

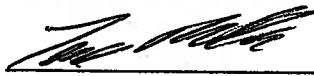
# Response to City of Menlo Park Aquatics Programs Request for Proposal (RFP)

SOLO Aquatics is pleased to submit this response to the City of Menlo Park Aquatics RFP. SOLO has served the residents of the City of Menlo Park at Burgess Memorial pool since 1994, inspiring athletes of all ages and abilities. SOLO is the sole provider of a USA Swimming competitive swim team for the Menlo Park community as well as other inspirational, popular youth aquatics programs. SOLO would like a larger role in the operation of Burgess Memorial community pool and is participating in this RFP process as a means to continue providing services to members of the community. We look forward to working with the City of Menlo Park as part of any long term solution.

Furthermore, we certify that we have carefully read and fully understand the information in the RFP and the capability to successfully undertake the scope of work herein and complete the responsibilities and obligations of the proposal being submitted. We represent that the information contained in the proposal is true and correct. We certify that we 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. We acknowledge that the City has the right to make any inquiry it deems appropriate to substantiate or supplement information supplied by the proposer.

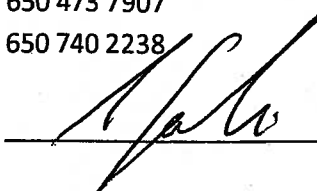
**Lead Contact/Proposer:**

Tom McRae  
SOLO Aquatics, Director and Head Coach  
PO Box 7266  
Menlo Park, CA 94026  
650.851.9091 office

  
\_\_\_\_\_  
Signature 10/15/10 dated

**Authorized to Represent Proposer:**

Steve Zanolli, SOLO Board President  
650 473 7907  
650 740 2238

  
\_\_\_\_\_  
Signature 10-15-10 dated

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## **C. Qualifications and Background of Provider**

### **1. Headquarters address and legal (corporate) status.**

SOLO Aquatics  
P.O. Box 7266  
Menlo Park, CA 94026-7266

SOLO Aquatics is a 501(c)(3) non-profit organization.

### **2. Organization History, Background and Mission**

SOLO was founded in 1986 by Las Lomas School District teacher, and swim athlete Diane Campbell. The Swimmers of Ladera Oaks (SOLO) hired Coach Tom McRae as an Age Group Coach in 1990 and he became the Head Coach in 1993. The SOLO Swim Club moved to Menlo Park and became a parent run Board in 1994.

SOLO Aquatics has served Menlo Park and surrounding communities for over 15 years. SOLO has operated out of Burgess Memorial community pool in Menlo Park and Menlo Atherton High School Spieker Pool in Atherton. The SOLO Aquatics program meets the needs of all levels of competitive swimming and youth athlete swim instruction, as well as providing a drop-in masters program, and a youth Water Polo program when practical. Our goal is to promote personal excellence through a healthy and positive experience. Every individual who works and strives for personal excellence is a champion. We believe that every individual can benefit from involvement in Aquatics. SOLO offers world class coaching for athletes of all ages and abilities, in year round and seasonal programs.

#### **Services provided:**

- Year-round competitive USA Swim Team, Pacific Swimming Zone 1 North
- Host of USA Swim Zone 1 North Meets (2 to 3 meets per year)
- Seasonal Spring and Summer Sharks-swim program (4 and 7-week programs)
- Summer Day Camps (weekly)
- Water Polo
- Individual lessons
- Masters drop-in/instruction
- Compass program of Sequoia Union High School District (free swim instruction)
- Geokids (summer swim instruction for children from USGS Menlo Survey Daycare Center)
- Contracted MAHS pool space was shared with City of MP during the 2002 pool construction

### **3. Organization Chart**

#### **Coaches**

Tom McRae, Head Coach, Swimming

Sean Horan, Coach, Swimming

Robert Speck, Coach, Swimming

Additional seasonal staff for spring/summer programs

#### **Board Members 2010-11 (Volunteer)**

Chris Arrington, Program/Facilities Liaison

Carol Cleary, Registration/Website

Mimi Leary, Treasury

Steve Zanolli, President

### **4. Aquatic Organizations: Experience, Affiliation and Memberships**

USA Swimming team membership

USA Water Polo team membership (expired 12/31/2009)

USA Swimming Coach certified, all coaches and includes:

- Red Cross certified instructor
- CPR certified
- Safety Training for Swim Coaches
- First Aid certified
- Lifeguard certified
- Background Screening, bi-annual
- Foundations of Coaching certified
- Racing Start certified

USA Swimming Non-Athletes, all non-coaching staff

US Masters Swimming

Certified Pool Operator (pending lapsed recertification)

California Workers' Compensation

Menlo Atherton High School, Head Coach

Member of California Camps, Clubs & Riding Stables Association

## **5. SOLO Aquatic Services: Contractual or Lease Arrangements**

### **Burgess Memorial Pool Subcontract**

SOLO is a subcontractor referenced in the Menlo Park City contract with tenant Tim Sheeper of Menlo Swim and Sport. In Exhibit B under "Other Organization's Use - tenant shall make the instructional and lap pool reasonably available for community organizations/users, such as SOLO Swim Club, for competitive youth swimming programs, instructional programs, triathlon training, etc., on a reasonable fee basis."

SOLO has a contractual expectation of a reasonable availability of scheduled pool space. Since Menlo Swim and Sport has operated the City owned facility the experience has been 1) diminished amount of space overall, 2) offers of untimely space (late evening or during the day) for youth programming, 3), offers of inappropriate pool (eg, warm pool) for competitive swim practice 4) No access to the warm pool at usable times for the younger swimmers 5) availability of pool space made too late in the year for planning the start of yearly programming and 6) unilateral increases in rental fees. This has made it very difficult to effectively manage a swim team and other instructional swim programs for the community of Menlo Park.

### **Menlo Atherton High School (MAHS) Lease Agreement**

SOLO has had a lease agreement with Menlo Atherton High School since 2002 and rents pool space from MAHS year round. However, the MAHS Water Polo teams have exclusive use in their Fall season, so from August through November swim lane space is highly constrained.

From 2002-2009, SOLO also offered year round Youth Polo and off-season High School Polo. The constraints of the MAHS Water Polo needs have made this no longer feasible.

### **Menlo Atherton High School (MAHS) Head Coach**

Coach Tom McRae has been the Head Aquatics coach for MAHS since 2002. During the February-May high school swim season, he coaches boy and girls varsity and frosh-soph teams. MAHS swim program has been very successful, with continued annual wins in the PAL and CCS tournaments and individuals blazing new team records each spring. The team has reached a record number of participants, many of whom started and continue swimming with SOLO.

### **Contracts or Lease Arrangements Cancelled, Terminated or Not Renewed**

Not applicable.

## **6. Customer References**

**Matthew Zito**  
**Menlo Atherton High School**  
**555 Middlefield Rd.**  
**Menlo Park 94025**  
**650 322 5311 ext 5110**

**Simone Rick-Kennel**  
**Menlo Atherton High School**  
**555 Middlefield Road**  
**Menlo Park 94025**  
**650 322-5311 ext 5132**

**Karl Losekoot**  
**Menlo-Atherton Compass Program**  
**555 Middlefield Road**  
**Menlo Park 94025**  
**650 322 5311 ext 3874**

**Sarah and Margaret Winters**  
**47 Robleda Drive**  
**Atherton**  
**650 366 2502**

**Meg Parrish**  
**350 Sharon Park Dr. #H302**  
**Menlo Park 94025**  
**650 234 9770**

# Menlo-Atherton High School

555 MIDDLEFIELD ROAD  
ATHERTON, CA 94027-3484

(650) 322-5311

Matthew Zito, Principal  
Steve Lippi, Instructional Vice Principal  
Judy Duran, Administrative Vice Principal  
Simone Kennel, Administrative Vice Principal  
Sean Priest, Dean of Students

## BOARD OF TRUSTEES

Olivia Martinez  
Don Gibson  
Lorraine Rumley  
Alan Sarver  
Chris Thomsen

PATRICK R. GEMMA  
Superintendent

October 14<sup>th</sup>, 2010,

Dear Tom and the SOLO swim staff,

For several years now, you and your swim staff have worked to support our incoming ninth graders in the Compass Program by providing free swim lessons to these students, and by making the pool available for open swim activities during the week. This has been an invaluable partnership for the Compass program and an amazing opportunity for our students. For one, many of our incoming ninth graders do not know how to swim and the SOLO swim staff has provided a warm and supportive environment where these kids can feel safe and where they have learned to enjoy the water. Because of the swim staff's professionalism and kindness, many of our kids could not wait to get in the water on swim lesson days. Finally, after taking swim lessons with the SOLO staff for three days a week over the course of the program, these students are then more prepared to take a large physical education class where they will be required to swim in order to pass the class. The opportunity and experience of first learning in a small, supportive environment is, again, invaluable for these students.

