

## SUMMER STAFFING AND LEVELS OF SERVICE

With the summer season rapidly approaching, the City of Fort Collins Recreation Department is gearing up to provide world-class service to the community. Programs run by Recreation include aquatics classes, City Park Pool, licensed youth day camps, sports leagues, art classes, ice skating, hockey, and much more!

While the hope is to operate facilities and classes at full capacity this summer, filling vacant part-time hourly positions has proven to be difficult during a nationwide labor market shortage. Here in Fort Collins, and across the county, parks and recreation departments are struggling to hire staff to keep facilities and programs running at normal levels.

## HOW IS RECREATION RESPONDING?

To address the ongoing staffing challenges in the department, while actively recruiting for summer programs, Recreation staff have used a variety of tools to attract and hire qualified staff members. Some of the examples of tactics being employed across the department include:

- Working closely with the City's new recruitment specialist
- Advertising positions in a variety of local publications, websites and social media channels
- Visiting local university and college campuses for direct promotions and recruitment of summer positions
- Contacting professional colleagues and workforce resources to promote job opportunities
- Hosting job fairs
- Implementing wage increases, hiring and retention bonuses, paid training and other types of incentives to attract staff

## LOOKING AHEAD

As all Recreation programs/facilities require staff to keep open, the Recreation Department has developed staffing plans and levels of service impacts should staff shortages occur throughout the summer.

For example, if the staffing level is at "green", that area will function at full capacity. However, if the staffing level is "red", there may be program cancellations or facility closures activated until the staffing issue is resolved.



## A NOTE ABOUT SAFETY

In recreation, safety is one thing that is non-negotiable.

All facilities and programs will operate with industry standard staffing levels for safety and security, ensuring participants in any program are recreating in a safe environment.



**MORE  
INFO**



# LEVELS OF SERVICE

## City of Fort Collins | Aquatics Programs & Facilities

Updated May 2022

### OVERVIEW

During summer months, Recreation relies on seasonal lifeguards to safely staff pools across all aquatic facilities. As the availability of summer lifeguard staff has declined, Recreation has developed appropriate response plans to keep as many pools open as possible while maintaining the safety of patrons at all times.

Outlined below are the required staffing levels needed to keep facilities open, and the adjusted levels of service that may occur if staff is not available to adequately maintain coverage. These are estimates, with the intention to attain the highest levels of service whenever possible.

**Lifeguards Required to Staff all Recreation Pools (June-August): 70 guards minimum**

Minimal  
impacts to  
service

### GREEN ZONE

**Staff available: Approximately 70+ guards**

**Service Level Impacts:** All pools facilities are open and programs running without any restrictions

Moderate  
impacts to  
service

### YELLOW ZONE

**Staff available: 31-70 guards**

**Service Level Impacts:**

- Sporadic facility closures based on staff availability. Most likely closures will occur during the mid-day hours.
- Therapy pool, hot tub, and learn to swim pool closed during most hours, open only during peak times.
- Reduced time allocated for pool rentals.
- Pools will be closed in the following order from first closed to last closed:
  - » Mulberry Pool
  - » EPIC Therapy and Wader Pool
  - » Senior Center Pool
  - » EPIC Main Pool
  - » City Park Pool

Major  
impacts to  
service

### RED ZONE

**Staff available: Less than 30 guards**

**Service Level Impacts:**

- All indoor pools closed during the daytime hours
- City Park pool will have reduced hours (To Be Determined based on staff available)
- Twilight swim and rentals not available at City Park Pool

# LEVELS OF SERVICE

## City of Fort Collins | Facility & Clerical Staff

Updated June 2022

### OVERVIEW

Facility attendants and clerical aides are critical to keeping facilities clean, safe, accessible and ready for use by user groups, renters, and daily guests. Outlined below are levels of service based on available staffing.

Minimal  
impacts to  
service

#### GREEN ZONE

**Facility Attendants available: 28+**

**Service Level Impacts:** All facilities are open without interruption

**Clerical Aides:** 27 or more, plus 4 full-time staff

**Service Level Impacts:** All facilities open without interruption, positions are doubled up during peak times, able to quickly serve customers and assist coordinators as issues arise

Moderate  
impacts to  
service

#### YELLOW ZONE

**Facility Attendants available: 16-28**

**Service Level Impacts:**

- Limited-to-no facility attendant support during open hours
- Limited cleaning of facilities
- Room setups not available (becomes responsibility of renter or programmer)

**Clerical Aides available: 20-27, plus 4 full-time staff**

**Service Level Impacts:**

- All facilities open without interruption, positions are not able to double up during all peak times so customer wait times are increased
- Sometimes unable to assist full-time programming staff in a timely manner
- Not able to staff swim lesson times
- Full-time programming staff is needed to help staff occasionally on weekends and during vacation periods to keep facilities open. This results in lower customer service levels in other program areas.

Major  
impacts to  
service

#### RED ZONE

**Facility Attendants available: 16 or less**

**Service Level Impacts:**

- After hour rentals eliminated.
- Not able to staff all facilities at certain times causing sporadic facility closures.
- Full-time programming staff is needed to help staff occasionally on weekends and during vacation periods to keep facilities open. This results in lower customer service levels in other program areas.

**Clerical Aides available: 20 or less, plus 4 full-time staff**

**Service Level Impacts:**

- Not able to staff all facilities at certain times causing sporadic facility closures.
- Shortened hours of operation at facilities during the week due to lack of opening and closing positions.

# LEVELS OF SERVICE

## City of Fort Collins | Youth Programs & Childcare

Updated June 2022

### OVERVIEW

During summer months, Recreation staff provide a variety of youth programs and childcare options for the community. Staffing levels must be maintained to meet licensing requirements, as well as ensure the safe administration of programming throughout the summer months.

Minimal  
impacts to  
service

#### GREEN ZONE

**Staff available: 40 or more**

**Service Level Impacts:** Full operation of youth programs at multiple locations

Moderate  
impacts to  
service

#### YELLOW ZONE

**Staff available: 21-40**

**Service Level Impacts:**

- Classes combined
- Full-time staff moved to classrooms, which will result in not being able to adequately respond to behavior issues, building needs, or other issues as needed outside of the classroom
- Field trips may be cancelled
- Some programs such as lunch delivery cancelled

Major  
impacts to  
service

#### RED ZONE

**Staff available: 20 or less**

**Service Level Impacts:**

- Class/camp cancellations
- Staff will be moved around to best address safety and immediate needs