

City of Galveston Audit Report

PARKSSP2019- 2B Beach Patrol Complaint Number 2 of 2

Memorandum

To: Mayor and City Council

From: Glenn Bulgherini, City Auditor, CPA, FCPA, CICA, CCS

Carrie Sumrall, Assistant City Auditor, CFE, CICA, CCS

The City Auditor's Office is submitting this memo as the second response to an email sent by the City Manager on March 18, 2019. The City Manager's email discussed two complaints reported to him by an anonymous individual. This report addresses Complaint Number 2.

Complaint Number 2. based on certain items, even Beach Patrol gets bonuses and she does not believe this is allowed by State Law.

The City Auditor's Office analyzed the Texas Tax Code Chapter 351 Municipal Hotel Occupancy Tax, Galveston Code of Ordinances Sec. 8-1 Lifeguard services and Interlocal agreements between the Park Board of Trustees and City of Galveston for any restrictions on bonuses, or incentive pay to Beach Patrol. The City Auditor's office determined that the Park Board of Trustees was in compliance with laws and agreements.

The City Auditor's Office located other beach cities such as South Carolina, Maryland and New Jersey that have cash incentive programs for their Beach Patrol and Lifeguards. The programs vary by city but they include cash incentives for previous military service experience, field training, increase in hourly wage for years of service and hours worked over the minimum number of hours required to name a few.

The Park Board of Trustees has stopped the cash incentive pay program for the Beach Patrol.

SUBCHAPTER B. USE AND ALLOCATION OF REVENUE

Sec. 351.101. USE OF TAX REVENUE.

(a) Revenue from the municipal hotel occupancy tax may be used only to promote tourism and the convention and hotel industry, and that use is limited to the following:

(1) the acquisition of sites for and the construction, improvement, enlarging, equipping, repairing, operation, and maintenance of convention center facilities or visitor information centers, or both;

(2) the furnishing of facilities, personnel, and materials for the registration of convention delegates or registrants;

(3) advertising and conducting solicitations and promotional programs to attract tourists and convention delegates or registrants to the municipality or its vicinity;

(4) the encouragement, promotion, improvement, and application of the arts, including instrumental and vocal music, dance, drama, folk art, creative writing, architecture, design and allied fields, painting, sculpture, photography, graphic and craft arts, motion pictures, radio, television, tape and sound recording, and other arts related to the presentation, performance, execution, and exhibition of these major art forms;

(5) historical restoration and preservation projects or activities or advertising and conducting solicitations and promotional programs to encourage tourists and convention delegates to visit preserved historic sites or museums:

(A) at or in the immediate vicinity of convention center facilities or visitor information centers; or

(B) located elsewhere in the municipality or its vicinity that would be frequented by tourists and convention delegates;

(6) expenses, including promotion expenses, directly related to a sporting event in which the majority of participants are tourists who substantially increase economic

activity at hotels and motels within the municipality or its vicinity if:

(A) the municipality is located in a county with a population of one million or less; or

(B) the municipality has a population of more than 67,000 and is located in two counties with 90 percent of the municipality's territory located in a county with a population of at least 580,000, and the remaining territory located in a county with a population of at least four million;

(7) subject to Section 351.1076, the promotion of tourism by the enhancement and upgrading of existing sports facilities or fields if:

(A) the municipality owns the facilities or fields;

(B) the municipality:

(i) has a population of 80,000 or more and is located in a county that has a population of 350,000 or less;

(ii) has a population of at least 75,000 but not more than 95,000 and is located in a county that has a population of less than 200,000 but more than 160,000;

(iii) has a population of at least 36,000 but not more than 39,000 and is located in a county that has a population of 100,000 or less that is not adjacent to a county with a population of more than two million;

(iv) has a population of at least 13,000 but less than 39,000 and is located in a county that has a population of at least 200,000;

(v) has a population of at least 70,000 but less than 90,000 and no part of which is located in a county with a population greater than 150,000;

(vi) is located in a county that:

(a) is adjacent to the Texas-Mexico border;

(b) has a population of at least 500,000; and

(c) does not have a municipality with a population greater than 500,000;

(vii) has a population of at least 25,000 but not more than 26,000 and is located in a county that has a population of 90,000 or less;

(viii) is located in a county that has a population of not more than 300,000 and in which a component university of the University of Houston System is located;

(ix) has a population of at least 40,000 and the San Marcos River flows through the municipality; or
Text of subparagraph as added by Acts 2017, 85th Leg., R.S., Ch. 53 (S.B. 1365), Sec. 1

(x) has a population of more than 67,000 and is located in two counties with 90 percent of the municipality's territory located in a county with a population of at least 580,000, and the remaining territory located in a county with a population of at least four million;
Text of subparagraph as added by Acts 2017, 85th Leg., R.S., Ch. 785 (H.B. 2445), Sec. 5

(x) contains an intersection of Interstates 35E and 35W and at least two public universities; and

(C) the sports facilities and fields have been used, in the preceding calendar year, a combined total of more than 10 times for district, state, regional, or national sports tournaments;

(8) for a municipality with a population of at least 70,000 but less than 90,000, no part of which is located in a county with a population greater than 150,000, the construction, improvement, enlarging, equipping, repairing, operation, and maintenance of a coliseum or multiuse facility;

(9) signage directing the public to sights and attractions that are visited frequently by hotel guests in the municipality;

(10) the construction, improvement, enlarging, equipping, repairing, operation, and maintenance of a coliseum or multiuse facility, if the municipality:

(A) has a population of at least 90,000 but less than 120,000; and

(B) is located in two counties, at least one of which contains the headwaters of the San Gabriel River; and

(11) for a municipality with a population of more than 175,000 but less than 225,000 that is located in two counties, each of which has a population of less than 200,000, the construction, improvement, enlarging, equipping, repairing, operation, and maintenance of a coliseum or multiuse facility and related infrastructure or a venue, as defined by Section 334.001(4), Local Government Code, that is related to the promotion of tourism.

(b) Revenue derived from the tax authorized by this chapter shall be expended in a manner directly enhancing and promoting tourism and the convention and hotel industry as permitted by Subsection (a). That revenue may not be used for the general revenue purposes or general governmental operations of a municipality.

(c) The governing body of a municipality by contract may delegate to a person, including another governmental entity or a private organization, the management or supervision of programs and activities funded with revenue from the tax authorized by this chapter. The governing body in writing shall approve in advance the annual budget of the person to which it delegates those functions and shall require the person to make periodic reports to the governing body at least quarterly listing the expenditures made by the person with revenue from the tax authorized by this chapter. The person must maintain revenue provided from the tax authorized by this chapter in a separate account established for that purpose and may not commingle that revenue with any other money. The municipality may not delegate to any person the management or supervision of its convention and visitors programs and activities funded with revenue from

the tax authorized by this chapter other than by contract as provided by this subsection. The approval by the governing body of the municipality of the annual budget of the person to whom the governing body delegates those functions creates a fiduciary duty in the person with respect to the revenue provided by the tax authorized by this chapter.

(d) A person with whom a municipality contracts under this section to conduct an activity authorized by this section shall maintain complete and accurate financial records of each expenditure of hotel occupancy tax revenue made by the person and, on request of the governing body of the municipality or other person, shall make the records available for inspection and review to the governing body or other person.

(e) Hotel occupancy tax revenue spent for a purpose authorized by this section may be spent for day-to-day operations, supplies, salaries, office rental, travel expenses, and other administrative costs only if those administrative costs are incurred directly in the promotion and servicing expenditures authorized under Section 351.101(a). If a municipal or other public or private entity that conducts an activity authorized under this section conducts other activities that are not authorized under this section, the portion of the total administrative costs of the entity for which hotel occupancy tax revenue may be used may not exceed the portion of those administrative costs actually incurred in conducting the authorized activities.

(f) Municipal hotel occupancy tax revenue may not be spent for travel for a person to attend an event or conduct an activity the primary purpose of which is not directly related to the promotion of tourism and the convention and hotel industry or the performance of the person's job in an efficient and professional manner.