And two, your flexibility in making the pool available and in offering life guard support has helped make our Compass program a more exciting and rich experience for students. We have been able to say over the years that Compass is not just about being in the classroom or just about becoming more academically prepared; instead we have been able to talk about the numerous opportunities students will have to interact with each other and enjoy their experience of coming to school. The SOLO swim staff, the swim lessons they offer, their flexibility in making the pool available, and their support have all allowed us to offer a more dynamic program to students and they have allowed us to bridge the academic and social components of our summer program.

The partnership between Menlo-Atherton's Compass Program and the SOLO Swim program is a small but ideal partnership as it demonstrates ways that a public school and private organization can work together to help all students in the community.

On behalf of the Compass Program and all of the students we have served together over the past ten years, Thank-You. I hope that we can continue this partnership in the future and I look forward to working with you.

Sincerely,

Karl Losekoot  
Compass Coordinator, Menlo Atherton High School

# Menlo-Atherton High School

555 MIDDLEFIELD ROAD  
ATHERTON, CA 94027-3484  
(650) 322-5311

Norman Estrada, Principal  
Steve Lippi, Instructional Vice Principal  
Judy Duran, Administrative Vice Principal  
Matthew Zito, Administrative Vice Principal

## BOARD OF TRUSTEES

Don Gibson  
Gordon Lewin  
Olivia G. Martinez  
Lorraine Rumley  
Sally D. Stewart

PATRICK R. GEMMA  
Superintendent

*August 15, 2005*

Dear Tom and SOLO swim staff,

This is a belated but sincere thank you for the work you did this summer with Menlo-Atherton's Compass students. It was a creative and unique partnership that allowed M-A Compass students to have free swim lessons three times per week for the duration of the summer program. Of course, it was also money (smile) so please pass along my gratitude to the SOLO Board of Directors and generous donors that contributed the funds that allowed the pool to be opened to our neediest students. It was particularly impressive that we had so many English Learners participate! Some of these students spoke little or no English and yet felt comfortable joining this after school program. I am confident that their participation in summer swimming will not only make them more comfortable and safe in the water but will also translate into better grades once school starts. All 9<sup>th</sup> graders must participate in PE and all will be required to swim during class. Without this program they may not have felt ready, physically as well as emotionally, to participate in the swim unit and, therefore, would fail the course for that quarter.

I hope others can recognize and appreciate this incredible opportunity for collaboration between a public school and a private community organization such as SOLO. I think the work this summer can serve as a wonderful model for other school & community collaborations.

I look forward to working with you again in the future.

Thanks again,



Jennafer A. Carson

Menlo-Atherton Compass Program

Cc: SUHSD Board, Superintendent Gemma, Edward LaVigne, Francisca Miranda, Eric Hartwig, Norman Estrada, Steve Lippi, Judy Duran, Matthew Zito, Pam Wimberly

## **SOLO Aquatics Swimmer Profile – Sarah Winters**

**Fall 2010**

Sarah Winters, a former M-A High School swimmer and now a member of the University of California, Davis Division I swim team, spent more than a decade swimming with SOLO Aquatics in Menlo Park. While at M-A, Sarah competed in the Central Coast Section Swimming and Diving Championships (CCS) where she broke

M-A's own school record in the 200 free with a time of 1:52.57 and placed fifth in the 500 free with a season best of 5:00.62-- No. 2 in M-A's history.

Sarah, who started swimming under the tutelage of SOLO head coach Tom McRae when she was just eight years old, points to three unique attributes that make SOLO, and Coach Tom in particular, unique. First, the individual attention Coach Tom gives each of his swimmers helps engrain and develop strong fundamentals. "I see other swim club coaches who either can't or don't interact much with their swimmers," says Sarah. "Some of them just sit on the sidelines and take down the statistics. Coach Tom is constantly walking up and down the pool cheering you on during a race. At practice, he's observing everything-- dissecting, whistling, correcting. He never stops teaching."

Sarah also points out that SOLO Aquatics has a strong working relationship with M-A High School where Coach Tom also serves as the head swim coach. The fact that Coach Tom works just as effectively with highly competitive high school aged athletes as he does with young swimmers who are just beginning their aquatic journey highlights his passion as an educator, athlete and motivator. The result is an inspiring program that motivates young swimmers to develop into strong, passionate athletes who then feed into highly competitive programs. As Sarah puts it; "SOLO Aquatics brings nothing but positives to the City of Menlo Park. It is a support network in the swimming world and a conduit into competitive swimming. If it wasn't for SOLO Aquatics, I would not have become an M-A swimmer and gone on to swim for a Division I school. SOLO provides Menlo Park with a first class swim club. It takes a stand-out club team to feed into the best programs. And SOLO develops you and prepares you for that next level."

Lastly, despite his love of the sport, Coach Tom makes sure that all of the SOLO coaches keep their swimmers focused on the bigger picture outside the pool. "Tom always reminded us that school and studying were priority one! With him", laughs Sarah, "you get the 'life lessons': Do well in school first, then swimming. Never cheat at anything. And most importantly, it's all about work ethic. You can't let someone else do it for you. It's the hard work that gets you places."

## **7. City of Menlo Park and Its Aquatic Needs**

The City of Menlo Park Community Services Department is responsible for providing recreational and cultural programs for all City residents. Burgess Memorial and Belle Haven pools are among the department's facilities supported by the Parks and Recreation Commission. The Parks and Recreation Commission is charged with advising the City Council on matters related to City programs and facilities established primarily for the participation or use by residents of the City. It is the responsibility of Parks and Recreation to ensure a safe environment and enjoyable aquatics services and activities for the City residents.

Menlo Park's aquatics facilities and programs must serve all residents, including children, adults, seniors, and those with disabilities or other limitations. Programming should allow for diverse service offerings and activities, including swim lessons, recreational swimming, competitive swim team, lap swimming, masters swimming, and other community rentals. Other aquatics-related community services should include training for First Aid, CPR, and Life Guard, as well as other community outreach programs to expand the benefits of participation in aquatics.

Programs must be scheduled to suit a broad spectrum of users. For example, youth programs need be offered outside of school hours but not late in the evenings, whereas adult water polo activities are better suited to earlier times when there are fewer youth swimmers. Swim lessons need to primarily use the instructional pool, whereas the swim team needs to utilize the performance pool. The lap swimming can utilize either pool, depending upon the time of day and season.

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

### **Approach and Philosophy:**

Our goal is to promote personal excellence through a healthy and positive experience. Every athlete who works and strives for personal excellence is a champion. We believe that every individual can benefit from involvement in our aquatics programs.

### **Services**

#### **1. Water Fitness**

We use deep-water jogging and exercises to challenge and strengthen the entire body. Flotation belts, noodles, and paddles are used to increase aerobic fitness and muscle tone while having fun in the water. Students with or without swimming ability will benefit from these water aerobics classes. All levels of fitness welcomed. Certified instructors will assist students to work at their own level and pace.

Sample activities:

- **Deep Water Running:** Stimulating land running in water where the feet do not touch the bottom of the pool. Flotation devices are used. Various running styles, drills, and methods can be used.
- **Water Aerobics:** Full body rhythmic exercises conducted in shallow and/or deep water for 20 minutes or more, designed to provide cardiovascular benefits.
- **Water Toning/Strength Training:** Upper and lower body moves designed to strengthen, firm, and sculpt the muscles by using the resistance of the water and/or water exercise equipment.

There are opportunities to expand the generic category of water fitness.

- Adapted Aquatics
- Water Fitness
- Aquatic Fitness Personal Training
- Aquatic Therapy (including Aquatic Rehabilitation)
- Aquatic Physical Therapy

## **2. Summer Camps**

SOLO Aquatics offers up to 10 one-week summer camps with morning and afternoon sessions. Camp attendees will learn the fundamentals of two of the fastest growing sports, Swimming and Water Polo. Campers receive the individual attention necessary to ensure a solid and fun start to a new sport, or to build on their skills in a sport they already love. All coaches and counselors are USA Swimming Certified.

### **Daily Activities:**

Morning and afternoon pool sessions  
Individual analysis and instruction  
Inner tube water polo  
Field sports, games and crafts

Team building exercises  
Improving stroke technique  
Free swim time  
Stretching techniques

## **3. Junior Triathlon**

SOLO plans to outsource this program.

Outsourced

## **4. Drop-in Lap Swim, Lap Swim Memberships**

Tone your muscles and improve your cardiovascular fitness by participating in one of the best exercises available. Lap swimming is available 7 days a week.

