



## City of Newburgh Council Work Session

6:00 pm

February 23, 2012

### AGENDA

1. Discussion Items
  - a. Operation of the Aquatic Center Summer 2012 Season – Joy Pittman, Recreation Department and Trish Fisher, Greater Newburgh YMCA
2. Review of the Feb. 28, 2011 Council Meeting Agenda:
  - a. Black History Month presentation
  - b. Approval of the minutes of the Work Session of February 9 and the City Council meeting of February 14, 2012
  - c. Claims
3. Finance:
  - a. Cash report
4. Grants and Contracts
  - a. **(Res. 27)** Application to NYS Archives for a Local Records Management Improvement Fund grant in the amount of \$35,259.52 for the conversion of Code Compliance Department records to an electronic format. This grant requires no City matching funds.
5. Planning and Development/Community Development & Real Estate:
  - a. Community Development Block Grant Advisory Committee Membership
    - Memo/Application Form
  - b. Housing Loan Committee Membership
  - c. **(Res. 28)** Authorizing the sale of 45 and 47 Chambers Street to Habitat for Humanity of Greater Newburgh Inc. and further authorizing a license agreement to support a joint rehabilitation project with the Newburgh Community Land Bank.
6. Executive Session:
  - a. Pending Litigation



377 Broadway, Newburgh New York 12550  
P 845 562-1088 F 845 562-9172  
[www.newburghymca.org](http://www.newburghymca.org)

February 2, 2012

Ms. Cheryl Gross  
Office of the Comptroller  
City Hall  
83 Broadway  
Newburgh, New York 12550

Dear Ms. Gross,

Enclosed please find 1 original and 7 (seven) executed copies of the "RFP for Operation of the City of Newburgh Aquatics Center" submitted by the Greater Newburgh YMCA.

I hereby certify:

- I have carefully read and fully understand the information contained in the this Request for Proposal.
- I have the capability to successfully undertake the scope of work herein and complete the responsibilities and obligations for the proposal being submitted.
- The information contained in the proposal is true and correct.
- I did not, in any way, collude, conspire or agree, directly or indirectly, with any person, firm, corporation, review committee member, city employee or other proposer in regard to the amount, terms or conditions of this proposal.
- I acknowledge that the City has the right to make any inquiry it deems appropriate to substantiate or supplement information supplied by the proposer.

Lead Contact Person:

Cari Hallion  
Associate Executive Director  
Greater Newburgh YMCA  
(845) 562-1088  
[Challion@newburghymca.org](mailto:Challion@newburghymca.org)

Sincerely,

Cari Hallion, Associate Executive Director

## **B. Table of Contents**

### **Cover Letter**

- 1. Table of contents**
- 2. Section C. Qualifications and Background of Provider**
- 3. Organizational Chart**
- 4. Section D. Programs, Services, and Schedule**
- 5. YMCA Swim Curriculum**
- 6. YMCA Swim Lesson Descriptions**
- 7. Sample of Daily Pool Schedule**
- 8. Operating Policies and Procedures**
- 9. Section E. Staffing and Management**
- 10. Provider's Staffing and Training program**
- 11. Facility Oversight**
- 12. Section F. Quality Assurance, Risk Management**
- 13. Section G. Public Communication**
- 14. Fees**
- 15. Budget Narrative**
- 16. Budget Narrative cont.**
- 17. Non- Collusive Proposal Certificate**
- 18. Acknowledgement by Proposer**
- 19. Non- Collusion Affidavit**

### **Appendixes**

- A. Y Aquatics Safety Meeting Handouts**
- B. Enjoying Water Safely**
- C. YMCA Splash (Spanish)**
- D. YMCA Financial Statement 2010**
- E. YMCA Financial Statement 2011**
- F. YMCA Camp Robbins Staff Manual- pool section**

**C. Qualifications and Background of Provider**

1. State Provider's headquarters address, and legal (corporate) status and state incorporated.

YMCA of Newburgh New York, Incorporated State of New York  
377 Broadway  
Newburgh, New York 12550

Geographic Service Area: **Our geographic service area includes eastern Orange County and Dutchess County.**

Program Area (primary charitable program area) "Letter" in the organization's NTEE code is primary program area: P

Population served by the organization: **Our population is inclusive to everyone including: children, adults and the elderly.**

#of people served: **We currently serve about 3,500 youth.**

Annual Operating Budget: (attached)

Organization's Tax Status: **We are a not for profit 501(c) 3 organization.**

Audited- **Yes, we are audited annually.**

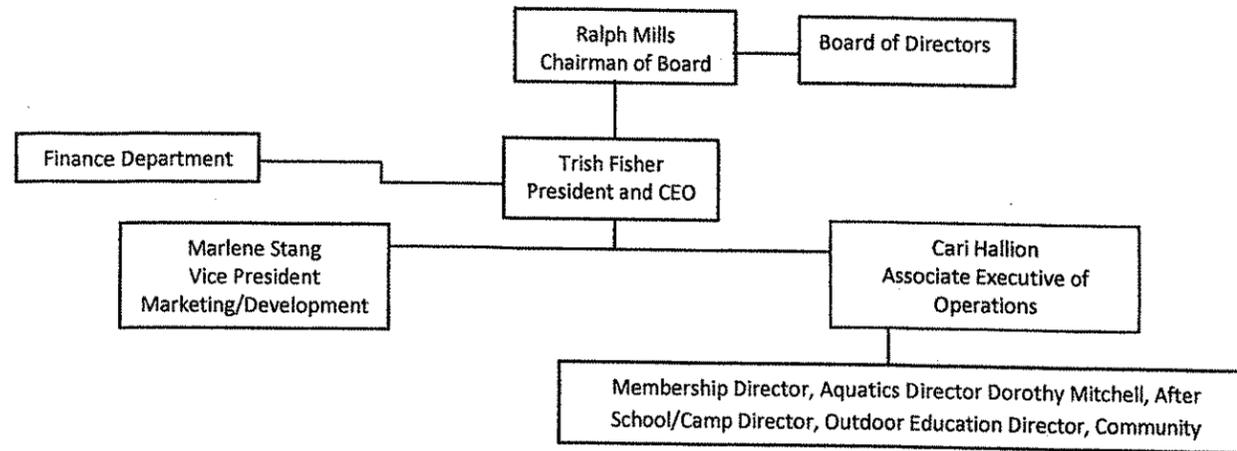
Date of Incorporation: **1858**

2. Describe Provider's organization's history/background, mission and the services Provider offers/provides. Provide information on the location of other facilities or businesses, and a description of the services provided. Highlight any operations that are similar in size to the programs covered through this RFP.

The Greater Newburgh YMCA is a not-for-profit, community-based organization providing services to the families of Eastern Orange County and Dutchess County. Founded in 1858, our organization operates youth-oriented programs including before and after school childcare, summer camp, year round outdoor education and family programming. Scholarships and financial assistance is available for participating youth and their families. We will not turn anyone away for the inability to pay. YMCAs are proud to welcome all people- encompassing all backgrounds. There is no such thing as a "typical" YMCA member. From young children to active older adults, we bring diverse groups together to reflect the beautiful kaleidoscope of our unique community. Greater Newburgh YMCA has been serving the community for 154 years; the key to our longevity is we put relationships first.

Mission: To enrich the mind, body and spirit of all people in the community.

3. Provide an organizational chart for Provider's agency/company.



4. Describe the provider's experience, affiliation and memberships with any Aquatics or related organizations (i.e. American Red Cross)

Cari Hallion has been affiliated with the American Red Cross for 17 years. She is currently a Lifeguard, Lifeguard Instructor, Lifeguard Instructor trainer, as well as a WSI (Water Safety Instructor) and WSI Instructor trainer.

Cari Hallion and Dorothy Mitchell are both certified YMCA Lifeguards. In addition Dorothy Mitchell is a certified Synchronized swimming coach.

Dorothy Mitchell has 6 years of Aquatics experience with the YMCA, including oversight of all swim lessons and synchronized swim teams. Dorothy is an American Red Cross Lifeguard Instructor as well.

Trish Fisher CEO has had several executive leadership positions at YMCAs with oversight of aquatics programs.

5. List the companies, cities or other entities, if any, with which Provider currently has contractual or lease arrangements to provide aquatics services. Describe Provider's approach and success in managing relationships with these client entities. Provide information regarding all contracts or agreement that have been cancelled, terminated or not renewed with the last five(5) years including entity name, contact person name, title, address, telephone number and e-mail address.

The Greater Newburgh YMCA is currently the provider of swim lessons for the City of Beacon. For the last three years weekly sessions of swim lessons were taught in the Beacon High School pool. Each session had 70 children. The sessions were eight weeks long and were renewed twice during the school year. The YMCA does not have any aquatic contracts or agreements that were terminated, or not renewed.

6. Provide three (3) customer references including participant name, address, telephone number and e-mail address.

1. Mark Price- Recreation Director City of Beacon

1 Municipal Center Beacon, NY 12508

[Mprice@cityofbeacon.org](mailto:Mprice@cityofbeacon.org) (845) 838-5024

2. Deirdre Glenn – CONA Armory

South William St. Newburgh NY 12550

[Dglenndepaor@gmail.com](mailto:Dglenndepaor@gmail.com) (845) 926-7278

3. Rainbows End Child Development Center

123 Hibernia Rd Salt Point NY 12578

Theresa Mulkins (Board member) [TMulkins@Health-quest.org](mailto:TMulkins@Health-quest.org) (845) 266-4329

#### **D. Programs, Services, and Schedule**

1. Explain Provider's approach to aquatics as well as Provider's program philosophy and goals.

The Greater Newburgh Y's philosophy focuses on safety first. Drowning prevention for all children and adults is paramount. Once every precaution has been taken, swimming is an excellent exercise, helping to prevent childhood obesity in a fun way. With good lifeguard leadership swimmers are taught how to follow rules and respect authority. The key to developing programs and staff to meet children's needs, particularly those of children from low-income homes, is to provide a consistent setting, one in which children can learn skills that will help them cope successfully in society and can develop their ability to make sound life decision. We also must provide staff who can serve as role models, individuals who exhibit positive behavior and provide a safe, stimulating environment for children.

A successful program will do the following:

- Hook youth into the program by providing experiences that are fun and make them feel welcome.
- Create a safe environment
- Teach Values
- Build social skills
- Build self-esteem
- Provide role-models and teach leadership skills
- Expose participants to new experiences

Training of YMCA staff includes the following:

- Making a person feel worthwhile
- Modeling competent behavior
- Providing information and access to knowledge
- Coaching competent behavior
- Providing guidance and constructive feedback

- Functioning as advocates
- Providing opportunity for competence and confidence building experiences
- Supporting the undertaking of new challenges that they feel confident the young person can handle or could stretch to meet

2. Describe Provider's understanding of the City of Newburgh and its aquatics needs.

As an urban environment without a public indoor pool, the City of Newburgh Aquatic center is an important focal point for the City of Newburgh. This pool and park is a jewel at the center of Newburgh, and should be used by all of its residents. As a riverfront community it is of great importance that every child knows how to swim to prevent accidental drowning. Summertime recreation is also a great way to strengthen families and individuals by giving them an affordable, close to home place to play together. According to the Center for disease control and prevention; every day, about ten people die from unintentional drowning. Of these, two are children aged 14 or younger. Drowning is the sixth leading cause of unintentional injury death for people of all ages, and the second leading cause of death for children ages 1 to 14 years. By being cognizant of these facts and the steps to take to prevent this, we can offer a safe and fun summer.

3. Describe Provider's service offerings for each group and range of skills and abilities at the Aquatics Center.

YMCA Swim Lesson Curriculum The YMCA curriculum is continuously evaluated for effectiveness. The present version was developed using current research on motor skills, motor learning, child development and pedagogy. The YMCA Swim Lessons program is a nationally recognized program, developed by experts from a variety of aquatic organizations. The YMCA is certainly not the only organization to teach swim lessons, but the difference is this: The YMCA uses programs as a vehicle to deliver its mission. To do this, all YMCA programs address seven specific objectives through planned activities (i.e. swim lessons and training programs).

1. Grow personally – build self-esteem and self-reliance, build self-worth so they can reach their full potential
2. Teach values- develop moral and ethical behavior based on positive values. The YMCA believes in the four values of honesty, respect, responsibility and caring.
3. Improve personal and familial relationships- learn to care about, communicate, and cooperate with family and friends.
4. Appreciate diversity- respect people of different ages, abilities, incomes, races, religions, cultures, and beliefs- YMCA see diversity as strength and should be celebrated, not merely tolerated.
5. Become better leaders and supporters- learn the give-and-take necessary to work toward the common good. Promote leadership development through volunteerism. Volunteerism leadership can enrich people's lives and their communities.

6. Develop life skills – acquire new knowledge and learn ways to grow in spirit, mind, and body through programs that build self-reliance, practical skills, and good values.
7. Have fun! Enjoy Life! This contributes to people feeling good about themselves and about others. It also allows them to accomplish more.

The YMCA believes teaching community members aquatic safety and basic rescue skills is an important contribution to the community. The more people who learn about aquatic safety and rescue, the more lives that can be saved and accidents prevented. The skills kids learn in the YMCA aquatic programs and trainings are not only fun, but they are life skills that help them grow in spirit, mind, and body and they develop a lifelong appreciation of aquatic activities.

Lessons will be provided for all levels of swimmer. The Y will require all non-swimmers to stay in water which is under shoulder height. If a swimmer would like to swim in deep water (According to the New York State Health Department deep water is considered any water over shoulder height of a swimmer) a deep water assessment will be done by a WSI. The deep water test will consist of a swimmer swimming the length of the pool twice. The swimmer must show forward progress in his strokes and may not stop in between strokes. The swimmer must also float on his/her back and tread water for 1 minute each. During this assessment the WSI or lifeguard will follow the swimmer with a reaching pole, in case the swimmer tires. Shallow water or beginning deep water swimmers will be placed in swim groups with a lower swimmer to teacher ratio. More proficient swimmers will be placed in lesson groups according to stroke ability. All swimmers will be given a bracelet, which will designate which area of the pool he/she may swim in.

**Parent/Child** – for a parent and their 8 month to 3 year old child. This is an introduction to the aquatic environment for parents and their infants. Parents must be in water with child.

**Pike** – for 3 -5 year olds – this is the first class parents are not in the pool with their child. This class is for beginners: children who have no swimming experience or no independent swim lesson experience.

**Eel** – for 3 -5 year olds – this class is for intermediate beginners who can swim 5-10 feet on their own. The class reinforces skills learned in the Pike class. This class is for children who are comfortable in the water.

**Ray** – for 3 -5 year olds – this class is for advanced beginners who can swim 15 feet on their own. The swimmers will begin to build endurance by swimming on their front and back.

**Polliwog** – 5-11 years – this class is for beginner swimmers. Youth will become acquainted with the pool and the use of flotation devices.

**Guppy** – 6-12 years – this class is for intermediate beginners who are comfortable going underwater and can swim 25 feet on their own.

**Minnow** – 6-13 years – this class is for advanced beginners who can swim 75 feet on their own on their stomach and on their back.

**Fish** – 7-13 years – this class is for intermediate swimmers who can swim 50 yards of freestyle, backstroke, breaststroke and sidestroke. Participants will continue to build endurance and improve skills.

**Flying Fish** – 8-13 years this class is for advanced intermediate swimmers who can swim 100 yards of freestyle, backstroke, breaststroke and sidestroke. Participants will continue to build endurance and improve skills.

**Shark** – 8-13 years this class is for advanced swimmers who can swim 200 yards of freestyle, backstroke, breaststroke and sidestroke. Participants will continue to build endurance and improve skills.

The YMCA also has the YMCA Splash program which is an interactive water safety program in English as well as Spanish text.

See Appendix C – YMCA Splash (attached)

4. Provide sample daily programs and schedules for each pool during different seasons.

	10-11	11-12	12-1	1-2	2-3	3-4	4-5	5-7
<b>M</b>	City camp lessons 40 swimmers 2 guards/ 4 WSI Public swim	City camp lessons 40 swimmers 2 guards/ 4 WSI Public Swim	Lunch/ Private lessons	Public Swim 3 guards	Public Swim 3 guards	Public Swim 3 guards Swim team	Public Swim/ Lessons 3 guards/ 1 WSI	Public Swim/ Lessons 3 guards/1 WSI
<b>T</b>	Group Exercise 1 guard/ 1 instructor Public Swim	Outside Camp or Group Rental 3 guards	Lunch/ Private lessons	Outside Camp or Group Rental 3 guards	City Camp Free Swim/ Public Swim 3 guards	City Camp Free Swim/ Public Swim 3 guards	Public Swim/ Lessons 3 guards/ 1 WSI	Public Swim 3 Guards
<b>W</b>	City camp lessons 40 swimmers 2 guards/ 4 WSI Public Swim	City camp lessons 40 swimmers 2 guards/ 4 WSI Public Swim	Lunch/ Private lessons	Public Swim 3 Guards	Public Swim 3 guards	Public Swim 3 guards Swim team	Public Swim/lessons 3 guards/1 WSI	Public Swim/lessons 3 guards/1 WSI
<b>Th</b>	Group Exercise 1 guard/ 1 instructor Lifeguard in service	Outside Camp or Group Rental 3 guards	Lunch/ Private lessons	Outside Camp or Group Rental 3 guards	City Camp Free Swim/ Public Swim 3 guards	City Camp Free Swim/ Public Swim 3 guards	Public Swim 3 Guards	Public Swim 3 Guards
<b>F</b>	City camp lessons 40 swimmers 2 guards/ 4 WSI	City camp lessons 40 swimmers 2 guards/ 4 WSI	Lunch/ Private lessons	Public Swim 3 Guards	Public Swim 3 guards	Public Swim 3 guards Swim team	Public Swim 3 guards	Public Swim 3 guards
<b>Sat</b>	Closed	Lessons 1 guard/ 1 WSI Public swim	Lunch/ Private lessons	Public Swim 3 Guards	Public Swim 3 Guards	Public Swim 3 Guards	Public Swim 3 Guards	Public Swim 3 Guards
<b>Sun</b>	Closed	Lessons 1 guard/ 1 WSI Public swim	Lunch/ Private lessons	Public Swim 3 Guards	Public Swim 3 Guards	Public Swim 3 Guards	Closed	Closed

5. State the Provider’s proposed hours of operation.

Monday through Friday 10:00 am to 7:00 pm

Saturday 11:00 am to 7:00 pm

Sunday 11:00am to 4:00 pm

6. Describe Provider’s approach to providing aquatic programs for participants with special needs and/or requiring ADA accommodation.

The Greater Newburgh Y is dedicated to treating all individuals with the utmost respect, and will strive to help any person to enjoy the pool within the realm of our expertise and the scope of the facility.

7. Explain Provider's operating policies and procedures for the Aquatic Center.

The Y will follow all guidelines and best practices put forth by the NYS Health Department and Y-USA. This will include, but is not limited to: All children under the age of 12 must be accompanied by an adult. This adult must be responsible for the child at all times. Swimmers may not be in the water or on the deck when an on duty lifeguard is not present. Glass containers are not permitted on the deck of the pool. Contact with another person in the water or on the pool deck is not permitted, except for an adult holding a young child. Alcohol and smoking are prohibited on the pool deck, in the locker rooms, and directly outside the pool gate. The grid (#4) stating the staffing will be adjusted according to pool usage, however at no time will there ever be 1 staff member alone at the facility.

8. Provide or describe how you would be implementing the required safety program and training documentation.

All Lifeguards and WSIs will be certified by the American Red Cross or another accepted organization. Certificates will be kept on file at the site of the pool; a copy will be kept in the NYS Health Department safety manual. Prior to the pool season opening, all staff will go through an intensive training period. During this time they will be tested on every skill required by the American Red Cross, as well as skills specific to the operation of the City of Newburgh Aquatics Center. There will be an in-service training weekly for all staff. The in-service training will consist of the same skill assessment done to qualify for hiring. If a new staff member is hired mid-season, he or she will be required to complete the above trainings before being allowed to guard or teach. The Aquatics Director or Head Lifeguard will be on deck at all times during pool operation to insure all rules and regulations are being followed.

9. Describe Provider's approach to handling community access and outside organization rental requests.

The City of Newburgh will have the first request on pool rental. If the pool is then available for an outside organization or camp, the YMCA will charge a deposit based either on the number of patrons, or the time period of the request. All fees must be collected prior to, or on the day of the event. Since most groups are not that large, the pool will be able to stay open to the public in most cases.

10. Describe Provider's approach for handling scheduling conflicts or multiple requests.

The City of Newburgh will have first request on pool rental. Other requests will be handled on a first come first served basis. Reservations for the pool will not be considered if a deposit and a certificate of Insurance does not accompany the reservation.

#### **E. Staffing and Management**

1. Provide Provider's proposed organizational structure for the site.

Waterfront Director will be on duty M-F 9:00 am – 6:00 pm. The main function of this position is to insure safety rules and regulations are being followed at all times.

The head Lifeguard will be on duty W-F 10:00am- 7:00 pm, Saturday 11:00 am – 7:00 pm and Sunday 11:00 am – 4:00 pm. The head lifeguard will hold full responsibility for the City of Newburgh Aquatics Center whenever the Waterfront Director is not on duty.

Lifeguard- All lifeguards will be certified by the American Red Cross, or another qualifying organization. This certification will include lifeguard, CPR PRO (1 year expiration) and Standard First Aid.

WSI- Whenever possible a certified American Red Cross Water Safety Instructor will teach swim lessons. If the swim teacher is not a WSI prior swim stroke experience (swim team member) will be considered. A WSI does not need to be a certified lifeguard, but many are. WSIs will not be permitted to teach and guard at the same time. There must be an additional lifeguard on duty to cover all but private lessons.

Swim Team Coach- a certified swim team coach or a person with 2 seasons of swim team experience will oversee all swim team practices and meets. The swim team will not be allowed to practice without a lifeguard, who is not coaching on duty.

2. List the titles, responsibilities, qualifications and certifications for all key management staff positions.  
Greater Newburgh YMCA Associate Executive Director- Oversight of all operations pertaining to the City of Newburgh Aquatics Center.

Waterfront Director- Qualifications- Must be a certified lifeguard (WSI certification preferred as well). Must be 21 years of age or older, and have at least 2 seasons of supervisory experience. This position will include scheduling of staff, oversight of all aquatics, front gate, and maintenance staff. In conjunction with the Y Associate Executive it will include all hiring, terminations, and training of all Delano Hitch Aquatics Center staff.

Head Lifeguard- Qualifications- Must be a certified lifeguard (WSI certification preferred as well). Must be 18 years of age or older, and have 1 year of supervisory experience. The main function of this position is to assist the waterfront director in insuring safety rules and regulations.

3. Provide Provider's proposed staffing ratios for various programs and pool safety.

The American Red Cross and NYS Health Department require a minimum of 1 lifeguard for every 25 swimmers. There will always be at least 2 lifeguards on duty. In times of low usage the Waterfront Director or Head lifeguard can assume lifeguarding duties. During the times when camps are using the pool we will maintain a ratio of 1 lifeguard to every 15 swimmers. Swim lessons will maintain a ratio of 1:3 for swimmers age 3-4, 1:5 for swimmers age 5-6, 1:8 for swimmers age 7 and above. Each swim student will be assessed for ability by a WSI to determine placement in swim class.

4. Explain Provider's approach to employee recruitment, screening, performance evaluation and retention. Describe any staffing problems Provider had and how these issues were addressed.

All former staff who wishes to work for the Aquatics Center will be considered, as long as they have a good evaluation from the previous year. Recommendations from the previous provider will be considered as well. As much as possible, the Y would like to train the staff who will be working at the Aquatics center. Since we already have a schedule of aquatic trainings, using the pool at NFA, this should be possible. The Y can schedule additional trainings for candidates wishing to become certified in lifeguarding and WSI. City of Newburgh Aquatic staff will be hired based on experience and recommendations. All staff must meet the stringent skills needed to meet the job requirements.

5. Describe the Provider's staff training program.

All staff members will undergo a (three) part training.

Part 1- This training will be skills based. Lifeguards- Although a lifeguard may be certified, all lifeguarding skills will be reviewed in specific regard to the Delano Hitch aquatics center. This will include, but is not limited to surveillance skills, rescue skills, CPR, AED, drowning prevention and First Aid skills. Scenarios will be created for practice drills. WSIs- Since many, but not all WSIs are lifeguards as well, they will participate in both the lifeguard and the WSI trainings. All swim strokes will be reviewed. Lesson plans will be reviewed and handed out so that there is a consistency in the way lessons are taught. WSIs will also be trained in how to evaluate swimmers for lessons assignments. Gate, locker room, and maintenance staff will all be trained in basic first aid skills. Whenever feasible these staff members will be trained in basic water rescue (non lifeguard) and CPR.

Part 2- This training will be based on building job responsibility and skills needed for working with the public. For many staff, this will be their first job, so proper training is crucial. Techniques such as the American Red Cross FIND model which teaches decision making will be taught as well as The YMCA Best Practices program focusing on individual responsibility for one's actions. In a setting like the aquatics center, where the potential for serious injury or death is a possibility, extra training in injury and drowning prevention will be emphasized.