(g) This section does not prohibit a person that receives a grant from a municipality to conduct an activity authorized by Subsection (a)(4) from making a grant by contract to another person to conduct an activity authorized by that subdivision. A

person that receives a grant from a grantee of the municipality under this subsection shall:

(1) at least annually submit a report of the person's expenditures of funds received from the grantee to the governing body of the municipality; and

(2) make records of those expenditures available for review to the governing body of the municipality and any other person.

(g-1) A municipality may not require a person that receives funds directly from the municipality through a grant to conduct an activity authorized by Subsection (a)(4) to waive a right guaranteed by law to the person or to enter into an agreement with another person.

(h) In addition to the uses authorized by Subsection (a), a municipality described by Subsection (a)(7)(B)(viii), as added by Chapter 546 (S.B. 585), Acts of the 83rd Legislature, Regular Session, 2013, may use revenue derived from the tax authorized by this chapter to promote tourism and the convention and hotel industry by constructing, maintaining, or expanding a sporting-related facility owned by the municipality if:

(1) the majority of the events at the facility involve participants staying at hotels in the municipality; and

(2) for a fiscal year, the municipality does not reduce the amount of that revenue that it uses for a purpose described by Subsection (a)(3) to an amount that is less than the lesser of:

(A) the amount of that revenue used by the municipality for that purpose during the municipality's 2015 fiscal year; or

(B) the total amount of that revenue received in the fiscal year.

(i) In addition to the purposes provided by Subsection (a), a municipality that has a population of at least 75,000 but not more than 95,000 and that is located in a county that has a population of more than 160,000 but less than 200,000 may use revenue from the municipal hotel tax to promote tourism and the

convention and hotel industry by constructing, operating, or expanding a sporting related facility or sports field owned by the municipality, if the majority of the events at the facility or field are directly related to a sporting event in which the majority of participants are tourists who substantially increase economic activity at hotels in the municipality.

(j) In addition to the purposes provided by Subsection (a), a municipality that has a population of not more than 5,000 and at least part of which is located less than one-eighth of one mile from a space center operated by an agency of the federal government may use revenue from the municipal hotel occupancy tax for expenses, including promotion expenses, directly related to a sporting event in which the majority of participants are tourists who substantially increase economic activity at hotels and motels within the municipality or its vicinity.

(k) In addition to other authorized uses, a municipality that is intersected by both State Highways 71 and 95 may use revenue from the municipal hotel occupancy tax for the promotion of tourism by the enhancement and upgrading of an existing sports facility or field as specified by Subsection (a)(7), provided that the requirements of Subsections (a)(7)(A) and (C) are met.

(m) In addition to the uses authorized by Subsections (a) and (e), and notwithstanding any provision of this chapter to the contrary, a municipality with a population of 6,500 or less that has at least 800 hotel rooms within the corporate boundaries of the municipality and that is located in a county adjacent to a county with a population of 3.3 million or more may use revenue derived from the tax authorized by this chapter to directly enhance and promote tourism and the convention and hotel industry by acquiring sites for and constructing, improving, enlarging, equipping, repairing, operating, and maintaining a municipally owned:

- (1) convention center facility;

(2) sports-related facility with seating for at least 4,500 people that is used or is planned for use for one or more professional or amateur sports events or other events, including rodeos, livestock shows, and performing arts events;

(3) multiuse facility that includes facilities described by Subdivisions (1) and (2); and

(4) related infrastructure for a facility described by Subdivision (1), (2), or (3), as that term is defined by Section 334.001(3), Local Government Code, for a venue.

(m-1) A municipality described by Subsection (m) that issues obligations secured wholly or partly by revenue derived from the tax authorized by this chapter for a use described by that subsection may use that revenue for those uses as long as the obligations are outstanding even if the municipality is no longer a municipality described by that subsection.

(n) In addition to other authorized uses, a municipality that has a population of not more than 1,500 and is located in a county that borders Arkansas and Louisiana may use revenue from the municipal hotel occupancy tax for the promotion of tourism by the enhancement and upgrading of an existing sports facility or field as specified by Subsection (a)(7), provided that the requirements of Subsections (a)(7)(A) and (C) and Section 351.1076 are met.

(o) In addition to the purposes provided by Subsection (a), a municipality that has a population of not more than 10,000, that contains an outdoor gear and sporting goods retailer with retail space larger than 175,000 square feet, and that hosts an annual wiener dog race may use revenue from the municipal hotel occupancy tax to promote tourism and the convention and hotel industry by constructing, operating, or expanding a sporting related facility or sports field owned by the municipality, if the majority of the events at the facility or field are directly related to a sporting event in which the majority of participants are tourists who substantially increase economic activity at hotels in the municipality. If a municipality to which this subsection applies uses revenue

derived from the municipal hotel occupancy tax for a purpose described by this subsection, the municipality may not reduce the percentage of revenue from that tax allocated for a purpose described by Subsection (a)(3) to a percentage that is less than the average percentage of that revenue allocated by the municipality for that purpose during the 36-month period preceding the date the municipality begins using the revenue for a purpose described by this subsection.

Added by Acts 1987, 70th Leg., ch. 191, Sec. 1, eff. Sept. 1, 1987. Amended by Acts 1989, 71st Leg., ch. 2, Sec. 14.24(a), eff. Aug. 28, 1989; Acts 1989, 71st Leg., ch. 1110, Sec. 4, eff. Oct. 1, 1989; Acts 1993, 73rd Leg., ch. 680, Sec. 3, eff. Sept. 1, 1993; Acts 1995, 74th Leg., ch. 1027, Sec. 1, eff. Aug. 28, 1995; Acts 2001, 77th Leg., ch. 755, Sec. 1, eff. June 13, 2001; Acts 2001, 77th Leg., ch. 1308, Sec. 3, eff. June 16, 2001; Acts 2003, 78th Leg., ch. 209, Sec. 90, eff. Oct. 1, 2003; Acts 2003, 78th Leg., ch. 303, Sec. 1, eff. June 18, 2003.

Amended by:

Acts 2005, 79th Leg., Ch. 1247 (H.B. 1734), Sec. 1, eff. June 18, 2005.

Acts 2007, 80th Leg., R.S., Ch. 1144 (S.B. 765), Sec. 1, eff. June 15, 2007.

Acts 2009, 81st Leg., R.S., Ch. 402 (H.B. 1789), Sec. 1, eff. June 19, 2009.

Acts 2009, 81st Leg., R.S., Ch. 1220 (S.B. 1247), Sec. 3(a), eff. June 19, 2009.

Acts 2009, 81st Leg., R.S., Ch. 1322 (H.B. 3098), Sec. 1, eff. June 19, 2009.

Acts 2011, 82nd Leg., R.S., Ch. 91 (S.B. 1303), Sec. 23.004, eff. September 1, 2011.

Acts 2011, 82nd Leg., R.S., Ch. 247 (H.B. 970), Sec. 1, eff. June 17, 2011.

Acts 2011, 82nd Leg., R.S., Ch. 764 (H.B. 1690), Sec. 1, eff. June 17, 2011.

Acts 2011, 82nd Leg., R.S., Ch. 1163 (H.B. 2702), Sec. 120, eff. September 1, 2011.

Acts 2013, 83rd Leg., R.S., Ch. 161 (S.B. 1093), Sec. 19.012, eff. September 1, 2013.

Acts 2013, 83rd Leg., R.S., Ch. 541 (S.B. 551), Sec. 1, eff. June 14, 2013.

Acts 2013, 83rd Leg., R.S., Ch. 546 (S.B. 585), Sec. 1, eff. June 14, 2013.

Acts 2015, 84th Leg., R.S., Ch. 663 (H.B. 3595), Sec. 1, eff. June 17, 2015.

Acts 2015, 84th Leg., R.S., Ch. 665 (H.B. 3629), Sec. 1, eff. June 17, 2015.

Acts 2015, 84th Leg., R.S., Ch. 666 (H.B. 3772), Sec. 1, eff. June 17, 2015.