## **5. Open Swim**

Just splash, swim and play in the pool on a hot day. Foster and encourage community involvement. Certified Lifeguards in sufficient numbers would be on deck during these sessions.

## **6. Masters**

The masters program is open to all interested individuals who wish to participate in organized workouts in a team environment. Our program would include occasional socials, competitions and special events as well.

The team consists of swimmers of various ages and abilities, from beginning swimmers to former high school and collegiate swimmers.

Workouts are offered in lanes that are separate from our regular lap swim space. Early morning, mid-day and evening workouts are available for the busy swimmer.

All coaches are USA Swimming Certified.

### **7. Adult Triathlon Team**

SOLO plans to outsource this program.

### **8. Swim Team Year Round (Competitive):**

#### **SWIMMING GROUPS**

Each individual with the SOLO Swim Club has his or her own lifestyle and schedule. A commitment toward personal progress begins with you, and your practice plans need to meet your own goals. The following is a suggested amount of practice for a swimmer:

- **RACERS**  
Racers is designed for swimmers five years old and over who have had little or no experience on a swim club. Emphasis is on developing movement patterns that are controlled and efficient in all four competitive strokes.  
Suggested Commitment - As much as possible
- **DYNAMOS**  
Dynamos is designed for swimmers seven years old and over who have had some experience with a swim club. Emphasis is on mastering basic stroke patterns involved with all four competitive strokes as well as the techniques involved with starts.  
Suggested Commitment - As much as possible
- **AGE GROUP**  
The Age group is designed for young swimmers beginning competition in the 10/under age group. This section introduces conditioning techniques while improving stroke and turn skills. Swimmers are encouraged to attend up to four practices per week.  
Suggested Commitment - Four practices maximum
- **ADVANCED AGE GROUP**  
The Advanced Age Group is designed for swimmers competing in the 11 years and over categories. Emphasis is placed on proper stroke technique, goal setting, and competition. This group allows athletes a chance for increased commitment to training and improvement.  
Suggested Commitment - Five practices if possible
- **PRE-SENIOR**  
The Pre-Senior group is designed for junior high and high school swimmers, 13/over, who are interested in competition. The group stresses stroke technique, a dedication to training, and long range goal setting. Swim practice in this group will qualify students for high school P. E. credit.  
Suggested Commitment - Five practices if possible

- **SENIOR**

The Senior Group is designed for swimmers interested in an intensive training program geared for competition at the Junior and Senior National levels. A minimum of five practices per week are MANDATORY, as is a commitment to excellence in swimming. Suggested Commitment - Five practices MANDATORY

## **9. Swim Team Seasonal (Recreational):**

- **Sand Sharks**

This beginning group is for children 4 years old and over who can swim at least ten yards, taking at least one breath. Sand Sharks is ideal for children with older siblings in our Sharks program or other younger swimmers who would like the team experience, but are not yet ready for Tiger Sharks.

- **Tiger Sharks**

This group is for swimmers four and half years old and over who are self-sufficient in the water, but have had little or no experience on a swim club. Emphasis is on developing movement patterns that are controlled and efficient. Focus will be on freestyle and backstroke.

- **Leopard Sharks**

This is an intermediate group for swimmers seven years old and older who have had some experience with a swim club or are able to swim 100 yards freestyle without stopping. Emphasis is on mastering basic stroke patterns involved in all four competitive strokes.

- **Hammerhead Sharks**

This is an advanced group for swimmers nine years old and older who are proficient in all four strokes. Emphasis is on improving strokes and introducing conditioning techniques. Competition start and turn skills will also be developed.

## **10. Swim Lessons:**

Swim lessons are taught by trained instructors on a year round basis at the Burgess Aquatic Facility. Our staff is here to assist beginners with their comfort & safety in the water, and intermediate & advanced swimmers with their skill development. Our excellent progression system allows children of all ages & abilities to develop their swim skills in a fun, challenging learning environment, and at a comfortable pace.

## **Water Babies:**

### **Level 1:**

The focus of this program is to create a nurturing aquatic environment for parents and children under the age of 3. The program is designed to get children comfortable with submerging their head, blowing bubbles and floating.

### **Level2:**

Children must be able to float on their back and front unassisted, put their face in the water, blow bubbles, submerge head 3 times, and glide from the wall to the instructor with face in the water. Swimmers will learn to breath, kick, glide and begin the proper positions for swimming freestyle.

## **Children:**

### **Level 1:**

The program is designed for students to develop air exchange while coordinating balanced movements side to side for freestyle. Students are introduced to backstroke. Goal of the class is to be able to swim unassisted.

### **Level2:**

The program is designed to develop confidence in the ability to swim freestyle for at least 25 yards. Students will be introduced to dolphin kicks and the fundamentals of other strokes. Backstroke and headfirst entry will be introduced.

### **Level3:**

The program provides further coordination and refinement of key strokes. Students will be able to swim freestyle, backstroke and develop good foundations for breaststroke and butterfly. Participants will be taught how to dive. After completing this program swimmers should be ready to explore the opportunities in recreational swimming.

After level 3, swimmers move on to the recreational shark program.

## **Private:**

Students who take private lessons develop at a faster rate. Instructors are able to move participants through the levels of instruction as the skills are mastered and to maintain a better focus with the individual.

### **Private Stroke:**

Instruction designed to help the individual learn the most efficient stroke mechanics for swimming. This is a great way for swimmers wanting to get the most out of their performance racing and/or their workouts. Ideal for participants with pain as a result of swimming or other injury.

### **Adult:**

The program is perfect for adults learning the basics while being in a comfortable setting. These lessons allow the individual to develop skills so they can work at their own pace. Ideal for those who have little to no experience in the water.

### **11. Water Polo:**

- **Women's Water Polo:**

The program offers women players, from beginning to experienced, the opportunity to receive coaching, develop their skills, scrimmage and participate in local competitions.

- **Club Water Polo:**

SOLO Aquatics previously offered water polo programs for teens and pre-teens. Either separately or in coordination with local water polo clubs, the program is designed to improve conditioning, develop individual water polo skills, and teach game techniques and strategies. Coaches are experienced players and often local high school coaches.

### **12. Rentals:**

Policies will be determined in coordination with the expectations of the City of Menlo Park.

### **13. Belle Haven Programs:**

The programs at the Belle Haven pool will mirror some of the Burgess programming when appropriate.

**Sample Schedules:**

Performance Pool- Fall/Winter

L=Laps, M=Masters, O=Open  
 C=Competitive Team, R= Rec Team, P=Polo, TNT=Leuk Lmph Society

	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
5-6	Masters	Masters	Masters	Masters	Masters		
6-7	Masters	Masters	Masters	Masters	Masters	Masters	
7-8	M Laps	M Laps	M Laps	M Laps	M Laps	Masters	Masters
8-9	Laps	Laps	Laps	Laps	Laps	Masters	Polo
9-10	Laps	Laps	Laps	Laps	Laps	TNT	Polo
10-11	Laps	Laps	Laps	Laps	Laps	Laps Comp Team	Laps
11-12	Laps	Laps	Laps	Laps	Laps	Laps Comp Team	Laps
12-1	M Laps	M Laps	M Laps	M Laps	M Laps	Laps Open	Laps Open
1-2	Laps	Laps	Laps	Laps	Laps	Laps Open	Laps Open
2-3	Laps	Laps	Laps	Laps	Laps	Laps Open	Laps Open
3-4	Laps	Laps	Laps	Laps	Laps	Laps Open	Laps Open
4-5	Laps Comp Team	Laps Comp Team	Laps Comp Team	Laps Comp Team	Laps Comp Team	Laps Open	Laps Open
5-6	Laps Comp Team	Laps Comp Team	Laps Comp Team	Laps Comp Team	Laps Comp Team	Laps Open	Laps Open
6-7	Laps Comp Team	Laps Comp Team	Laps Comp Team	Laps Comp Team	Laps Comp Team	Laps Open	Laps Open
7-8	Laps	Laps Polo	M Laps	Laps	Laps Polo	M Laps	Laps
8-9	Laps	Polo		Laps	Polo		

Performance Pool- Spring

L=Laps, M=Masters, O=Open  
 C=Competitive Team, R= Rec Team, P=Polo, TNT=Leuk Lmph Society