Part 3- This training will emphasize staff teambuilding and YMCA best practices for employee development. As staff members, Y online trainings will be incorporated as well. Topics such as child abuse prevention and avoiding slips and falls are among the dozens of titles which will be assigned to each staff member to complete during the pre season time. The aquatics team is a crucial part of the

success of the season at the aquatics center. Beginning with the Aquatics Director, and the head lifeguard, there must be a sense of loyalty and responsibility to the organization and to fellow staff members. All of the above trainings will be reviewed weekly, or more often as needed.

6. Provide a sample staff handbook.

See Appendix F (attached). This staff manual has been approved by the NYS Health Department for YMCA Camp Robbins in Walden. If the contract is awarded to the Y a staff manual specific to the Delano Hitch Aquatics center will be written and submitted to the Health Department.

7. Provide the names, titles, experience and qualifications of the staff that will be involved in aquatics center oversight at the agency/company/executive level.

The direct oversight of the aquatics center will be the responsibility of Cari Hallion YMCA Associate Executive Director. Cari Hallion has been affiliated with the American Red Cross for 17 years. She is currently a Lifeguard, Lifeguard Instructor, Lifeguard Instructor trainer, as well as a WSI (Water Safety Instructor) and WSI Instructor trainer. For 14 years Cari was the Aquatics Director at an 8 week residential summer camp, providing swim lessons and activities for 250 swimmers daily. Currently she oversees YMCA Camp Robbins, which serves 200 swimmers in a day camp setting.

8. Describe the provider's system of facility oversight and program management.

Either the Aquatics Director or the Head Lifeguard will be on the premises any time the aquatics facility is open. The majority of their time will be spent on the pool deck directly supervising staff and operations. The Y administrative staff will set specific daily hours to be on the site of the aquatics center, and will be available whenever the site is open. A cell phone will be provided to the Aquatics Director to ensure easy contact with the Y administration.

9. Identify any subcontractors that would be needed to perform the required services in the proposal and describe their role.

The Y does not foresee the need for any sub contractors at this time.

## **F. Quality Assurance, Risk Management and Insurance**

### **1. Summarize the Provider's history with aquatics risk management.**

As in all of its ventures the Greater Newburgh Y puts safety above all else for its customers, staff, programs, and operations. Both the YMCA Camp Robbins pool and the Beacon High School swim lessons have 0 NYS Health Department incident submissions. (A submission is required when anything more than a reaching assist is needed to help a swimmer).

### **2. Explain the tools/processes used by the Provider for quality assessment**

See Appendix B- Enjoying Water Safely- Section 5 – Minimizing Risk (Attached)

### **3. Describe Provider's approach to risk management at the site. Describe procedures for assessment, planning, control, evaluation, responding to and correcting identified risks.**

See Appendix A – Y Aquatics Safety Meeting Handouts (attached)

Since an aquatics facility has inherent high risk, careful plans must be made to cover any situation which might arise. The Y management's combined years of experience will be crucial in this area. Most accidents and incidents can be avoided using continued training and vigilant supervision. Weather is one of the main risks when operating an outdoor pool in the summer months. A strict policy is needed to protect the public and the staff. All members of the Aquatics staff have the responsibility to clear the pool at the first sign of thunder and lightning. A mandatory clearing of the pool for 30 minutes from the last clap of thunder or the last strike of lightning will be enforced. Any patron not heeding the warning to evacuate the water may have their pool privileges suspended. If the local weather forecast calls for continued bad weather, the pool will be closed for the day. If storms are forecasted for the early part of the day the YMCA management will make the decision to close for the day or open at mid day. No refunds will be issued for any weather related closings. In Service training is another method of planning for risk prevention. All lifeguards will be required to participate in a weekly in service training which will consist of rescue skill scenarios and drills.

### **4. Explain Provider's ability to understand and meet the sufficient Standard of Care for operating a public pool.**

Because of the Y's extensive years in operating aquatic facilities, the management is well versed in the NYS Health Department codes and regulations, licensing regulations, operating permits as well as the YMCA and American Red Cross teachings.

5. Describe Provider's procedures for protecting public and employee health and meeting standards consistent with city, county, state, and federal regulations.

See Y document Enjoying Water Safely – Section 4- Facilities and Equipment (attached).

6. Summarize Provider's emergency preparedness action plan.

Every person in the Aquatics team has a part in an Emergency Action Plan. If one does not already exist, a specific EAP will be written for the Delano Hitch Aquatics facility. If one is on site it will be reviewed and updated as needed. The best plan is only effective if the entire Aquatics team is familiar with it. Frequent staff meetings and In Service trainings will insure that the staff is ready to act in response to a big or small incident.

7. Note and explain any litigation against Provider or its staff in the past ten years, including any pending litigation, related to the operation of aquatics facilities or programs.

There is no present or past litigation against the Y related to the operation of aquatics facilities.

8. Refer to the City's requirements for insurance coverage and confirm Provider's ability to provide such coverage.

The City of Newburgh is already in possession of the Greater Newburgh YMCA's insurance paperwork. Any additional insurance information will be provided.

#### **G. Public Communication, Marketing, and Registration**

1. Describe how Provider maintains communication between participants and their organization.

Building relationships is one of the most important tenets of our organization. Every member of the public is able to speak with the management, Aquatics director, Head Lifeguard, WSI, or attendant, and can always count on being heard and respected. With the Y facility being so close to the pool, patrons can come into the Y even when the pool is closed.

2. Describe marketing and other techniques to obtain and maintain registration.

Brochures will be printed in both English and Spanish and mailed out to every household in the City of Newburgh. They will also be distributed to other venues close to the Aquatics center, such as the Armory, and the recreation center.

3. Describe policies and procedures for registration, refunds, and customer complaints.

Patrons will be able to purchase daily, weekly, and monthly passes to the pool. Since the Y facility is so close they will be able to purchase these even when the pool is not operating. There will be no refunds once a pass is purchased. The Aquatics team will look at every complaint seriously, and look at it as an

opportunity to better the operation. If a patron is not satisfied with an answer he/she may receive from the aquatics staff, a Y management person will always be available.

4. Explain Provider's methods for assessing and maintaining customer satisfaction.

As stated before, relationship building and good communication are paramount to our organization. Using tools like the zoomerang survey we will be able to keep a close eye on how the public feels about the job we are doing.

5. Give a brief overview of Provider's crisis media management plan.

All Aquatics staff will sign a crisis media management plan insuring that they will not speak to the media. Any requests from the media will go through the Greater Newburgh YMCA's Vice President of Marketing and Development with resources from Y-USA's legal and communications departments.

#### **H. Fees**

See attached budget narrative and corresponding budget to for the 1-3 requirements listed under fees.

4. The city desires, but does not require that the Provider provide services to individuals and families who cannot afford the market rate.

The YMCA has specific practices for reaching out to low-income communities and they realize that children growing up in such condition are exposed to challenges that other communities may not face. The Y knows how to create an environment for children that can help them develop to their fullest potential, despite these challenges. Scholarship information will be readily available and the Y staff will make every effort to help customers fill out the paperwork properly.

All children have four basic developmental needs; food and shelter; supportive, caring relationships; safe environments; and opportunities for growth. The research report by Search Institute; Making the Case: Measuring the Impact of Youth Development Programs in the YMCA, if a child's foundation stimulates and supports development, as well as provides appropriate boundaries and limitations, children will most likely grow into healthy and productive adults.

#### **Budget Narrative**

##### **REVENUE**

Swim Lessons – other organizations charge \$15- \$20 per lesson (\$120 for 8 lessons at minimum). The Y lessons would be at a much reduced rate of \$8 for the public lessons. The flat management fee includes swim lessons for an estimated 100 participants in the City camp, which is about \$5.50 per lesson. Private lessons are being offered at a minimum of \$35/ session and the Y would be a reduced rate of \$30/ lesson. Private lessons do not qualify for financial assistance, but public lessons do. \*With the

exception of children designated by YMCA staff as needing individual lesson due to physical or emotional ability.

Trainings- the YMCA already has a training schedule and has a set number of trainings in this fiscal budget. We do acknowledge the fact that the Y's use (hopefully) of the City pool will increase need for additional staff thus, the revenue from these additional trainings has been included in the pool budget.

- Please note: The CDBG grant has been applied for to offset the cost of these trainings to the individual allowing those that would not normally be able to afford it the option to obtain the training – leading to employment.

- 

Swim team- the swim team will meet 3 times/ week for 1 hour.

Rental- although many organizations have had to make hard decisions in relationship to total organizational budget, many do continue to understand the importance of clients learning to swim. It is our understanding that two additional organizations rented the space in past summers. We would like to promote this to additional organizations. There are several options (depending on the size of the group) for multiple programs going on at the same time, so this should not impact community use of the pool and as stated in the narrative, the City residents have first rights if a conflict occurs.

Classes- Sixteen Aqua Aerobic classes will be offered during the summer. Specific classes can be added as the demand increases. Also, there are other options for a variety of classes as deemed necessary by the community. Again, this is at a reduced rate for the fees charged by other organizations.

General Public Swim- modeled on the pool use for many years; there will be three (3) sessions daily for general swim. The fee will be \$2/ person/ session. Again, this is a much reduced rate as compared to other municipalities that charge up to \$10/ person. If families would like to obtain a summer pass at the rate of \$120 (\$12/ week), they can also apply for financial aid.

Contribution from City- managing a pool is very expensive and running it to the highest standards is very, very expensive. The YMCA cannot run a program by YMCA Best Practices without help from the City and the YMCA does not run programs by any other standards than YMCA Best Practices. These funds can be dispersed as a lump sum prior to the swim season or in three (3) equal installments – one prior, one mid-way and one at the conclusion of the swim season. \* This fee can be negotiated prior to the pool season, if both parties agree that there is need to amend the proposed pool schedule/ budget. For example, close one designated day per week.

## EXPENSE

Staffing- as explained in the narrative, the YMCA operates a pool at the highest level of safety and quality. There are regulations by New York State Department of Health and the YMCA of the USA. The Y-USA standards are actually a higher level than required by NYS. The Y's require this for several reasons, but most importantly a safe and secure aquatic environment enabling all to have a positive experience. Staffing is calculated to meet these standards.

An additional staff member is needed at the gate to collect fees. A locker room attendant will be necessary to ensure cleanliness and safety of the locker rooms.

Two security guards will be necessary for hours the pool area is closed for liability sake.

Fringe is calculated at 15%.

Equipment- several things will be necessary for safety:

Lifeguard rescue tubes

Backboard/ straps

Uniforms for staff identification

Umbrellas for staff safety from sun

Signage

Insurance- as required in the RFP

Administrative fee- this rate is usually calculated at 25%, but makes the budget work as a win-win with the YMCA calculating it 20%. This fee covers overhead for the YMCA (rent, phones, utilities, staff time necessary)

Marketing – Information will distribute at local venues, posted on the YMCA website and FaceBook page, e-mail blasts will be utilized for City of Newburgh families that currently participate in programs, press releases will be sent out. The fee incorporated into the budget includes copying and paper.

Miscellaneous supplies- these supplies will be used for cleaning, record keeping and anything else that is necessary to meet DOH regulations.

2012 Delano Hitch Aquatics Center Budget  
Proposed by Greater Newburgh YMCA

**Revenue**

Lessons		Number of Participants	Fee	Total
Swim lesson General	\$9/ lesson x 9 weeks	50	\$ 81.00	\$ 4,050.00
Swim lessons Private	\$30/ lesson x 6 weeks	10	\$ 180.00	\$ 1,800.00
<i>Total revenue Lessons</i>				\$ 5,850.00
Training		Number of Participants	Fee/ Participant	Total
Lifeguard		10	\$ 325.00	\$ 3,250.00
WSI		10	\$ 400.00	\$ 4,000.00
<i>Total Training</i>				\$ 7,250.00
Swim Team		20	\$ 300.00	\$ 6,000.00
Rental		Number of Groups	Revenue/ Week	Total
	\$50/ hour x 10 weeks	3	\$ 150.00	\$ 1,500.00
Classes		Number of Part	Fee -entire porgram	Total
	\$9/ class x 16 classes	20	\$ 144.00	\$ 2,880.00
General Pool		Number of Part/ session	Cost	Total
3 sessions daily		65	\$ 2.00	\$ 390.00
Total 70 days				\$ 27,300.00
Family Pass		30	\$ 100.00	\$ 3,000.00
Total General use				\$ 30,300.00
City assistance	Contribution from City (includes lessons -camp) 18 lessons total per participant			\$ 50,000.00
<b>TOTAL REVENUE</b>				\$ 103,780.00

**Expense**

Staff	Pay/hr	Hrs/week	Total Cost
Waterfront Director	\$ 15.00	40	\$ 600.00
Head Lifeguard	\$ 11.75	37	\$ 434.75
WSI	\$ 10.25	98	\$ 1,004.50
Lifeguard	\$ 9.50	133	\$ 1,263.50
Gate Attendant	\$ 7.75	38	\$ 294.50
Locker-room attendant/ Maint	\$ 7.75	40	\$ 310.00
Security 12hrs/night (2 guards)	\$ 15.00	84	\$ 2,520.00
<i>Total Salaries/ week</i>			\$ 6,427.25
Total salaried Summer /10 weeks			\$ 70,699.75
Fringe (15%)			\$ 10,604.96
<i>Total Staff</i>			\$ 81,304.71
Admin Fee (20%)			\$ 16,260.94
<i>Total Staffing Expense</i>			\$ 97,565.66
Equipment / uniforms			\$ 1,500.00
Insurance			\$ 3,000.00
Marketing			\$ 200.00
Misc Supplies (Cleaning, ect)			\$ 1,500.00
<b>TOTAL EXPENSE</b>			\$ 103,765.66
<b>NET</b>			\$ 14.35

**NON-COLLUSIVE PROPOSAL CERTIFICATE**

PURSUANT TO New York STATE GENERAL MUNICIPAL LAW SECTION 103-D

By submission of this Proposal, each Proposer and each person signing on behalf of any Proposer certifies, and in the case of a joint Proposal each party thereto, certifies as to its own organization, under penalty of perjury, that to the best of knowledge and belief:

- (1) The prices in the Proposal have been arrived at independently, without collusion, consultation, communication or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other Proposer or with any competitor;
- (2) Unless otherwise required by law, the prices which have been quoted in this Proposal have not been knowingly disclosed by the proposer and will not knowingly be disclosed by the Proposer prior to the opening, directly or indirectly, to any other Proposer or to any competitor; and,
- (3) No attempt has been made or will be made by the Proposer to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting competition.

2/2/12  
(Date)

Pat A. Fisher  
(Signature)

Patricia A. Fisher, President & CEO  
(Name and Title)

Yulca of Newburgh, New York  
(Name of Firm)

**ACKNOWLEDGMENT BY PROPOSER**

**If Individual or Individuals:**

STATE OF \_\_\_\_\_ )  
COUNTY OF \_\_\_\_\_ ) **SS.:**

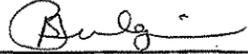
On this \_\_\_\_\_ day of \_\_\_\_\_, 2010, before me personally appeared \_\_\_\_\_ to me known and known to me to be the same person(s) described in and who executed the within instrument, and he/she (or they severally) acknowledged to me that he/she (or they) executed the same.

\_\_\_\_\_  
Notary Public, State of \_\_\_\_\_  
Qualified in \_\_\_\_\_  
Commission Expires \_\_\_\_\_

**If Corporation:**

STATE OF NY )  
COUNTY OF Orange ) **SS.:**

On this 2nd day of February, 2010<sup>2</sup>, before me personally appeared Patricia A. Fisher to me known, who, being by me sworn, did say that he/she resides at (give address) 5 Stagecoach Pass, Stormville, NY; that he/she is the (give title) CEO of the (name of corporation) YMCA of Newburgh, NY, Inc., the corporation described in and which executed the above instrument; that he/she knows the seal of the corporation, and that the seal affixed to the instrument is such corporate seal; that it was so affixed by order of the board of directors of the corporation, and that he/she signed his/her name thereto by like order.

  
\_\_\_\_\_  
Notary Public, State of NY  
Qualified in Orange County  
Commission Expires 7/24/2013

**If Partnership:**

STATE OF \_\_\_\_\_ )  
COUNTY OF \_\_\_\_\_ ) **SS.:**

On this \_\_\_\_\_ day of \_\_\_\_\_, 2010, before me personally came \_\_\_\_\_, to me known to be the individual who executed the foregoing, and who, being duly sworn, did depose and say that he/she is a partner of the firm of \_\_\_\_\_ and that he/she has the authority to sign the same, and acknowledged that he/she executed the same as the act and deed of said partnership.

\_\_\_\_\_  
Notary Public, State of \_\_\_\_\_  
Qualified in \_\_\_\_\_  
Commission Expires \_\_\_\_\_

MICHAEL E BULGIA  
NOTARY PUBLIC, State of New York  
No.01BU5047146  
Qualified in Dutchess, Orange &  
Ulster Counties  
Commission Expires July 24, 2013

**NON-COLLUSION AFFIDAVIT**

**CITY OF NEWBURGH**

STATE OF )  
                  )SS  
COUNTY OF )

I, Patricia A. Fisher of the (City, Town, Village) of Stormville in the County of Dutchess in the State of New York, of full age, being duly sworn according to law on my oath dispose and say that:

I am Patricia A. Fisher, CEO an officer of the firm of Young Men's Christian Association of Newburgh, NY the vendor making the Proposal for the above named work, and that I executed the said Proposal with full authority to do so; that said bidder has not, directly or indirectly, entered into any agreement, participated in any collusion, or otherwise in connection with the above named work; and that all statements contained in said Proposal and in this affidavit are true and correct, and made with the full knowledge that the City of Newburgh as Owner relies upon the truth of the statements contained in said Proposal and in the statements contained in this affidavit in awarding the contract for said work.

I further warrant that no person or selling agency has been employed or retained to solicit or secure such contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, except bona fide employees or bona fide established commercial or selling agencies maintained by YMCA of Newburgh, NY.  
(Name of Firm)

Subscribed and sworn to by: Pat A. Fisher  
(Signature of affiant above; also type or print name/title below)

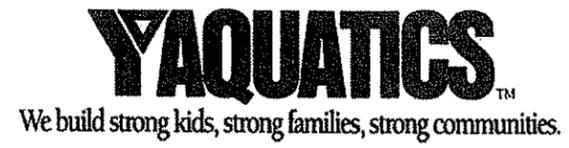
Name: Patricia A. Fisher Title: President + CEO

Before me this 2nd day  
of February, 2012  
Bulgia  
Notary Public of Orange County, NY  
My Commission Expires: 7/24/2013

Notary Stamp  
MICHAEL E BULGIA  
NOTARY PUBLIC, State of New York  
No. 01BU5047146  
Qualified in Dutchess, Orange & Ulster Counties  
Commission Expires July 24, 2013

**THIS AFFIDAVIT MUST BE COMPLETED BY ALL VENDORS SUBMITTING PROPOSALS**

Appendix A



# Safety Meeting Handouts



# Safety Meeting 2004

## Attendance Roster

We build strong kids, strong families, strong communities.

Date: \_\_\_\_\_  
Location: \_\_\_\_\_  
Neighborhood: \_\_\_\_\_

	Name	Corporate YMCA	Branch YMCA
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			



We build strong kids, strong families, strong communities.

### Most Frequent Safety Issues of 2003

(Identified on Professional Aquatic Consultants International Assessments of 200 YMCAs, Camps, and Contract Facilities)

1. Lifeguards (63% certified Red Cross)
  1. Not at pool side
  2. Not carrying pocket mask and gloves
  3. Not receiving regular in-service training
  4. Failed to use pocket mask during emergency drill test, if they had one
  5. During emergency drill test, 96% failed CPR skill.
  
2. Resuscitation Equipment (on site)
  1. Manual suction 2%
  2. Bag valve mask with O<sub>2</sub> inlet 5%
  3. O<sub>2</sub> inhalator 1%
  4. AED 32%
  
3. Chemical Storage Areas
  1. No hazard communication signs on storage room doors
  2. No shower or eyewash fountain 98% (OSHA Violation)
  3. Protective clothing, some items missing 100% (OSHA Violation)
  4. Chemicals stored incorrectly
  5. Poor illumination
  6. Absence of double containment walls for chlorine & acids (OSHA Violation)
  
4. Lifeguard Chairs
  1. No standard chairs
  2. Low chairs (3-ft. high, should be 5-to-6ft high)
  3. Chairs not at pool side
  4. Chairs not in use
  
5. Spas
  1. Rules fail to conform to Y recommended standards (i.e., persons with epilepsy)
  2. Size and location of signs
  3. Spa temperature too high (over 104° F)
  4. No depth markers and "no diving" signs
  5. No timers on jets or timers that exceed 10 minutes
  
6. Electrical Problems
  1. No GFCI's in wet or potentially wet areas:  
(Filter room, chemical storage room, pool equipment rooms on deck, pool offices)
  2. Not one YMCA in 3 years of assessments has had an electrical inspection within the previous 5 years

7. Behavioral and Warning Signs
  1. Absence of universal 'No Diving' signs
  2. Inaccurate depth markers (40-60% per pool)
  3. No rules against breath-holding activities during recreational and competitive swimming
  
8. Lighting
  1. Only one facility met YMCA minimum standards (50 fc/sq ft) over the deck and the pool
  
9. Sound
  1. Every pool tested over 90 decibels during some type of instruction or activity
  
10. Records and Forms
  1. In-service lifeguard training not being documented
  2. First Aid kit, O<sub>2</sub> units, and AEDs not being inspected regularly and reported in a log book
  3. Of the YMCAs assessed, 99 percent were not using a form for the release of a child to an adult other than a parent
  
11. YMCAs not following YMCA of the USA fecal contamination guidelines and recording their actions on a report form
  
12. Absence of cervical collars for backboards
  
13. Nonstandard lightning policy or no policy at all
  
14. Lack of hazard communication training for aquatic and maintenance staff



Scenario II: Staff consists of 1 Lifeguard, 1 Day Camp Head Counselor, 2 Day Camp Staff, 1 Front Desk Staff

### Aquatic Emergency Action Planning

Time Line	Staff	Action	Staff	Action	Staff	Action	Result
10 seconds		Victim Recognition					
20 seconds		Activate EAP Perform Rescue, ABCs		Clear Pool, Send to Locker Rooms Monitor Locker Rooms		Call EMS Activate CCP	Monitor Locker Rooms Bring EMS to Pool
60-90 seconds		Extricate and Position Victim Recheck ABCs Begin CPR				Meet EMS	
2-3 minutes		Clear for Shock Monitor AED				Bring Equipment, AED, Oxygen, Suction, Gloves, Towels Prepare Equipment Assist Lifeguard #1 with Positioning Victim Prepare Victim/Put on Pads/Prepare for Shock	
4 minutes							EMS Takes Over

#### Four Step Emergency Action Plan: Passive Victim

1. \_\_\_\_\_ will identify victim, activate the Emergency Action Plan, rescue the victim, extricate the victim, re-assess, decide what equipment to use.
2. \_\_\_\_\_ will clear pool, send members to locker room and monitor.
3. \_\_\_\_\_ will call EMS, activate the Crisis Communication Plan (CCP), meet EMS, and bring EMS to pool.
4. \_\_\_\_\_ will bring equipment to pool (AED, oxygen, suction, gloves, towels) prepare equipment, assist Lifeguard #1 with positioning the victim, prepare victim, place pads, be ready for shock.



Scenario I: Staff consists of 1 Lifeguard, 1 Front Desk Staff, 1 Fitness Center Staff

### Aquatic Emergency Action Planning

Time Line	Staff	Action	Staff	Action	Staff	Action	Result
10 seconds		Victim Recognition					
20 seconds		Activate EAP Perform Rescue, ABCs		Clear Pool, Send to Locker Rooms Monitor Locker Rooms		Call EMS Activate CCP	Monitor Locker Rooms
60-90 seconds		Extricate and Position Victim				Meet EMS	Bring EMS to Pool
2-3 minutes		Recheck ABCs Begin CPR Clear for Shock					
4 minutes		Monitor AED				Bring Equipment, AED, O2, Suction, Gloves, Towels Prepare Equipment Assist Lifeguard #1 with Positioning Victim Prepare Victim/Put on Pads/Prepare for Shock	EMS Takes Over

#### Four Step Emergency Action Plan: Passive Victim

1. \_\_\_\_\_ will identify victim, activate the Emergency Action Plan, rescue the victim, extricate the victim, re-assess, decide what equipment to use.
2. \_\_\_\_\_ will clear pool, send members to locker room, and monitor.
3. \_\_\_\_\_ will call EMS, activate the Crisis Communication Plan (CCP), meet EMS, and bring EMS to pool.
4. \_\_\_\_\_ will bring equipment to pool (AED, oxygen, suction, gloves, towels) prepare equipment, assist Lifeguard #1 with positioning the victim, prepare victim, place pads, be ready for shock.



