City of Piedmont
COUNCIL AGENDA REPORT

DATE: December 5, 2022

TO: Mayor and Council

FROM: Sara Lillevand, City Administrator

SUBJECT: Receipt of an Operational Analysis Report for the Piedmont Community Pool and Provide Pool Advisory Committee Direction on Next Steps

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RECOMMENDATION

Receive an Operational Analysis Report for the Piedmont Community Pool and Provide Direction to Pool Advisory Committee on Next Steps.

BACKGROUND

In December of 2021, the City secured the services of The Isaac Sports Group (ISG) to develop a program, management and staffing model, and financial operating analysis for the new Piedmont Community Pool to determine if the pool design would meet the programmatic needs of the community and if the City could afford to run the facility once opened.

On November 29, 2022, the Pool Advisory Committee (PAC) received the Operational Analysis Report and recommended it for consideration by City Council. The PAC also requested City Council provide them with next steps and possible direction to further review and develop a new pool pass model and fee structure including resident/non-resident differential for future Council consideration.

Over the past year, ISG's work included review and analysis of the existing pool design, programs, use, research in the local and regional market, review of the new community pool design relevant to programming and use, and development of projected operating budgets. As part of this process, ISG worked closely with staff, ELS Architecture, community stakeholders, and pool user groups.

The initial work on identifying the needs, goals, and objectives of the community for the aquatic program and the new Community Pool was carried out through past City surveys and analysis plus the design/programming meetings conducted by ELS Architecture. ISG built on this initial work through its stakeholder engagement and research, incorporating new trends in aquatic programming, as well as identifying new opportunities that could further expand the use of the pool and its relevance to all Piedmont residents.

The design of the Piedmont Community Pool includes two bodies of water with a wide range of

accessibility features and areas that provide a much more flexible and efficient overall aquatic environment than the old facility. The new facility's competition pool and warm water activity/program pool provide 10,126 square feet of water surface area, more than doubling the amount of water at the old facility, to accommodate increased user loads and virtually eliminate the limited space and availability issues. ISG's report confirms the new Community Pool design provides significantly enhanced space, access, flexibility, program capabilities, and design features to support operating efficiency as well the opportunity to create new and expanded programming to meet the needs of the Piedmont community.

A key element of the report is the staffing and management model that supports the expanded and year-round operations of the new Community Pool. It will be necessary to hire quality staff to run the variety of programs, facility rentals, swim classes, and sporting events at the new state-of-the-art facility with the high level of service the community expects. The staffing model includes the existing, but unfilled Aquatics Coordinator position, the addition of a new full-time Aquatic Supervisor position, plus additional part-time staff support in customer service and a dedicated part-time Pool Maintenance/Operations Specialist to ensure the best practice annual, long-term maintenance and upkeep of the Pool.

The financial operational analysis includes all expected revenues from rentals, programming, and pass holders, as well as expected expenses. Expenses include labor, maintenance, contract services, chemicals and supplies, utilities, etc. A great deal of ramp-up work will take place in the first year of operations including pool pass sales, implementing new classes and programs, and scheduling facility rentals. As a result, the analysis estimates that the pool will operate at a net loss of $173,998 in Year 1 of operations but will achieve an estimated 105% cost recovery with a positive net operating revenue of $86,257 by Year 3 as revenue generating elements are up and running. Beginning in the third year of operation, the report anticipates that an annual allocation will be made to the Long-Term Capital Reserve. These contributions will stay in the Aquatics Fund for future Pool related repair and replacement.

ISG developed the pool pass and drop-in fee revenue projections based on the existing pool pass model with projected fee increases and user increases. This serves as a revenue estimate but not a recommended model. The analysis of the old pool pass model suggests it should be updated based on market and user considerations, best practices and trends at comparable facilities regionally and nationally. Pool passes and usage/drop-in fees will be an important part of the business model and community benefits for the new Community Pool and staff recommends further consideration needs to be given to updating the pool pass model and fee structure.

Overall, ISG's report confirms the new pool design provides flexibility, access, function spaces and support amenities that will accommodate the community's programmatic needs and goals. Based upon the design, program and management models, ISG's financial operational analysis illustrates the pool operation should be self-sustaining by the third year of operation of the new facility and the City will be able to afford to operate the new Community Pool.