	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
5-6	Masters	Masters	Masters	Masters	Masters		
6-7	Masters	Masters	Masters	Masters	Masters	Masters	
7-8	M Laps	M Laps	M Laps	M Laps	M Laps	Masters	Masters
8-9	Laps	Laps	Laps	Laps	Laps	Masters	Polo
9-10	Laps	Laps	Laps	Laps	Laps	TNT	Polo
10-11	Laps	Laps	Laps	Laps	Laps	Laps Comp Team	Laps
11-12	Laps	Laps	Laps	Laps	Laps	Laps Comp Team	Laps
12-1	M Laps	M Laps	M Laps	M Laps	M Laps	Laps Open	Laps Open
1-2	Laps	Laps	Laps	Laps	Laps	Laps Open	Laps Open
2-3	Laps	Laps	Laps	Laps	Laps	Laps Open	Laps Open
3-4	Laps	Laps	Laps	Laps	Laps	Laps Open	Laps Open
4-5	Rec Team Comp Team	Rec Team Comp Team	Rec Team Comp Team	Rec Team Comp Team	Rec Team Comp Team	Laps Open	Laps Open
5-6	R L Comp Team	R L Comp Team	R L Comp Team	R L Comp Team	R L Comp Team	Laps Open	Laps Open
6-7	Laps Comp Team	Laps Comp Team	Laps Comp Team	Laps Comp Team	Laps Comp Team	Laps Open	Laps Open
7-8	Laps Laps Polo	M Laps	Laps Laps Polo	M Laps	Laps		
8-9	Laps Polo		Laps Polo				

Performance Pool-Summer

L=Laps, M=Masters, O=Open

C=Competitive Team, R= Rec Team, P=Polo, TNT=Leuk Lmph Society

	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
5-6	Masters	Masters	Masters	Masters	Masters		
6-7	Masters	Masters	Masters	Masters	Masters	Masters	
7-8	M Laps	M Laps	M Laps	M Laps	M Laps	Masters	Masters
8-9	Laps	Laps	Laps	Laps	Laps	Masters	Polo
9-10	Laps DC L	Laps DC L	Laps DC L	Laps DC L	Laps DC L	TNT	Polo
10-11	Day Camp L	Day Camp L	Day Camp L	Day Camp L	Day Camp L	Laps Comp Team	Laps
11-12	Laps	Laps	Laps	Laps	Laps	Laps Comp Team	Laps
12-1	M Laps	M Laps	M Laps	M Laps	M Laps	Laps Open	Laps Open
1-2	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open
2-3	Laps Day Camp	Laps Day Camp	Laps Day Camp	Laps Day Camp	Laps Day Camp	Laps Open	Laps Open
3-4	O DC O L	O DC O L	O DC O L	O DC O L	O DC O L	Laps Open	Laps Open
4-5	Rec Team Comp Team	Rec Team Comp Team	Rec Team Comp Team	Rec Team Comp Team	Rec Team Comp Team	Laps Open	Laps Open
5-6	Rec Team Comp Team	Rec Team Comp Team	Rec Team Comp Team	Rec Team Comp Team	Rec Team Comp Team	Laps Open	Laps Open
6-7	O Comp Team	O Comp Team	O Comp Team	O Comp Team	O Comp Team	Laps Open	Laps Open
7-8	Laps Laps Polo	M Laps	Laps Laps Polo	M Laps	Laps		
8-9	Laps Polo	Laps	Laps Polo	Laps	Laps		

Performance Pool-Late Summer/August

L=Laps, M=Masters, O=Open  
 C=Competitive Team, R= Rec Team, P=Polo, TNT=Leuk Lmph Society

	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday		
5-6	Masters	Masters	Masters	Masters	Masters				
6-7	Masters	Masters	Masters	Masters	Masters	Masters			
7-8	M Laps	M Laps	M Laps	M Laps	M Laps	Masters	Masters		
8-9	Laps	Laps	Laps	Laps	Laps	Masters	Polo		
9-10	Laps	Laps	Laps	Laps	Laps	TNT	Polo		
10-11	Laps	Laps	Laps	Laps	Laps	Laps Open	Laps Open		
11-12	Laps	Laps	Laps	Laps	Laps	Laps Open	Laps Open		
12-1	M Laps	M Laps	M Laps	M Laps	M Laps	Laps Open	Laps Open		
1-2	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open		
2-3	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open		
3-4	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open		
4-5	Rec Team L&O	Rec Team L&O	Rec Team L&O	Rec Team L&O	Rec Team L&O	Laps Open	Laps Open		
5-6	Rec Team L&O	Rec Team L&O	Rec Team L&O	Rec Team L&O	Rec Team L&O	Laps Open	Laps Open		
6-7	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open		
7-8	Laps	Laps Polo	M Laps	Laps	Laps Polo	M Laps	Laps	Laps Open	Laps Open
8-9	Laps	Polo	Laps	Laps	Polo	Laps	Laps		

Instructional Pool- Fall/Winter

L=Laps, S=School, O=Open  
 DC=Day Camp, R= Rec Team, P=Polo, TNT=Leuk Lmph Society

	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
5-6							
6-7	Laps	Laps	Laps	Laps	Laps		
7-8	Laps WF	Laps WF	Laps WF	Laps WF	Laps WF	TNT	
8-9	WF	WF	WF	WF	WF	TNT	
9-10	School Laps	School Laps	School Laps	School Laps	School Laps	School	WF
10-11	School Laps	School Laps	School Laps	School Laps	School Laps	School	School Open
11-12	School Laps	School Laps	School Laps	School Laps	School Laps	School	School Open
12-1	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	School Open	School Open
1-2	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Open	Open
2-3	School Open	School Open	School Open	School Open	School Open	Open	Open
3-4	School Open	School Open	School Open	School Open	School Open	Open	Open
4-5	School Comp Team	School Comp Team	School Comp Team	School Comp Team	School Comp Team	Open	Open
5-6	School Comp Team	School Comp Team	School Comp Team	School Comp Team	School Comp Team	Laps Open	Laps Open
6-7	School L&O	School WF	School L&O	School WF	School L&O	Laps Open	Laps Open
7-8	Laps Open	Laps Open	TNT	Laps Open	Laps Open		
8-9							

Instructional Pool- Spring

L=Laps, S=School, O=Open  
 DC=Day Camp, R= Rec Team, P=Polo, TNT=L leuk Lmph Society

	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
5-6							
6-7	Laps	Laps	Laps	Laps	Laps		
7-8	Laps WF	Laps WF	Laps WF	Laps WF	Laps WF	TNT	
8-9	WF	WF	WF	WF	WF	TNT	
9-10	School Laps	School Laps	School Laps	School Laps	School Laps	School	WF
10-11	School Laps	School Laps	School Laps	School Laps	School Laps	School	School Open
11-12	School Laps	School Laps	School Laps	School Laps	School Laps	School	School Open
12-1	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	School Open	School Open
1-2	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Open	Open
2-3	School Open	School Open	School Open	School Open	School Open	Open	Open
3-4	School Open	School Open	School Open	School Open	School Open	Open	Open
4-5	School Rec Team	School Rec Team	School Rec Team	School Rec Team	School Rec Team	Open	Open
5-6	School Rec Team	School Rec Team	School Rec Team	School Rec Team	School Rec Team	Laps Open	Laps Open
6-7	School L&O	School WF	School L&O	School WF	School L&O	Laps Open	Laps Open
7-8	Laps Open	Laps Open	TNT	Laps Open	Laps Open	Laps Open	Laps Open
8-9							

Instructional Pool- Summer

L=Laps, S=School, O=Open  
 DC=Day Camp, R= Rec Team, P=Polo, TNT=Leuk Lmph Society

	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
5-6							
6-7	Laps	Laps	Laps	Laps	Laps		
7-8	Laps WF	Laps WF	Laps WF	Laps WF	Laps WF	TNT	
8-9	WF	WF	WF	WF	WF	TNT	
9-10	School DC	School DC	School DC	School DC	School DC	School	WF
10-11	School DC	School DC	School DC	School DC	School DC	School	School Open
11-12	School Laps	School Laps	School Laps	School Laps	School Laps	School	School Open
12-1	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	School Open	School Open
1-2	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Open	Open
2-3	School Open DC	School Open DC	School Open DC	School Open DC	School Open DC	Open	Open
3-4	School DC	School DC	School DC	School DC	School DC	Open	Open
4-5	School Rec Team	School Rec Team	School Rec Team	School Rec Team	School Rec Team	Open	Open
5-6	School Open	School Open	School Open	School Open	School Open	Laps Open	Laps Open
6-7	School L&O	School WF	School L&O	School WF	School L&O	Laps Open	Laps Open
7-8	Laps Open	Laps Open	TNT	Laps Open	Laps Open	Laps Open	Laps Open
8-9							