### Aquatic Emergency Action Planning: Answer Key

Time Line	Staff	Action	Staff	Action	Staff	Action	Staff	Action	Result
10 seconds	Staff #1	Victim Recognition Activate EAP Perform Rescue, ABCs	Lifeguard #2/Other Staff/Member	Clear Pool, Send to Locker Rooms Monitor Locker Rooms	Lifeguard #3/Other Staff	Call EMS Activate CCP Meet EMS	Lifeguard #4/Other Staff	Bring Equipment, AED, O2, Suction, Gloves, Towels Prepare Equipment Assist Lifeguard #1 with Positioning Victim	Monitor Locker Rooms Bring EMS to Pool
20 seconds									
60-90 seconds		Extricate and Position Victim Recheck ABCs Begin CPR							
2-3 minutes		Clear for Shock Monitor AED							
4 minutes									EMS Takes Over

#### Four Step Emergency Action Plan: Passive Victim

1. Lifeguard will identify victim, activate the Emergency Action Plan, rescue the victim, extricate the victim, re-assess, decide what equipment to use.
2. Lifeguard #2/Staff /Member will clear pool, send members to locker room and monitor.
3. Lifeguard #3/Staff will call EMS, activate the Crisis Communication Plan (CCP), meet EMS, and bring EMS to pool.
4. Lifeguard/Staff will bring equipment to pool (AED, oxygen, suction, gloves, towels) prepare equipment, assist Lifeguard #1 with positioning the victim, prepare victim, place pads, be ready for shock.

Name of YMCA  
Name of Aquatic Center  
Accident Procedure/Phone Script

In the event of a serious injury or acute illness at the YMCA, you may summon an ambulance, paramedic, and police by picking up the phone located on the swimming pool deck, dialing 9-1-1. EMS units should be requested when any of the following conditions exists:

- \*\* Chest pain or respiratory difficulty
- \*\* Profuse bleeding or trauma
- \*\* Obvious fractures or severe pain associated with movement
- \*\* Seizure, disorientation, or loss of consciousness
- \*\* Severe burns or shock
- \*\* Suspected spinal cord injury

1. Pick up the phone located on the swimming pool deck, dial 9-1-1

**2. Say the following:**

My name is \_\_\_\_\_, I am a lifeguard or (staff member) at the Name of YMCA Aquatic Center. We have a person who is the victim of a \_\_\_\_\_ (1. Near drowning. 2. Suspected spinal cord injury. 3. Serious injury to the \_\_\_\_\_ 4. Cardiac arrest). Our phone number is \_\_\_\_\_. The phone is located on the swimming pool deck. Please send an ambulance to the Name of YMCA Aquatic Center located on name of street. Come to the \_\_\_\_\_ give directions to the pool \_\_\_\_\_. A staff member will meet you at the \_\_\_\_\_.

3. Do not hang up until you are told to. Follow any instructions that are given.  
4. After hanging up, go to the door and wait for the EMTs.  
5. Notify Name of Aquatic Director and/or others on the authority list after the EMTs have been admitted to the pool:

<u>Name</u>	<u>Title</u>	<u>Office</u>	<u>Home</u>	<u>Cell</u>
-------------	--------------	---------------	-------------	-------------

- |    |                        |  |  |  |
|----|------------------------|--|--|--|
| 1. | Director of Aquatics   |  |  |  |
| 2. | Executive Director/CEO |  |  |  |
| 3. |                        |  |  |  |
| 4. |                        |  |  |  |

6. Do not make any statements to reporters, bystanders, or others not on this authority list.

7. Other emergency numbers:

Diver's Alert Network (DAN)      919-648-8111

## Phone Script

1. The phone script should be posted next to all emergency phones in the aquatic center.
2. During in-service training staff should practice reading the information that is listed on the phone script.

Back Home Application: Fill in all the underlined areas with instructions, the authority list and other emergency numbers that are pertinent to your YMCA. Make sure the script is updated whenever necessary. The script will last longer if it is laminated.

**LIFEGUARD & SAFETY EQUIPMENT**

- | YES | NO  |                                                                                                                                    |
|-----|-----|------------------------------------------------------------------------------------------------------------------------------------|
| ___ | ___ | 1. Rescue tube:                                                                                                                    |
| ___ | ___ | Strap should be attached to the guard and tube should be in their lap<br>(tube should not be hanging on the chair or on the floor) |
| ___ | ___ | 2. Fanny pack:                                                                                                                     |
| ___ | ___ | Should contain a resuscitation mask that has been assembled (out of the case)                                                      |
| ___ | ___ | And latex or nitrile gloves (two sizes)                                                                                            |
| ___ | ___ | 3. Whistle should be worn around the neck                                                                                          |
| ___ | ___ | 4. AED:                                                                                                                            |
| ___ | ___ | Assembled and easily accessible                                                                                                    |
| ___ | ___ | Battery should be charged                                                                                                          |
| ___ | ___ | Additional materials: razor or hair removal device, scissors, towels, extra pads                                                   |
| ___ | ___ | 5. Oxygen unit:                                                                                                                    |
| ___ | ___ | Unit should be assembled and easily accessible                                                                                     |
| ___ | ___ | Tank should be full                                                                                                                |
| ___ | ___ | 6. BVM (Bag Valve Mask):                                                                                                           |
| ___ | ___ | BVM should be assembled                                                                                                            |
| ___ | ___ | BVM should have an oxygen inlet                                                                                                    |
| ___ | ___ | 7. Manual Suctioning Device:                                                                                                       |
| ___ | ___ | Should be assembled and easily accessible                                                                                          |
| ___ | ___ | 8. First-aid kit: should be located at the guard station                                                                           |
| ___ | ___ | 9. Blood-borne pathogen kit: should be easily accessible                                                                           |
| ___ | ___ | 10. Back board: should be located on the deck                                                                                      |
| ___ | ___ | Four straps should be attached and functional                                                                                      |
| ___ | ___ | Cervical collar(s) for all types of victims should be attached to the back board                                                   |
| ___ | ___ | 11. Phone/walkie-talkie: should be located in the pool area                                                                        |
| ___ | ___ | 12. Shepherds crook/extension pole: should be mounted on the wall in the pool area                                                 |
| ___ | ___ | 13. Ring buoy: should be mounted on the guard chair                                                                                |

**WATER CHEMISTRY**

- YES NO Pool log should include:
- 1. Chemicals (chlorine and pH) are tested every two hours.
  - 2. Chlorine levels at least 1.5 ppm and pH between 7.2 and 7.4
  - 3. Calcium hardness, total alkalinity, and cyanuric acid test (if applicable) are conducted at least weekly.
  - 4. Drain cover grids can be clearly observed at deep end (clarity)
  - 5. Fecal contamination procedure: documented and filed
  - 6. LSI (Langelier Saturation Index) should be calculated/ adjusted weekly: results should be maintained between +.1 and .3 for plaster pools
  - 7. Absence of odor caused by chloramines
  - 8. Spa temperature should not exceed 102.5° F

YES NO **YMCA SWIM LESSON SAFETY**

- 1. Lifeguards on deck
- 2. Instructor/student ratio (YMCA Swim Lessons)
- 3. Equipment is in order
- 4. Instructor is focused on participants
- 5. Lifeguard is easily identified (dress)
- 6. Instructor has control of class/activities
- 7. Spectators are away from pool side and in a spectator seating area
- 8. No students behind the instructor
- 9. Instructor doesn't turn back on student

For additional information about YMCA aquatic safety, check out:

1. [www.ymcausa.org/programs/aquatics/Aquatics\\_Guidelines\\_2002\\_YMCA\\_p683\\_713.pdf](http://www.ymcausa.org/programs/aquatics/Aquatics_Guidelines_2002_YMCA_p683_713.pdf)
2. *YMCA Aquatic Management: A Guide to Effective Leadership*, YMCA Program Store, 800-747-0089



We build strong kids, strong families, strong communities.

### SPOT CHECK

#### DECK SAFETY

- |     |     |                                                                 |
|-----|-----|-----------------------------------------------------------------|
| YES | NO  |                                                                 |
| ___ | ___ | 1. Walkways: clear                                              |
| ___ | ___ | 2. Surface free of standing water                               |
| ___ | ___ | 3. Non-skid surface                                             |
| ___ | ___ | 4. Signage – Posted                                             |
|     |     | Pool rules                                                      |
| ___ | ___ | “No diving” signs                                               |
| ___ | ___ | Depth markers                                                   |
| ___ | ___ | Entrance/exits                                                  |
| ___ | ___ | 5. Electrical outlets “GFCI” (ground fault circuit interrupter) |
| ___ | ___ | 6. Maintenance: after hours only                                |

#### LIFEGUARD(S)

- |     |     |                                                                                                                                                                                                              |
|-----|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| YES | NO  |                                                                                                                                                                                                              |
| ___ | ___ | 1. Location: chair is elevated, at least 5- to 6-ft. tall, and located at water side                                                                                                                         |
| ___ | ___ | 2. Surveillance: continuously scanning; chair is positioned for scanning between 90 and 180 degrees; guards are rescue ready 10:10 (able to identify the victim in 10 seconds and respond within 10 seconds) |

#### LIFEGUARD ATTIRE

- |     |     |                                                      |
|-----|-----|------------------------------------------------------|
| YES | NO  |                                                      |
| ___ | ___ | 1. Appropriate swimsuit                              |
| ___ | ___ | 2. Identifying T-shirt                               |
| ___ | ___ | 3. Whistle: worn around the neck                     |
| ___ | ___ | 4. Visor/hat/sunscreen/umbrella (outdoors)           |
| ___ | ___ | 5. Fanny pack: rescue ready                          |
| ___ | ___ | 6. Appropriate footwear (e.g., no flip flops)?       |
| ___ | ___ | 7. Cold weather clothing (e.g., sweatpants, blanket) |
| ___ | ___ | 8. One rescue tube per guard                         |



We build strong kids, strong families, strong communities.

### CEO/Branch Executive Aquatic Safety Checklist

#### DECK SAFETY

- | YES                      | NO                       |                                                                                            |
|--------------------------|--------------------------|--------------------------------------------------------------------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. Walkways should be cleared of all objects (equipment, toys)                             |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. No standing water                                                                       |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. Non-skid surface                                                                        |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. Signage:                                                                                |
| <input type="checkbox"/> | <input type="checkbox"/> | Pool rules should be posted prior to entering the pool and on the pool deck.               |
| <input type="checkbox"/> | <input type="checkbox"/> | “No diving” signs should be posted in areas of the pool with less than 9ft of water depth. |
| <input type="checkbox"/> | <input type="checkbox"/> | Depth Markers should be on the deck and wall around the perimeter of the pool.             |
| <input type="checkbox"/> | <input type="checkbox"/> | Entrance/Exits should be clearly marked                                                    |
| <input type="checkbox"/> | <input type="checkbox"/> | 9. Electrical outlets should be GFCI (ground fault circuit interrupter)                    |
| <input type="checkbox"/> | <input type="checkbox"/> | 10. Maintenance should not be performed while the facility is open to members              |

#### LIFEGUARD

- | YES                      | NO                       |                                                                                                                                       |
|--------------------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. Location                                                                                                                           |
| <input type="checkbox"/> | <input type="checkbox"/> | In an elevated lifeguard chair that is at least 5-6 feet in height                                                                    |
| <input type="checkbox"/> | <input type="checkbox"/> | The chair should be located at water side (guard should be able to look straight down from the chair and see the water)               |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. Surveillance                                                                                                                       |
| <input type="checkbox"/> | <input type="checkbox"/> | Scanning- continuously watching the water above and below the surface.                                                                |
| <input type="checkbox"/> | <input type="checkbox"/> | Chair should be positioned in a location that allows the guard to scan no more than 180 degrees (preferably 90 degrees in the corner) |
| <input type="checkbox"/> | <input type="checkbox"/> | Guards should be able to identify the victim in 10 seconds and respond with in 10 seconds (10:10)                                     |

#### LIFEGUARD ATTIRE

- | YES                      | NO                       |                                                                   |
|--------------------------|--------------------------|-------------------------------------------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. Appropriate swimsuit                                           |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. Identifying T-shirt                                            |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. Whistle: worn around the neck                                  |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. Visor/hat/sunscreen/umbrella (outdoors)                        |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. Fanny pack: Resuscitation Mask, Gloves on rescue ready         |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. Appropriate footwear: slides (street shoes should not be worn) |
| <input type="checkbox"/> | <input type="checkbox"/> | 7. Cold weather clothing                                          |
| <input type="checkbox"/> | <input type="checkbox"/> | Loose-fitting sweats                                              |
| <input type="checkbox"/> | <input type="checkbox"/> | Blanket                                                           |
| <input type="checkbox"/> | <input type="checkbox"/> | 8. One rescue tube per guard                                      |

**LIFEGUARD & SAFETY EQUIPMENT**

- | YES | NO  |                                                                                 |
|-----|-----|---------------------------------------------------------------------------------|
| ___ | ___ | 1. Rescue tube: attached to the guard                                           |
| ___ | ___ | 2. Fanny pack: mask/gloves                                                      |
| ___ | ___ | 3. Whistle: should be worn around the neck                                      |
| ___ | ___ | 4. AED: assembled and easily accessible, additional materials                   |
| ___ | ___ | 5. Oxygen unit: unit is full, assembled, and accessible                         |
| ___ | ___ | 6. BVM (Bag Valve Mask): assembled                                              |
| ___ | ___ | 7. Manual suctioning device: assembled                                          |
| ___ | ___ | 8. First-aid kit: should be located at the guard station                        |
| ___ | ___ | 9. Blood-borne pathogen kit: accessible                                         |
| ___ | ___ | 10. Back board: On the deck, four straps, cervical-collars                      |
| ___ | ___ | 11. Phone/walkie-talkie: should be located in the pool area                     |
| ___ | ___ | 12. Shepherd's crook/extension pole: should be mounted on the wall in pool area |
| ___ | ___ | 13. Ring buoy: should be mounted on the guard chair                             |

**WATER CHEMISTRY**

- | YES | NO  | Pool log should include:                                                                                                          |
|-----|-----|-----------------------------------------------------------------------------------------------------------------------------------|
| ___ | ___ | 1. Chemicals (chlorine and pH) are tested every two hours                                                                         |
| ___ | ___ | 2. Chlorine levels at least 1.5 ppm and pH between 7.2 and 7.4                                                                    |
| ___ | ___ | 3. Calcium hardness, total alkalinity, and cyanuric acid test (if applicable) are conducted at least weekly                       |
| ___ | ___ | 4. Drain cover grids can be clearly observed at deep end (clarity)                                                                |
| ___ | ___ | 5. Fecal contamination procedure: documented and filed                                                                            |
| ___ | ___ | 6. LSI (Langelier Saturation Index) should be calculated/adjusted weekly: results should be between +.1 and -.3 for plaster pools |
| ___ | ___ | 7. Absence of odor caused by chloramines                                                                                          |
| ___ | ___ | 8. Spa temperature should not exceed 102.5° F                                                                                     |

**Y SWIM LESSON SAFETY**

- | YES | NO  |                                                                       |
|-----|-----|-----------------------------------------------------------------------|
| ___ | ___ | 1. Instructor doesn't turn back on student                            |
| ___ | ___ | 2. Instructor-student ratio (Y Swim Lessons)                          |
| ___ | ___ | 3. Instructor is focused on participants                              |
| ___ | ___ | 4. Lifeguard is easily identified (dress)                             |
| ___ | ___ | 5. Instructor has control of class/activities                         |
| ___ | ___ | 6. Spectators are away from pool side and in a spectator seating area |
| ___ | ___ | 7. No students behind instructor                                      |
| ___ | ___ | 8. Lifeguard(s) on deck                                               |
| ___ | ___ | 9. Equipment is in order                                              |

**Discuss with the group your experiences in creative delegation – successes and problems.**

These five steps do not happen overnight. It may take a year for an individual to make it to step five. It takes time, but it is well worth the wait! Remember to discuss this model with your supervisor and how it may affect the budget, but in the long run it will decrease cost and increase staff morale. Eventually you will receive your supervisor's full support.

For more information on this model, read the article, "Divide duties to multiply service and safety," by Holly Colon of the Sunnyside YMCA, published in the October 2003 issue of *Perspective* magazine, Volume 29, No. 7.



## Creative Delegation (10–15 minutes)

Aquatic directors, like all YMCA program directors, are more effective at their jobs if they have a system in place to develop their staff and delegate responsibilities. Let's face it, we can't do it all: increase program quality and quantity, fulfill the YMCA mission, grow professionally in our field, and continue to survive our jobs. Here is one example of a successful staff development model used by many YMCA aquatic directors.

**Step 1. Identify potential leaders** on your staff, those individuals who exhibit mission-oriented skills and attitudes through an excellent work ethic and enthusiasm for their jobs. This may be anyone on your staff, including volunteers, lifeguards, swim instructors, water fitness instructors, or competitive swimmers.

**Step 2. Creatively ask the individual to take on a responsibility** in an area of their expertise. This gives your staff and volunteers an opportunity for professional growth and potential for job advancement. It also gives both the director and staff/volunteer a chance to discover if the potential is real. Give them a task where you truly need assistance and one that is appropriate to the job. Example: "You're doing an great job lifeguarding. I could use some help with tracking our lifeguard certifications. Would you be interested in working a few extra hours to help me out?"

**Step 3. Ask the individual if s/he would be interested in becoming a trainer or taking more training** to learn more about YMCA Aquatics.

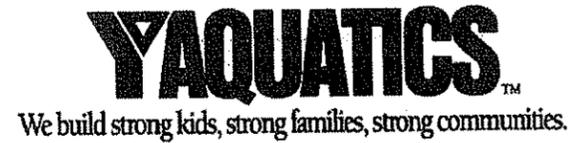
Examples of leadership paths:

1. Y Lifeguard to take Y Lifeguard Instructor, Pool Operator on Location, CPR Instructor, First Aid Instructor, or Y Swim Lesson Instructor
2. YMCA Swim Lesson Instructor to take YMCA Swim Lesson Trainer, Ysynchro, Yspecial pops, Ycompetitive, Y Water Fit Instructor
3. Y Water Fit Instructor to take Y Water Fit Trainer

Note: It is recommended that you arrange for them to attend training. Pay for the training and their time.

**Step 4.** After potential leaders are trained, they begin to **take on responsibilities in their specific area** of expertise. Examples: Running in-service training, completing schedules, caring for equipment.

**Step 5. Recognize and reward** individuals as potential leaders. Build raises into your budget. Example: Provide a 20-cent raise for every additional certification they earn. Give them a title with a job description, "head guard," "head teacher," "supervisor," or "crew leader."



## Updates and FYI

### Programs

- YMCA Swim Lessons - The training design is currently under revision and will be available January 2005. There will be a reduction in the amount of training hours, but the integrity of the program will not be affected.
- YMCA POOL -The POOL manual and training design are being updated and revised to incorporate the most current information about operating a pool. The manual will also incorporate Y mission and philosophy.
- YMCA Scuba - The YMCA Scuba program is undergoing restructuring that will better align it with other Y programs while meeting the needs of local YMCAs offering scuba.

### Resources

- New Web site – Y-USA is overhauling its Web site for local YMCA staff. The redesigned site, [www.ymcaexchange.org](http://www.ymcaexchange.org), will be launched in phases, with the first phase in May 2004. Aquatics and scuba information will be part of the the first launch; visit the site for the latest information and resources.
- Aquatic Guidelines can be obtained from the *YMCA Aquatic Management Manual* available from the YMCA Program Store (800-747-0089) or at no charge on the Web: [www.ymcaexchange.org](http://www.ymcaexchange.org), click on Aquatics & Scuba, Model Practices and Recommendations
- In-service training ideas are available on [www.ymcaexchange.org](http://www.ymcaexchange.org)

### Whom to call (800-872-9622)

Val Free, ext. 6830  
Administrative Assistant for Aquatics

Donna Donato, ext. 8104  
Scuba Program and Project Coordinator

Sarah Booth, ext. 8791  
Scuba Certification and Instructor Renewals



We build strong kids, strong families, strong communities.

## Y Aquatics Safety Meeting Evaluation 2004

Overall I felt this meeting was:

---

---

I learned that:

---

---

The best thing I can do to improve aquatic safety at my Y is:

---

---

The first thing I am going to do to improve aquatic safety when I get back to my Y is:

---

---

Comments/suggestions for improvement:

---

---

Questions I would like answered:

---

---

Information I wish we had:

---

---

I could use some help with:

---

---

---

I would like to see this type of event occur:

more often     less often     not at all

The types of subjects and issues that I would like to see discussed include:

---

---

---

I would be willing to:

- facilitate a future meeting
- host a future meeting
- volunteer to help with the meeting

General comments:

---

---

---

---

Optional:

Name: \_\_\_\_\_ YMCA: \_\_\_\_\_  
Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

**YMCA Services Corporation**  
**Aquatic Safety Review Checklist: Visit #1**

YMCA \_\_\_\_\_ Date \_\_\_\_\_

**Simulated Aquatic Emergency Procedure**

*"M" indicates successful demonstration of the skill and "S" indicates that skills were sub standard.*

<b>Rescuer</b>	
Rescuer activated appropriate EMS protocols.	
Rescuer completed a safe and successful entry and in-water rescue.	
Rescuer used appropriate in-water rescue equipment	
In-water extrication technique was performed safely for both the lifeguard and victim.	
Rescuer extricated the victim from the water within 90 seconds	
Rescuer provided adequate airway management techniques.	
Rescuer provided adequate Obstructed Airway techniques.	
Rescuer provided adequate circulatory and first aid management techniques.	
Rescuer utilized appropriate Personal Protective Equipment.	
Rescuer provided adequate overall patient management	
<b>Emergency Response Staff</b>	
Emergency staff responded within one minute of activation of the alarm system.	
AED was available for use within two minutes of the patient's extrication.	
Emergency response was consistent with the posted Aquatic Emergency Procedures.	
Non-emergency personnel and YMCA members were successfully evacuated	
<b>Proficiency Rating</b>	

**A score of 85% or higher is considered proficient**

Notes:

**YMCA Services Corporation**  
**Aquatic Safety Review Checklist: Visit #1**

YMCA \_\_\_\_\_

Date \_\_\_\_\_

**Lifeguard Skill Review Report**

*"M" indicates successful demonstration of the skill and "S" indicates that skills were sub standard.*

	Lifeguard Number									
	1	2	3	4	5	6	7	9	10	
Lifeguard activated appropriate EMS protocols.										
Lifeguard performed a safe and successful entry and in-water rescue.										
Lifeguard used appropriate in-water rescue equipment.										
In-water extrication technique was performed safely for both the lifeguard and the victim.										
Lifeguard completed extrication of the victim from the water within 90 seconds.										
Lifeguard performed adequate airway management techniques.										
Lifeguard performed adequate Obstructed Airway techniques.										
Lifeguard performed adequate circulatory and first aid management techniques.										
Lifeguard utilized appropriate Personal Protective Equipment. PPE										
Lifeguard provided adequate overall patient management										
<b>Proficiency Rating</b>										

A score of 90% or higher is considered proficient

Notes:

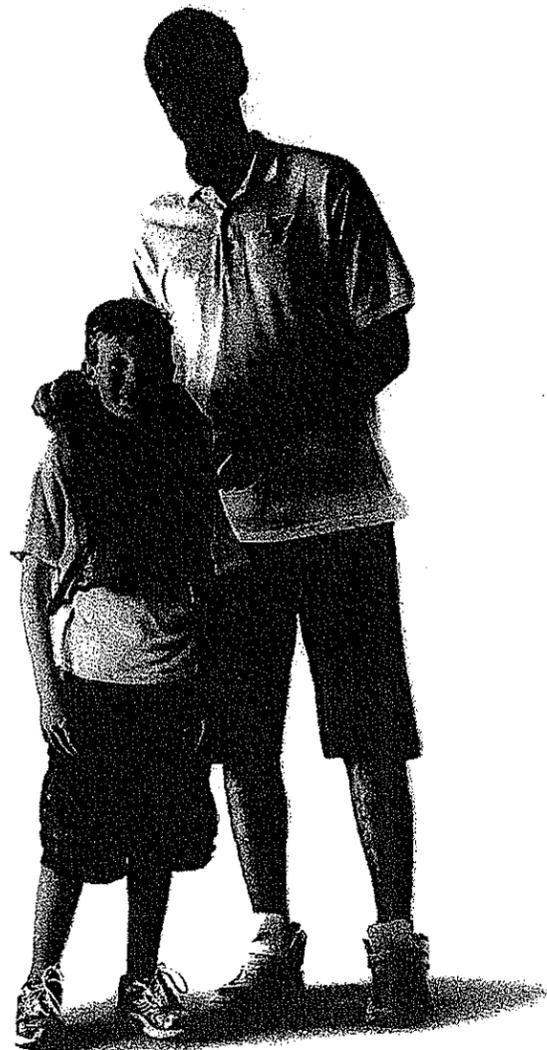
Appendix B



FOR YOUTH DEVELOPMENT™  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# ENJOYING WATER SAFELY

**AQUATIC SAFETY  
GUIDELINES FOR Ys**  
YMCA OF THE USA



REVISED MAY 2011

**YMCA of the USA's Aquatic Safety Guidelines and supporting materials were developed through a commitment to aquatic safety excellence of member Ys by the contributions of the following individuals:**

**Kimberly Armitage**

Executive Director  
Aurora Family YMCA  
Aurora, CO

**Jan Bretana**

Association Director of Aquatics  
YMCA of Greater Seattle  
Seattle, WA

**Todd Sevenz-Coleman**

Vice President of Program Operations  
YMCA of Metropolitan Milwaukee  
Milwaukee, WI