Acts 2015, 84th Leg., R.S., Ch. 970 (H.B. 1585), Sec. 1, eff. September 1, 2015.

Acts 2015, 84th Leg., R.S., Ch. 979 (H.B. 3615), Sec. 1, eff. June 19, 2015.

Acts 2015, 84th Leg., R.S., Ch. 979 (H.B. 3615), Sec. 2, eff. June 19, 2015.

Acts 2017, 85th Leg., R.S., Ch. 53 (S.B. 1365), Sec. 1, eff. May 22, 2017.

Acts 2017, 85th Leg., R.S., Ch. 267 (H.B. 1896), Sec. 4, eff. September 1, 2017.

Acts 2017, 85th Leg., R.S., Ch. 324 (S.B. 1488), Sec. 17.003, eff. September 1, 2017.

Acts 2017, 85th Leg., R.S., Ch. 453 (S.B. 942), Sec. 1, eff. June 9, 2017.

Acts 2017, 85th Leg., R.S., Ch. 652 (S.B. 2166), Sec. 1, eff. June 12, 2017.

Acts 2017, 85th Leg., R.S., Ch. 785 (H.B. 2445), Sec. 5, eff. June 15, 2017.

Acts 2017, 85th Leg., R.S., Ch. 785 (H.B. 2445), Sec. 6, eff. June 15, 2017.

Sec. 8-1. Lifeguard service.

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- (a) The Galveston Island Beach Patrol is the designated lifeguard service for the city.
- (b) The park board of trustees of the city shall appoint a chief lifeguard who shall be responsible for waterfront safety and all activities assigned thereto. The chief lifeguard shall be responsible for appointing assistants. The Galveston Island Beach Patrol shall have authority to determine when bathing should be curtailed or reduced due to lightning, adverse currents or other dangerous conditions.
- (c) The responsibilities of the Galveston Island Beach Patrol lifeguards shall be to safeguard and regulate people using bathing beaches in order to prevent drowning and other accidents. They shall remain alert and be able to proceed to aid bathers in distress and to effect preventative action along the beachfront. Galveston Island Beach Patrol shall have authority over beach patrons and beach-related activities. They shall have the authority to restrict, prohibit, or regulate beach activities in any beach area at any time, if because of physical conditions there exists a situation, which constitutes in the judgment of the lifeguard or member of the Galveston Island Beach Patrol, a danger to the beach patrons or other persons.

(Code 1960, §§ 4-2, 4-3; Ord. No. 01-031, § 2, 6-14-01; Ord. No. 09-037, § 2, 5-28-09)

Nothing in 351
about Commission
& bonus.



Oct 2016 -
Sept 2017

Other Revenue **\$1,998,258**
Other revenues are derived from coop advertising, contracts for service, reimbursements from county & city governments, and lease space at Park Board Plaza.

Nonrecurring Revenue Source **\$1,508,729**
This revenue source is the use of fund balance reserves to complete ongoing projects, unforeseen tourism related business opportunities, and for the Park Board to maintain its current services. Budgeted within this category are special expense contingencies in the amount of \$1,411,660 which can only be used with the Park Board's approval. BP Oil Spill Settlement Reserves in the amount of \$600,000 were dedicated to capital improvement projects at R A Apffel and Stewart Beach Parks. Sand replenishment funds in the amount of \$293,895 were dedicated for repayment of the debt incurred to nourish Babe's Beach.

Inter-fund Transfers **\$3,650,109**
Inter-fund transfers represent payments for general administration, accounting, human resources, maintenance, beach maintenance, and life guards.

EXPENSES

General Fund Administration/Accounting **\$2,148,650**
The General Fund consists of the Park Board administration and accounting support. It is funded by transfers allocated from each fund. Capital outlays include a \$252,375 debt service payment and \$87,227 in capital improvements.

Beach Cleaning **\$3,174,611**
The beach cleaning plan for the 2016/2017 fiscal year focuses upon maintenance and trash pickup on the island's beach areas using designated cleaning crews. Capital outlays include debt service of \$252,278 and equipment purchases of \$164,701.

Beach Patrol **\$3,155,743**
The Beach Patrol is responsible for lifeguard services on the island's beaches. Beach Patrol supports 9.0 fulltime and 143 Seasonal Employees. Capital improvements include debt service of \$94,281 and equipment purchases of \$131,500.

Debt Service **\$ 601,770**
BP Oil Spill Settlement Funds in the amount of \$616,479 are held in this fund. Budgeted capital projects in the amount of \$600,000 are to be transferred to R A Apffel and Stewart Beach Parks to pay for capital improvement and drainage projects.

East End Lagoon **\$1,131,345**
In 2015 an inter-local agreement was entered into between the City of Galveston the Park Board of Trustees to manage the East End Lagoon project. An annual contribution of \$75,000 was given to the Park Board by the City of Galveston to fund the project. The budget contains a place holder in the amount of \$900,000 for the anticipated funding of amenities.

Sand Replenishment Fund **\$ 296,062**
This fund is capitalized by \$2 of the beach user admission fee paid by patrons of the beach parks. The funds are restricted and can only be used for beach renourishment projects. A transfer of \$294,053 to Nourished Beach is scheduled to pay for the debt service on the financing of the 61st to 103rd street renourishment project.

SEAWALL BEACH 10th to 61st Streets **\$1,501,582**
This fund maintains the nourished beach in front of the seawall from 10th street to 61st street. This fund supplies the seawall port-a-lets, seawall trash cans, and seawall sand and litter maintenance.

Tourism Development **\$6,108,000**
The Tourism Development Fund is responsible the Convention and Visitors Bureau, Visitor Information Center, and promoting tourism on Galveston Island.

Park Board of Trustees of the City of Galveston
 Operating Budget-Summary of all Funds
 Fiscal Year 2016 - 2017