Instructional Pool- Late Summer August

L=Laps, S=School, O=Open

DC=Day Camp, R= Rec Team, P=Polo, TNT=Leuk Lmph Society

	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
5-6							
6-7	Laps	Laps	Laps	Laps	Laps		
7-8	Laps WF	Laps WF	Laps WF	Laps WF	Laps WF	TNT	
8-9	WF	WF	WF	WF	WF	TNT	
9-10	School DC	School DC	School DC	School DC	School DC	School	WF
10-11	School DC	School DC	School DC	School DC	School DC	School	School Open
11-12	School Laps	School Laps	School Laps	School Laps	School Laps	School	School Open
12-1	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	School Open	School Open
1-2	Laps Open	Laps Open	Laps Open	Laps Open	Laps Open	Open	Open
2-3	School Open DC	School Open DC	School Open DC	School Open DC	School Open DC	Open	Open
3-4	School DC	School DC	School DC	School DC	School DC	Open	Open
4-5	School Open	School Open	School Open	School Open	School Open	Open	Open
5-6	School Open	School Open	School Open	School Open	School Open	Laps Open	Laps Open
6-7	School L&O	School WF	School L&O	School WF	School L&O	Laps Open	Laps Open
7-8	Laps Open	Laps Open	TNT	Laps Open	Laps Open	Laps Open	Laps Open
8-9							

**Belle Haven  
Seasonal Operations  
Shallow Section**

	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
5-6							
6-7							
7-8	School	School	School	School	School		
8-9	School	School	School	School	School	School	School
9-10	School	School	School	School	School	School	School
10-11	School	School	School	School	School	School	School
11-12	Open	Open	Open	Open	Open	Open	Open
12-1	Open	Open	Open	Open	Open	Open	Open
1-2	Open	Open	Open	Open	Open	Open	Open
2-3	Open	Open	Open	Open	Open	Open	Open
3-4	Open	Open	Open	Open	Open	Open	Open
4-5	Open	Open	Open	Open	Open	Open	Open
5-6	Open	Open	Open	Open	Open	Open	Open
6-7	Open	Open	Open	Open	Open	Open	Open
7-8							
8-9							

Belle Haven  
Seasonal Operations  
6 Lane Diving Board Section

	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
5-6							
6-7							
7-8	Laps	Laps	Laps	Laps	Laps		
8-9	Laps	Laps	Laps	Laps	Laps	Laps	Laps
9-10	Laps Rec Team	Laps Rec Team	Laps Rec Team	Laps Rec Team	Laps Rec Team	Laps Rec Team	Laps
10-11	Laps Rec Team	Laps Rec Team	Laps Rec Team	Laps Rec Team	Laps Rec Team	Laps Rec Team	Laps
11-12	Open	Open	Open	Open	Open	Open	Open
12-1	Open	Open	Open	Open	Open	Open	Open
1-2	Open	Open	Open	Open	Open	Open	Open
2-3	Open	Open	Open	Open	Open	Open	Open
3-4	Open	Open	Open	Open	Open	Open	Open
4-5	Open	Open	Open	Open	Open	Open	Open
5-6	Open	Open	Open	Open	Open	Open	Open
6-7	Laps	Laps	Laps	Laps	Laps	Laps	Laps
7-8	Polo	Laps	Polo	Laps	Polo		
8-9							

**Hours of operation:**

Our proposed hours of operations are illustrated on the sample pool schedules. We are cognizant that weather and daylight play an instrumental role in the demand for aquatics services and plan to be flexible to accommodate the communities' needs.

Both facilities are currently equipped to promote ADA athletes and we look forward to providing and expanding those services.

**Safety and Training:**

Our coaches, trainers and staff are trained and certified through organizations such as the American Red Cross and USA swimming. Continued skill development for coaches is strongly encouraged. Cross training for lifeguards, coaches, and other pool staff will greatly enhance the experience for the community users as well as provide opportunities for growth for the employees. SOLO has experienced this dynamic, seeing athletes progress from swimmers to lifeguards, to summer camp counselors, to swim lesson instructors, to full time certified coaches.

**Outside access:**

We are open and flexible in facilitating outside rental requests. Communication and prioritization will be the key to accommodating outside requests while maintaining a service standard for the community. Education and setting expectations regarding the resources the city has dedicated to aquatics will be instrumental in creating appropriate programming.

SOLO has extensive experience in juggling scheduling conflicts both at Burgess and the MAHS pool. We are confident in our ability foster an environment of solutions.

## **E. Staffing and Management**

### **Propose organizational structure for the site**

Director of Aquatics

Office Manager

Front Desk support

Lifeguards- appropriate coverage based programming and number of participants

Coaches/Trainers- appropriate for programming

Pool equipment and chemical maintenance- outsourced

### **Responsibilities**

The Director of aquatics has responsibility for the overall quality of diverse programming and ultimate responsibility for managing the entire staff. The Director would also coordinate safety and maintenance policies and procedures. Qualifications would include running similar programming in the past with all the appropriate certifications. (i.e. coaching certs, CPO designations, CPR and first aid). The Director is responsible for hiring and developing the rest of the staff.

The Office Manager(s) are responsible for registration, program schedules, billing, customer service and staff scheduling. All financial and administrative tasks involved in running the aquatics program will be the responsibility of the Office Manager(s). They will also assist in the hiring and developing of staff.

Front Desk employees are responsible for direct customer service, answering basic programming questions and inquiries. They promote an open and friendly community atmosphere.

Lifeguards are responsible for the safety of the participants. They must be properly certified and trained by established organizations.

Coaches are responsible for the proper training of participants in their chosen program. They provide a positive environment for developing skills and personal growth through aquatics. The Coaches are certified by national organizations and are encouraged to continually improve their skills as coaches.

## **Staff Ratios**

Staff ratios are determined by program and by the number of participants. Swim lessons, for example can have a student: coach ratio from 1:1 to 6:1. Recreational swim and competitive swim team practices are 2 to 3 coaches depending on the number of swimmers and the skill level of the athletes. Lap swimming and masters are lifeguarded at ratios recommended by national guidelines for safety. The highest staffing of lifeguards is during the busy open swim sessions during the summer.

## **Training**

Sample training outline and handbook.

### **Section I Employment**

- Employment Benefits
- Work Schedule
- Hiring
- Payroll
- Time Clock
- Absence/ Late Policy
- Substitution Policy
- Missed Shift Policy

### **Section II Employee Duties**

- Job Description
- General Etiquette
- Lifeguard Procedures
- Opening and Closing Checklists
- Pool Policies and Procedures
- Pool Regulations

### **Section III Work Policy**

- Communication
- Evaluation
- Disciplinary Policy
- Steps in Grievance Process
- Lifeguard Agreement

## **Subcontractors**

We are currently requesting subcontractor bids for purchasing and maintaining chemicals and testing water quality. The subcontractor would be responsible for maintaining the pumps, filters and various other pool equipment. In addition the subcontractor will maintain the appropriate safety and maintenance logs.

Basic janitorial and grounds maintenance will also be outsourced.

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

Solo has provided recreational and competitive swim programs in Menlo Park since 1994. We have hosted and run one or two sanctioned USA Swim meets per year for the last 5 years. We run youth summer camps. Our head coach has been the head coach for the MAHS swim teams since 2002. All these programs have been run under the appropriate safety and risk management standards without incident.

For the pool equipment, water testing and chemical maintenance we will initially outsource these functions to a local, Menlo Park based company. The subcontractor is familiar with the existing facilities and has over 25 years of experience in pool maintenance and repair. They will assist in cross-training staff for functions that need to be completed on a day-to-day basis. They will maintain the appropriate maintenance logs and facilitate our compliance with city reports and audits.

We will maintain training within SOLO for:

- Certified Pool Operator (i.e. CPO form the National Swimming Pool Foundation)
- Lifeguards will be certified by recognized agencies such as the American Red Cross
- Pool Staff will be trained in the basic workings of the facilities, operations, water testing and chemicals.
- All personnel working with swimmers will be certified in basic First Aid and CPR. We will also conduct background checks and offer Safe Haven or similar training.
- Other staff, such as front desk, will be strongly encouraged to cross train as well.