At tonight's meeting, the Operational Analysis Report will be presented by Stuart Isaac, founder and President of Isaac Sports Group (ISG).

ATTACHMENTS

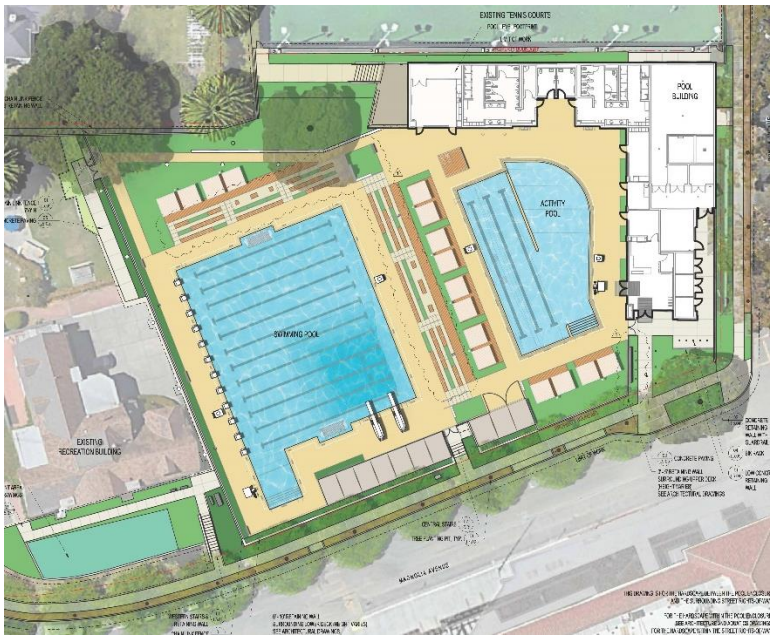
A: Executive Summary & Report

By: Chelle Putzer, Recreation Director

PIEDMONT COMMUNITY POOL

Programming, Management, and Financial Analysis

EXECUTIVE SUMMARY
November 18, 2022



Submitted by the Isaac Sports Group, LLC

INTRODUCTION

The City of Piedmont (the "City") is developing a new two-pool multi-use Piedmont Community Pool (the "Pool") to replace the existing Piedmont Community Pool (the "Existing Pool"). A critical element of the development of the new Piedmont Community Pool and its aquatic programs is the analysis and development of optimum best practice programming and management of the Pool leading to a financially viable business and operating model. The Isaac Sports Group, LLC ("ISG") was engaged to develop this program and management model and analyze the financial operations and sustainability of the new Pool.

The ISG Study included review and analysis of the Existing Pool design, programs, and use, research in the local and regional market, review of Pool design relevant to programming and use, and development of projected operating budgets. As part of this process ISG worked closely with City and Recreation Department management. The process also included participation in Pool Advisory Committee ("PAC") meetings as well as meetings with the Piedmont Unified School District ("PUSD"), stakeholders, and user groups.

PROGRAMMING GOALS AND OBJECTIVES

The following are the overall and specific aquatic program and facility goals and opportunities identified.

- Enhance overall health and wellness levels of the community through aquatics, including swim lessons, aquatic fitness, therapy and rehab, and aquatic lifestyle activities
- Provide wide range of aquatic programming and increased access to all members of the community regardless of age, ability, special needs, and financial resources, including multi-generational and inter-generational programs and opportunities, especially programs and activities that were not available in the Existing Pool
- Support Piedmont Unified School District programming, including swimming, diving, and water polo teams as well as PUSD Physical Education and adaptive and special needs programming
- Provide pool space and time to meet unmet current and future demand for pool space and time for lap lanes, community programming, recreation, leisure, and aquatic stakeholders/user groups
- Teach all children (and hopefully adults) to learn to swim and be water safe
- Create facility amenities that can provide additional opportunities for community events, activities, gatherings, and be a hub for a wide range of community activities in and around the Pool

The full report includes a sample schedule of how the Pool programs, user groups, and open access can be scheduled throughout the year to optimize the use of the Pool.