**Joan Dove, CPCU**

Area Executive Vice President  
Arthur J. Gallagher Risk Management  
Services  
Arthur J. Gallagher & Co. Insurance Brokers  
of California, Inc  
San Francisco, CA

**Laura Ferguson**

Association Director of Program Experience  
YMCA of Greater Charlotte  
Charlotte, NC

**Meredith Griffin**

Director of Competitive Aquatics  
YMCA of Delaware – Brandywine Branch  
Wilmington, DE

**Lisa Hoover**

Aquatics Director  
Wallingford Family YMCA  
Wallingford, CT

**Elissa James**

Metropolitan Aquatics Director  
YMCA of Central Ohio  
Columbus, OH

**Lucinda Kettner**

Senior Aquatic Director  
Brandywine YMCA  
Wilmington, DE

**Christopher Mogridge**

Partner & Senior Consultant  
Safe-Wise Consulting LLC  
Norwalk, CT

**Glenda Pae**

Volunteer Project Manager for  
Competitive Swimming & Diving  
Dauphin, PA

**Kristi Selker**

Risk Management Specialist  
The Redwoods Group  
Morrisville, NC

**Carolyn Tinsley**

Aquatics Director  
YMCA of Pikes Peak Region  
Colorado Springs, CO

**Christopher Wallick**

Aquatic Director  
Magdalene Ecker – YMCA of San Diego  
Encinitas, CA

**Guidance and review were provided by members of the YMCA of the USA Aquatic Safety and Risk Advisory Group:**

**Dewey Case**

Aquatics Director  
YMCA of Southeast Mississippi  
Hattiesburg, MS

**Julie Gilchrist, MD**

Medical Epidemiologist  
Division of Unintentional Injury Prevention  
National Center for Injury Prevention & Control  
Centers for Disease Control & Prevention  
Atlanta, GA

**Linda Griffith**

VP - Risk Management & Legal Affairs  
YMCA of San Francisco  
San Francisco, CA

**Jennifer L. Pewitt**

Association and Southern Sector Aquatics  
Associate Vice President  
YMCA of Metropolitan Dallas  
Dallas, TX

**Judith Sperling**

Assistant Director Risk Management,  
Training and Development  
UCLA Recreation  
Department of Cultural and Recreational  
Affairs  
Los Angeles, CA

**Scott Washburn**

President & CEO  
YMCA of Snohomish County  
Everett, WA

**Additional guidance, support, and review were provided by the following YMCA of the USA staff:**

**Mike Espino**

Aquatics Safety and Risk Specialist  
Membership Support and Program Services

**Steve Hambright**

Senior Resource Executive  
Association Resources

**Jim Kauffman**

National Director for Health and Well-being  
Membership Support and Program Services

**Brigid Murphy**

Publications Manager  
Marketing Communications

**Kay Smiley**

Aquatics Program Specialist  
Membership Support and Program Services

**Roger Truesdell**

Administrative Assistant  
Membership Support and Program Services

**Al Tursi**

Property Development Specialist  
YMCA Property Development

**Jim Wheaton**

National Director of MSPS Events  
Membership Support and Program Services

# CONTENTS

<b>About These Guidelines</b> .....	<b>1</b>
How to Use This Document.....	1
<b>Section 1 – Administration</b> .....	<b>2</b>
AL AQUATIC LEADERSHIP.....	2
HP HIRING PRACTICES FOR LIFEGUARDS .....	2
DR DOCUMENT RETENTION .....	4
CR CODES AND REGULATIONS .....	4
AO AQUATIC OPERATIONS .....	5
<b>Section 2 – Training</b> .....	<b>7</b>
LT LEADERSHIP TRAINING .....	7
LS LIFEGUARD STAFF.....	8
NL NONLIFEGUARD AQUATIC STAFF .....	9
DS DESIGNATED NONAQUATIC SUPPORT STAFF.....	11
<b>Section 3 – Supervision</b> .....	<b>12</b>
MS MINIMUM SUPERVISION .....	12
SS SUPERVISION STRATEGIES .....	14
DPS DROWNING PREVENTION STRATEGIES.....	15
<b>Section 4 – Facilities and Equipment</b> .....	<b>16</b>
CM COMPLIANCE.....	16
DE DESIGN AND EQUIPMENT.....	17
PM PREVENTIVE MAINTENANCE AND REPAIR.....	18
NCR NEW CONSTRUCTION AND RENOVATIONS .....	19
<b>Section 5 – Minimizing Risk</b> .....	<b>20</b>
<b>Section 6 – Specific Environments and Activities</b> .....	<b>22</b>
CSD COMPETITIVE SWIMMING AND DIVING .....	22
SP SPAS AND WHIRLPOOLS .....	23
WF WATERFRONT FACILITIES .....	24
PS WATER SLIDES AND PLAY STRUCTURES .....	25
<b>Works Cited</b> .....	<b>1</b>
<b>Definitions</b> .....	<b>2</b>

# ABOUT THESE GUIDELINES

The guidelines in this document are intended to be a foundation for aquatic safety for member YMCAs. Designed for Y staff and volunteers to use in developing operating protocols that conform to industry standards and best practices, these guidelines are not to be considered a uniform standard for all Ys. YMCA of the USA encourages individual Ys to create and adopt operating standards based on, or inspired by, this document. These guidelines are subject to current local, state, and federal laws and ordinances. In the event of a conflict between such laws and ordinances and these guidelines, follow the more stringent of the two.

## HOW TO USE THIS DOCUMENT

This document is intended to be descriptive and user-friendly. Please note the following as you review these guidelines:

### Sections

Topics in this document are categorized into six sections:

- Administration
- Training
- Supervision
- Facilities and Equipment
- Minimizing Risks
- Specific Environments and Activities.

At the beginning of each section is a philosophical statement that guides that particular section. The first five sections contain aquatic safety information universal to operating an aquatic facility. The sixth section contains aquatic safety information that may be unique and may not necessarily apply to all Ys.

### Rationales

Rationales provide further explanation, clarification, or source material for certain complex topic areas. Rationales are not provided for each topic.

### Definitions

Definitions are provided at the end of this document for terms that may be unique to these guidelines and for concepts that lack a universal name and description across the aquatics industry. Defined terms are identified in **bold** the first time they appear.

### Hyperlinks

Hyperlinks are found throughout this document and provide the user access to sample forms and visual descriptions of specific topics and concepts. All hyperlinks link to the appropriate content located on [www.ymcaexchange.org](http://www.ymcaexchange.org).

# SECTION 1 – ADMINISTRATION

Administration is essential to operating a safe and efficient aquatic environment. It provides guidelines, policies, and procedures as well as accountability for safety implementation strategies.

## AL AQUATIC LEADERSHIP

AL-1 Ensure that aquatic leadership positions require the following minimum credentials. In some cases, these credentials may be acquired after hiring. (See LT-2.)

- YMCA Lifeguard or equivalent
- Professional rescuer CPR (CPR Pro)
- Automated external defibrillation (AED)
- Emergency oxygen administration
- First aid
- Pool Operator On Location (POOL) certification or equivalent

**Rationale:** These are basic certifications for an aquatic leadership position. Candidates lacking these certifications may not be fully prepared to perform appropriately during emergency situations.

AL-2 Hire candidates for aquatic leadership positions who have the following instructor certifications at time of hire:

- YMCA Lifeguard Instructor or equivalent
- Instructor in a nationally recognized professional rescuer CPR program
- Instructor in a nationally recognized first-aid program
- Trainer certifications for each of the above (recommended)

**Rationale:** Instructor- and trainer-level certifications are necessary for properly maintaining high-quality lifeguarding and safety. Not requiring these credentials directly impacts the quality of staffing and safety at Ys.

AL-3 Ensure that aquatic leadership staff have demonstrated experience operating and managing aquatic facilities.

AL-4 Develop an aquatic leadership hierarchy that allows an employee with direct aquatic supervisory responsibility to be on duty at all times the pool is in use.

## HP HIRING PRACTICES FOR LIFEGUARDS

HP-1 Administer a thorough interview to all candidates applying for lifeguarding positions prior to employment. This interview process includes

- a written exam including scenario and rescue information,
- physical testing including swimming and treading water, and
- a water-rescue scenario that includes removal from water and CPR skills

**Rationale:** A testing process is a crucial step in determining the knowledge and ability of new lifeguard hires. This is particularly vital if candidates were not trained by a lifeguard instructor on staff at the facility.

HP-2 Include in the interview process job verification(s) and at least two personal references.

**Rationale:** Because employers typically will confirm only a candidate's date of hire, job title, and eligibility for rehiring, obtain references about the candidate's character from others. These personal references (or character references) are a way to ask an independent party for information about the person that employers will not provide. Have young job applicants provide the names of nonrelatives (e.g., teachers, religious leaders, coaches, Scoutmasters, or neighbors) for whom they have worked.

HP-3 Have the employee sign all employment paperwork and the job description.

HP-4 Include in the job description that the new employee is able to:

- Hear noises and distress signals in the aquatic environment, including in the water and anywhere around the zone of responsibility. Candidates must understand that significant background noise exists in all indoor and outdoor aquatic environments. In addition, lifeguard candidates should have a minimum hearing threshold of no more than an average of a 25-decibel loss in both ears over a range of frequencies (500Hz, 1000Hz, 2000Hz, 788 and 3000Hz). Candidates who use hearing aids or other corrective devices for hearing should be able to perform all rescue skills and emergency procedures without interruptions to adjust, retrieve, or install or attach a hearing aid or corrective device.
- Remain alert with no lapses of consciousness.
- Meet strength and lifting requirements.
- Observe all sections of an assigned zone or area of responsibility. Candidates who use corrective eyewear should be able to perform all rescue skills and emergency procedures without interruptions to adjust, clear, or retrieve corrective eyewear.

**Rationale:** Data support the importance of vision and hearing to lifeguarding. In a review of research conducted by the [United States Lifeguard Standards Coalition](#), it is recommended that aquatic facilities establish minimum vision and hearing standards.

## DR DOCUMENT RETENTION

DR-1 Keep on file copies of all current staff certifications and trainings required for lifeguarding, including the following:

- Professional rescuer CPR certification—This certification training, which is renewed annually, requires two-person CPR, the use of a bag-valve mask, and child/infant CPR
- Standard first aid certification
- Current YMCA Lifeguard or equivalent lifeguard training certification
- Automated external defibrillation (AED) certification—renewed annually
- Emergency oxygen administration certification—renewed annually
- YMCA POOL certification or equivalent pool operator certification as necessary for aquatic leadership staff and staff performing maintenance at the aquatic facility
- Proof of training that satisfies OSHA requirements for blood-borne pathogens and **employee right-to-know program** training requirements

**Rationale:** Retaining copies of staff trainings and certification is a best practice among aquatic facilities.

DR-2 Establish a comprehensive and practical record-keeping system and have all information readily available and reviewed annually by the aquatic leader or higher management positions to ensure proper safety and risk management compliance. See Risk Management section RM-12 for more information. Keep documents including, but not limited to, the following:

- Staff **orientation** and training information
- **In-service training** records
- Accident/incident reports and applicable **rescue reports**
- Assessment records
- Equipment maintenance and inspection forms
- Chemical logs and related testing forms
- Structural and electrical inspections
- Local health department inspections and reports

## CR CODES AND REGULATIONS

CR-1 Comply with all laws and codes as required by local, state, and federal governments. Keep copies of these codes and permits. Examples include, but are not limited to, the following:

- Licensing requirements
- State and/or local health department regulations for swimming pools
- Operating permits
- Bacteriological reporting
- **Virginia Graeme Baker Act** requirements
- The **Americans with Disabilities Act**

- Occupational Safety and Health Administration (OSHA) regulations
- Local electric, building, and fire codes

CR-2 If local or state regulatory codes for swimming pools do not exist, adopt the regulatory codes of another state or recognized standards such as those from the American National Standards Institute (ANSI) or the **Centers for Disease Control and Prevention's (CDC) Model Aquatic Health Code (MAHC)**.

**Rationale:** Swimming pool codes provide a framework for maintaining the health, safety, and general well-being of patrons, and Ys are encouraged to maintain the highest standards. Localities and states that lack or have minimal codes may not necessarily be current with what is considered industry standards. In addition, best practices require that a document or set of codes be in use to ensure the safety and well-being of patrons. Ys in states with a minimal regulation are encouraged to actively research and identify an appropriate pool code to follow.

## **AO AQUATIC OPERATIONS**

AO-1 Develop an aquatic staff handbook and make it available to each employee.

**Rationale:** An employee handbook helps employees understand their roles and responsibilities and is considered a business standard across multiple industries and business types.

AO-2 Develop a facility manual and keep it on site. Have in place specific policies to address safety concerns. Examples include, but are not limited to, the following:

- Drowning or submersion events
- Program-specific emergency procedures, if applicable
- Child abuse prevention and reporting procedures
- Missing person
- Hypoxic training and breath-holding
- Natural disasters and severe weather
- Facility evacuation
- Power failure
- Properly securing and storing equipment after hours or end of season
- Securing of facility at end of season or end of daily operation
- Rental agreements and contracts for rental groups
- Equipment maintenance and operation

AO-4 Establish daily, ongoing safety inspections to include

- rescue and safety equipment,
- deck and facility equipment,
- noise and ambient air temperature levels, and
- applicable emergency alarm systems.

AO-5 Evaluate each lifeguard **zone** seasonally for size and effectiveness.

**Rationale:** Ensure each zone gives the lifeguard a clear view of the bottom, middle, and top of the pool. This helps ensure patron safety. Many factors (e.g., the sun, number of swimmers, program needs) can change depending on the season of the year.

AO-6 At a minimum, have an annual independent assessment of the aquatic facility operations.

**Rationale:** Independent assessments provide an unbiased, objective review of the aquatic safety operations and identify areas for improvement, especially for lifeguard operations. Additionally, such assessments help keep facilities accountable to recommendations and regulations. It provides aquatic leaders the opportunity to learn how staff is performing and identify safety and response issues with the facility. It also allows aquatic leaders to ask a professional for help, ideas, or guidance. Refer to Y-USA's Aquatic Assessment Services fact sheet, found on [www.ymcaexchange.org](http://www.ymcaexchange.org), for further information.

AO-7 Include aquatic safety performance criteria in all YMCA positions (e.g., child care, afterschool), especially those that come in contact with or are exposed to the aquatic facility. Suggested **Model Aquatic Safety Performance Criteria for Non-Aquatic Staff** can be found on [www.ymcaexchange.org](http://www.ymcaexchange.org).

## SECTION 2 – TRAINING

The Y is committed to the safety of everyone who uses our aquatic facilities. It is critical that we diligently train Y staff to prevent, recognize, and respond to all aquatic incidents.

### LT LEADERSHIP TRAINING

LT-1 Upon hiring aquatic leadership staff, provide an orientation in the following areas by someone with demonstrable knowledge. At a minimum, include the following in the orientation:

- Pool/facility orientation and operation
- Pump room orientation and operation
- **Emergency action plan (EAP)** review
- **OSHA** (Occupational Safety and Health Administration) workplace safety
- Child abuse prevention

LT-2 Have in place a **30/60/90-day training plan** for aquatics leadership staff to address any immediate gaps in certifications and knowledge.

**Rationale:** Due to various factors, including the lack of a centralized training program or similar post-high-school-degree track, candidates for full-time aquatic positions may not necessarily possess advanced skills or knowledge in aquatics. In some cases, many of the required minimum credentials are acquired post hire. Establishing a 30/60/90-day training plan is a proactive approach to developing new leadership staff to help them close gaps in necessary skills and knowledge.

LT-3 Have a professional development training plan for aquatics leadership that takes into account the need for advanced certifications, aquatic management training, technical training, continuing education, conferences, and networking opportunities.

**Rationale:** Obtaining certifications, while critical to professional development, is only the beginning of acquiring knowledge in the aquatics field. Exposure to other aquatic professionals and aquatic-based presentations enhances the knowledge and confidence of the aquatics director. In addition, this exposure creates a valuable network of individuals who can provide resources and support to the Y aquatics director.

LT-4 During transitions in aquatic leadership, ensure that all aquatic standards are maintained and the aquatic facility is adequately supervised during the transition.

**Rationale:** During transitions in aquatic leadership, a gap in coverage and supervision often occurs. In order to continue providing for the

safety of patrons, Y leadership appoint an individual to ensure that lifeguard and facility operations are effectively and safely maintained.

## LS LIFEGUARD STAFF

LS-1 Ensure that lifeguard staff have appropriate training prior to service, with renewal training at appropriate intervals. Appropriate training includes the following:

- Professional rescuer CPR certification—This certification training, which is renewed annually, requires two-person CPR, the use of a bag-valve mask, and child/infant CPR
- Standard first aid certification—renewed every two years
- Current YMCA Lifeguard or equivalent lifeguard training certification—renewed every two years
- AED certification—renewed annually
- Emergency oxygen administration certification—renewed annually
- YMCA POOL certification or equivalent pool operator certification as necessary for staff performing maintenance at the aquatic facility
- Proof of training that satisfies OSHA requirements for blood-borne pathogens and employee right-to-know

**Rationale:** The practice of annually re-training staff in CPR/AED is based on the following:

- Research conducted by the American National Red Cross (ACFASF n.d.) indicated the lack of supporting evidence for a two-year CPR certification.
- OSHA's "Best Practices Guide: Fundamentals of a Workplace First Aid Program" (2006) encourages a CPR-skills practice session every six months and recommends annual recertification in CPR/AED skills.
- A study published in the journal *Resuscitation* (Andresen 2008) noted a correlation between reduced skill retention and lack of six-month skill reviews.

LS-2 Develop and implement a standardized response protocol for various emergencies. Ensure that the facility's emergency action plan supports this protocol.

**Rationale:** Y-owned or -operated aquatic facilities might employ lifeguards trained by different nationally recognized agencies. For consistency and quality, having in place a **single training protocol** equips staff to deliver a high-quality, collaborative rescue response. For each facility, establish emergency action plans that clarify a unified and consistent response system.

LS-3 Prior to their first shift, thoroughly orient new lifeguards to the environment in which they will be guarding. Include oral, written, and physical components with proper documentation. This includes, but is not limited to, the following:

- Zones and **rotations**
- Emergency policies and procedures, including emergency action plans
- Location and use of rescue and resuscitation equipment
- Location and use of personal protective equipment
- Facility rules and injury prevention policies
- Child supervision and abuse prevention policy
- OSHA workplace safety practices
- Aquatics department policies and procedures

LS-4 Have new lifeguards shadow other lifeguards, under the supervision of an experienced staff member, for a minimum of two shifts prior to assigning the new lifeguard a zone of responsibility.

**Rationale:** A job-shadow period allows experienced lifeguards to help new hires become acclimated to their surroundings. It also provides a support structure as the new lifeguard refines scanning and patron interactions.

LS-5 Conduct a minimum of four hours of in-service training per month for all lifeguard staff. Include these in-service training topics (among others):

- CPR/AED skills
- First-aid skills
- **Scanning** and patron surveillance
- Emergency response, including emergency action plan drills
- Spinal injury management
- Water rescue skills

**Rationale:** Unused skills deteriorate without practice. Regular in-service training has long been considered an industry standard.

LS-6 Have lifeguard staff follow a physical conditioning program appropriate to the aquatic facility.

LS-7 Conduct a minimum of one emergency action plan drill per year in partnership with your local emergency medical services (EMS).

## **NL NONLIFEGUARD AQUATIC STAFF**

NL-1 Train nonlifeguard aquatic staff to support lifeguards during an emergency. Include in the emergency action plan the scope of their roles and responsibilities

during an emergency. Following are the recommended certification trainings for all nonlifeguard aquatic staff:

- Professional rescuer CPR
- AED
- Emergency oxygen administration
- First aid
- Applicable technical specialty and safety certifications
- YMCA Aquatic Safety Assistant (YASA) or equivalent

**Rationale:** It requires a coordinated team effort to ensure that an aquatic environment is rescue-ready. Train all staff working in these environments to support one another according to the facility's emergency action plan. Applicable specialty and safety certifications refer to the safety certification requirement for various programs. Depending on the program, it may be unnecessary to require both the applicable specialty and safety certification and YASA or equivalent. Evaluate the standard practices for the programs offered at each facility when determining safety training requirements for nonlifeguard aquatic staff.

NL-2 Thoroughly orient new aquatic staff to the environment where they will be working. Document these orientations, which can be both oral and written. Include the following:

- A plan to close training gaps (see NL-1)
- Department/aquatic facility orientation
- Uniform requirements
- Meeting/training requirements
- Emergency policies and procedures, including emergency action plans
- Deck orientation
- Program supervision and safety policies
- OSHA workplace safety practices
- Child abuse recognition and prevention

NL-3 Practice emergency action plan **response readiness** a minimum of quarterly through in-service skill practice.

## **DS DESIGNATED NONAQUATIC SUPPORT STAFF**

DS-1 Have designated **nonaquatic support staff** trained to support lifeguards in an emergency. Reflect the scope of their emergency roles and responsibilities in the emergency action plan. Following are the recommended certification trainings for designated nonaquatic support staff:

- Professional rescuer CPR
- AED
- Emergency oxygen administration
- First aid
- YMCA Aquatic Safety Assistant (YASA) or equivalent

**Rationale:** Designating dedicated nonaquatic support staff, such as a manager on duty, is necessary to ensure that an adequate response is available at all times to manage an emergency. This can often be a challenge during nonpeak hours when staff volume is reduced. When identifying and selecting individuals as designated nonaquatic support staff, consider the swimming ability of the staff member. Do not designate staff members who are unable to complete the basic swimming skills found in the YMCA Aquatic Safety Assistant or equivalent program. This is a good practice also because it allows for the cross-training in specific safety techniques and skills for positions, such as camp staff, who will have regular access to the aquatic facility.

DS-2 Thoroughly orient designated nonaquatic support staff to the aquatic facility. Document these orientations, which can be both oral and written. Include the following:

- Department/aquatic facility orientation
- Meeting/training requirements
- Emergency policies and procedures, including emergency action plans
- Deck orientation
- Safety policies
- OSHA workplace safety practices
- Child abuse recognition and prevention

DS-3 Practice response readiness to the emergency action plan at least quarterly through in-service skill practice. Increase this frequency as necessary depending on the requirements of the position and involvement with the aquatic department.

## SECTION 3 – SUPERVISION

Lifeguards and aquatic leaders are essential to the safety of our aquatic facilities and help ensure that our patrons enjoy a safe, fun aquatic experience. Proper and effective lifeguard supervision, aquatic leadership, and supervision from branch management provides our patrons, community, and the Y a safer aquatic environment.

### MS MINIMUM SUPERVISION

- MS-1 Establish an aquatic leadership position for each branch that meets the training requirements found in section 2, AL-1.
- MS-2 Ensure that lifeguards employed by your Y provide **active supervision** during all times the pool is in use. When multiple pools are on site, provide a lifeguard for each pool in use.
- MS-3 Make it a priority to assign at least two lifeguards to a pool at all times the pool is in use.

**Rationale:** The skills and training provided to lifeguards through nationally recognized training agencies emphasize a team approach to care. Staffing a minimum of two lifeguards at all times allows them to apply their rescue skills as they were trained to do. Staffing two lifeguards at all times also allows for patron interactions without compromising patron surveillance. If such staffing is not financially feasible, evaluate the bather load, level of risk, and available support structure when determining when a single lifeguard on duty is used.

- MS-4 Ensure that aquatic leadership or a designated nonaquatic support staff member is present at all times to support lifeguards in an emergency. See Administration Section AL and Training Sections LT and DS for more information.
- MS-5 Adjust lifeguard-to-patron ratios by assessing:
- Compliance with applicable state and local codes (make sure these codes are met or exceeded)
  - Size and shape of the pool
  - Available equipment
  - Number and ages of patrons in the pool
  - Skill level of patrons
  - Skill level of lifeguards
  - Type of program
  - Environmental factors such as sun glare, rain, wind, and shadows from buildings or trees that make viewing areas of the water or bottom difficult
  - Availability and qualifications of other support staff

**Rationale:** There is no scientific or other demonstrated evidence that a particular ratio of lifeguards to patrons positively affects aquatic safety. In some cases, the “more is better” approach to lifeguard staffing may produce a false sense of security at best, and at worst result in lifeguards being unsure of the extent of their zones. The recommended approach is to consider a number of factors when determining lifeguard-to-patron ratios. These factors take into account environment, length of active supervision, and visual and audible stimuli.

MS-6 Ensure that lifeguards are **rescue ready** with the following equipment and systems available and accessible at all times:

- A uniform that readily identifies them as a member of the lifeguard staff, consistent with current Y-USA branding guidelines, with the word “lifeguard” clearly visible on the uniform
- One rescue tube per lifeguard, worn at all times
- One **summoning device** per lifeguard, worn at all times
- A **rescue pack**—one per lifeguard—containing **personal protective equipment (PPE)**, worn at all times
- Emergency call system to notify 911 or other YMCA staff
- Backboard with a minimum of three body straps and a head restraint system
- Automated external defibrillator (AED)
- Emergency oxygen delivery system
- Manual suction device
- First-aid kit stocked to handle various major and minor emergencies for a minimum of 10 people

MS-7 Have the following equipment available in quantities appropriate for the facility:

- Shepherd’s crook
- Ring buoy
- Hat
- Sunglasses
- Umbrella
- Sunscreen
- Filled water bottles
- Weather radio
- Lightning detector

MS-8 When positioning a lifeguard station, consider the following:

- Lifeguards require the ability to reach all points in an assigned **zone** within 10 seconds.
- Overlap all zones with other zones.