Following national best practices we will work in coordination with the city and our subcontractor to identify risks and hazards and develop procedures for both prevention and correction. These include but not limited to items such as:

- Accidental Fecal Release
- Accidental Vomit Release
- Chemical Spills
- Lightning
- Electrical outlets and power
- Individual health situations
- Overall Safety (Including all appropriate signage)

Our emergency action plan will be developed with the city and available in writing. Staff will be drilled on a periodic basis. There are abundant emergency action plans available from organizations such as the National Swimming Pool Foundation and various local institutions. These procedures will be finalized during the transition period. Sample outline:

### Section I Emergency

- Emergency Departmental Procedures
- Emergency Action Plan
- Pool Accident

- Spinal Management Protocol
- First Aid
- Emergency Phone List
- Injury Report

Sample emergency plan:

**Major Injuries, Illnesses and Rescues**  
 Lifeguard Recognizes Someone Needs Help

Lifeguard Activates EAP  
 One blast of whistle – STOP, LOOK, LISTEN  
 Three blasts of whistle – CLEAR POOL IMMEDIATELY

Primary Rescuer-----Secondary Rescuer

▼  
 Performs Rescue  
 Moves Victim to Safety  
 Removes from Water  
 Assessment ABC's  
 Begins Basic Life Support

▼  
 Clears Pool  
 Calls 9-911/Pushes Panic Button  
 Assists removal from Water  
 Delivers AED, 1<sup>st</sup> Aid Supplies  
 Assists with Basic Life Support

▲  
 BLS Continues until EMS/Trained Staff takes over  
 Contact Aquatics Coordinator  
 Complete Accident/Injury Report

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▲  
 Non -Primary Rescuers (lifeguards, staff, patrons, etc)  
 Assists in delivering First Aid Equipment  
 Assists in clearing pool  
 Escorts EMS to scene upon arrival

We have had no litigation or pending litigation in the past 10 years.

As an aquatics organization we currently carry insurance coverage. We are confident that we can provide the level of coverage required by the city and as such have received recommendations from a local commercial pool operator.

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

### **1. SOLO Communication with Public**

All SOLO services, schedules, fees, and policies are maintained on our website at [www.soloaquatics.com](http://www.soloaquatics.com). SOLO member communications are sent to participants and families through Thriva Active Network (Thriva).

### **2. SOLO Marketing and Registration**

SOLO has contracted with Thriva Active Network (Thriva), the leading provider of online event registration, event management and electronic payment processing software. Links to this service are managed from our website. In addition to communications from the Thriva service, SOLO markets its services by advertising in the Menlo Park Almanac, direct delivery of marketing pamphlets to all local Menlo Park schools, and listings in eNewsletters of local Menlo Park schools. Furthermore, the best marketing avenue for SOLO has been returning athletes and our refer-an-athlete discount program.

Hosting Zone 1 swim meets, swim-a-thons, water polo tournaments, and sharing coaching staff with Menlo Atherton High School has given SOLO excellent exposure in the aquatic community and has served as marketing for SOLO aquatic services

### **3. Policies and Procedures: Registration, Refunds, Customer Issues**

All policies and procedures for registration, refunds, and customer complaints are available on our website. SOLO has a dedicated email account for customer communications and issue resolution. Customers are also encouraged to speak directly with coaches for any concerns in order to receive guidance and timely resolution.

### **4. Customer Satisfaction**

SOLO holds regular parent meetings as well as goal meetings with individual athletes. At any time participants may request an evaluation of improvements and developments. SOLO has an "open door" policy with direct availability of coaches, a dedicated email account, and a dedicated phone line.

### **5. Crisis Management Plan**

SOLO will follow the crisis management guidelines of the governing facilities and programs, such as USA Swimming, Certified Pool Operators, American Red Cross, and the City of Menlo Park.

In preparation for managing City facilities, SOLO will hire professional consulting services to establish a comprehensive plan and provide media training for administrators and board officers.

In general, SOLO crisis management plan would include:

- Scenario identification and response planning, evaluating for a broad range of potential crises, such as local environmental emergency event, staff malfeasance, or injury or death of a participant, as each scenario will entail very different responses.
- Plan will include a physical action plan for the facilities as well as a communications plan. The communications plan will identify a spokesperson, develop press releases, set up a media hotline, and identify the needs for a press conference. SOLO will prepare for speaking directly to customers and media, in a timely and honest manner.
- Develop a risk management program to deal with loss of life, property, and insurance issues.

## H. Fees

### Estimated Fees

1. Water Fitness:  
50-60\$ per month  
5-10% discount for a quarterly membership  
10-15% discount for an annual membership
2. Summer Camps  
200-250\$ per half day session  
375-425\$ per full day session  
10-15% discount for additional family members
3. Junior Triathlon Training:  
Outsourced
4. Lap Swim Drop In:  
3-5\$ per event for residents  
4-6\$ per event for non-residents
5. Lap Swim Memberships  
40-50\$ per monthly membership  
5-10% discount for a quarterly membership  
10-15% discount for an annual membership
6. Open Swim  
3-5\$ per event for residents  
5-10% discount for 10 event-cards  
40-60\$ for summer seasonal pass  
Additional discounts for family summer seasonal pass  
4-6\$ per event for non-residents  
5-10% discount for 10 event cards  
50-70\$ for summer seasonal pass  
Additional discounts for family summer seasonal pass
7. Masters  
8-10\$ per drop in event

60-80\$ per monthly membership  
5-10% discount for a quarterly membership  
10-15% discount for an annual membership

8. Adult Triathlon Training:  
Outsourced

9. Swim Team Year Round: There are four sessions per year of different lengths.

Racers:

60-75\$ per month

Dynamos:

65-80\$ per month

Age Group:

75-90\$ per month

Advanced Age Group:

85-100\$ per month

Pre-Seniors:

95-110\$ per month

Seniors:

105-120\$ per month

10. Swim Team Summer: There is one session of approximately eleven weeks from late spring through the summer.

Sand Sharks:

20-25\$ per week

Tiger Sharks:

20-30\$ per week

Leopard Sharks:

25-35\$ per week

Hammerhead Sharks:

30-40\$ per week

11. Swim Lessons: Lessons are scheduled in ten week sessions:

Water Babies:

13-15\$ per 30 minute lesson

Levels 1-3: 4:1 Ratio

13-15\$ per 30 minute lesson  
Levels 1-3: 2:1 Ratio

25-35\$ per 30 minute lesson  
Private Lessons: 1:1 Ratio

35-50\$ per 30 minute lesson

**12. Water Polo:**

8-10\$ per event

45-55\$ per month

5-10% discount for a quarterly membership

10-15% discount for an annual membership

**13. Rentals:**

To be determined

**14. Belle Haven:**

Discounted from the Burgess rates.

## **I. Financial Information**

**Please treat the balance sheets, profit and loss statements and tax returns as confidential for staff and council review.**

## **J. Transition between Providers**

In order to ensure the smoothest transition of community services for the summer of 2011, SOLO will need to begin operation of the aquatics programs at both Burgess and Belle Haven by May 1, 2011. Transition Planning will begin in December 2010.

The only possible challenges would be facility improvements or standard maintenance not having been completed. However, this will be addressed during the transition.

Timeline:

### **December 2010**

- a. **Provider Contract**
  - Identify provider responsibilities
  - Identify city responsibilities
  - Identify facility upgrades that the city will provide.
- b. **Meet with the current provider to:**
  - Identify current services provided to the community.
  - Identify what services the current provider might want to continue as a community organization. This could include ongoing shared services or services that will be staggered during the transition.
  - Identify site needs that would be required to maintain facility operations (i.e., office equipment, website, pool equipment)
- c. **Meet with the city to:**
  - Identify community groups that might be possible Menlo Park Aquatic users for both the Burgess and Belle Haven Sites.
  - Communicate about what summer youth programs might need to use the aquatics facility.
- d. **Develop a list of summer programs that will be offered.**
- e. **Finalize a timeline for transition.**

## January 2011

- a. Facility Operations
  - Identify and apply for required licensing, certificates, and insurance for both the Burgess and Belle Haven Sites.
  - Identify full time staff positions and seasonal staff positions.
  - Begin developing application and interview schedule.
  - Complete a facility walk through at both Burgess and Belle Haven to identify maintenance issues and develop a schedule for repair.
- b. City Programs (Burgess and Belle Haven)
  - Coordinate with the city regarding current city youth programs that would use both sites.
  - Develop times and schedules for programs.
- c. Provider Programs
  - Provide the city with a finalized list of summer programs (Date, times, fee's, and locations).
  - Advertise summer programs through city and community publications.
  - Launch updated provider website.
- d. Meet with the current provider to discuss transition with programs, facilities, and staff that may want to continue with the new provider.

## February 2011

- a. Staffing
  - Begin hiring full time staff to start by March 15, 2011
  - Identify current staff that may want to continue with the new provider
- b. Meet with the current provider to further discuss transition activities.
- c. Meet with the city about services and transition needs
- d. Facility Operations
  - Finalize required licensing, certificates, and insurance for both the Burgess and Belle Haven Sites.

- Secure any subcontractors to maintain facility.
- Begin any facility upgrades or required maintenance at both Burgess and Belle Haven. This includes what might be required by the current provider.

**March 2011**

- a. Staffing:
  - Begin hiring seasonal staff (i.e., lifeguards, swim instructors) for both the Burgess and Belle Haven Sites.
  - Finalize training for all staff.
- b. Continue to meet with current provider about any transition activities.
- c. Continue to meet with the city about transition needs.
- b. Facility Operations
  - Finalize maintenance needs at both sites.