Summary	Actual 2013	Actual 2014	Actual 2015	Projected Actual 2016	Adopted Budget 2016	Adopted Budget 2017	Percent of Budget	Budget Increase or Decrease
Nourished Beach (Beach User)	0	0	0	0	0	0	0.00%	0.00%
Nourished Beach (Unrestricted)	0	0	1,073,474	294,000	294,000	293,895	1.07%	(0.04%)
R.A. Apffel - Concessions	0	0	0	0	0	0	0.00%	0.00%
R.A. Apffel - Parking	0	0	0	0	0	0	0.00%	0.00%
Pocket Park 1 - Pavilion	0	0	0	0	0	0	0.00%	0.00%
Pocket Park 1 - Beach User	0	0	0	0	0	0	0.00%	0.00%
Pocket Park 2 - Pavilion	0	0	0	0	0	0	0.00%	0.00%
Pocket Park 2-Beach User	0	0	0	0	0	0	0.00%	0.00%
Pocket Park 3- Pavilion	0	0	0	0	0	0	0.00%	0.00%
Pocket Park 3-Beach User	0	0	0	0	0	0	0.00%	0.00%
Sand Replenishment	189,100	175,253	159,540	179,023	191,468	266,817	0.98%	39.35%
Seawolf Park	0	0	0	0	0	0	0.00%	0.00%
Stewart Beach - Concessions	0	0	0	0	0	0	0.00%	0.00%
Stewart Beach - Parking	0	0	0	0	0	0	0.00%	0.00%
Tourism Development	9,645	21,070	0	0	30,327	0	0.00%	(100.00%)
Total	1,964,045	2,336,183	3,404,174	2,871,465	3,922,610	3,650,109	13.35%	(6.95%)
Total Revenue	15,461,076	17,128,915	22,238,454	19,808,680	28,450,789	27,343,226		(3.89%)
PERSONNEL EXPENSE								
Salaries	3,702,917	3,813,227	4,434,161	4,988,838	5,039,412	5,674,010	21.52%	12.59%
Field Auditor	16,533	20,714	21,008	13,264	21,329	20,800	0.08%	(2.48%)
Incentive Salary-Tourism Development	95,004	60,682	91,722	101,980	101,980	74,010	0.28%	(27.43%)
Incentive Salary - Park Managers	23,927	18,868	38,779	36,662	36,662	0	0.00%	(100.00%)
Incentive Salary - Other Employees	131,388	94,425	118,280	140,550	155,941	0	0.00%	(100.00%)
Payroll Taxes	306,185	304,469	351,718	407,538	421,084	449,349	1.70%	6.71%
Worker's Compensation	108,560	105,245	120,558	166,313	217,844	147,875	0.56%	(32.12%)
Insurance - Employees	497,784	557,564	780,447	768,520	753,803	817,339	3.10%	8.43%
Insurance - Contingency	0	0	0	0	48,433	81,734	0.31%	68.75%
Contract Labor	294,658	366,413	366,325	211,872	393,500	378,540	1.44%	(3.80%)
TEC-unemployment	23,371	30,267	21,967	10,918	17,500	10,500	0.04%	(40.00%)
Pension Plan	112,864	120,913	134,613	142,885	202,869	206,196	0.78%	1.64%
Sick/Vacation Leave Accrual	13,918	5,408	16,315	0	0	14,423	0.05%	0.00%
Uniforms	38,079	37,594	25,772	44,050	65,660	68,575	0.26%	4.44%
Drug Testing	11,371	12,024	13,176	10,490	17,175	17,350	0.07%	1.02%
Special Seawall Security/Liter Patrol	87,971	20,855	27,297	0	0	0	0.00%	0.00%
Sand Security	138,380	124,776	125,075	128,000	157,911	146,070	0.55%	(7.50%)
Security - Special Events	1,410	0	0	0	10,000	0	0.00%	(100.00%)
Recruitment/Relocation Charges	1,587	10,398	3,867	2,732	10,950	7,850	0.03%	(28.31%)
Overtime Contingency	26,901	21,513	7,287	26,438	108,000	83,200	0.32%	(22.96%)
Salary Contingency	0	0	0	0	574,245	219,107	0.83%	(61.84%)
Total Personnel	5,632,808	5,725,356	6,698,366	7,204,407	8,354,300	8,416,928	31.93%	0.75%
MATERIALS, SUPPLIES & SERVICES								
Advertising & Promotions	34,617	32,664	35,033	46,900	84,076	65,900	0.25%	(21.62%)
Advertising-R. A. Apffel	68,604	69,093	74,493	120,000	120,000	83,000	0.31%	(30.83%)
Advertising-Stewart Beach	67,714	56,230	72,787	83,000	83,000	70,000	0.27%	(15.66%)
Alarm Systems	11,695	13,244	11,935	15,907	13,750	12,990	0.05%	(5.53%)
Auto Mileage	5,939	4,484	9,869	10,060	20,040	12,318	0.05%	(38.53%)
Bad Debt Expense	5,595	3,985	0	12,883	0	0	0.00%	0.00%
Bank Fees	147,603	40,896	122,027	151,056	149,742	145,267	0.55%	(2.99%)

Beach Patrol

Summary	Actual 2013	Actual 2014	Actual 2015	Projected Actual 2016	Adopted Budget 2016	Adopted Budget 2017	Percent of Current Budget	Budget Increase or Decrease
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Income Summary-Does not include FEMA reimbursement

Budgeted Hotel Tax =\$2,000,000 per penny

Hotel Tax	1,616,147	1,711,524	1,910,764	2,034,629	1,843,500	2,333,400	78.94%	26.57%
Other	20,327	22,865	22,078	4,850	27,000	108,500	3.67%	301.85%
Interfund Transfers	364,000	394,000	393,998	397,897	404,565	513,843	17.38%	27.01%
Total Income	2,000,474	2,128,389	2,326,839	2,437,376	2,275,065	2,955,743	100.00%	29.92%

Nonrecurring Revenue Sources	0	0	0	0	736,410	0	0.00%	(100.00%)
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Total Revenue Sources	2,000,474	2,128,389	2,326,839	2,437,376	3,011,475	2,955,743	100.00%	(1.85%)
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Expense Summary-Does not include FEMA related expenditures

Expenses Operating Expenses	1,722,608	2,017,511	1,902,232	2,036,919	2,559,579	2,496,622	84.47%	(2.46%)
Equipment Purchases	151,584	164,927	88,585	139,525	185,114	225,781	7.64%	21.97%
Interfund Transfers	186,315	186,315	220,131	266,781	266,781	233,340	7.89%	(12.54%)
Total Expense	2,060,507	2,368,753	2,210,947	2,443,225	3,011,475	2,955,743	100.00%	(1.85%)

Net Income Not Including FEMA	(60,034)	(240,364)	115,892	(5,849)	0	(0)		
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FEMA Reimbursement	50,240	0	30,326	0	0	0		
FEMA Expenditures	1,931	0	0	0	0	0		
Net FEMA	48,308	0	30,326	0	0	0		

Net Income Including FEMA	(11,725)	(240,364)	146,218	(5,849)	0	(0)		
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Net Operating Income (Excludes Capital Improvements)	23,318	(184,849)	176,872	57,547	107,635	77,167		
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Estimated Cash Sept 30, 2016

Hotel Tax	\$0
Cash	\$1,597,349
Junior Guard Funds	\$63,405
Total Cash	\$1,660,754
2016 Net Income	(0)
Non-Reoccurring Revenue Sources	0
Estimated Reserve Cash September 30, 2017	\$1,660,754

PERSONNEL SUMMARY	Full Time	Part Time	Seasonal
Operating			
Chief	1.00		
Captain	1.00		
Lieutenant	1.00		
Sergeant	3.00		
Supervisors	3.00		
Life Guards (Seasonal)			143.00
Office Assistant		1.00	
Total	9.00	1.00	143.00

Beach Patrol

Operating		Actual 2013	Actual 2014	Actual 2015	Projected Actual 2016	Adopted Budget 2016	Adopted Budget 2017	Percent of Current Budget	Budget Increase or Decrease
Income									
Budgeted Hotel Tax Per Penny = \$2,000,000									
BP-70-4001	City Hotel/Motel Tax (.5)	705,756	738,470	837,108	853,179	789,981	1,000,000	33.83%	26.59%
BP-70-4003	State Hotel Tax Rebate (.6667)	910,390	973,055	1,073,656	1,181,450	1,053,519	1,333,400	45.11%	26.57%
BP-70-4007	Hotel Tax Contingency (8%)	0	0	0	0	0	0	0.00%	0.00%
	Hotel Tax-New Program Funding	0	0	0	0	0	0	0.00%	0.00%
BP-70-4050	Loan Proceeds (Financed Equipment)	0	0	0	0	0	81,500	2.76%	100.00%
BP-70-4585	Miscellaneous	0	0	403	2,720	0	0	0.00%	0.00%
BP-70-4600	Junior Lifeguards	20,327	22,865	21,675	2,130	27,000	27,000	0.91%	0.00%
BP-70-4650	Grant Income-Flag System	0	0	0	0	0	0	0.00%	0.00%
BP-70-4670	City of Galveston Reimbursement	0	0	0	0	0	0	0.00%	100.00%
BP-70-4666	Insurance Reimbursement	0	0	0	0	0	0	0.00%	0.00%
BP-70-4665	FEMA Reimbursement	50,240	0	30,326	0	0	0	0.00%	0.00%
BP-70-4725	Transfer-R. A. Apffel (Life Guard Servi	57,000	57,000	57,000	57,000	57,000	57,000	1.93%	0.00%
BP-70-4735	Transfer- Stewart Beach (Life Guard Ser	74,000	84,000	84,000	84,000	84,000	84,000	2.84%	0.00%
BP-70-4720	Transfer-Nourished Beach (Life Guard S	200,000	200,000	200,000	210,000	210,000	325,946	11.03%	55.21%
BP-70-4710	Transfer-Dellenera	33,000	33,000	33,000	33,565	33,565	33,565	1.14%	0.00%
BP-70-4750	Transfer-General Fund	0	0	0	0	0	0	0.00%	0.00%
BP-70-4752	Transfer -Pocket Park 1	0	20,000	6,666	6,666	6,666	6,666	0.23%	0.00%
BP-70-4754	Transfer- Pocket Park 2	0	0	6,666	6,666	6,666	6,666	0.23%	0.00%
BP-70-4756	Transfer- Pocket Park 3	0	0	6,666	0	6,668	0	0.00%	(100.00%)
	Nonrecurring Revenue Sources	0	0	0	0	736,410	0	0.00%	(100.00%)
Total Revenue Sources		2,050,714	2,128,389	2,357,166	2,437,376	3,011,475	2,955,743	100.00%	(1.85%)