DESIGN ELEMENTS

ISG worked with the Pool design team led by ELS Architecture to provide additional program input to help finalize the Pool design. The final design provided the following key elements that support the program goals and objectives. The Pool includes two bodies of water with a wide range of accessibility features and areas that provide a much more flexible and efficient overall aquatic environment than the Existing Pool's three small bodies of water. Overall, the Pool design provides 10,126 square feet of water surface area compared to 4,802 square feet in the Existing Pool. This added space provides the following key features supporting the program goals and objectives:

- Beach/Zero entry area for optimum family friendly use and access
- Stairs, lifts, and zero entry for optimum ADA access
- Family-friendly water and recreational features
- Expanded programming use in a wide range of water depths and temperatures
- Increase of lap lanes from six in the Exiting Pool to fifteen in the new Pool
- Main Pool area to meet all requirements for high school and club swimming, diving, and water polo training and competition
- Expanded locker and changing areas to better meet family, youth, adult, and ADA needs
- Enhanced area for family use as well as party room for social events, classes, and activities
- Party room on pool deck plus large, covered pavilion above the bathhouse to support a wide range of pool parties, classes, groups, and overall community use

MANAGEMENT

ISG worked closely with the Recreation Department and City financial management to develop a management and staffing model that can support the expansion of year-round operations and support the added management and staffing needed for the new Pool and its enhanced programming. The projected management model includes the addition of a full-time Aquatic Supervisor along with the existing position of Aquatics Coordinator plus additional staff support in customer service as well as a dedicated Pool Maintenance/Operations Specialist to ensure the best practice annual and long-term maintenance and upkeep of the Pool.

The budget model includes increases in hourly wages and additional part-time employees to address the current area market challenges in finding lifeguards and instructors as well as increased training and professional development funds to meet best practices in risk management, programming, and overall operations.

FINANCIAL OPERATING ANALYSIS

The development of the program, design, and management models all leads to a new Pool that optimizes management efficiency, reduces energy use, and minimizes annual and long-term operating costs while generating increased pool pass, user, program, and rental use revenue. The financial analysis reviewed current area comparable pool facility market rates for programs, rental, and use to project rates that support financially sustainable operations while suggesting market

correct affordable rates for City residents. The projections included a 25% premium fee for non-Piedmont residents.

Overall Net Operating Revenue

Based on the program and design model, the Pool will operate at a net operational loss of $173,998 in Year 1 of operations but will achieve 105% cost recovery with a positive net operating revenue of $86,257 by Year 3. The operating net revenue increases to $191,245 by Year 5 with cost recovery of 111%. Net revenue after allocation to a Long Term Capital Reserve will stay in the Aquatics Fund for Pool and program support. Following is the Profit & Loss Summary for the first five years of operation. Year Zero are pre-opening costs not included in the capital project costs.

Community Pool Profit & Loss Summary

Budget Category	*Historic Actuals	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Facility Revenue	$362,494	@$70,000	$800,107	$911,048	$1,003,924	$1,082,290	$1,127,573
Program Revenue	$185,639	$0	$469,917	$612,065	$720,435	$769,170	$823,337
Total Revenue	$548,133	$70,000	$1,270,024	$1,523,113	$1,724,358	$1,851,459	$1,950,910
Operational Expenses	$659,808	$185,941	$1,272,993	$1,335,480	$1,385,529	$1,426,667	$1,474,978
Program Expenses	$57,772	$8,731	$171,029	$217,068	$252,572	$267,820	$284,686
Total Expenses	$719,143	$194,672	$1,444,022	$1,552,548	$1,638,101	$1,694,487	$1,759,664
Net Direct Income (Loss)	$(171,010)	$(124,672)	$(173,998)	$(29,435)	$86,257	$156,972	$191,245
Cost Recovery	76%	36%	88%	98%	105%	109%	111%
Additional Expenses							
Annual Reserve Fund Allocation		$0	$0	$0	$35,000	$60,000	$75,000
Total Gross Expenses with Reserve Fund Allocation		$194,672	$1,444,022	$1,552,548	$1,673,101	$1,754,487	$1,834,664
Total Net Income (Loss) with Capital Reserve		$(124,672)	$(173,998)	$(29,435)	$51,257	$96,972	$116,245
Cost Recovery		36%	88%	98%	103%	106%	106%

****NOTE: Historic Actuals are based on FY 2019 with some adjustments based on FY 2018. These are the last two full years the pool was in operation pre-pandemic.***

Long Term Capital Replacement and Maintenance Reserve

Long Term Capital Replacement and Maintenance Reserve
Beginning in Year 3 a portion of the net operating revenue is set aside as a Long Term Capital Replacement and Maintenance Reserve Fund. The total Reserve Fund reaches $1,600,000 by Year 20. Long term net revenue projections can accommodate additional funding of the reserve beginning in Year 6.