- Require lifeguards to scan no more than 180 degrees to cover their zone.
- Ensure sight lines are clear so the lifeguard can appropriately scan the assigned zone.
- Ensure proximity to the water's edge to prevent blind spots directly in front of the stand.
- Account for the changing effects of glare, shadows, and lighting.
- Be prepared for different weather conditions.
- Ensure appropriate chair height to water depth.

MS-9 Have in place a **zone validation plan** to ensure that all zones are appropriate for the facility and allow for appropriate response times.

## **SS SUPERVISION STRATEGIES**

SS-1 Rotate lifeguards every 20 to 30 minutes. Provide lifeguards a minimum of one 10-minute break from lifeguarding every hour. As the temperature and humidity rise, increase the frequency of lifeguard rotations and breaks regardless of whether or not the aquatic facility is indoor or outdoor.

**Rationale:** In "Lifeguard Vigilance Bibliographic Study," a report published in 2001 by the Applied Anthropology Institute in France, several studies are referenced with implications for lifeguarding. One study referenced the Mackworth Clock Test, commissioned in 1950 by the British Royal Navy, which found that optimal vigilance cannot be maintained for more than 30 minutes. A subsequent study published in 1970 (Mackworth) showed that breaks for as little as 10 minutes can return vigilance to the same level as at the start of the task. Another study, referenced by Pigeau (1995), examined vigilance among air traffic controllers and found that vigilance over time is negatively affected during periods of low activity. The study's author concluded that short activity cycles with frequent breaks should be used by lifeguards during periods of low activity.

SS-2 Lifeguards performing active surveillance require rescue readiness as described below:

- Rescue tube across lap or in hand
- Strap over shoulder and diagonally across chest
- Excess strap secured in hand
- Posture erect and forward
- Scanning from the bottom, middle, and top of the water throughout the assigned zone and including the deck and water features in the assigned zone

SS-3 Have management staff conduct **lifeguard quick checks** a minimum of once daily.

SS-4 Provide a minimum of one lifeguard chair for each lifeguard on active supervision. The minimum height of the seat of the chair from the surface of the pool deck is five feet.

**Rationale:** Positioning the lifeguard at a height any lower than five feet above the deck increases the risk that a victim would be obscured from the lifeguard by swimmers, the pool edge, or other features. This recommendation does not preclude the use of standing, roving, or in-water lifeguard positions, or the use of scanning techniques that require a periodic change in body position.

## DPS DROWNING PREVENTION STRATEGIES

DPS-1 Require a **swim test** of all youth and adults who give a lifeguard concern before allowing the patrons to enter water that is deeper than their armpits. Use a system to identify or mark patrons according to their swimming ability, including nonswimmers. Include appropriate restrictions on pool use.

**Rationale:** Swim testing identifies individuals who have poor swimming skills so that Ys can implement strategies, such as pool-usage restrictions, that provide additional safety measures in drowning prevention. Currently, there is no consensus on the definition of a "nonswimmer." YMCAs are encouraged to define what constitutes poor or underdeveloped swimming ability until a standard description is available.

DPS-2 Have all participants in a **special or outside group**, regardless of their membership status, participate in an orientation that includes an explanation of rules, pool depths, restricted areas, buddy checks, swim tests, and how swimmers will be marked.

DPS-3 Require **reach supervision** for younger children classified as nonswimmers by a swim test.

DPS-4 Require nonswimmers to wear a U.S. Coast Guard–approved type II personal flotation device in addition to requiring reach supervision.

DPS-5 As much as possible, identify and incorporate aquatic safety technology, such as surveillance systems or alarms, as part of your aquatic safety implementation strategies and as a supplement to the supervision provided by lifeguard staff.

**Rationale:** Although these technology systems **DO NOT** replace the need for continuous lifeguard surveillance, they can assist a lifeguard in surveillance duties. Appropriate protocols, combined with aquatic safety technology, may save valuable time during an emergency. Refer to Y–USA’s Aquatic Safety Technology fact sheet, found on [www.ymcaexchange.org](http://www.ymcaexchange.org), for further information.

## SECTION 4 – FACILITIES AND EQUIPMENT

Aquatic facilities that are properly operated and maintained, follow recognized industry standards, and comply with all local, state, and federal regulations help ensure the health and safety of our patrons at the highest level possible.

### CM COMPLIANCE

- CM-1 Assess **material safety data sheets** (MSDS) for possible updates each time chemicals are delivered. Post MSDS in the room where chemicals are stored and used, and compile the MSDS in a clearly labeled binder readily available to employees.
- CM-2 Clearly identify and properly store chemicals. Post a warning sign on the outside of the door where chemicals are stored that says, "Chemical Storage – Authorized Personnel Only," with an appropriately marked Occupational Safety and Health Administration (OSHA) compliant placard visibly placed.
- CM-3 Follow chemical handling, storage, and disposal procedures as required by the **Environmental Protection Agency (EPA)** and the Occupational Safety and Health Administration (OSHA).
- CM-4 For all employees required to handle chemicals, provide them with personal protective equipment (PPE) (e.g., gloves, eye protection, face protection, inhalation protection, and apron to protect clothes) and train them in the use of PPE according to OSHA standards.
- CM-5 Establish a fecal contamination policy that identifies response procedures, documentation, and prevention procedures. At a minimum, follow the Centers for Disease Control and Prevention (CDC) recommendations for preventing contamination incidents and **recreational water illness** (RWI). If state or local codes exceed these requirements, follow the more stringent standard.
- CM-6 Have on staff a **pool operator** certified in YMCA Pool Operator on Location (POOL) or equivalent to monitor and maintain the disinfection, filtration, and mechanical operation of each aquatic facility and to ensure that local and state health department standards are being met. Keep the proof of this certification on site and readily available.
- CM-7 Have available a copy of the *YMCA Pool Operator on Location* manual or equivalent for use as a reference tool.
- CM-8 Have on file and readily available for reference all manufacturer data sheets for mechanical pool and spa equipment.

CM-9 Establish and follow association- or branch-specific standards for pool operation, in compliance with existing federal, state, or local codes.

## **DE DESIGN AND EQUIPMENT**

DE-1 For all outdoor aquatic facilities, have perimeter fencing at least six feet high (eight feet recommended). Ensure that fencing is in good condition and inspected regularly for protrusions, sharp edges, or openings.

DE-2 Whenever facility equipment such as piers, diving boards, ladders, or rafts are present, ensure that they are in proper repair and safe working condition. Include these items in the facility safety check and the preventive maintenance schedule.

DE-3 Cover decks and docks with non-slip coating. Ensure that at least one side of the deck or dock is wide enough to allow access for extricating a victim. For new construction, build decks and docks with adequate width for extraction on all sides.

DE-4 During recreational or open swim times, place a floating safety rope to signify depth changes from shallow play areas, from shallow to deep water, or any sudden changes in water depth. Provide a safety line that is sturdy enough to support an adult with his or her head out of the water.

**Rationale:** A visual marker provides nonswimmers a visible boundary they should not cross. It may be necessary for Ys to place multiple boundary lines, especially in zero-depth pools to indicate the transition from 2.5-feet to deeper water.

DE-5 Ensure that floor drains and suction outlets are compliant with the Virginia Graeme Baker Act of 2007 and can be seen from the surface at all times. Drains require a visual inspection at each shift change, which includes inspecting for broken grates, missing hardware, and other defects. Implement protocols to ensure any potential issues are reported to aquatic leadership.

DE-6 For seasonal aquatic facilities, when the facility has been closed for the season, post a sign stating the facility is closed and no lifeguards are on duty.

DE-7 Permanently mount rules, regulations, warning signs, and procedures for use of the aquatic facility, locker rooms, slides, spray features, whirlpools, and diving areas in the pool, whirlpool, and locker room areas.

DE-8 Write rules in clear and (as much as possible) positive language; have lifeguards review the rules with patrons and enforce the rules consistently.

DE-9 Regularly clean and sanitize decks and other wet areas with a disinfecting solution that is designed for this purpose and does not interfere with water chemistry.

DE-10 Clean and sanitize slides and play elements with a chlorine solution only.

DE-11 Keep ventilation systems in operation 24 hours per day. Maintain a slightly negative pressure in natatoriums, spa and whirlpool areas, and locker rooms. Monitor cubic feet per minute (CFM) to ensure adequate circulation according to the design of the ventilation system.

DE-12 Illuminate pools so there is a minimum **30-foot candles** at the water's surface when underwater lighting is on. Without underwater lighting, a minimum illumination of 50-foot candles is recommended.

DE-13 Illuminate outdoor pools by underwater lighting providing a minimum of 60-foot candles of illumination measured at the surface.

DE-14 Equip pools and spas with an emergency alarm system to summon help to the pool or spa area. Multiple alarm activation sites or handheld wireless panic buttons can provide for immediate access to the alarm and faster response time.

DE-15 Conduct and document tests of the emergency alarm systems twice weekly.

## **PM PREVENTIVE MAINTENANCE AND REPAIR**

PM-1 Regularly inspect all aquatic facilities and equipment for safety by the director of the program (or a designee) and judge suitability for use. Determine the frequency of inspections based on

- manufacturers' recommendations,
- frequency of use, and
- level of inherent risk involved.

PM-2 Develop a written preventive maintenance and inspection schedule according to manufacturers' recommendations, keeping inspections and maintenance records on file.

PM-3 Routinely maintain aquatic facility mechanical systems in accordance with the **manufacturers' equipment manuals**. Keep a record of maintenance on file.

PM-4 Conduct an electrical inspection every three to five years to identify potential shock hazards to employees and patrons.

PM-5 Have an emergency lighting system in the pool and whirlpool areas, which is tested weekly by facility staff.

PM-6 Maintain the emergency lighting system; the regular pool lighting; and the mechanical, ventilating, and plumbing systems according to the manufacturers' specifications, keep them in good working condition at all times, and conduct a documented inspection of them at regular intervals.

PM-7 Have all roof and ceiling components inspected by a licensed structural engineer at least once every five years.

PM-8 Have all suspended ceilings and related components inspected annually by a licensed structural engineer. Keep on file a schedule of inspections and written reports.

**Rationale:** Suspended ceilings are at a higher risk of failure due to corrosion. If your Y has suspended ceilings, develop a strategy to remove them.

PM-9 Drain and fill pools annually. During this time, secure the physical pool structure from unauthorized and unsupervised entry and conduct appropriate inspections.

**Rationale:** Annual draining and filling allows for a detailed inspection of the pool surfaces for physical defects. This practice also helps address certain concerns with water quality. Ys using pool chemicals that increase total dissolved solids (TDS) or chlorine-stabilizing compounds may experience problems with water quality that can affect the safety of pool users. If your Y uses these compounds, schedule an annual draining to reduce or eliminate potentially harmful effects.

#### **NCR NEW CONSTRUCTION AND RENOVATIONS**

NCR-1 Perform construction of new facilities and renovations of existing facilities in accordance with these guidelines and all local, state, and federal codes regarding swimming pool construction.

NCR-2 Have all plans for construction or renovation of aquatic facilities reviewed by aquatics professional(s) experienced in the design and planning of aquatic facilities, programming, and safety. Y-USA resources and staff are available to assist in this process, including specialists in property development, aquatics safety and risk, and aquatic programs.

**Rationale:** The construction and renovation of commercial aquatic facilities requires experience and knowledge that may not be held by many pool builders and designers. In addition, architects who are inexperienced in commercial aquatic facilities often emphasize aesthetic beauty, which is frequently at odds with aquatic safety and programming. Working with an aquatics professional experienced in the design and planning of aquatic facilities allows the facility to properly incorporate safety elements while maintaining aesthetics. This also provides another point of view to ensure that the mechanical, ventilation, and lighting systems are appropriate for the facility.

## SECTION 5 – MINIMIZING RISK

Strong risk management and safety practices help protect our patrons and community, prevent injuries, and reduce the frequency and severity of incidents.

- RM-1 Have a comprehensive safety and policy overview conducted annually by Y aquatic management. Conduct the overview in conjunction with the executive director, associate executive director, or a corporate management representative well versed in aquatic safety to identify, analyze, and minimize risk that can result from the aquatic facility, its usage, and operations. Perform this overview
- for Y programs and activities;
  - by outside organizations using Y pools; and
  - for offsite aquatic facilities used for Y programs and activities.
- RM-2 Anticipate and evaluate loss exposures, hazards, and threats on a regular basis by Y aquatics and association management to determine the likelihood of occurrence and assess the procedures in place to mitigate a loss.
- RM-3 Conduct periodic risk assessments by aquatic management to ensure compliance and effectiveness during the year, including
- Y-USA's Aquatic Safety Guidelines;
  - supervision;
  - training; and
  - facilities and equipment.
- RM-4 Monitor, evaluate, and modify procedures by Y aquatics management on an ongoing basis to ensure safety and loss prevention.
- RM-5 Ensure that adult and child swimmers sign a waiver of liability as part of their membership agreement, including guest-pass and day-pass users. Ensure that minors have the signature of a legal guardian.
- RM-6 Have outside groups renting the YMCA pool
- sign the YMCA's facility-use agreement, which also should be signed by YMCA management; and
  - provide a certificate of insurance and name the YMCA as additionally insured on the group's insurance with the proper endorsement attached.
- RM-7 Use a facility use agreement, which requires a signature, for small events.
- RM-8 When managing non-YMCA-owned facilities,
- ensure the association CEO/CFO is involved in the contract process.

- put in place a written agreement outlining the parties' responsibilities and protections for the Y. Have this reviewed by the Y's legal counsel.
- review insurance requirements and obligations with the Y's management and insurance representatives.
- ensure offsite aquatic facilities used by your YMCA for programming—such as swim lessons, water aerobics, or any other type of instruction—comply with all of your Y's safety standards and procedures.
- do not "rent" or dispatch lifeguards to private homeowners for parties or any lifeguarding-related responsibilities. Limit all offsite lifeguarding activities to YMCA programs only.

RM-9 When using contractors and pool chemical suppliers or vendors

- have signed agreements in place that indemnify, defend, and hold harmless the YMCA.
- ensure the YMCA is named as "additionally insured" by endorsement on the contractor's, supplier's, or vendor's insurance.
- obtain a proper certificate of insurance and "additionally insured" endorsement from the contractor, supplier, or vendor.

RM-10 Have in place a written risk-management plan incorporating all recommendations found in the Y-USA Aquatic Safety Guidelines.

RM-11 Ensure that aquatic leadership review aquatic facility maintenance, inspection, and repair logs on a regular basis to verify accuracy and that the records are maintained for retrieval when needed.

RM-12 Have accident/incident reports reviewed weekly by aquatics leadership to

- determine if corrective action is needed;
- identify training and supervision issues;
- ensure accurate reporting and documentation of incidents and outcomes;
- evaluate effectiveness of emergency procedures; and
- discuss with association management on a monthly/quarterly basis as part of your Y's overall risk management strategies.

RM-13 Retain all YMCA aquatic legal documents and forms. The length of retention for each document varies. Each association drafts a policy to ensure the correct documents are not being destroyed. See the guidelines and recommendations on this matter available from Y-USA at [www.ymcaexchange.org](http://www.ymcaexchange.org). Have your Y's **records retention policy** reviewed by your Y's local attorney.

## SECTION 6 – SPECIFIC ENVIRONMENTS AND ACTIVITIES

Some environments and activities pose unique challenges that require a specific approach to aquatic safety. This section includes additional guidelines for special environments commonly found in a YMCA and is intended to be used in conjunction with Sections 1 through 5.

### CSD COMPETITIVE SWIMMING AND DIVING

CSD-1 In the interest of maintaining the highest level of safety, have all coaches who work with competitive swimmers hold current certifications in the following areas:

- CPR
- First aid
- American Red Cross's Safety Training for Swim Coaches **or** current YMCA Lifeguard (or equivalent lifeguard training certification) with proof of successful completion of the online Safety Training for Swim Coaches written test available on USA Swimming's website, [www.usaswimming.org](http://www.usaswimming.org)
- Principles of YMCA Competitive Swimming and Diving
- Child abuse prevention

CSD-2 Ensure that all competitive swimming and/or diving practices and competitions are actively supervised at all times by a lifeguard whose sole responsibility is to fulfill lifeguard duties. Do not have a coach serve simultaneously as a coach and lifeguard.

**Rationale:** The duties of coach and lifeguard are task specific and require dedicated focus to perform effectively and safely.

CSD-3 Allow diving instruction from the side of the pool, such as long shallow dives or standing dives, only in water that is at least nine feet deep. Competitive swimmers proficient in such dives can then perform racing starts during swim practice or competition only in water that is at least five feet deep at the starting end of the pool. If the water is less than five feet deep, have swimmers in the water at the start of the race, performing a push start from the side of the pool.

**Rationale:** As of 2010, all major instructional agencies (Y-USA, the American Red Cross, USA Swimming, and USA Diving) require basic diving instruction to occur in a minimum of nine feet of water.

CSD-4 Use starting blocks only under the supervision of the coaching or instructional staff. When not in use, always cover or restrict starting blocks to prevent unauthorized and untrained access.

**Rationale:** In *Diving Injuries: Research Findings and Recommendations for Reducing Catastrophic Injuries* (Gabrielson 2001), the editors

reviewed 32 cases of spinal injuries associated with starting blocks. Of these incidents, all 32 cases were in water depths of four feet or less. Of these cases, 28 involved members of a swim team, with four cases involving recreational swimmers "trying out the starting blocks because they had seen others do it." The authors conclude that starting blocks should be placed in water depths of at least five feet.

CSD-5 If your Y has competitive swimming and diving programs, follow all additional safety guidelines as indicated by the YMCA Swimming and Diving Advisory Committee.

## **SP SPAS AND WHIRLPOOLS**

SP-1 Ensure that all spas and whirlpools are located where they are under supervision by lifeguard staff.

SP-2 Post signage at all spas and whirlpools informing users of the potential risks of use, including the following restrictions on using the spa or whirlpool:

- Minimum age
- Time limit
- Individuals with certain medical conditions

SP-3 Ensure that all spas and whirlpools are equipped with timer switches that restrict jet action to 10 minutes. Position these switches where users must exit the water to reactivate the jet action.

**Rationale:** Using spas and whirlpools increases the risk of heat-related emergencies and complications to existing medical conditions due to heat exposure. Limiting the time users are in the spa or whirlpool reduces the risk of such emergencies. Review the [Y-USA Medical Advisory Committee statement on saunas, steam rooms, and whirlpools](#).

SP-4 Ensure that spa and whirlpool temperatures do not exceed 102°F.

**Rationale:** Using spas and whirlpools increases the risk of heat-related emergencies and complications to existing medical conditions due to exposure to high temperatures. Review the [Y-USA Medical Advisory Committee statement on saunas, steam rooms, and whirlpools](#) for more information.

SP-5 Equip all spas and whirlpools with the following:

- Emergency cut-off switch located in the spa area
- Emergency vacuum release system
- Two main drains that are compliant with the Virginia Graeme Baker Act

SP-6 Drain and refill all spas and whirlpools weekly.

## WF WATERFRONT FACILITIES

- WF-1 Comply with local, state, and federal health and safety codes and ordinances in the operation of waterfront facilities at all times.
- WF-2 Ensure that all waterfront beaches have the following environment-specific equipment readily available in a quantity appropriate to the geographic size of the facility and its attendance. (This is in addition to the required equipment outlined in Section 3 – Supervision.) Conduct documented inspections daily of all equipment, including the following:
- Rescue board (paddleboard)
  - Mask, fins, and snorkel
  - Communication equipment
  - Legible and adequately secured rules and warning signs
  - Buoys and safety floats that are properly secured, have no sharp edges, and have legible markings to indicate the swim area
  - Tag board with at least one tag per swimmer
- WF-3 If permitted by the local or state regulatory ordinances, waterfronts are advised to have a motorized safety boat available.
- WF-4 Whenever equipment such as docks, diving boards, ladders, rafts, and similar structures are provided, ensure they are in proper repair and safe working condition.
- WF-6 Conduct and document daily inspections of waterfront beaches for any unusual hazards, and mitigate any hazards prior to use.
- WF-7 Each day, perform and document inspections of water and bottom conditions. Include accuracy of depth markers; debris on the bottom; holes and sandbars; currents; tides; wave size, direction, and type; **thermocline**; and weather conditions.
- WF-8 Have lifeguards who have additional training in waterfront-specific skills by a nationally recognized agency.
- WF-9 For all Y-managed waterfronts with Y-employed lifeguards, provide additional in-service training specific to the waterfront environment for those lifeguards.
- WF-10 Control access to all waterfront-related structures and equipment, which includes securing such structures and equipment after hours.
- WF-11 Clearly divide waterfronts into separate areas for different activities, such as boating and swimming.
- WF-12 Require personal floatation devices during all boating-related activities.

- WF-13 Implement the use of buddy boards/tag boards to help lifeguards and safety assistants quickly account for all participants in swimming and boating activities.
- WF-14 Ys owning or managing waterfronts are encouraged to follow the American Camp Association's (ACA) guidelines (Visit [ACA's website, www.acacamps.org](http://www.acacamps.org), for information on how to obtain a copy of their guidelines). In the event of a conflict between these guidelines, follow the more stringent guideline.
- WF-15 Ys owning or managing open water and surf environments are encouraged to follow all guidelines and standards as indicated by the [United States Lifesaving Association \(USLA\)](http://www.usla.org).

## **PS WATER SLIDES AND PLAY STRUCTURES**

- PS-1 Position a slide attendant/dispatcher at the entry of the slide. Position a lifeguard at or in the catch pool or run-out of the slide.
- PS-2 Enforce the manufacturers' height requirements for users of slides and develop minimum swimming criteria for their use.
- PS-3 Follow all manufacturers' recommendations for all play equipment installed at the aquatic facility, including but not limited to,
- removable inflatable play structures,
  - permanently fixed play structures, and
  - temporary or removable play structures.
- PS-4 Evaluate hazards associated with existing and new play structures, and staff the pools accordingly. Develop policies regarding the use of personal floatation devices and minimum swimming ability requirements per play structure.

## **CS SUMMER AND SPECIALTY CAMPS**

- CS-1 In order to assist lifeguards in an emergency involving camp participants, establish camp counselors as designated nonaquatic support staff and train them as found in Section 2 – Training, DS-1 to DS-3.
- CS-2 Ensure that camp counselors receive additional training for the following:
- Specific supervision responsibilities for the aquatic facility
  - Camp counselor roles in swim testing procedures
  - Implementation and enforcement of the buddy system
  - Supervision of children who are not actively swimming
  - Camp-specific aquatic safety policies
  - Aquatic safety policies and procedures for non-Y-owned aquatic facilities
- CS-3 For camp field trips, when using an aquatic facility that is not owner by your Y, establish minimum criteria for its use and tour the facility prior to use for evaluation against the criteria.

CS-4 When using a non-YMCA-owned aquatic facility for camp field trips, ensure that Y counselors receive training prior to arrival at the venue in the following:

- Additional supervision responsibilities specific to the venue
- Emergency procedures in the event of an injury or a submersion incident
- Procedures in the event of a missing camper

## WORKS CITED

American Red Cross Advisory Council on First Aid, Aquatics, Safety, and Preparedness (ACFASP). 2009. "ACFASP Scientific Review CPR Skill Retention." Retrieved from [www.instructorcorner.org/media/resources/SAC/Reviews/CPR%20Skill%20Retention.pdf](http://www.instructorcorner.org/media/resources/SAC/Reviews/CPR%20Skill%20Retention.pdf)

Andresen, D., H. R. Arntz, W. Gräßling, S. Hoffmann, D. Hofmann, R. Kraemer, B. Krause-Dietering, S. Osche, K. Wegscheider. 2008. "Public access resuscitation program including defibrillator training for laypersons: a randomized trial to evaluate the impact of training course duration." *Resuscitation*. 76(3): 419–24.

Applied Anthropology Institute. 2001. "Lifeguard Vigilance Bibliographic Study." Paris, France. Retrieved from [www.poseidon-tech.com/us/vigilanceStudy.pdf](http://www.poseidon-tech.com/us/vigilanceStudy.pdf)

Gabrielson, M. A., J. McElhaney, and R. O'Brien (ed.). 2001. *Diving Injuries: Research Findings and Recommendations for Reducing Catastrophic Injuries*. Boca Raton, FL: CRC Press LLC.

Mackworth, J. F. 1970. *Vigilance and attention*. Baltimore: Penguin.

Occupational Safety and Health Administration (OSHA). 2006. *Best Practices Guide: Fundamentals of a Workplace First-Aid Program*. OSHA Publication 3317-06N. [www.osha.gov/Publications/OSHA3317first-aid.pdf](http://www.osha.gov/Publications/OSHA3317first-aid.pdf)

Pigeau, R.A., R.G. Angas, P. O'Neill, and I. Mack. 1995. "Vigilance latencies to aircraft detection among NORAD surveillance operators." *Human Factors*, 37(3): 622–634.