Expenses

PERSONNEL

BP-70-5000	Salaries - Seasonal & PT	725,950	710,096	871,617	886,780	918,748	1,040,212	35.19%	13.22%
BP-70-5003	Salaries - Full Time	345,699	414,990	370,450	500,263	487,573	521,331	17.64%	6.92%
BP-70-5044	Salaries-Training	4,267	1,967	0	11,317	77,299	76,790	2.60%	(0.66%)
BP-70-5034	Salaries-West Seawall	87,971	20,855	27,297	0	0	0	0.00%	0.00%
BP-70-5038	Overtime	0	0	0	0	33,000	33,000	1.12%	0.00%
BP-70-5042	Incentive	27,039	20,417	34,528	37,542	37,542	0	0.00%	(100.00%)
BP-70-5048	Contract Labor	0	0	0	0	0	0	0.00%	0.00%
BP-70-5050	Payroll Taxes	88,771	80,732	86,525	106,975	116,369	119,458	4.04%	2.65%
BP-70-5055	Pension Plan	17,816	18,928	24,537	23,557	26,256	26,067	0.88%	(0.72%)
BP-70-5060	Insurance Employees	82,990	83,361	73,619	86,385	76,000	83,308	2.82%	9.62%
BP-70-5060	Insurance Contingency	0	0	0	0	3,800	8,331	0.28%	119.23%
BP-70-5065	Worker's Compensation	38,533	33,125	36,313	58,395	64,649	65,052	2.20%	0.62%
BP-70-5070	Unemployment	958	6,260	270	1,000	6,000	1,000	0.03%	(83.33%)
BP-70-5075	Uniforms, patches, & whistles	18,069	24,602	10,447	25,000	28,260	31,325	1.06%	10.85%
BP-70-5078	Drug Testing/Background Check	6,570	4,953	7,279	5,750	11,875	11,250	0.38%	(5.26%)
BP-70-5071	Sick Leave/Vacation Accrual	712	-2,002	-3,644	0	0	0	0.00%	0.00%
BP-70-5079	Employee Recruitment	469	4,554	3,569	1,858	4,000	5,000	0.17%	25.00%
BP-70-5080A	Salary Contingency-Flex	0	0	0	0	0	0	0.00%	0.00%
BP-70-5080	Salary Contingency (5% Merit)	0	0	0	0	70,772	26,067	0.88%	(63.17%)
Total Personnel		1,445,815	1,422,837	1,542,808	1,744,822	1,962,143	2,048,190	69.30%	4.39%



New Jersey



Ventnor Beach Patrol starts 2019 with new salary guide

Published by **Nanette LoBiondo Galloway** on January 14, 2019





Members of the Ventnor City Beach Patrol help out at National Night Out.

VENTNOR – Members of the Beach Patrol have a new four-year contract. At its last meeting of 2018, the Board of Commissioners approved a new salary guide for lifeguards and officers.

The commissioners authorized a one-year salary guide last January, but after collective bargaining, the new ordinance outlines hourly rates for lifeguards based on years of service through 2020. There is one less step in the new contract.

Lifeguards with 1-3 years of experience will earn \$12.75 per hour in 2019 and increase to \$13 in 2022. Lifeguards with four years of service will earn \$14.28 in 2019 and \$14.71 in 2020. Rates increase incrementally based on years of service to \$21.50 for a lifeguard with 18 years or more of service to \$22.16 per hour in 2020. Instructors, lieutenants, senior lieutenants, captains and chiefs will have similar



years. Hourly rates for instructors will increase from 20; lieutenants will go from \$24.88 this year to \$25.62; captains from \$25.50 this year to \$26.28 in 2020; and the chief will earn \$38.60 per hour this year and \$38.74 in 2020.

The ordinance also provides certified EMTs with an additional stipend of \$400 for the season if the employee works a minimum of 45 days during the season. The rate is reduced to \$3 per day for EMTs who work less than 45 days during the season.

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NEWS

Surfside Beach police implements new program in hopes to retain, attract officers



Surfside Beach police take home car incentive program

By [Amy Kawata](#) | June 11, 2019 at 11:06 AM EDT - Updated June 11 at 11:06 AM

SURFSIDE BEACH, S.C. (WMBF) - In the upcoming budget, Surfside Beach Town Council approved a new program that would allow police officers to take home patrol cars and also provide incentives.

Surfside Beach Police Chief **Kenneth Hofmann** says the whole goal is to retain quality officers and attract more potential officers to the agency. The take-home program would allow as many as 14 town officers to drive police vehicles up to 12 miles to and from their homes. Hofmann says the take-home cars will be assigned to officers based on seniority and eligibility. The police department is also requesting three more additional patrol cars.

The recently approved program is a one-year trial period for the department. Hofmann says annual maintenance costs would decrease because the officers will each have a sense of ownership and work to take better care of the vehicles. Over the years, Hofmann says agencies have faced a shortage in officers, and this program is important for the department because it levels the playing field in recruiting.

"When they get in those cars and they come to work, they're ready to report for duty. They could even in fact respond to an emergency call on their way into work, so that keeps that lag time during shift changes to a minimum," said Hofmann.

The program also includes some incentives for officers who meet certain requirements. Some pay incentives include military service experience, previous law enforcement experience, beach patrol and field training. Hofmann says law enforcement has

always been an industry where there's a high amount of turnover. He says he hopes this incentive program for Surfside Beach police will allow officers to feel they have a pathway of continuous growth and development in the agency.

"What I hope is that we will be able to slow the turnover down to a manageable number. We like to see our employees grow and develop and sometimes as part of that growth and development, they're going to seek other things. And then I hope that we'll be able to attract with the incentives," said Hofmann.

If you're interested in applying for a position with Surfside Beach police, the agency is recruiting year round.



[Click here for a link to the application.](#)

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Maryland

OCEAN CITY BEACH PATROL

Incentive Compensation Plan



The Incentive Compensation Plan is an elective opportunity to supplement the regular hourly compensation (your pay) which is guaranteed you for every hour you work. The salary you earn is full compensation for time worked for the Beach Patrol and gives no promise of any additional wages or compensation. Because it is important to the Patrol and the town that we maintain the highest number of SRTs on the beach at all times, the town has approved an Incentive Compensation Plan. This Plan is an attempt to encourage Beach Patrol personnel to work as many regular days as possible and as long into the season as practical. This is a voluntary plan, and participation is optional for all eligible employees. It is very important that you read, understand, and complete all aspects of this agreement to be eligible for the incentive.