**May 2011**

- a. Staffing is in place ready to begin service
- b. Past provider has transitioned all responsibility to the new provider
- c. Sub Contractors are in place ready to provide service
- d. Programs begin at both Burgess and Belle Have Sites
- e. SOLO coordinates with the City and community groups about future needs at Burgess and the Belle Haven Sites.

As stated above, SOLO will meet with the current provider in December of 2010 to identify services provided to the community. At this time, SOLO will communicate with the current provider about what services they could or would want to continue as a community organization.

In order to provide a smooth transition between providers, SOLO will limit any changes to current program operations during the first year of service. Possible program changes will take

place over the first year of service as new programs are being introduced. This will maintain a continuity of services while minimizing any disruption to the community.

Specific to the Belle Haven Site:

SOLO will coordinate with the city regarding current programs for the summer of 2011. At the same time, SOLO will conduct out reach during summer 2011 programming with the Belle Haven community about possible year round Aquatics Programming.

### **K. Assistance from City**

1. Transition:

The city would assist in coordinating the smooth transition from the current operator to SOLO Aquatics. This would include oversight for maintaining the condition of the facilities and equipment.

2. Community outreach:

It would be helpful if the city could assist with outreach to the community regarding programs for minorities, the underprivileged and citizens with disabilities.

## **L. Augmentations to the Scope of Service**

**1. Swim Lesson Scholarships:**

As revenue projections are realized, we could establish a \$25,000 swim lesson scholarship for enhanced programming at the Belle Haven pool.

**2. Swim Team Scholarships:**

As revenue projections are realized we could offer scholarships to underprivileged athletes for seasonal and/or year round swim team fees to introduce them to the benefits of swimming.

**3. Opportunities for community coordination:**

Given our long standing relationship with Menlo-Atherton High School, there may be opportunities for expanded programming, especially during the high impact summer months.

**4. Dome for the instructional pool in the winter months:**

Recognizing the demand for additional programming afforded by doming the instructional pool from approximately November through March SOLO expects to provide a dome starting in November of 2011.

## **M. Additional Information**

### **QUALIFICATIONS AND BACKGROUND OF PROVIDER**

**SOLO Head Coach Tom McRae** graduated from Ohio State University 1990 with a BS degree in Education, specializing in developmental motor patterns in children. He was Assistant Coach for the Ohio State Women's Swim Team in 1988-90, and Assistant Coach for the Stanford Women's Swim Team in 1990-91. Coach Tom has worked with several 1992 and 1996 Olympic medalists from Stanford, and coached swimmers from the Mexican National Team for the 2000 Olympic Games and had two swimmers qualify for the USA Olympic Trials in 2000. He is a Certified Level 4 member of American Swimming Coaches Association.

In 1990 Coach Tom started as an Age Group Coach for SOLO, and became the Head Coach in 1992. Unlike many other Head Coaches, Coach Tom works with all levels of swimmers. His daily activities includes being in the water teaching the youngest swimmers, helping Age Group swimmers with their strokes, and running practices for National level swimmers.

Coach Tom is also the Head Coach for Menlo-Atherton High School's swim teams. In 2010 the varsity team won their third straight PAL championship and finished in the top 10 at CCS. The team set eight new school records. The size and depth of the team has grown tremendously during the past eight years under Coach Tom's leadership.

The list of swimmers making All-American status or going to college programs continues to grow. Kelly Eaton was named Athlete of the Year for California in 2006, becoming the first individual in San Mateo County to receive the award. Heidi Kucera, currently on scholarship at UC Davis, was the first Aggie in school history to make the NCAAs in 2009.

**Sean Horan, Coach** – During his swimming career, Coach Sean qualified for Junior Olympics and Far Westerns in multiple events. He had the honor of being part of very talented relay teams in high school, winning the 200 Free, 200 Medley, and 400 Free Relays at the North Coast High School Championship Meet, and setting records at the Contra Costa County Champs. Coach Sean began coaching in 2001 at the Woodlands Swim Team in Walnut Creek, developing a passion for swimming spirit, coaching all ages and ability levels, including National Qualifying Recreational Swimmers.

Coach Sean comes from a strong background in Radio, excelling at a young age, and managing a small staff by the age of eighteen at KVHS in Concord, Ca. While completing his Broadcasting degree at San Francisco State, he was elected as the General Manager of KSFS, managing a staff of over a hundred student employees. Sean is very proficient with computers, administrating multiple database software platforms during his career. His knowledge of interactive new media communications and promotional opportunities is a tremendous opportunity for SOLO.

Coach Sean continued to coach over the past decade, rising to the position of Head Coach at Eichler Swim Team in Palo Alto. Sean started as the SOLO Aquatics Age Group Coach in 2009. His goal is to encourage swimmers to learn swimming techniques for a lifetime of healthy living. Sean prides himself on creating a cooperative learning environment, which is necessary to develop interpersonal, intrapersonal, and kinesthetic awareness for athletes.

**Robert Peck, Coach** - Coach Robert grew up in Palo Alto, and started swimming before he could walk. He was on the GUNN High School water polo and swim teams, competing in every event, especially the 50 and 100 Butterfly, and the 100 and 200 IM. Coach Robert started teaching swim lessons in high school, then worked for the City of Palo Alto working his way up to a Lifeguard Manager at Rinconada Pool. He was a Deck Manager for Menlo Swim and Sport at Burgess. He met Coach Sean while working at the Palo Alto JCC, and Sean brought him to SOLO in early 2010, and Robert absolutely loves it.

Coach Robert graduated from UC Davis in 2008 with a B.S. in Medical Microbiology, but discovered after graduation that he has a stronger passion for education than physical science. Robert teaches every age, including infants with “Mommy & Me” programs, through eager young lifeguards as a Certified Lifeguard Instructor. Robert plans to continue gaining credentials in hopes of offering more classes in the Menlo Park area. His goal is to engender a love for learning to all ages, making the process of learning a fun and exciting experience.

**Community Comments:**

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My son was a Shark last summer and he loved the program. I was extremely impressed with the level of coaching he had as well as the personalized attention he got from the staff. His swimming improved considerably over the summer and we hope to continue his training with the SOLO team in the future. I much preferred it over the program that I had my younger son in over the summer and will definitely have them both in SOLO next summer - if not sooner.

Thank you!

Alison I.

Menlo Park resident

10/13/2010

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My children Julia (9) and John (6) have been involved with SOLO since they were each 4 years old. Although the kids tried many other swim programs, this one stands out. It taught them how to swim in a fun, positive environment while giving them the learning experience of being part of a competitive swim team. The level of individual instruction and the focus on individual goals and improvement within the larger team environment is unmatched in my experience and a testament to the commitment and gifts of Coach Tom and his staff. I feel very fortunate that my children have been involved with Coach Tom and the SOLO program and look forward to many more years of participation.

Jill K.

Atherton resident, attend Menlo Park school district public schools

10/13/2010

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Family – Noah (9), Aidan (6), Eli (5)

SOLO Aquatics is an excellent swim program that offers children swim skills, competition skills, and sportsmanship skills in an incredibly fun, positive and motivating environment. My boys have been swimming with Coach Tom and his staff for the past 5 years. They have benefited tremendously from the program. We have been very pleased with the skilled coaching staff and the program that has been designed to not only help the children become great swimmers but also has them enjoy being part of the team. In addition, the regular practice and exercise helps the kids maintain a level of fitness that every kid in America should have.

Ruth H.

Atherton resident

10/12/2010

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We are residents of Menlo Park and our three children have actively participated in the SOLO swim program for the last four years.

There are two main reasons we continue to choose this program over other local swim programs:

- 1) Coach Tom MacRae and his staff are amazing teachers and coaches; and
- 2) the convenient location of Burgess park pool

We have enjoyed many aspects of the SOLO program including: private lessons, summer camp, sharks program, year-round competitive swim team, and participating in swim meets. These activities have fostered independence and self-confidence in our children. Also, our children have had fun in all of these activities with SOLO, and we plan to continue participating in these activities in the future.

We support SOLO!

Sincerely,

Laura V.