YMCA of the USA. 2011. *On the Guard: The YMCA Lifeguard Manual, 5th ed.* Chicago: YMCA of the USA.

# DEFINITIONS

**30/60/90-day training plan** – A plan that outlines the continued development of a staff member along a predetermined period of time, such as 30 days, 60 days, and 90 days.

**active supervision** – Lifeguards' state when they are fully involved and engaged, scanning, alert, and ready to respond. They are in full control and constantly aware of swimmers' presence and activity on and below the water's surface, on the pool bottom, and on the pool deck in the assigned area of responsibility.

**Americans with Disabilities Act (ADA)** – A wide-ranging civil-rights law enacted by the U.S. Congress in 1990 and amended in January 2009. The ADA prohibits, under certain circumstances, discrimination based on disability and prescribes certain requirements for facilities.

**aquatic leadership** – An individual(s), employed by a Y, with aquatic supervisory responsibilities as a primary job function.

**Centers for Disease Control and Prevention (CDC)** – The CDC is a U.S. federal agency under the Department of Health and Human Services based in Atlanta, Georgia. It works to protect public health and safety by providing information to enhance health-related decisions and promoting health through partnerships with state health departments and other organizations. The CDC focuses national attention on developing and applying disease prevention and control (especially infectious diseases), environmental health, occupational safety and health, health promotion, injury prevention, and education activities designed to improve the health of the people of the United States.

**emergency action plan (EAP)** – Action steps required to be performed by staff in the event of an emergency. Communication protocols and cross-departmental procedures are defined in the EAP.

**employee right-to-know program** – A Hazard Communication Education Program required by the Occupational Safety and Health Administration (OSHA) for all facilities using hazardous chemicals. This program is designed to inform employees of the hazards of the chemicals they work with and how to take appropriate precautions. Failure to have a written HAZCOM program is the workplace violation most often cited by OSHA. Training is required prior to the first day of work for an employee; annual refresher training is also required.

**Environmental Protection Agency (EPA)** – A U.S. federal agency charged with protecting human health and the environment, by writing and enforcing regulations based on laws passed by Congress. The agency conducts environmental assessment, research, and education. It has the primary responsibility for setting and enforcing national standards under a variety of environmental laws, in consultation with state, tribal, and local governments.

**foot candles** – Illumination measurement determined by a light meter.

**in-service training** – Training focused on the review and improvement of skills and knowledge as well as introducing new concepts. An in-service training can also be tailored toward facility-specific skill development.

**lifeguard duties** – Any responsibilities and actions involving patron surveillance; emergency response; or the use of water-rescue, CPR, or first-aid skills.

**lifeguard quick checks** – Quick assessments and observation of lifeguards by nonlifeguard staff, nonaquatic staff, and patrons to ensure that lifeguards are rescue ready and the aquatic environment is safe.

**manufacturer equipment manuals** – Original documentation, including updates, supplied by the equipment manufacturer that includes installation and operation instructions, routine and preventive maintenance instructions, and parts lists for repairs.

**material safety data sheets (MSDS)** – Forms that provide data on the properties of a particular substance or chemical. Important components of product stewardship and workplace safety, MSDS provide workers and emergency personnel with procedures for handling or working with a substance in a safe manner. These sheets include information such as physical data (e.g., melting point, boiling point, flash point), toxicity, health effects, reactivity, storage, disposal, protective equipment, spill-handling procedures, and appropriate first-aid measures. MSDS formats can vary from source to source within a country depending on national requirements.

**Model Aquatic Safety Performance Criteria** – A set of criteria, developed by Y-USA, which can be added to job descriptions of nonaquatic staff employed by a YMCA.

**nonaquatic support staff** – Staff, such as front desk or program staff, who are tasked in a facility's emergency action plan (EAP) to support aquatic staff in the event of an emergency.

**orientation** – A detailed communication of all procedures, policies, and practices designed to prepare the recipient for duty.

**OSHA (Occupational Safety and Health Administration)** – The U.S. federal agency dedicated to preventing work-related injuries, illnesses, and occupational fatalities by issuing and enforcing standards for workplace safety and health.

**personal protective equipment (PPE)** – Devices and clothing designed to be worn or used for the protection or safety of an individual while in potentially hazardous areas or performing potentially hazardous operations.

**pool operator** – An appropriately trained staff member who understands the proper management of water and facility operation and who is responsible for water quality control; system component maintenance; and compliance with statutes, administrative codes, regulations, and commonly accepted practices.

**reach supervision** – Type of oversight where a parent or legal guardian is within arm's reach of a child whenever using an aquatic facility.

**records retention policy** – Internal policy that prescribes the length of time a record must be kept on file. It should also include a document retention policy so that no documents are destroyed in the event of litigation.

**recreational water illnesses (RWI)** – Diseases caused by pathogens spread by swallowing, breathing in mists or aerosols of, or having contact with contaminated water in swimming pools, hot tubs, waterparks, water play areas, interactive fountains, lakes, rivers, or oceans. An RWI can involve a wide variety of infections, including gastrointestinal, skin, ear, respiratory, eye, neurologic, and wound infections.

**rescue ready** – The state of a lifeguard who is stationed in a lifeguard chair or on the deck; carries a rescue tube or buoy, personal protective equipment (PPE), and a summoning device; is readily identifiable as a lifeguard; and is properly positioned for swimmer supervision, rescues, and other emergency care.

**rescue reports** – Documentation of rescues or incidents that involve a lifeguard assisting a patron in the water.

**response readiness** – Indicates a level of physical, mental, and environment readiness to respond to an emergency.

**rotation** – The movement of a lifeguard from one lifeguard station to another during a set time schedule.

**scanning** – A system of visual observation in which lifeguards perform systematic visual sweeps of the facility, its patrons, and their activity.

**special or outside group** – A group of individuals using a Y for a special event, recreational swimming, instructional programming, or other contracted service. This may include YMCA programs, such as preschool, camp, and afterschool care.

**summoning device** – A device used to summon secondary response. Commonly a whistle, this device may also be a wall alarm that can be activated by pressing a button or a personal wireless device worn by lifeguards that is activated when they enter the water.

**swim test** – A swimming ability test that determines an individual's swimming proficiency.

**thermocline** – A thin but distinct layer in a large body of fluid (such as an ocean or lake) or air (such as an atmosphere), in which temperature changes more rapidly with depth than it does in the layers above or below.

**Virginia Graeme Baker Act** – A U.S. law named for a child who died in June 2002 when the suction from a spa drain entrapped her under the water. This federal requirement for public pools preempts state or local law. It reads, in part: "All pool/spa drain covers manufactured, distributed, or entered into commerce on or after Dec. 19, 2008, must meet ASME/ANSI A112.19.8- 2007. All public pools and spas must be retrofitted with covers that meet the ASME/ANSI A112.19.8- 2007 standard. All public pools and spas that have a single drain other than an unblockable drain must employ one or more additional options." (Sec. 1404: Top Priority for Public Pool and Spa Owners/Operators)

**zone** – Assigned area of coverage in which a lifeguard is responsible for scanning and supervising.

**zone validation plan** – A process that determines lifeguard positions based on number of swimmers (i.e., bather load), type of activity, water depth, blind spots, glares, and any other factors that may affect lifeguard placement.



Appendix C

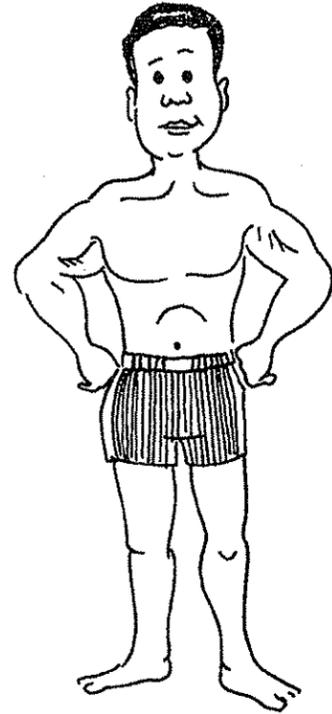
HOJAS DE ACTIVIDADES  
PARA LA CLASE  
PARA LA CLASE

**DIA UNO**

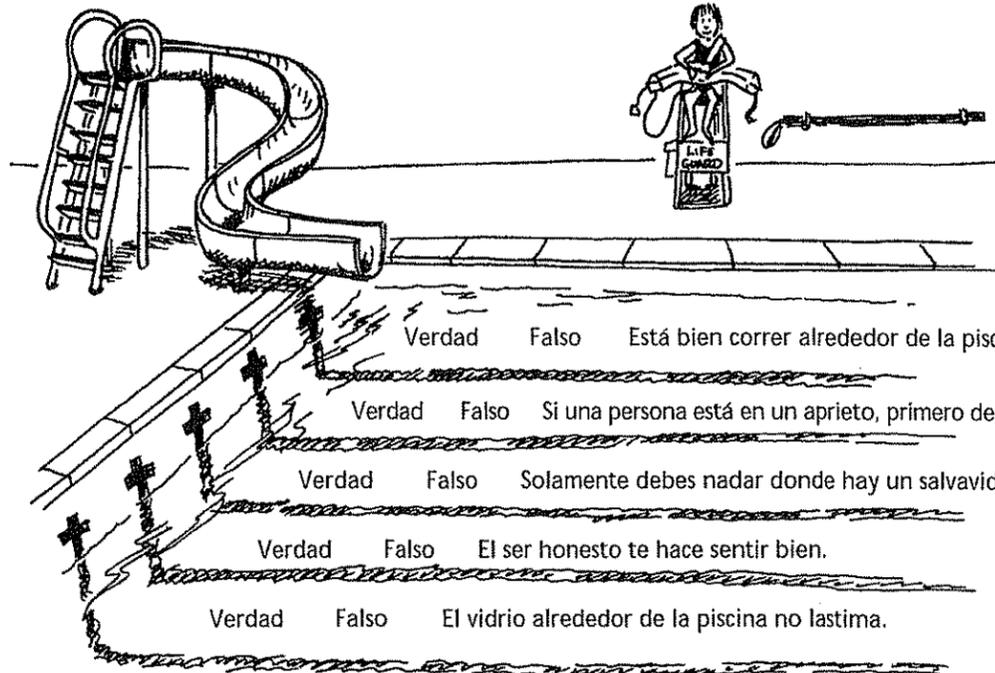
**EQUIPO DE SALVAVIDAS**

Dibuja el equipo que necesita el salvavidas.

- Flotador de rescate
- Lentes de sol
- Sombrero
- Silbato
- T-shirt
- Protector Solar



**VERDAD O FALSO**



Verdad Falso Está bien correr alrededor de la piscina.

Verdad Falso Si una persona está en un aprieto, primero debes pedir auxilio.

Verdad Falso Solamente debes nadar donde hay un salvavidas en guardia.

Verdad Falso El ser honesto te hace sentir bien.

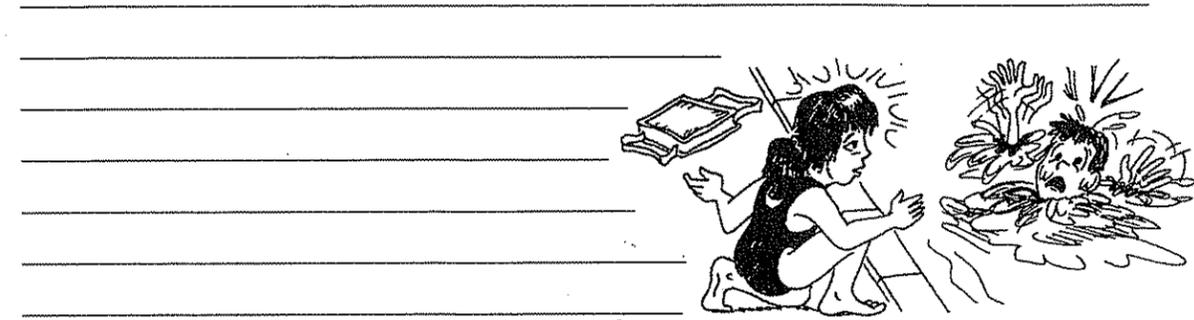
Verdad Falso El vidrio alrededor de la piscina no lastima.

## RESOLVER UN PROBLEMA

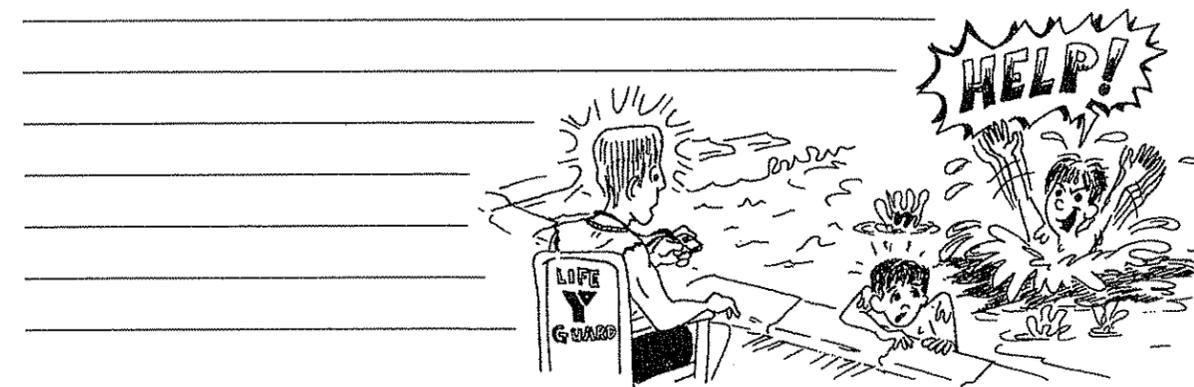
¿Qué harías tu?

Lee las oraciones siguientes. Di cómo resolverlas el problema.

Si ves a alguien que necesita ayuda en la piscina. ¿Qué harías?



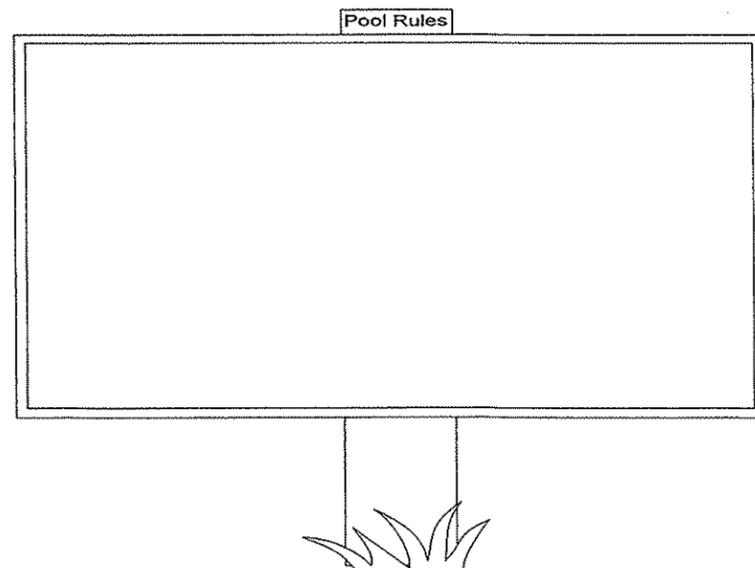
Una de tus amigas empieza a gritar auxilio para ver lo que haría el salvavidas. ¿Qué harías?



## REGLAS DE LA PISCINA

Escribe cuatro reglas de seguridad en el letrero.

Dibuja una figura para cada regla.





HOJA DE ACTIVIDADES  
 PARA LA CLASE  
**SEGURIDAD EN LA PISCINA**  
**DIA DOS**

**JUEGO DE PALABRAS**

Si tu tienes una piscina o tienes un amigo que tiene una, necesitas saber estas cosas. Descifra la palabra para completar la oración.

Las \_\_\_\_\_ de la piscina crean un ambiente seguro y permiten que te diviertas.  
 glares

Es importante saber dónde empieza el lado \_\_\_\_\_ y donde termina el lado \_\_\_\_\_.  
 nolla dohon

Sal de la piscina inmediatamente si vez que hay \_\_\_\_\_.  
 palámsrego

Nunca te pares encima de la \_\_\_\_\_ o pases por debajo.  
 biertacu ed lopo

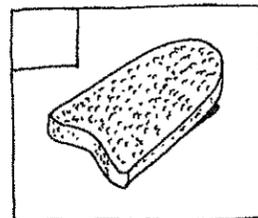
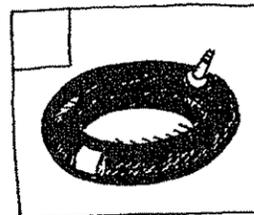
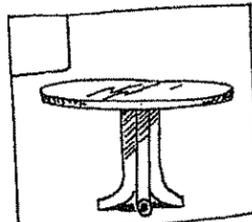
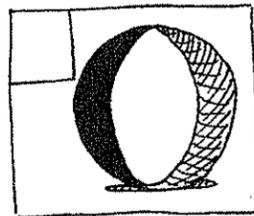
Busca el \_\_\_\_\_ de \_\_\_\_\_ al lado de la piscina.  
 quipoe cateres

Los números de teléfono para emergencias y el \_\_\_\_\_ deben estar al lado de la piscina.  
 létenofo

Nunca te \_\_\_\_\_ en el lado llano de la piscina.  
 llasbuzam

**¿FLOTAR O HUNDIRSE?**

Escribe la letra F en el cuadro de cada una de los objetos que piensas que pueden flotar en el agua. Escribe la letra H en el cuadro si piensas que el objeto puede hundirse



# LA RESPONSABILIDAD

Soy responsable cuando

me lavo los \_\_\_\_\_.



recojo mi \_\_\_\_\_.



guardo mi \_\_\_\_\_.



le doy de comer a mi \_\_\_\_\_.



hago mis deberes \_\_\_\_\_.

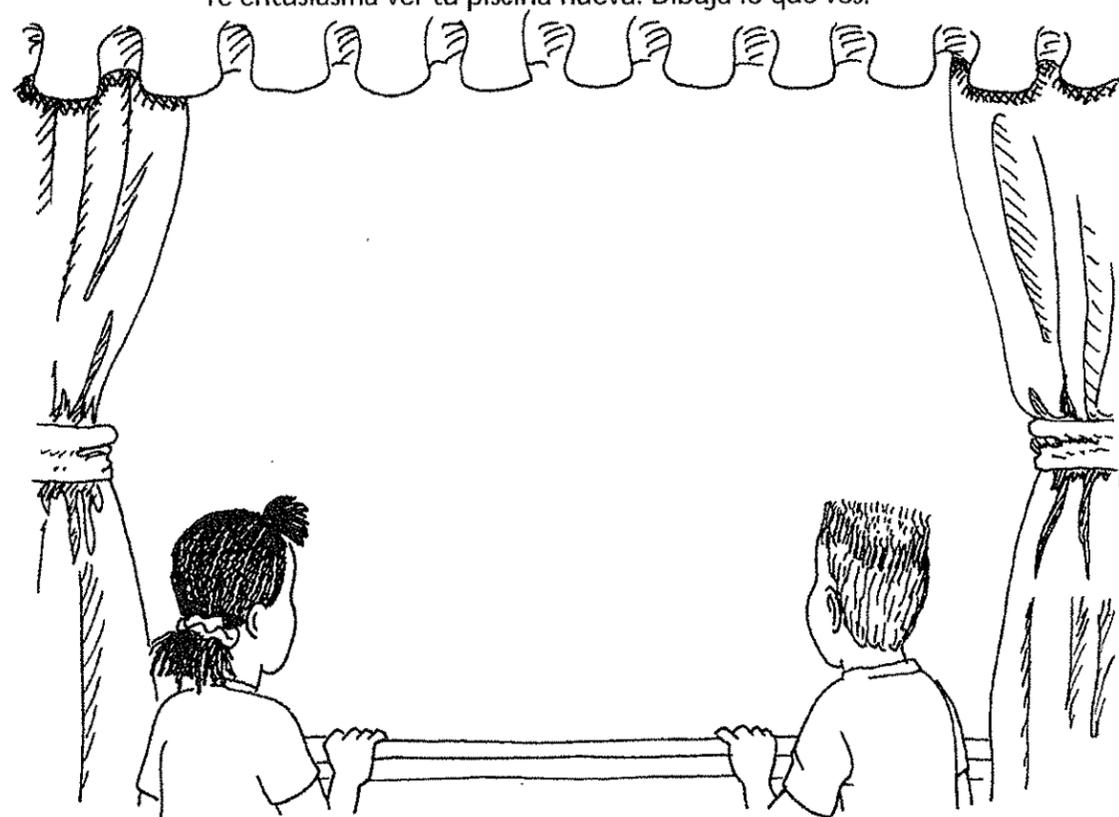


saco la basura \_\_\_\_\_.



# TU PISCINA NUEVA

Te entusiasma ver tu piscina nueva. Dibuja lo que ves.





HOJAS DE ACTIVIDAD  
PARA LA CLASE  
SEGURIDAD EN EL BOTE

**DIA TRES**

**CONSIDERACION**

Termina la oración.

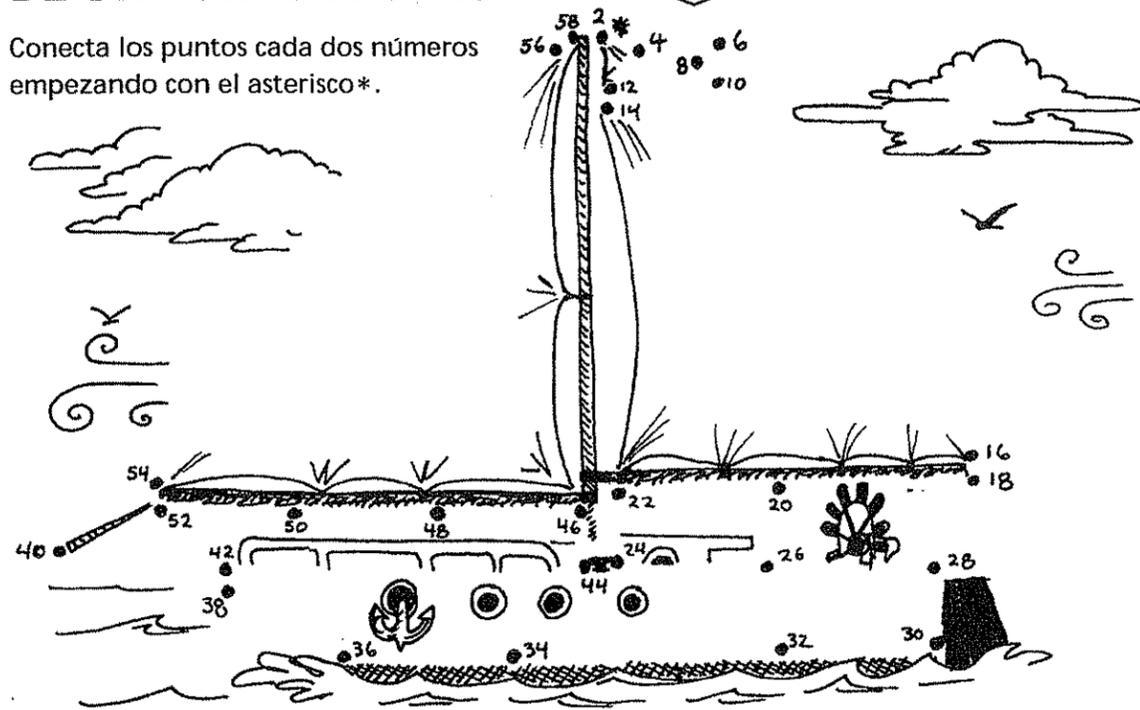
Demuestro que me cuido a mí mismo cuando \_\_\_\_\_  
\_\_\_\_\_ y \_\_\_\_\_.

Demuestro que me preocupo por otros cuando \_\_\_\_\_  
\_\_\_\_\_ y \_\_\_\_\_.

Demuestro que cuido al medio ambiente cuando \_\_\_\_\_  
\_\_\_\_\_ y \_\_\_\_\_.

**DE UN PUNTO A OTRO**

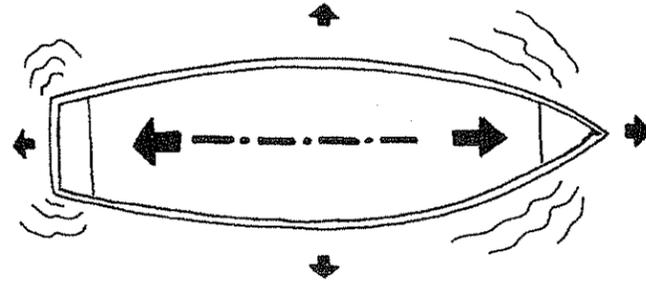
Conecta los puntos cada dos números empezando con el asterisco\*.