The Beach Patrol intends to administer the Incentive Compensation Plan in the following manner:

- All personnel employed as SRT- Step 1 and above (excludes probationary SRTs) and not having a rank above Lieutenant will be eligible (This intentionally excludes Captain, Probationary SRTs, Surf Beach Facilitators and Secretaries).
- SRTs, Part-time SRTs, Assistant Crew Chiefs, Crew Chiefs, Sergeants and Lieutenants will have different requirements for hours worked at the various compensation levels based on their respective standard work weeks.
- For an employee to become eligible for the incentive, (s)he must work the minimum number of hours as listed in the "Incentive Compensation Schedule" for his/her job classification during the season.
- The number of hours used to calculate the incentive begins on Monday, May 22, 2006, or the employee's first day of work for the 2006 season, whichever is later. This date is the first day of "Surf Rescue Academy I" and includes only a small number of first year SRTs. The majority of the patrol begins on Saturday, May 27, 2006.
- Once an SRT reaches the minimum number of hours to satisfy his or her obligation for Incentive Level I, (s)he will receive \$.25 for every hour worked. Each SRT will continue to earn \$.25 per hour until (s)he meets the obligation of Incentive Level II. The amount of hours has been calculated on the premise that if an SRT (not including Part-time) starts work on the first day of the season (5/27/06) and works a standard schedule (s)he will reach Incentive Level II hours on Sunday, August 13, 2006. Note: schedule changes, special days off and failure to report to work will delay reaching Level II.
- Historically the Beach Patrol has experienced a critical shortage in personnel during the three weeks preceding Labor Day weekend. To entice employees to stay as late into the season as possible, the incentive rate rises to \$.50 after a predetermined number of hours worked. This rate will continue until the SRT reaches Incentive Level III.
- A third tier (Level III) in the Incentive Compensation Plan is activated once the SRT exceeds the Level II hrs. This new level relates to hours worked during our fall season. The compensation rate for every hour at Level III is \$1.00 per hour.
- It is expected that if an SRT attends school or works within 200 miles of Ocean City and leaves prior to Monday September 4th (s)he will return to Ocean City and work a minimum of two days each weekend until Labor Day Monday.
- To be eligible for the Incentive Compensation Plan, an employee who leaves full-time availability prior to Sunday, September 24, 2006 must be going directly to his/her next commitment and should not take any additional days off other than those required to arrive at the destination on time.
- Each SRT must complete a "Notification of Last Day of Full-Time Work" form at least two weeks (signed and dated by area supervisor) prior to his/her last full-time day (this is already an obligation of every employee).
- Each SRT must provide official documentation (from institution or employer) and verification of his/her reason for leaving prior to Sunday, September 24, 2006. Employees who work full-time (full time = available for scheduling any 6 out of 7 days) through the final day of our season do not need to provide any additional documentation (other than "Last Day Form").
- Each SRT must fulfill all aspects of the Incentive Compensation Plan agreement.
- Failure to fulfill the Incentive Compensation Plan agreement will disqualify the SRT from eligibility for incentive pay.
- The total incentive earned is payable as a payroll check following the conclusion of the season and is expected to be issued to each eligible employee in November.
- Incentive Compensation Plan will have a maximum pay out of \$500.00 per season per employee.

The table below lists the minimum number of hours required at each job classification/rank to reach the various Levels (I,II,III) of the Incentive Compensation Plan. It also lists the number of hours required to move to the next incentive level.

Incentive Compensation Schedule					
		Level I	Level II	Level III	
job classification/rank	\$ -	\$ 0.25	\$ 0.50	\$ 1.00	standard work week
SRT - Probation	NA	NA	NA	NA	43.5
SRT - Part Time	0 - 233.0	234 - 492.0	493 - 632.0	633.0	NA
SRT - step 1 - 3	0 - 405.0	406 - 492.0	493 - 632.0	633.0	43.5
Assistant CC	0 - 405.0	406 - 492.0	493 - 632.0	633.0	43.5
Crew Chief	0 - 433.0	434 - 526.0	527 - 675.0	676.0	46.5
Sergeant	0 - 433.0	434 - 511.0	512 - 656.0	657.0	45.0
2nd Lieutenant	0 - 505.0	506 - 613.0	614 - 785.0	786.0	54.0
1st Lieutenant	0 - 559.0	560 - 679.0	680 - 869.0	870.0	60.0
Captain	NA	NA	NA	NA	60.0
Secretary	NA	NA	NA	NA	40.0
SBF	NA	NA	NA	NA	40.0

Example:

SRT – Step 1 Heather Thompson worked the entire season and totaled 719 hrs.
 Because she worked over the minimum of 406 hrs she qualifies for the incentive.
 The first 492.0 hrs are compensated at \$.25 per hr = \$123.25
 The hrs from 493.0 hrs to 633 hrs are compensated at \$.50 per hr (139.0 hrs x .50) = \$69.50
 The hrs above 633hrs are compensated at \$1.00 per hr (719hrs – 633hrs = 86hrs) = \$86.00
 Total compensation = \$278.75

Example 2:

SRT Part-time Paul Meade worked weekends, holidays and his week's vacation for a total of 313.5hrs.
 Because he worked over the minimum of 233 hrs he qualifies for the incentive.
 However, because he did not work over 493.0 he will only be compensated at \$.25 per hr.
 His total incentive check will be for \$78.38.

Use this map to determine your distance to Ocean City



Examples of selected distances:

- Hagerstown, Maryland = 168 Miles
- Baltimore, Maryland = 106 Miles
- Washington, DC = 113 Miles
- Richmond, Virginia = 145 Miles
- Philadelphia, Pennsylvania = 112 Miles
- Harrisburg, Pennsylvania = 116 Miles
- New York, New York = 168 Miles

You are not required to participate in this "Incentive Compensation Plan". However, if you wish to be considered for an incentive at the conclusion of our season, you must have completed the "Incentive Compensation Application" form in its entirety prior to your last day of full time seasonal employment. You must also forward all supporting documentation to this office on or before **October 6, 2006**.

May 06						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June 06						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July 06						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August 06						
S	M	T	W	T	F	S
1	2	3	4	5		
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September 06						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

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ATLANTIC

How N.J. beaches are fighting a lifeguarding shortage

Updated Jun 25, 2017.

Posted Jun 25, 2017

12

Gallery: Lifeguards of the Jersey Shore

0

By [Amanda Hoover | NJ Advance Media For NJ.com](#)

With the 4th of July just around the corner, families are getting ready to kickoff the summer at the Jersey Shore -- and so are the hundreds of people up and down the state who don red suits and spend their summers perched by the ocean, eyes fixed on the waves, waiting to make a move if any of the swimmers appear in distress.

But in recent years, finding qualified -- and enough -- lifeguards to fill those stands has become more challenging for New Jersey's beach patrols. Coastal living expenses, demanding college athletic programs and a difficult job market post-graduation are partially to blame.

The trend has marked a slight shift on part of teens and young adults away from the once lucrative, glamorous job to internships, competitive sports teams and service industry jobs, where they sometimes earn more bartending and serving than the \$10-\$12 an hour rate the state's lifeguards generally enjoy.

And while there are plenty of people looking for work, it takes a certain personality and set of physical skills to make it in what is likely one of the Jersey Shore's most iconic positions.

"It's not a job that you can just apply and be handed a T-shirt," said Captian Sandy Bosacco, who heads the Stone Harbor Beach Patrol. "That makes for a little bit of a challenge."

"Young people today, they don't really seem to be as attracted to a job of this sort," he added, noting that his division will be fully staffed for the summer, but that doing so has become trickier. "It's definitely more difficult to staff with good people. But you can still do it."

Faced with a dwindling pool, some beach patrols have thought outside of the box, rolling out incentives like pay increases or flexible scheduling, while also finding new ways to market the position to an expanded applicant pool.

Whatever culture shifts may come, beach patrols know their role at the shore is a vital one, as made evident by four evening drownings last week on unguarded beaches. Those included two teens who were [swept into a rip current Thursday evening in Atlantic City](#), while two other young swimmers [drowned at a Belmar beach just after 5 p.m.](#) the same day.

With slower hiring or schedule adjustments, some of the Jersey Shore's beaches were just nearing their hiring capacity in mid or late June, working with a limited number of beaches open during the week or restrictions on patrol hours.

In Avalon, where guards might be stretched a little thinner than usual leading up to the 4th of July, Captain Murray Wolf noted that the patrol was committed to high quality work -- and that expectations will not drop, even if the numbers do.

"It doesn't matter. We expect the same thing out of the guards," he said. "We may expect more out of them now. We don't lighten up on any of that."

Finding, recruiting and keeping the best guards

The staffing issue is not unique to the Jersey Shore. Across the country, pools, lakes and beaches have seen applications drop or local budget cuts slash the number of stands, said BJ Fischer, health and safety director of the American Lifeguard Association (ALA).