Long Term Capital Replacement and Maintenance Fund Accrual
(Based on Budget Projections)

Reserve Funding	5 Years	10 Years	15 Years	20 Years
Accrual Target	$170,000	$580,131	$1,055,585	$1,606,766

Major Revenue Categories Year 3 (rounded to $1,000s)

- Pool Pass and User Fees: $ 540,000
- Swim Lessons: $ 431,000 (net revenue of $291,000)
- Facility/Pool Rentals: $ 228,000
- Special Events & Functions: $ 183,000
- Aquatic Fitness & Wellness Programs: $ 101,000 (net revenue of $67,000)

Major Expense Categories Year 3 (rounded to $1,000s)

- Staff Salaries, Wages, & Benefits: $1,031,000
- Program Expenses: $ 253,000
- Maintenance & Supplies: $ 135,000
- Utilities: $ 102,000

Financial Detail
Full Profit & Loss Summary and analysis of major cost and revenue centers are included in the full study report with line item detail and supporting worksheets included in the study attachments.

CONCLUSION

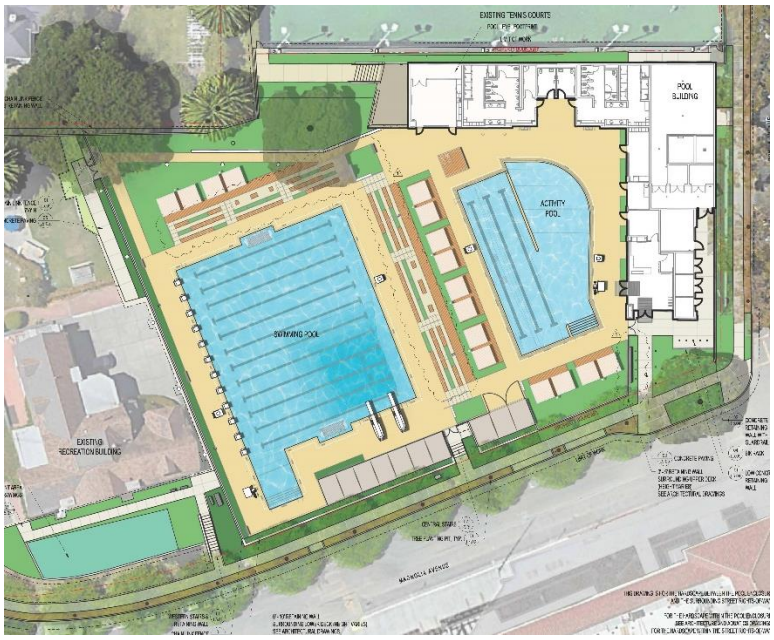
The Pool design provides significantly enhanced space, access, flexibility, and program capabilities compared to the Existing Pool. These design features support operating efficiency as well the opportunity to create new and expanded programming not supported in the Existing Pool. More than doubling the available water space plus the added flexibility, access, and support amenities also accommodates greatly increased user loads and virtually eliminates the limited space and availability issues at the Existing Pool. The added function spaces also create a community wide asset supporting pool and community activities. Overall, the new Pool greatly expands the benefits and access to all Piedmont residents, providing a vital new City resource.

The efficient combination of design, management, and programming creates a business model that is financially sustainable with over 100% cost recovery by Year 3 of operation and allows for the funding of a Long Term Capital Replacement and Maintenance Reserve targeting accrual of over $1,600,000 by Year 20, with the potential to further contribute to the reserve fund in years six and on.

PIEDMONT COMMUNITY POOL

Programming, Management, and Financial Analysis

FINAL REPORT
November 18, 2022



Submitted by the Isaac Sports Group, LLC

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ATTACHMENTS

# 1		Learn to Swim Market Analysis and Comparisons
# 2		Learn to Swim Participation and Revenue Projections
# 3		Sample Schedule Matrix
# 4		Pool Pass/Drop-In Market Analysis
# 5		Pool Pass and User Model Analysis
` # 6		Profit & Loss Projection Statement Summary
# 7		Budget Projection Line Item Detail
	#7A	Facility Revenue
	#7B	Program Revenue
	#7C	Operational Expenses
	#7D	Program Expenses
	#7E	Program Net Revenue Analysis

INTRODUCTION

The City of Piedmont (the "City") is developing a new two-pool multi-use Piedmont Community Pool (the "Pool") to replace the existing Piedmont Community Pool (the "Existing Pool"). A critical element of the development of the new Piedmont Community Pool and aquatic programs is the analysis and development of optimum best practice programming and management of the Pool leading to a financially viable business and operating model.