## LA DIRECCION DEL BOTE

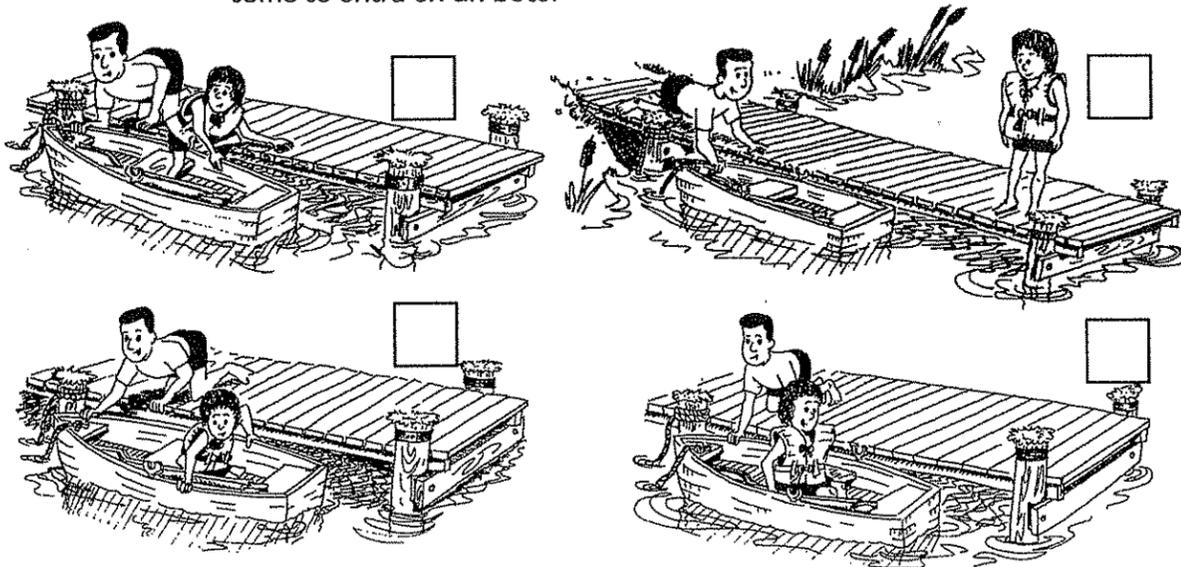
Escribe el número de la palabra que indica la dirección del bote al lado de cada palabra en la lista de la derecha.

1. La parte delantera del bote \_\_\_\_\_ estribor
2. La parte trasera del bote \_\_\_\_\_ proa
3. Izquierda \_\_\_\_\_ a popa
4. Derecha \_\_\_\_\_ proa
5. En el frente \_\_\_\_\_ popa
6. Atrás \_\_\_\_\_ babor



## ENTRANDO EN UN BOTE

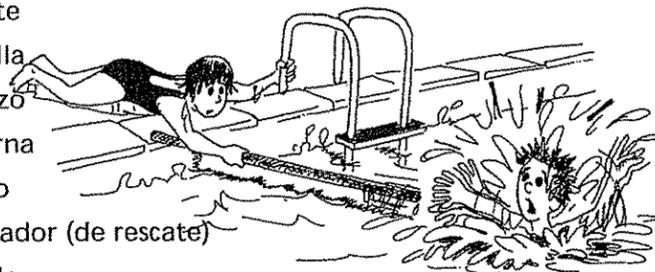
Enumera las figuras en el orden que corresponde para indicar cómo se entra en un bote.



## PALABRAS ESCONDIDAS

Busca los nombres de los artículos que puedes usar para prestarle ayuda a una persona en un aprieto.

- Poste
- toalla
- brazo
- pierna
- palo
- flotador (de rescate)
- tabla



x p u o t e p o s t e  
 t b p i e r n a b a i  
 o r a f l o t a d o r  
 a a l t a e u o u a b  
 l z o a c d e f g h i  
 l o m b j k l m n o p  
 a x r l q r s t u v x  
 a e i a y x p s ó w v



HOJA DE ACTIVIDADES

SEGURIDAD EN LA PLAYA

DAY FOUR

### RESPECT

Piensa en lo que has hecho durante el día. ¿Puedes acordarte cuando demostraste que te respetas a ti mismo, a otras personas y al medio ambiente? Por ejemplo, ¿dijiste "por favor" o "gracias"? ¿Escuchaste bien lo que te dijo otra persona? ¿Tiraste tu basura? Cuenta lo que pasó.

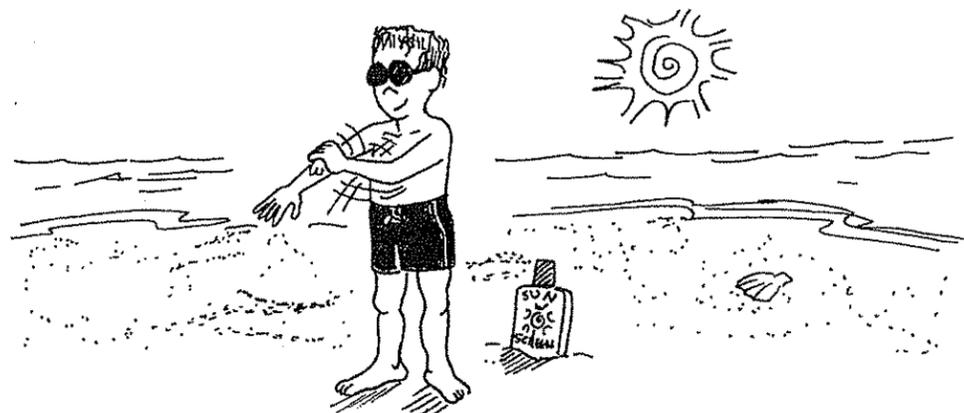


### EN LA PLAYA

Completa las oraciones con las palabras siguientes.

Traer vidrios, tirar arena a nuestros amigos, traer agua, nadar cerca de donde está el salvavidas, quedarme con mis padres, nadar muy lejos de la orilla del mar, dejar la basura tirada, ponerme protector solar.

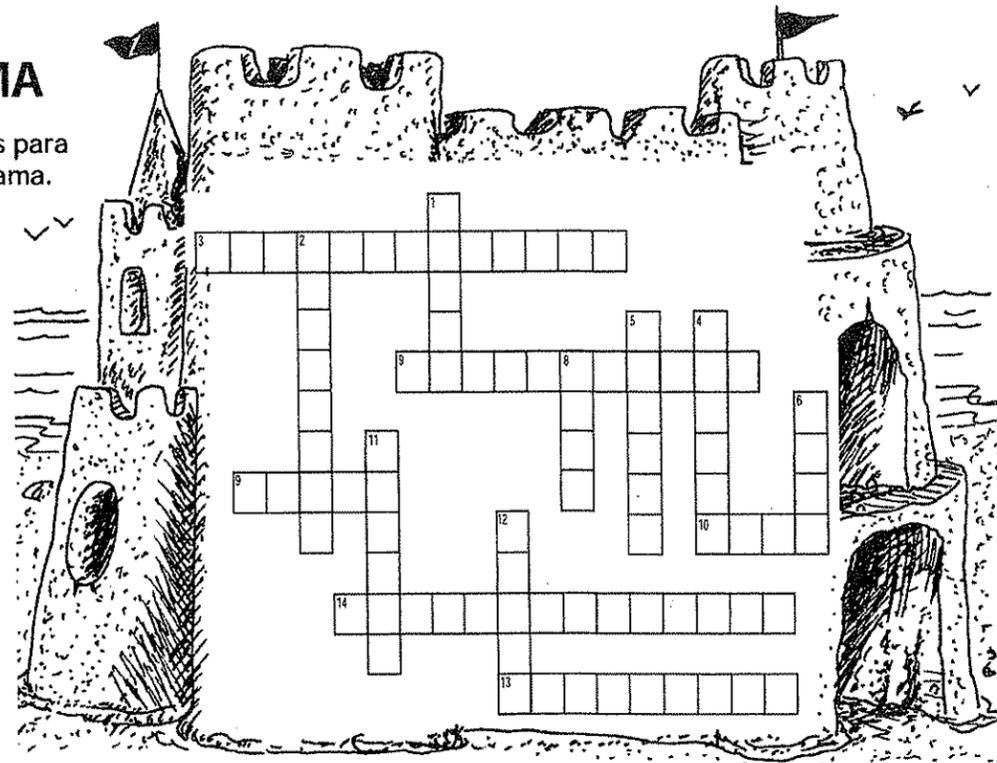
Debo \_\_\_\_\_ . No debo \_\_\_\_\_ .



# CRUCIGRAMA

Utiliza estas palabras para completar el crucigrama.

- lentes de sol
- protector solar
- una toalla
- pelota para la playa
- traje de baño
- verde
- salvavidas
- oja
- agua
- pescado
- sombrilla
- arena
- juguetes
- basura



## Claves Horizontales

3. Ponte el \_\_\_\_\_ cuando vayas a la playa.
7. Los \_\_\_\_\_ protegen tus ojos cuando estás en el sol.
9. Puedes hacer varias cosas divertidas con la \_\_\_\_\_ cuando juegas en la playa.
10. Debes traer bastante \_\_\_\_\_ para tomar cuando juegas en la playa.
11. Una manera de respetar el medio ambiente es tirando la \_\_\_\_\_ en un recipiente.
13. La \_\_\_\_\_ nos da sombra cuando estamos en la playa.
14. Debes usar un \_\_\_\_\_ frecuentemente para proteger tu piel del sol.

## Claves Verticales

1. La bandera \_\_\_\_\_ en el letrero de advertencia al público quiere decir que hoy no hay peligro para nadar.
2. Es muy divertido jugar con los \_\_\_\_\_ en la playa.
4. Puedes usar esto en para acostarte en la arena y ayudar a alguien en aprietos. Es una \_\_\_\_\_.
5. Puedes jugar varios juegos con una \_\_\_\_\_ para la playa.
6. Si el letrero de advertencia tiene una bandera \_\_\_\_\_ esto quiere decir que hoy es peligroso nadar en el agua.
8. Debes nadar \_\_\_\_\_ en los lugares donde hay un salvavidas en guardia en la playa.
12. Los \_\_\_\_\_ nadan en el océano.

# RESUCITACION CARDIOPULMONAR



Dibuja una línea del dedo a la etapa correcta que describe el ejercicio de resucitación de emergencia.

- Sacude el cuerpo de la persona y grita auxilio
- Llama al número de emergencia, 911
- Mira, escucha y siente.
- Da dos respiros largos y llenos.
- Da un respiro cada cinco segundos.

Aprende más sobre la resucitación de emergencia tomando un curso de primeros auxilios o de CPR, resucitación cardiopulmonar.



HOJA DE ACTIVIDADES PARA LA DIA DE CELEBRACION

DIA CINCO

SEGURIDAD EN EL PARQUE ACUATICO

Completa las oraciones. Descubre la palabra que falta.

Sigue a tu \_\_\_\_\_ en todo momento.
pogru

Elige un lugar para \_\_\_\_\_ en caso
unirsere

de que te pierdas.

Ponte \_\_\_\_\_ a menudo.
larso tecprotor

Siempre usa el \_\_\_\_\_ en la propia posición con los \_\_\_\_\_ primero.
gántobo iesp

Escucha y \_\_\_\_\_ al \_\_\_\_\_.
odebece vavidasal

En una piscina de olas, averigua primero cuál es la \_\_\_\_\_ del agua antes de que
diprodadfun
salgan las olas.

Pon atención cuando sale la \_\_\_\_\_ que activa las olas.
naseI

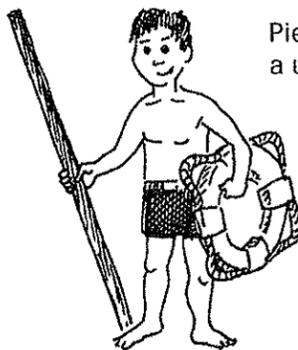
\_\_\_\_\_ cuando estás alrededor de la piscina.
namica

Siempre dile a tus \_\_\_\_\_ donde estás.
drespa



ALCANZA O TIRA (PERO NO VAYAS MUY CERCA)

Piensa bien qué tipo de cosas puedes usar para alcanzar o tirar para ayudar a una persona que está en un aprieto en el agua.



Alcanza un/a \_\_\_\_\_. Tirar un/a \_\_\_\_\_.

# COMBINA LOS VALORES

Dibuja una línea desde el valor al color y su significado.



Considerado	Tierra	Amarillo
Responsabilidad	Corazón	Azul
Respeto	Leal	Rojo
Honestidad	Regla de Oro	Verde

## MI PROMESA

Para ser una persona mejor, yo, \_\_\_\_\_,

prometo ser más considerado \_\_\_\_\_,

ser más responsable \_\_\_\_\_,

demostrar respeto \_\_\_\_\_,

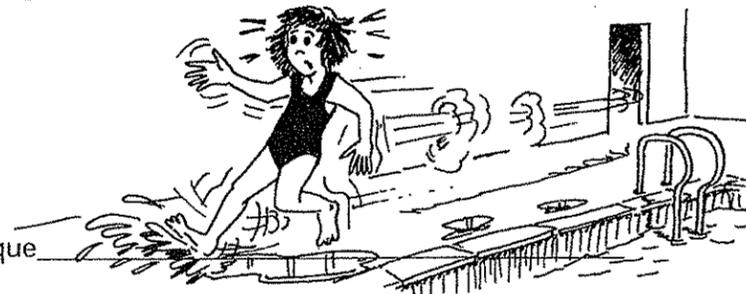
y decirle la verdad cuando \_\_\_\_\_.

Firmado por,

\_\_\_\_\_

## ¿COMO PASO ESTO?

Completa cada oración.



Juan se quemó con el sol porque \_\_\_\_\_

Carolina se resbaló y se golpeó la cabeza porque \_\_\_\_\_

Cuando María hizo señas con las manos y pidió auxilio, yo \_\_\_\_\_

\_\_\_\_\_ para ayudarla.

Appendix D

**Newburgh Young Men's Christian Association, Inc.**

Financial Statements

September 30, 2010



O'Connor Davies Munns & Dobbins, llp  
ACCOUNTANTS AND CONSULTANTS

## Independent Auditors' Report

### To the Board of Directors Newburgh Young Men's Christian Association, Inc.

We have audited the accompanying statement of financial position of the Newburgh Young Men's Christian Association, Inc. (the "YMCA") as of September 30, 2010, and the related statements of activities and cash flows for the year then ended. These financial statements are the responsibility of the YMCA's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the YMCA's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Newburgh Young Men's Christian Association, Inc. as of September 30, 2010, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Our audit was made for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplemental information on page 12 is presented for the purpose of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the audit procedures applied in the audit of the basic financial statements and, in our opinion, is fairly presented in all material respects in relation to the basic financial statements taken as a whole.

*O'Connor Davies Munns & Dobbins, LLP*

New Windsor, New York  
February 14, 2011

Newburgh Young Men's Christian Association, Inc.

Statement of Financial Position

September 30, 2010

**ASSETS**

Cash and cash equivalents	\$ 48,331
Investments	259,146
Accounts receivable, net of allowance for doubtful accounts of \$6,500	44,278
Grant receivable	6,000
Prepaid expenses	20,965
Thrift shop inventory	15,000
Property and equipment, net	902,087
Deferred financing costs, net	6,056
Security deposits	16,700
	<u>\$ 1,318,563</u>

**LIABILITIES AND NET ASSETS**

Borrowings from line of credit	\$ 310,522
Accounts payable	70,640
Accrued expenses	68,310
Deferred revenue	33,544
Note Payable	14,637
Total Liabilities	<u>497,653</u>
Net Assets	
Unrestricted	801,210
Temporarily Restricted	19,700
Total Net Assets	<u>820,910</u>
	<u>\$ 1,318,563</u>

Newburgh Young Men's Christian Association, Inc.

Statement of Activities

Year Ended September 30, 2010

**REVENUE AND SUPPORT**

Revenue	
Program services	\$ 975,209
Membership dues	24,167
Sale of supplies	6,772
Thrift shop sales	35,051
Rental income	5,002
Other	2,703
Total Revenue	<u>1,048,904</u>
Support	
Contributions	49,066
Non-cash contributions	35,000
United Way income	928
Grants	20,181
Special events, net of expenses of \$38,583	14,356
Net assets released from program restriction	55,242
Total Support	<u>174,773</u>
Total Revenue and Support	<u>1,223,677</u>

**EXPENSES**

Program services	1,182,641
Management and general	162,125
Fundraising	55,218
Total Expenses	<u>1,399,984</u>
Change in Net Assets from Operations	(176,307)

**OTHER CHANGES**

Investment return	21,797
Change in Unrestricted Net Assets	(154,510)

**CHANGE IN TEMPORARILY RESTRICTED NET ASSETS**

Grants	74,942
Net assets released from program restriction	(55,242)
Change in Temporarily Restricted Net Assets	19,700
Change in Net Assets	(134,810)

**NET ASSETS**

Beginning of year	<u>955,720</u>
End of year	<u>\$ 820,910</u>

See notes to financial statements

Newburgh Young Men's Christian Association, Inc.

Statement of Cash Flows  
Year Ended September 30, 2010

**CASH FLOWS FROM OPERATING ACTIVITIES**

Change in net assets	\$ (134,810)
Adjustments to reconcile change in net assets to net cash from operating activities	
Depreciation and amortization	74,564
Bad debt expense	15,104
Loss on equipment disposal	1,742
Realized losses and unrealized gains on investments	(17,363)
Change in operating assets and liabilities	
Accounts receivable	(36,419)
Grant receivable	(6,000)
Prepaid expenses	(1,009)
Accounts payable	55,522
Accrued expenses	39,043
Deferred revenue	4,932
Security deposits	<u>(12,005)</u>
Net Cash from Operating Activities	<u>(16,699)</u>

**CASH FLOWS FROM INVESTING ACTIVITIES**

Proceeds from sale of investments	150,000
Purchase of investments	(4,433)
Purchase of property and equipment	<u>(453,408)</u>
Net Cash from Investing Activities	<u>(307,841)</u>

**CASH FLOWS FROM FINANCING ACTIVITIES**

Financing costs	(12,113)
Proceeds from note payable	24,214
Repayments of note payable	(9,577)
Proceeds from borrowings under line of credit	<u>310,522</u>
Net Cash from Financing Activities	<u>313,046</u>

Net Change in Cash and Cash Equivalents (11,494)

**CASH AND CASH EQUIVALENTS**

Beginning of year	<u>59,825</u>
End of year	<u>\$ 48,331</u>

**SUPPLEMENTAL CASH FLOW INFORMATION**

Cash paid for interest	\$ 7,075
------------------------	----------

**Newburgh Young Men's Christian Association, Inc.**

Notes to Financial Statements

**1. Organization and Taxation**

The Newburgh Young Men's Christian Association, Inc. (the "YMCA") is a not-for-profit organization which provides a multitude of affordable social, educational and wellness programs serving all people in eastern Orange and Dutchess Counties. Programs include before and after school care, year-round camp programs, summer enrichment day camp, aquatics, swim and lifeguard instruction, teen leadership, and family activities and special events.

The YMCA has been granted tax-exempt status under Internal Revenue Code Section 501(c)(3). Accordingly, no provision for federal and state income taxes has been recorded in the accompanying financial statements. The YMCA has been classified as an organization that is not a private foundation under Section 509(a) and has been designated as a publicly supported organization under Section 170(b)(1)(A)(vi). Contributions to the YMCA are tax-deductible within the limitations prescribed by the Internal Revenue Code.

**2. Summary of Significant Accounting Policies**

*Use of Estimates*

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

*Financial Statement Presentation*

Net assets are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of the Organization and the changes therein are classified and reported as unrestricted net assets, temporarily restricted net assets and permanently restricted net assets. All contributions are considered available for unrestricted use unless specifically restricted by the donor or subject to other legal restrictions.

*Cash and Cash Equivalents*

Cash and cash equivalents include investments in highly liquid debt instruments with maturities of three months or less at the time of purchase.

Newburgh Young Men's Christian Association, Inc.

Notes to Financial Statements

2. Summary of Significant Accounting Policies *(continued)*

*Fair Value Measurements and Investments*

The YMCA follows Financial Accounting Standards Board ("FASB") guidance on *Fair Value Measurements* which defines fair value and establishes a fair value hierarchy organized into three levels based upon input assumptions used in pricing assets. Level 1 inputs have the highest reliability and are related to assets with unadjusted quoted prices in active markets. Level 2 inputs relate to assets with other than quoted prices in active markets which may include quoted prices for similar assets or liabilities or other inputs which can be corroborated by observable market data. Level 3 inputs are unobservable inputs and are used to the extent that observable inputs do not exist.

The value by input level of the YMCA's investments are included in Note 3 to the financial statements. Investments are carried at fair value. Investments in cash equivalents consist of mutual funds in bank money market accounts.

*In-kind Contributions*

Contributions of donated goods and donated services that require specialized skills that would typically need to be purchased if not provided by donation, are recorded at their fair values in the period received.

*Property and equipment*

Building and leasehold improvements over \$1,500 and equipment and furniture purchases over \$500 with useful lives greater than one year are capitalized and stated at cost, less accumulated depreciation. Donated assets are capitalized at their fair market value at the time of the donation. Depreciation is provided using the straight-line method over the estimated useful lives of the assets which range from 3-39 years. Maintenance, routine repairs and minor replacements are charged to operations as incurred, while those improvements which materially extend the lives of existing assets are capitalized.

*Deferred Financing Costs*

Deferred financing costs pertain to the costs of obtaining financing and are amortized using the straight-line method over the term of the loan.

*Deferred Revenues*

Deferred revenues represent membership and program fees received by the YMCA which pertain to program services and fundraising activities for the following fiscal year.

Newburgh Young Men's Christian Association, Inc.

Notes to Financial Statements

2. Summary of Significant Accounting Policies *(continued)*

*Non-cash Contributions*

Non-cash contributions of investments, property and equipment and thrift shop merchandise are recorded as contributions at their estimated fair values at the date of donation.

*Contributions*

Contributions are recorded as temporarily restricted net assets and revenue and support if they are received with donor imposed restrictions that limit their use. Donor restrictions expire by either the passage of time or the accomplishment of the stated purpose. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from program restrictions.

Permanently restricted contributions are those funds whose use is limited by donor imposed restrictions that neither expire by the passage of time nor can be fulfilled or otherwise removed by actions of the Board of Directors. The YMCA has no permanently restricted net assets.

*Advertising*

All costs associated with advertising are expensed in the year incurred, which aggregated \$4,882 in 2010.

*Thrift Shop Inventory and Cost of Goods Sold*

Thrift shop inventory is recorded based upon an estimate of fair value upon receipt of the donated inventory. Thrift shop cost of goods sold is expensed at the time of sale and approximated \$35,000 during the year ended September 30, 2010.

*Functional Allocation of Expenses*

The costs of providing the YMCA's programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

*Accounting for Uncertainty in Income Taxes*

The YMCA recognizes the effect of income tax positions only if those positions are more likely than not of being sustained. Management has determined that the YMCA had no uncertain tax positions that would require financial statement recognition. The YMCA is no longer subject to audits by the applicable taxing jurisdictions for periods prior to September 30, 2007.

Newburgh Young Men's Christian Association, Inc.

Notes to Financial Statements

2. Summary of Significant Accounting Policies *(continued)*

*Subsequent Events Evaluation by Management*

Management has evaluated subsequent events for disclosure and/or recognition in the financial statements through the date that the financial statements were available to be issued, which date is February 14, 2011.

3. Investments and Investment Return

Investments as of September 30, 2010 valued at fair value categorized by FASB fair value hierarchy are as follows:

	Level 1 Inputs	Total
Mutual funds	\$ 217,673	\$ 217,673
Common stock	<u>6,153</u>	<u>6,153</u>
Total Investments at Fair Value	<u>\$ 223,826</u>	223,826
Cash equivalents		<u>35,320</u>
Total Investments		<u>\$ 259,146</u>

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended September 30, 2010:

	2010
Interest and dividends	\$ 4,434
Realized losses and unrealized gains	<u>17,363</u>
	<u>\$ 21,797</u>

4. Property and Equipment

Property and equipment, net consists of the following at September 30, 2010:

Land	\$ 111,600
Building and leasehold improvements	756,610
Furniture and equipment	<u>186,633</u>
	1,054,843
Less accumulated depreciation	<u>(152,756)</u>
	<u>\$ 902,087</u>

**Newburgh Young Men's Christian Association, Inc.**

Notes to Financial Statements

**5. Deferred Financing Costs, Net**

Capitalized deferred financing costs, net are as follows at September 30, 2010:

Capitalized closing costs	\$ 12,113
Less accumulated amortization	<u>(6,057)</u>
	<u>\$ 6,056</u>

Deferred financing costs are being amortized over one year. Amortization expense is included in depreciation and amortization and is expected to approximate \$6,056 in 2011.

**6. Borrowings Under Line of Credit**

The YMCA had a line of credit agreement with a bank to provide up to \$500,000 for operating purposes. The line provided for monthly payments of interest at 4.25%. Subsequent to year end the line was reduced to \$340,000. The line provides for monthly payments of interest will be calculated at the Wall Street Journal Prime Index Rate plus 1% maturing on March 4, 2011 or on demand. The balance outstanding as of September 30, 2010 was \$310,522. The line of credit is collateralized by the property and improvements of Camp Robbins.

Interest expense on the line of credit was \$6,603 for the year ended September 30, 2010.

Subsequent to year end the YMCA received an additional revolving line of credit with a bank to provide up to \$50,000. The line provides for monthly payments of interest calculated at the Wall Street Journal Prime Index Rate plus 1.5%. The line is collateralized by all unencumbered assets of the YMCA.