But investing in guards at recreational sites can have returns for the community.

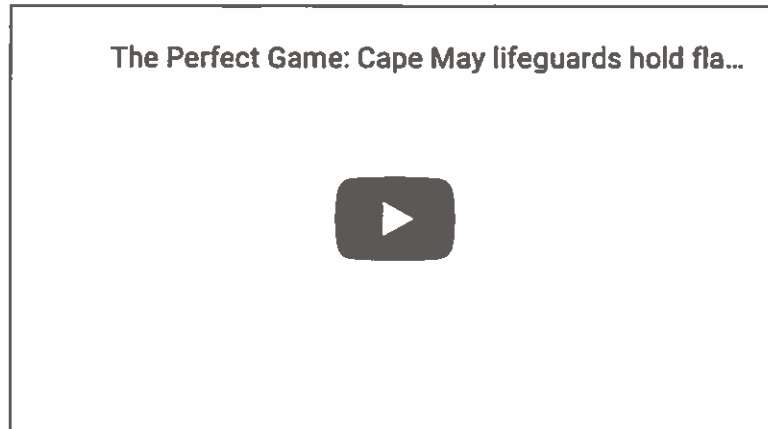
"For every dollar spent to the lifeguard salary, the community gets tenfold in income back in tourism," Fischer said. "Families are told to flock to guarded beaches. Economically, it actually for the communities is wise to guard the beaches."

The ALA advocates for increasing the number of guards at pools and beaches, doubling them up on the stands and adding more so they're closer together. The association also believes extending guarding hours into the evening could prevent more drownings -- like the two that occurred last week just after guards packed up and left for the night.

In some beaches, such as Seaside Heights, extending hours until from 9 a.m. to 7 p.m. has also increased their applicant turnout, allowing guards to take home extra pay, while also providing more hours of safer swimming time for tourists, said Chief Jay Boyd. There, a lifeguard can put 30 hours in over just a three-day period.

What beaches consider fully staffed varies widely depending on the town or city's size. Seaside Heights employees around 45 guards while larger beaches like Ocean City and Atlantic City can have more than 150 on staff.

The official start of the full season can vary, too, with some putting lifeguards on the beaches daily following Memorial Day and others waiting until the 4th of July to do so.



Despite the smaller applicant turnout, most of New Jersey's beaches have hired the full number of guards they need for the season or are close to doing so, holding tryouts and rookie training camps to make sure their patrols are in top shape. Some beach patrols, such as the one at Sea Isle City, have done so with pay incentives.

The city re-examined its practices around three years ago and raised their pay to \$92 a day, hoping to turn around a trend of guard shortages. Captain Renny Steele said. For guards who stick around until labor day, an extra \$6 daily is added as an incentive bonus.

"Kids are going to go where the money is," he said. "Now we're doing really well and have no problems getting guards."

Seeing that fewer young people can afford to rent summer houses, other beach patrols have shifted their focus from recruiting high school and college athletes and instead begun appealing to younger children whose families already have vacation homes at the shore.

"It's mostly families that own the homes" in Strathmere rather than rentals, Upper Township Beach Patrol Chief William Handley said. "That's kind of limited the pool."

That has spurred the beach patrol to put more effort into a junior lifeguard program for kids between the ages of 11 and 15, in the hopes that they will want to become official guards once they reach 16.

"We're encouraging them to get to know the beach and the ocean and get familiar and then train them on how to be a lifeguard," he said.

For other beaches, seeking out applicants who don't fit the traditional mold could fill the gap. As Fischer said, there are plenty of people with free summers who could pick up the gig -- including fit retirees.

Beach patrols that can reach, recruit and retain those individuals could see new success.

"The numbers are out there for individuals that can perform that job," he said. "It just needs to be addressed to the right markets."

Who's sitting on the lifeguard stand?

While nostalgia likely calls up images of tanned teenagers and young adults patrolling the beaches, they're far from the only people out there on the stands. Many of New Jersey's beaches are protected by guards that range from 16 to 60--some years old, with teachers, doctors, lawyers and other professionals or even retirees taking up the post.

The common thread among them is a love of the shore and a sense of service.

In Wildwood, a lifeguard reserve program has helped to fill slots early and late in the summer, when school or sports are in session. That frees up shifts for people like Gregg Jugla, a 49-year-old pharmacist who lives in Philadelphia but has a vacation home in Sea Isle, who was able to get back to a job he took up in college 30 years ago.

"I love it. I go down there, I feel good, I work out in the morning," said Jugla, one of about 10 reserve guards. "You sit on the stand, you talk to people on the beach, you keep them safe. It's something I love."

This year, Wildwood had space to hire 16 guards and had found 12 qualified applicants as of Thursday, bringing them close to their goal of 65 to 70, Captain Steve Stocks said.

"We could use a few more, but if we need to, we can stretch it," he said.

And that's in part thanks to reserves like Jugla, who works a few days a year, renewing the skills he honed as a full-time summer guard between 1986 and 1989. And he commutes from his Sea Isle home to Wildwood to do so, saying he wouldn't want to be a lifeguard anywhere but with his home beach patrol.

While the pay is competitive compared to other boardwalk and non-degree jobs, Jugla isn't in it for the money.

"It never got out of my system," he said.

That sense of pride, adrenaline and reward is a common one across long-time guards, who don't take the responsibilities lightly.

"It is hard work. A lot of people assume people just sit around and bask in the sun all morning," said Patrick Buckley, a full-time summer guard in Wildwood and public school teacher in Philadelphia.

Buckley, 29, is kicking off his 12th straight year as a lifeguard in Wildwood. With a career of free summers, he plans to spend the next 30 years, or longer, working the stands after starting as a summer guard in high school.

Some days, he said, he might complete more than 10 rescues without much acknowledgment, or focus on calming worried parents as they scour the water for a missing child. Other days involve enforcing rules and regulations beach-goers don't always want to follow.

But each summer, Buckley relishes in the chance to leave behind the classroom walls for a dream summer job.

"It can be an emotional rollercoaster," he said. "You don't get many thank yous, but we're not in it for the thank yous. We're trying to inform the public of the things they don't see."

Published on Naples, Florida (<https://www.naplesgov.com>)

Beach Patrol

About Beach Patrol

The Beach Patrol Division works 7 days per week, 365 days a year. Our officers act as Ambassadors to our visitors, as well as to our citizens. They are not only there to monitor the beach ends, but also to assist our locals and visitors in retrieving lost items, finding their car, and to answer any question an individual might have. Our officers are in constant contact with the Police Department, so be assured if there's a medical emergency on the beach, the Beach Patrol Officer has the capability of reporting it immediately for rapid response time.

Continual patrolling also allows the officers to always be aware of the beach surroundings. Their presence is a crime prevention deterrent. The public is in constant contact with all sorts of wildlife such as pelicans, terns, sea gulls, sea turtles, and manatees. In some cases, rescuing injured wildlife becomes an essential function of a Beach Patrol Specialists job. Events like the removal of hooks from these creatures and transporting them to the Conservancy of Southwest Florida happens on a regular basis.

Beach Parking Enforcement

Beach parking for the City of Naples requires the resident or visitor to have a beach parking permit, or pay-by-space. This is enforced year-round.