Menlo Park resident

10/12/2010

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Solo experience - summer camp (Lily), Sharks program (Lily), Lessons (Gillian), Masters (Gillian)

We love SOLO aquatics! Lily had a terrible experience with swimming lessons with Menlo Swim at Burgess when she was three - to the extent that she was so anxious about swimming that she refused to go near the pool and we had to take a break with swimming until she was five. She took private lessons

to overcome the fear and started to love swimming again. Our instructor recommended a swim team program to further develop her strokes, technique and fitness and SOLO was recommended to us. Lily loved participating in swim camp and the summer sharks program. I was incredibly impressed with the quality of coaching and the way that the coaches engaged with the kids. In fact, SOLO left such a big impression that I joined with two other moms of Solo athletes for swimming lessons with coach Robert so that we could work on our own strokes (and so I could learn how to swim freestyle properly for the first time in my life). It was really hard work but we noticed such an improvement in those few weeks and had so much fun that we started Masters swimming so that we could practice some more! Lily's favorite part of the summer program was the two time trjals and the ribbons she got at the end of each race, plus the cup that she received at the end of the sharks program. It is the first cup she has ever "won" and she is so incredibly proud of it. I wish I had known about SOLO sooner but I'm so happy that we found you!

Gillian L.

Menlo Park residents

10/11/2010

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As Menlo Park residents with children who swim, we cannot imagine life without SOLO Aquatics.

It has made a huge impact on our children. The coaches at SOLO are the best on the peninsula.

Our daughter (9yrs) has made the most improvement under this program than any other program in the bay area, and she has been swimming since she has been 3 yrs old.

It is our opinion that Menlo Park has to have this level of competitive swim team available in our community pools.

Chrissie B. & Miles K.

Menlo Park residents

10/11/2010

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We think SOLO is great. Caroline had originally attended the Ladera Oaks swim team for one year, and she started with SOLO in fourth grade. We have found SOLO to be nurturing of Caroline as both a

person and as a swimmer, with a long-term focus on her enjoyment of and proficiency with swimming. We, as a family, attend many meets and enjoy hanging out with the other families, working the SOLO meets, and chatting up the coaches. We firmly believe SOLO is a community asset that should be supported.

Alan H.and Cynthia K.

Menlo Park residents

10/11/2010

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#### Swim camp

Both of my children (aged 5 and 7) were in swim camp this summer. It's a wonderful program! They learned a lot about swimming in a very healthy, positive atmosphere. They became fitter and more adept in the water.

#### Competitive swimming/ swim team

My daughter has recently joined the swim team and she LOVES it. She now says swimming is her favorite thing to do. She can be shy, but she feels very welcome and comfortable in the program. She is learning good swimming skills and a positive attitude to go with it. I hope the program is supported with sufficient pool space so that it continues to serve the community well.

Cecilia M

Menlo Park resident

10/11/2010

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We are currently in year round swim team, but participated in Day Camps and water polo

It is fair to say that SOLO has changed my children's life. Not only have they got their weekly exercise and grew strong and healthy. They have also learned values and attitude that will make them better persons. They learned responsibility, commitment, perseverance and respect. These are values hard to teach without committed coaches. We were fortunate enough to have joined SOLO and would wish many others to have the same wonderful experience.

We started solo when we were Menlo Park residents. Now we live in Portola Valley.

Tsing X

Portola Valley, former Menlo Park resident

10/10/10

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My daughter Sofia B. has been swimming with Solo Aquatics for 7 years now. She started when she was five years old as a beginner swimmer. I have watched her swimming skills grow and develop through the years, and I couldn't be more pleased with the result.

All the coaches are extremely competent, they care about our children, they provide a safe and loving environment for them to learn how to swim and also how to compete.

Through the years, my daughter has been extremely happy with her coaches and feels very fortunate to be part of Solo Team.

Elisabetta G

Menlo Park resident

10/10/10

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Dear Solo,

As residents of Menlo Park, we (Greg F, Annalisa D. and three athletes: Alex (15) Ryan (8) and Lucas (5)) are writing this letter as an assessment of Solo Aquatics.

We were introduced to Solo Aquatics when Alex was at the Menlo Park Recreation Center after school program about 8 or 9 years ago. He participated in swimming programs with Coach Jill and Coach Tom at the 'old' Burgess pool, improving stroke technique and benefiting from a well-organized and caring team offering a group exercise experience. Solo was and is a competitive swim team, but Alex was never interested in competing. As he move up through the Solo System, he continually improved his stroke, through consistent attendance, and eventually was encouraged to compete in a Solo Swim Competition. Alex quickly realized he had learned so much from the Solo Coaches, obtaining race 'times' which qualified him for both Junior Olympic and Far Western competitions for USA Competitive Swimming. Alex has grown tremendously as a person and athlete under the caring and constant guidance of the Solo Staff. He is focusing on continuing his training into the High

School level, and hopefully competes beyond, possibly earning a scholarship to a Division I University (and who knows what else!).

Because of Alex's (and our) positive experience with Solo, both our younger boys started private swimming lessons with Coach Tom at age 3. Following this level of teaching and introduction to swimming, which is unmatched anywhere in the Area, the boys have moved on to different levels of the Solo team. Ryan has moved through to the 3rd level of age/ability ranked groups, and Lucas is in the first. Both boys have also enjoyed the summer programs and camps, which offer a great experience for seasonal swimmers. We have recommended the program to many friends, who have all had wonderful experiences.

Annalisa is now swimming in the Adult swim program, obtaining work-out plans and training from the Solo Staff. She is extremely happy with the level of instruction and the pace of the workouts to meet her schedule and goals.

Solo Aquatics has produced and maintained a robust and dynamic set of offerings from a very talented and caring group of qualified instructors. Solo Aquatics has indeed significantly impacted our family in such a positive way through sport, community and opportunity for personal growth.

Greg F

Menlo Park resident

10/10/10

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I have two children enrolled in the SOLO year round program and I am extremely satisfied with the programs and I have been recommending to all my friends. The program is run in a very professional and effective way, the kids have developed a love of swimming that will last a lifetime. They look forward to practices and meets, even at the crack of dawn.

SOLO swimming is the one club my kids are involved in that I never question or consider cutting: they can give up other sports, but they'll keep swimmin with SOLO.

Lucia T.

Menlo Park resident

10/9/10

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My name is Linda W. and I am a Menlo Park resident. My son just started with Solo Aquatics this fall and I have to say that he is really really loving it. He has not done any sports previously due to lack of interest, but when it came to being on Solo Aquatics, he's been really enthusiastic and loves going to practice 2 or 3 times a week. He loves Coach Robert and Coach Tom, and their style of teaching and motivating the kids.

Being on this team has done wonders for his self-esteem. It seems to have given him more confidence in himself and this can be seen in many areas in his development. I really wholeheartedly endorse Solo and the value this swim team brings to the community of Menlo Park. I hope that Solo Aquatics will be able to have dedicated pool space so that the swim team can be managed effectively.

Linda W

Menlo Park resident

10/9/10

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I'm writing to let you know how much we love participating in the summer Solo Aquatics swim camp program. I guess this year was about our 6th year of participation, and my daughter Camille really loved it as usual. Our son remembers his years with fondness too.

I remember two years ago when Camille had her first Solo swim camp. Her brother was an old timer at solo by then, but she was really wary since she didn't even like her face to get wet in the pool. I was a little worried how things would turn out. I was so amazed that by the second day when I picked her up, I found a little blonde fish that didn't want to leave the water. She continues to develop her swimming skills in your program, and it is great that she is robustly water safe. We went to Alaska this year, and we had no worries paddling sea kayaks in the 1000 foot deep water of Kenai Fjords, nor a class II+ river trip on the Kenai. That is in large part due to your excellent instruction.

We are considering putting her on a swim team this year to continue her progress.

Thanks again for your great programs,

Juliette F.

Menlo Park Resident

10/9/10

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My name is Debbie R. and I am a Menlo Park resident who lives at \_\_\_\_\_. I have been a Menlo Park resident for almost twenty years. My 12 year old daughter ( Elizabeth ) and I are both active users of the Burgess Aquatic facility. I believe it is one of the best community resources available to families within Menlo Park.

The purpose of this email is to endorse the quality programs offered by SOLO Aquatics. My daughter swims on the SOLO year round swim team and has also participated in some of its summer camps. Her involvement has been key to maintaining a healthy lifestyle, as well as providing a collaborative, positively focused activity which isn't solely focused on "winning and losing". Her SOLO experience has reinforced her love of the water and of swimming specifically. I believe it is a strong contributor to her personal self-esteem and maturity. The SOLO coaches and program provide an important emphasis teamwork and personal best effort, not the "win at all costs" mentality which is all-too-evident in many aspects of our society.

Hats off to SOLO!

Debbie R.

Menlo Park resident

10/9/10

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I believe in the importance of aquatic programs for our children and have happily participated in SOLO and summer leagues for many years.

As importantly, I believe in Tom. Tom's approach has been to develop the whole individual as they work not only to become better swimmers but better young people as well. I have seen the positive effects of his coaching in my own children. As their skills developed over the years, so did their enthusiasm and self confidence - two qualities that benefit them everyday.

Rob C.

Atherton resident

9/20/10