask them "What would you like to see from us?" Create teams that focus on recreation and work on building a core group of student assistant coaches.

- 3. Many of Tukwila's residents are economically challenged. How do you plan to increase accessibility to the city's low-income residents, while maintaining a budget?**

I would work on increasing awareness, promoting the scholarship program and working with community partners. Then we've got to make the money so that we can increase services – going after grants for instance or becoming a United Way partner.

- 4. Describe your experience working with diverse ethnic and religious groups to achieve a goal, what steps did you take to prepare yourself for the interaction and what was the result?**

Have experience with the YMCA in West Seattle and Puyallup area, who are of course not restricted to one religious group, and also when I worked with the Y in Tacoma we served a large Muslim population. I also working for a JCC [Jewish Community Center] and several of the staff were Israeli. One way I prepared was by going to Mosques and providing presentations on water safety and lectures on health and first aid. Also worked with the Red Cross during and after Katrina [note – Matt was a New Orleans resident when Hurricane Katrina hit and was already a Health & Safety Executive Instructor and Instructor Trainer at the time].

- 5. How would you prioritize and budget for pool maintenance? Explain your choices.**

Start with the contracts, know the capacity and flow and turnover rates and do those calculations to come up with costs. Also calculate number staff needed for the hours of operation, the number of guards on deck, staff for running of programs, the number of classes and use all of that to establish measurable goals. Plan for success and also for what can go wrong.

- 6. Tell us about a time when you dealt with a difficult customer. What steps did you take to handle the situation and what was the outcome?**

The Y in Puyallup had a policy that those who were more than 15 minutes late to a class would not be able to attend that class. Since lessons were free to members, this meant that they would just come back another time and take a class then. One man came late and threw his son in the pool, got combative, even threatened me, but I stayed calm throughout. I explained the policy and the reasoning behind it. Eventually, I had to ask him to leave or I would have to call the police. He left and later he came back and apologized profusely for his behavior.

- 7. Tell us about your software skills - the programs you know and what you can do with them. Please include any pool specific technology and/or applications used.**

Microsoft Office Suite: Word, Power Point, Excel, Outlook. HR programs, databases, registration systems, also accounting programs like QuickBooks. [mentioned: DataMax, Rabbit, Chronos]

8. What was your most challenging experience in your professional career and why? What was the outcome?

Victory Family YMCA in Yorktown VA. I was hired in December and found out that they had nothing but an empty hole in the ground, no staff, no water, nothing. I had 12 days to get the pool functional, EAPs, Policies & Procedures, hire and certify the staff. It was the most rewarding experience in my career. I took it from nothing and worked with the contractors, equipment manufacturers, and everyone to get it going from the ground up.

9. What steps do you take to ensure that your pool is safe?

That's a big one for me. In 25 years in this field, I've never had a death and I'm very proud of that record. When you work with a young staff, they don't always understand the responsibility. I hold lots of in-services, show them all the skills myself. I also created child abuse prevention training, and really try to set them up for success because a drowning can happen at any time. I do red shirt drills [surprise emergency drills to test guards' reflexes and response times] and even film them and they have to react and respond to it. Safety has always been a humongous thing to me and I've been training lifeguards for 25 years now.

10. What team building techniques do you feel are most effective with staff? And why?

They have to trust each other, team building is something that has to happen. At staff meetings I try to help them learn about each other. We play games and it's interesting to see how they work together. Anyone can have a good idea and I'm not proud, I'm willing to steal it. If someone has a program idea, I'll bring it to them first and see what have to say as the front line troops. I want to let them know that they can be more than they think. I also do pizza nights, take trips, employee of the month and have a newsletter where we congratulate employees and introduce new employees to the community.

11. If you could develop any program you wanted, what would it be? And how would you go about convincing the Board of Commissioners to fund it?

Community Education Outreach program. Do presentations in the schools on water safety that are very interactive. First in their classrooms and then at the pool. In Puyallup we did this program for Mel Korum YMCA and we did boating safety, life jackets, and health and nutrition. It was very interactive and it worked for the school system or even child care facilities and home school programs. It works to market the pool as well.