Beach Parking Permits

Information:

- City residents: beach permit may be obtained from City Hall
- Collier County residents: beach permit may be obtained from any [Collier County Park or Public Libraries](#) ⁽¹⁾
- Visitor beach permits may be purchased from City Hall's Finance Department for \$50

Parking Meters

Information:

- Cost is \$0.25/6 minutes
- \$2.50/hour
- Quarters accepted
- All Major Credit Cards Accepted

Pay-by-Space

Information:

- All City Parking areas offer the pay-by-space option
- \$0.25/6 minutes
- \$2.50/hour
- Quarters Only

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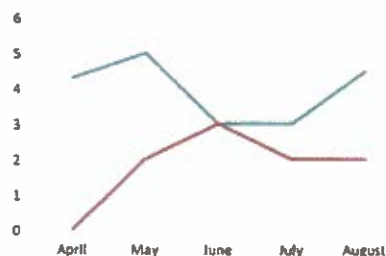
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10 Ways to Motivate Your Lifeguard Staff | Lifeguard Incentives



Midway through the summer season, lifeguards need motivation! They need inspiration to arrive on time, motivation to watch their water, and to keep up a smile when a guest is upset. As a manager, this can be a challenging task, particularly with larger teams and an area of responsibility to oversee. The key is to engage your staff in some way, showing them that you are not only overseeing the park, but also overseeing them! They want to know that their hard work is appreciated and that they are doing their job the right way. If you do not engage them, who will?

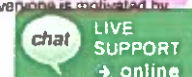
Matt Heller of "Myth of Employee Burnout" shows the necessity of engaging staff with the simple chart below. He states "This graph measures engagement across a defined period of time. The blue line is you (the leader) and the red line is your employees. Essentially what I have noticed about engagement is that the employee's level of engagement will follow their leaders. For the most part." We can also see that in August staff morale can plateau, thus the time to motivate has arrived (if you haven't already started)!



So are you ready to engage your staff? Here at Water Safety Products we've heard about a variety of ways to engage teams. Below are some of our favorites.

- Care:** Make sure your team knows that you know they exist. Simple gestures such as a high-5, "good morning," or asking how their day is going can make a major impact on the way your team operates. Of course we do not suggest distracting them from their responsibilities, but show them that you care.
- No Boring Briefings:** Daily briefings become stagnant all too often. "Good morning, today the weather is going to be xxx, attendance will be xxx, have a good day." Even if you are tired or in a rush, don't let your team know it. It is up to you to present the attitude that you want your team to choose for that day. Something as simple as a joke of the day, fun fact of the day, or quote of the day can make things a bit more interesting. Just remember to keep it fresh!
- Friendly Bets:** We're not saying pool your money for who is the best lifeguard, but set a goal for your team and use a non-monetary prize to excite them. For example, we have heard a story about a leader who bet his team that he would shave his head if they met the guest satisfaction score for the month. They met the goal, and as promised, he shaved his head! This made for a good laugh and a win-win for everyone. The key to goals like this is following up and following through. Imagine if he hadn't shaved his head! The whole effort would have backfired.
- Get on their level:** Show the team that you can do the job too. Cover a frontline position while they cool off and grab a drink. Or jump in the water for in-service. Word of mouth will quickly spread among your team members that you can walk the talk.
- Lifeguard Beads:** One thing is for sure – lifeguards take pride in their achievements and love to showcase their skills. Congratulate your guards by presenting them with a bead for a task completed. For example, if they make a rescue give them a red bead. If they receive a guest compliment, give them a blue bead, etc. By the end of the summer guards will be competing for who has the most beads!
- Food and drink vouchers:** When an employee goes above and beyond their duty, give them a food voucher for use in the lunch room or park. These can be set to any price point you would like, but the key is to make sure you have a clear list of what is expected and what is received for different tasks completed.
- Point Programs:** Point programs can also be effective, similar to bead programs. One of our favorites is the "100 Bucks Program!" Set points for different goals for favorable and unfavorable behavior. For example, receiving a guest compliment is +5 points. Arriving late to work is -3 points. After 100 points are earned, the staff member receives an additional \$100 in their next check. This type of program can be challenging to implement, but if managed appropriately can be very effective.
- Small Get Together:** Similar to showing your staff you care, break bread with your staff after a long day of work. Bring in a few sodas and give everyone a chance to have a drink and let their hair down before heading home for the day. Or plan to meet up at some point after work. Although we would not suggest a party that lasts all night, a chance to talk about something other than work can greatly strengthen relationships.
- Big Get Together:** Having staff parties with **lifeguard incentive prizes, goodie bags, superlatives**, are very popular. To motivate the staff to stay on board later in the season and as a reward, some parks will have a big raffle party in early to mid-August. This is for the staff that stays on that long into the season. Sometimes management will trade park passes for some incredible raffle prizes—it is amazing what park passes can buy! Don't have enough time to make the plans? Appoint someone to take charge of the plans and you will not only engage them but also have a great time.
- Be Creative:** Create your own lifeguard incentive programs. It's easy and will make the job better for everyone. Not sure what motivates your team? Just ask. They will tell you! (Of course, their request needs to be reasonable.)

There are a number of ways to motivate lifeguards, and we support them all. Some plans can be totally free with no cost associated such as a friendly bet, while others such as a staff party involve prizes, cash and lifeguard incentives. Just remember that no matter what you choose to do, trying is the most important thing. Everyone is motivated by different things. You can't please everyone, but trying is better than the alternative. Good Luck!



**PARK BOARD OF TRUSTEES OF THE CITY OF GALVESTON
MANAGEMENT'S DISCUSSION AND ANALYSIS
SEPTEMBER 30, 2018**

Government-Wide Summary and Analysis, continued

Budgetary Highlights

The goal of the Park Board's operating budget is for current budgeted revenues to equal or exceed current budgeted expenditures. Only unforeseen or emergency circumstances will be considered justification for utilizing contingency or fund balances during the annual budget process.

Governmental Funds:

The General Fund receives funding through interfund transfers for administrative fees from the other funds. The amount of each transfer is affected by the amount of hotel tax or park admissions each fund receives in revenue for the year. General fund transfers were under budget (\$12,544). The general fund budget was scheduled to use \$46,570 in reserves; however, due to expenditure restraints no reserves were used.

Beach Cleaning, Beach Patrol, Nourished Beach, and Tourism Development funds receive revenue from the hotel tax collections. Hotel occupancy collections exceeded budget 4% or \$466,561. Budgeted grant reimbursement was not received in the amount of \$7,663,244. Expenditures during the fiscal year were held under budget by management. All governmental funds showed revenues in excess of expenditures except for Sand Replenishment. Sand Replenishment expenditures exceeded revenue due to its budgeted interfund transfers being adjusted to available beach park admissions.

Enterprise Funds:

Budgeted revenue was set at \$6,290,520 exclusive of FEMA and use of reserves. FEMA reimbursements or advances were budgeted in the amount of \$752,464, of this amount, \$0 in actual funds was received. The remaining portion of the FEMA reimbursements or advances budget deficit was due to delays in the payment of advances and projects. Park Admissions were under budget 9% or (\$456,985). Adverse weather conditions in the spring of 2018 and Hurricane Harvey in 2017 affected park admissions. Due to this loss of revenue, management held restraints on spending. Enterprise fund expenditures were under budget.

Capital Asset Activity

For the year ended September 30, 2018, capital asset purchases and transfers include:

	<u>Park Board (Purchases)</u>	<u>Moody Gardens (Transferred)</u>
Buildings and Improvements	\$ 154,303	\$ 1,287,520
Equipment Purchases	37,463	744,146
Vehicle Purchases	432,817	-
	<u>\$ 624,583</u>	<u>\$ 2,031,666</u>

Maintenance Facility: The construction of this facility was completed in 2008. As of September 30, 2018, the mortgage principal balance was \$517,393.

Open Line of Credit: This was used for capital and equipment purchases. The line of credit is collateralized by Park Board funds held on deposit. As of September 30, 2018, the line balance was \$13,105.

Park Board Plaza: Renovations were financed using a municipal lease program in 2010. As of September 30, 2018, the balance of the lease was \$1,155,412.

Municipal Equipment & Vehicle Leases: Equipment and vehicles were purchased in 2018 using municipal lease financing. As of September 30, 2018, the balance of all previous and newly executed equipment and vehicle leases was \$388,986.

Beach Nourishment: The Park Board's participation in a beach renourishment project from 61st street to 103rd street was financed with a loan secured by Seawolf Park Admissions and 85% of all restricted revenue from beach park admissions. As of September 30, 2018, the balance of the loan was \$1,819,313.