**7. Note Payable**

The YMCA has a note payable to finance insurance costs in the amount of \$24,214. The loan provides for monthly payments of principal and interest of \$2,472 for 10 months. The interest rate on the loan is fixed at 4.50%. As of September 30, 2010, the principal balance outstanding was \$14,637 which is scheduled to be fully paid off in 2011.

Interest expense on the loan was \$310 for the year ended September 30, 2010.

**8. Temporarily Restricted and Permanently Restricted Net Assets**

During the fiscal year ended September 30, 2010, the YMCA of Greater New York granted \$74,942 to the Newburgh Young Men's Christian Association, Inc. restricted for its Pawling, New York child care program.

Net assets released for this program amounted to \$55,242, for the year ended September 30, 2010.

Newburgh Young Men's Christian Association, Inc.

Notes to Financial Statements

**9. Operating Leases**

The YMCA has a lease agreement for their building in Newburgh, New York through 2015. In addition to the building lease, the YMCA has a lease for certain equipment through 2015.

Minimum annual lease payments as of September 30 are as follows:

2011	\$ 95,748
2012	95,748
2013	95,748
2014	95,748
2015	<u>25,374</u>
	<u>\$ 408,366</u>

Total rent expenses for the year ended September 30, 2010 was \$111,695.

**10. Retirement Plan**

The YMCA maintains a defined contribution retirement plan (the "Plan") that is administered by the Young Men's Christian Association Retirement Fund, a separate entity. The Plan is for the benefit of all eligible employees of the YMCA who qualify under the Plan's participation requirements. The YMCA contributes 12% of a participating employee's compensation. YMCA contributions included in the statement of activities were \$38,369 for the year ended September 30, 2010.

The YMCA also maintains a 403(b) Smart Account savings plan that is administered by the Young Men's Christian Association Retirement Fund, a separate entity. The YMCA does not contribute to or match employee contributions into the Smart Account.

**11. Concentration of Credit Risk**

Financial instruments that potentially subject the YMCA to significant concentrations of credit risk consist principally of cash and cash equivalents. At times cash balances held at financial institutions may be in excess of federally insured limits. The YMCA has not experienced any losses on its cash deposits.

**12. Related Party Transactions**

The YMCA is affiliated with the national organization, the YMCA of the USA but is governed by its own Board of Directors. The YMCA pays monthly fees to the national YMCA based on a percentage of their revenue. These fees amounted to \$19,408 during this year ended September 30, 2010.

**Newburgh Young Men's Christian Association, Inc.**

Notes to Financial Statements

**12. Related Party Transactions *(continued)***

The YMCA's Chairman of the Board is part owner of the insurance broker that provides insurance to the YMCA. The YMCA pays the individual insurance companies directly.

The YMCA's Chairman-elect is the owner of an oil company that provides oil to Camp Robbins. Amounts paid for the oil approximated \$2,000 at September 30, 2010

**13. Prior Period Adjustment**

The YMCA's net assets as of September 30, 2009 have been restated to reflect the recognition of inventory of \$15,000 which amount had not been recorded in its prior year's financial statements. The amount of \$15,000 has been reflected as an increase in unrestricted net assets as of October 1, 2009.

Newburgh Young Men's Christian Association, Inc.

Schedule of Functional Expenses

Year Ended September 30, 2010

	Program Services	Management and General	Fundraising	Total
<b>PERSONNEL</b>				
Salaries	\$ 597,997	\$ 70,353	\$ 35,176	\$ 703,526
Employee benefits	32,614	3,837	1,918	38,369
Payroll taxes	48,543	5,711	2,855	57,109
Total Personnel Costs	679,154	79,901	39,949	799,004
<b>OTHER THAN PERSONNEL COSTS</b>				
Thrift Shop cost of goods sold	35,000	-	-	35,000
Camp Robbins	48,918	5,755	2,877	57,550
Aquatics	1,628	-	-	1,628
Advertising	5,736	-	-	5,736
Insurance	59,487	6,999	3,499	69,985
National support	17,467	1,941	-	19,408
Office	10,336	1,216	608	12,160
Rent	94,941	11,170	5,584	111,695
Telephone	11,004	1,295	647	12,946
Equipment rental	5,630	625	-	6,255
Licenses, fees and permits	9,032	1,004	-	10,036
Conferences	915	108	53	1,076
Professional fees	-	31,521	-	31,521
Dues, subscriptions and publications	1,913	225	112	2,250
Bank and finance charges	22,552	2,506	-	25,058
Y-Scoop	37,387	4,154	-	41,541
Continuing education/training	10,883	1,209	-	12,092
Repairs and maintenance	11,342	1,260	-	12,602
Utilities	22,789	2,681	1,341	26,811
Travel and entertainment	7,926	933	466	9,325
Depreciation and amortization	67,108	7,456	-	74,564
Loss on equipment disposal	1,742	-	-	1,742
Write-off of previously recognized development costs	3,240	-	-	3,240
Bad debt expense	15,104	-	-	15,104
Miscellaneous	1,407	166	82	1,655
Total Expenses	<u>\$ 1,182,641</u>	<u>\$ 162,125</u>	<u>\$ 55,218</u>	<u>\$ 1,399,984</u>

See independent auditors' report

**Newburgh Young Men's Christian Association, Inc.**

Supplemental Information

September 30, 2010

**Newburgh Young Men's Christian Association, Inc.**

Financial Statements

September 30, 2011 and 2010

**DRAFT**

## Independent Auditors' Report

To the Board of Directors  
Newburgh Young Men's Christian Association, Inc.

We have audited the accompanying statements of financial position of the Newburgh Young Men's Christian Association, Inc. (the "YMCA") as of September 30, 2011 and 2010, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the YMCA's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the YMCA's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Newburgh Young Men's Christian Association, Inc. as of September 30, 2011 and 2010, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Our audit was made for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplemental information on pages 14 and 15 are presented for the purposes of additional analysis and are not a required part of the basic financial statements. Such information has been subjected to the audit procedures applied in the audit of the basic financial statements and, in our opinion, is fairly presented in all material respects in relation to the basic financial statements taken as a whole.

New Windsor, New York  
January 6, 2012

Newburgh Young Men's Christian Association, Inc.

Statements of Financial Position

September 30,

	<u>2011</u>	<u>2010</u>
<b>ASSETS</b>		
Cash and cash equivalents	\$ 1,414	\$ 48,331
Investments	251,494	259,146
Accounts receivable, net of allowance for doubtful accounts of \$9,300 and \$6,500	50,739	44,278
Grants receivable	264,366	6,000
Pledges receivable, net	63,105	-
Prepaid expenses	21,155	20,965
Thrift shop inventory	5,500	15,000
Property and equipment, net	804,147	902,087
Deferred financing costs, net	-	6,056
Security deposits	16,700	16,700
	<u>\$ 1,478,620</u>	<u>\$ 1,318,563</u>
<b>LIABILITIES AND NET ASSETS</b>		
Liabilities		
Borrowings under lines of credit	\$ 358,009	\$ 310,522
Accounts payable	81,337	70,640
Accrued expenses	56,901	68,310
Deferred revenue	10,230	33,544
Note Payable	15,095	14,637
Total Liabilities	<u>521,572</u>	<u>497,653</u>
Net Assets		
Unrestricted	879,961	801,210
Temporarily Restricted	77,087	19,700
Total Net Assets	<u>957,048</u>	<u>820,910</u>
	<u>\$ 1,478,620</u>	<u>\$ 1,318,563</u>

DRAFT

Newburgh Young Men's Christian Association, Inc.

Statements of Activities

Year Ended September 30,

<b>CHANGES IN UNRESTRICTED NET ASSETS</b>	<u>2011</u>	<u>2010</u>
<b>REVENUE AND SUPPORT</b>		
Revenue		
Program services	\$ 981,932	\$ 948,574
Membership dues	50,134	50,802
Sale of supplies	7,291	6,772
Thrift shop sales	32,160	35,051
Rental income	21,418	5,002
In-kind rental income	22,800	-
Management fees	9,858	-
Other	12,453	2,703
Total Revenue	<u>1,138,046</u>	<u>1,048,904</u>
Support		
Grants and contributions	329,798	69,247
Non-cash contributions	22,600	35,000
United Way income	-	928
Special events, net of direct expenses of \$40,582 and \$38,583	34,425	14,356
Net assets released from program restriction	44,923	55,242
Total Support	<u>431,746</u>	<u>174,773</u>
Total Revenue and Support	<u>1,569,792</u>	<u>1,223,677</u>
<b>EXPENSES</b>		
Program services	1,237,848	1,182,641
Management and general	189,441	162,124
Fundraising	56,102	55,219
Total Expenses	<u>1,483,391</u>	<u>1,399,984</u>
Change in Net Assets from Operations	86,401	(176,307)
<b>OTHER CHANGES</b>		
Investment return	(7,650)	21,797
Change in Unrestricted Net Assets	78,751	(154,510)
<b>CHANGES IN TEMPORARILY RESTRICTED NET ASSETS</b>		
Grants and contributions	102,310	74,942
Net assets released from program restriction	(44,923)	(55,242)
Change in Temporarily Restricted Net Assets	<u>57,387</u>	<u>19,700</u>
Change in Net Assets	136,138	(134,810)
<b>NET ASSETS</b>		
Beginning of year	<u>820,910</u>	<u>955,720</u>
End of year	<u>\$ 957,048</u>	<u>\$ 820,910</u>

DRAFT

Newburgh Young Men's Christian Association, Inc.

Statements of Cash Flows

Year Ended September 30,

	<u>2011</u>	<u>2010</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in net assets	\$ 136,138	\$ (134,810)
Adjustments to reconcile change in net assets to net cash from operating activities		
Depreciation and amortization	119,857	74,564
Bad debt expense	9,369	15,104
Loss on equipment disposal	-	1,742
Realized losses and unrealized gains on investments	10,546	(17,363)
Change in operating assets and liabilities		
Accounts receivable	(15,830)	(36,419)
Grants receivable	(258,366)	(6,000)
Pledges receivable	(63,105)	-
Prepaid expenses	(190)	(1,009)
Thrift shop inventory	9,500	-
Accounts payable	10,697	55,522
Accrued expenses	(11,409)	39,043
Deferred revenue	(23,314)	4,932
Security deposits	-	(12,005)
Net Cash from Operating Activities	<u>(76,107)</u>	<u>(16,699)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Proceeds from sale of investments	-	150,000
Purchase of investments	(2,894)	(4,433)
Purchase of property and equipment	<u>(15,861)</u>	<u>(453,408)</u>
Net Cash from Investing Activities	<u>(18,755)</u>	<u>(307,841)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Deferred financing costs	-	(12,113)
Proceeds from note payable	24,973	24,214
Repayment of note payable	(24,515)	(9,577)
Proceeds from borrowings under lines of credit	69,187	310,522
Repayment of borrowings under lines of credit	<u>(21,700)</u>	<u>-</u>
Net Cash from Financing Activities	<u>47,945</u>	<u>313,046</u>
Net Change in Cash and Cash Equivalents	(46,917)	(11,494)
<b>CASH AND CASH EQUIVALENTS</b>		
Beginning of year	<u>48,331</u>	<u>59,825</u>
End of year	<u>\$ 1,414</u>	<u>\$ 48,331</u>
<b>SUPPLEMENTAL CASH FLOW INFORMATION</b>		
Cash paid for interest	\$ 15,488	\$ 7,075

See notes to financial statements

Newburgh Young Men's Christian Association, Inc.

Notes to Financial Statements

1. **Organization and Taxation**

The Newburgh Young Men's Christian Association, Inc. (the "YMCA") is a not-for-profit organization which provides affordable social, educational and wellness programs serving all people in eastern Orange and Dutchess Counties. Programs include before and after school care, year-round camp programs, summer enrichment day camp, aquatics, swim and lifeguard instruction, teen leadership, family activities and other special events.

The YMCA has been granted tax-exempt status under Internal Revenue Code Section 501(c)(3). Accordingly, no provision for federal and state income taxes has been recorded in the accompanying financial statements. The YMCA has been classified as an organization that is not a private foundation under Section 509(a) and has been designated as a publicly supported organization under Section 170(b)(1)(A)(vi). Contributions to the YMCA are tax-deductible within the limitations prescribed by the Internal Revenue Code.

2. **Summary of Significant Accounting Policies**

*Use of Estimates*

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

*Financial Statement Presentation*

Net assets are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of the YMCA and the changes therein are classified and reported as unrestricted net assets, temporarily restricted net assets and permanently restricted net assets. All contributions are considered available for unrestricted use unless specifically restricted by the donor or subject to other legal restrictions. The YMCA has no permanently restricted net assets.

*Cash and Cash Equivalents*

Cash and cash equivalents include investments in highly liquid debt instruments with maturities of three months or less at the time of purchase.

*Allowance for Uncollectible Receivables*

An allowance for uncollectible receivables is estimated based on a combination of write-off history, aging analysis and any specific known troubled accounts.

Newburgh Young Men's Christian Association, Inc.

Notes to Financial Statements

2. **Summary of Significant Accounting Policies (continued)**

***Fair Value Measurements and Investment Valuation and Income Recognition***

The YMCA follows Financial Accounting Standards Board ("FASB") guidance on *Fair Value Measurements* which defines fair value and establishes a fair value hierarchy organized into three levels based upon input assumptions used in pricing assets. Level 1 inputs have the highest reliability and are related to assets with unadjusted quoted prices in active markets. Level 2 inputs relate to assets with other than quoted prices in active markets which may include quoted prices for similar assets or liabilities or other inputs which can be corroborated by observable market data. Level 3 inputs are unobservable inputs and are used to the extent that observable inputs do not exist.

The value by input level of the YMCA's investments is included in Note 5 to the financial statements. Investments are carried at fair value. Investments in cash equivalents consist of mutual funds in bank money market accounts. Purchases and sales of securities are recorded on a trade-date basis. Interest income is recorded on the accrual basis and dividends are recorded on the ex-dividend date. Realized and unrealized gains and losses are included in the determination of the change in net assets.

***Pledges Receivable***

All unconditional pledges are recorded at their net estimated realizable value on a discounted basis using a risk-adjusted rate. The discount is amortized as an increase to contributions over the duration of the pledge.

***Property and Equipment***

Building and leasehold improvements over \$1,500 and equipment and furniture purchases over \$500 with useful lives greater than one year are capitalized and stated at cost, less accumulated depreciation. Donated assets are capitalized at their fair value at the time of the donation. Depreciation is provided using the straight-line method over the estimated useful lives of the assets which range from 3-40 years. Maintenance, routine repairs and minor replacements are charged to operations as incurred, while those improvements which materially extend the lives of existing assets are capitalized.

***Deferred Financing Costs***

Deferred financing costs pertain to the costs of obtaining financing and are amortized using the straight-line method over the term of the loan.

Newburgh Young Men's Christian Association, Inc.

Notes to Financial Statements

2. Summary of Significant Accounting Policies (continued)

*Deferred Revenue*

Deferred revenue represents membership and program fees received by the YMCA which pertain to program services and fundraising activities for the following fiscal year.

*Non-Cash Contributions*

Non-cash contributions of investments, property and equipment and thrift shop merchandise are recorded as contributions at their estimated fair values at the date of donation.

*Contributions*

Contributions are recorded as temporarily restricted net assets and revenue and support if they are received with donor imposed restrictions that limit their use. Donor restrictions expire by either the passage of time or the accomplishment of the stated purpose. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from program restrictions. Donor restricted contributions that are received and expended in the same year are classified as unrestricted.

Permanently restricted contributions are those funds whose use is limited by donor imposed restrictions that neither expire by the passage of time nor can be fulfilled or otherwise removed by actions of the Board of Directors.

*In-kind Contributions*

Contributions of donated goods and donated services that require specialized skills that would typically need to be purchased if not provided by donation, are recorded at their fair values in the period received. In-kind rental income represents use of the YMCA's facilities by other organizations valued at the estimated fair value of the facilities provided.

*Advertising*

All costs associated with advertising are expensed in the year incurred, which aggregated \$2,282 and \$5,736 during the years ended September 30, 2011 and 2010.

*Thrift Shop Inventory and Cost of Goods Sold*

Thrift shop inventory is recorded based upon an estimate of fair value upon receipt of the donated inventory. Thrift shop cost of goods sold is expensed at the time of sale and approximated \$32,100 and \$35,000 during the years ended September 30, 2011 and 2010.

Newburgh Young Men's Christian Association, Inc.

Notes to Financial Statements

2. Summary of Significant Accounting Policies (continued)

*Functional Allocation of Expenses*

The costs of providing the YMCA's programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

*Accounting for Uncertainty in Income Taxes*

The YMCA recognizes the effect of income tax positions only if those positions are more likely than not to be sustained. Management has determined that the YMCA had no uncertain tax positions that would require financial statement recognition or disclosure. The YMCA is no longer subject to examinations by the applicable taxing jurisdictions for periods prior to September 30, 2008.

*Subsequent Events Evaluation by Management*

Management has evaluated subsequent events for disclosure and/or recognition in the financial statements through the date that the financial statements were available to be issued, which date is January 6, 2012.

*Reclassifications*

Certain amounts for 2010 have been reclassified to conform with the 2011 financial statement presentation.

3. Grants Receivable

Grants receivable represents amounts due from state and local governments for the YMCA's programs and operations. Grants receivable includes \$250,000 from the Dormitory Authority of the State of New York awarded for building renovations.

4. Pledges Receivable, Net

Pledges receivable at September 30, 2011 discounted to fair value at a rate of 5.25%, are summarized as follows:

Due in one year	\$ 36,000
Due in two to four years	<u>30,000</u>
	66,000
Discount to net present value	<u>(2,895)</u>
	<u>\$ 63,105</u>

There were no pledges receivable at September 30, 2010.

Newburgh Young Men's Christian Association, Inc.

Notes to Financial Statements

5. Investments and Investment Return

Investments as of September 30 valued at fair value categorized by FASB fair value hierarchy are as follows:

	<u>2011</u>	<u>2010</u>
Level 1 Inputs		
Mutual funds		
Large growth	\$ 123,070	\$ 127,395
Large blend	50,525	53,486
World allocation	36,811	36,792
Common stocks		
Basic materials	1,023	1,278
Industrial goods	4,566	4,875
Total Investments at Fair Value	<u>15,995</u>	<u>223,826</u>
Cash equivalents	<u>35,499</u>	<u>35,320</u>
Total Investments	<u>\$ 21,494</u>	<u>\$ 259,146</u>

The following schedule summarizes the investment return and its classification in the statements of activities for the years ended September 30:

Interest and dividends	\$ 2,896	\$ 4,434
Net unrealized and realized gains and losses	<u>(10,546)</u>	<u>17,363</u>
	<u>\$ (7,650)</u>	<u>\$ 21,797</u>

6. Property and Equipment, Net

Property and equipment, net consists of the following at September 30:

	<u>2011</u>	<u>2010</u>
Land	\$ 111,600	\$ 111,600
Building and leasehold improvements	770,408	756,610
Furniture and equipment	<u>188,529</u>	<u>186,633</u>
	1,070,537	1,054,843
Less accumulated depreciation	<u>(266,390)</u>	<u>(152,756)</u>
	<u>\$ 804,147</u>	<u>\$ 902,087</u>

Newburgh Young Men's Christian Association, Inc.

Notes to Financial Statements

7. **Deferred Financing Costs, Net**

Deferred financing costs, net of accumulated amortization are as follows at September 30:

	<u>2011</u>	<u>2010</u>
Capitalized closing costs	\$ 12,113	\$ 12,113
Less accumulated amortization	<u>(12,113)</u>	<u>(6,057)</u>
	<u>\$ -</u>	<u>\$ 6,056</u>

Amortization expense is included in depreciation and amortization.

8. **Borrowings Under Lines of Credit**

The YMCA has a line of credit agreement with a bank to provide up to \$340,000 for operating purposes. The line provides for monthly payments of interest to be calculated at the Wall Street Journal Prime Index Rate plus 1% (4.25% at September 30, 2011) which matured on December 28, 2011 and was subsequently extended to July 2, 2012. The balances outstanding as of September 30, 2011 and 2010 were \$331,309 and \$325,159. The line of credit is collateralized by the property and improvements of Camp Robbins. Interest expense on the line of credit was \$13,680 and \$6,603 for the years ended September 30, 2011 and 2010.

During 2011, the YMCA obtained an additional revolving line of credit with a bank to provide up to \$50,000 for operating purposes. The line provides for monthly payments of interest calculated at the Wall Street Journal Prime Index Rate plus 1.5% (4.75% at September 30, 2011). The balance outstanding as of September 30, 2011 was \$26,700. The line of credit is collateralized by all unencumbered assets of the YMCA. Interest expense on the line of credit was \$260 for the year ended September 30, 2011.

9. **Note Payable**

In 2011, the YMCA obtained a note payable to finance insurance costs in the amount of \$24,973. The note, which matures in March 2012, provides for monthly payments of principal and interest of \$2,549. The interest rate on the note is fixed at 4.50%. As of September 30, 2011, the principal balance outstanding is \$15,095.

In 2010, the YMCA obtained a note payable to finance insurance costs in the amount of \$24,214. The note provided for monthly payments of principal and interest of \$2,472 which matured in March 2011. The interest rate on the loan was fixed at 4.50%. As of September 30, 2010, the principal balance outstanding was \$14,637.

Interest expense on the loans was \$1,313 and \$310 for the years ended September 30, 2011 and 2010.

Newburgh Young Men's Christian Association, Inc.

Notes to Financial Statements

10. Temporarily Restricted Net Assets

Temporarily restricted net assets available for the following purposes, and net assets released from donor restrictions by incurring expenses satisfying the restricted purpose specified by donors, were as follows for the years ended September 30, 2011 and 2010:

Program/Purpose	Balance September 30, 2010	Additions	Net Assets Released	Balance September 30, 2011
The Pawling, New York Child Care Grant	\$ 19,700	\$ 38,310	\$ (34,297)	\$ 23,713
Daycares' Strategic Restructuring Grant	-	14,000	(10,626)	3,374
Camp Robbins Upgrades Grant	-	50,000	-	50,000
	<u>\$ 19,700</u>	<u>\$ 102,310</u>	<u>\$ (44,923)</u>	<u>\$ 77,087</u>

Program/Purpose	Balance September 30, 2009	Additions	Net Assets Released	Balance September 30, 2010
The Pawling, New York Child Care Grant	\$ -	\$ 74,942	\$ (55,242)	\$ 19,700

11. Operating Leases

The YMCA has an operating lease agreement for their building in Newburgh, New York and a lease for certain equipment. All leases expire in 2015.

Minimum annual lease payments as of September 30 are due as follows:

2012	\$ 95,748
2013	95,748
2014	95,748
2015	<u>25,374</u>
	<u>\$ 312,618</u>

Total rent expense for the years ended September 30, 2011 and 2010 was \$86,342 and \$111,695.

Newburgh Young Men's Christian Association, Inc.

Notes to Financial Statements

**12. Retirement Plan**

The YMCA maintains a defined contribution retirement plan (the "Plan") that is administered by the Young Men's Christian Association Retirement Fund, a separate entity. The Plan is for the benefit of all eligible employees of the YMCA who qualify under the Plan's participation requirements. The YMCA contributes 12% of a participating employee's compensation. YMCA contributions included in the statement of activities were \$31,754 and \$38,369 for the years ended September 30, 2011 and 2010.

The YMCA also maintains a 403(b) savings plan administered by the Young Men's Christian Association Retirement Fund, a separate entity. The YMCA does not contribute to or match employee contributions in the savings plan.

**13. Concentration of Credit Risk**

Financial instruments that potentially subject the YMCA to concentrations of credit risk consist principally of cash and cash equivalents and its receivables. At times cash balances held at financial institutions may be in excess of federally insured limits. The YMCA has not experienced any losses on its cash deposits. The YMCA believes it is not exposed to significant credit risks with respect to its receivables.

**14. Related Party Transactions**

The YMCA is affiliated with the national organization, the YMCA of the USA but is governed by its own Board of Directors. The YMCA pays monthly fees to the national YMCA based on a percentage of their revenue. These fees amounted to \$30,952 and \$19,408 during the years ended September 30, 2011 and 2010.

One of the YMCA's Board of Directors is an owner of the insurance broker that provides insurance to the YMCA. The YMCA pays the individual insurance companies directly.

The YMCA's Chairman of the Board of Directors is an owner of an oil company that provides oil to Camp Robbins. Amounts paid for the oil approximated \$4,800 and \$2,000 during the years ended September 30, 2011 and 2010.

**15. Management Services Agreement**

In November 2010, the YMCA entered into a management service agreement with Rainbow's End Child Development Center Inc. ("RE CDC") an unaffiliated entity. RE CDC pays the YMCA monthly fees for services which include administrative oversight, human resources, finance and information services. The management fee revenue was \$9,858 for the year ended September 30, 2011.

Newburgh Young Men's Christian Association, Inc.

Notes to Financial Statements

**16. Legal Settlement**

In January 2011, the YMCA's former landlord initiated a lawsuit against the YMCA for back rent incident to their relocation to their current facility. Subsequently, the YMCA entered into a settlement agreement with the Plaintiff in the amount of \$16,000.

DRAFT