The Isaac Sports Group, LLC ("ISG") was engaged to develop this program, management, and financial analysis. This analysis included the following elements:

- Review of existing Piedmont Community Pool staffing, programs, design, and features
- Review of existing Piedmont Community Pool historic actuals, including expenses and revenue
- Market analysis of programs in the area
- Develop aquatic programming and use model building on historic Piedmont aquatic programs enhanced with broad based and inclusive current and forward looking trends in aquatic programming
    - Includes analysis of program cost, fees, and participation projections
    - Includes pool pass and use analysis and enhancements to existing model
- Develop potential schedule matrix for the Community Pool programming and use
- Review the initial Pool designs developed by ELS Architecture and suggest design updates that can enhance programming and use
- Develop staffing model for new Community Pool
- Develop annual budget operating projections and long term capital reserve projections
- Summarize Keys to Success and Risks for Failure for the new Piedmont Community Pool

The following report presents each step of the analysis culminating in the financial operating analysis and Keys to Success.

METHODOLOGY

ISG's approach and methodology for this study included the following elements:

- Review past Community Pool programming and participation
    - Review aquatic sections of Piedmont Recreation Activity Guide for prior two years leading up to the closing of the existing pool during the COVID Pandemic
    - Review program and Recreation Department aquatic program, pool pass, and drop-in numbers
    - Review past existing pool scheduling
- Review existing pool design, features, and amenities
- Review 2017 Aquatics Interest Survey and 2022 online community aquatics survey completed by ELS Architecture during the initial design process
- Review City of Piedmont 2017 Aquatics Feasibility Study
- Meet with aquatic stakeholders and user groups
    - Piedmont Unified School District ("PUSD")
        - Water polo and swimming team coaches and representatives
        - Athletic Director
        - Physical Education Staff
        - Special Needs and Adaptive PE staff
    - Piedmont Swim Team coach
    - Participate in Pool Advisory Committee ("PAC") meetings
        - Including programming presentations by ISG and follow up discussion
    - Individual meetings with existing pool users and aquatic stakeholders
- Review ELS design development
    - Review past ELS presentations to the Pool Advisory Committee ("PAC") and City Council
    - Meetings with ELS project team and aquatic stakeholders to review initial designs and discuss program and use related design updates
- Regular meetings with City Staff
    - Chelle Putzer, Recreation Director
        - Review of programming, management, staffing, and opportunities
    - Michael Szczech, Finance Director
        - Review of historic pool budgeting
        - Collaborative work in developing budget structure and projections for new Community Pool
    - Paul Benoit, Special Assistant
    - Ongoing review, discussion, and updates of operating and budget model for the Pool
    - Additional individual meetings as appropriate

NEW COMMUNITY POOL
NEEDS, GOALS, AND OPPORTUNITIES

The initial work on identifying the needs, goals, and objectives of the community for aquatic program and the new Community Pool was carried out through the past City surveys and analysis plus the design/programming meetings conducted by ELS Architecture prior to ISG's involvement. ISG built on this initial work through its stakeholder engagement and research, incorporating new trends in aquatic programming as well as identifying new opportunities that can further expand the use of the Pool and its relevance to all Piedmont residents.

The following are the overall and specific aquatic program and facility goals and opportunities identified.

Aquatics

- Enhancing overall health and wellness levels of the community through aquatics
- Provide publicly accessible aquatic sport, recreational, and leisure facilities and programs that were not available in the Existing Pool
- Create additional pool, deck, and bathhouse features to support the current and projected increasing demand for pool recreational use
- Support Piedmont Unified School District programming
    - High school swimming, diving, and water polo teams and related club teams by providing a local facility meeting competitive facility requirements for training and competition
    - PUSD PE programs
    - PUSD adaptive PE and special needs programming
    - After school and extra-curricular activities
    - Provide aquatic career education and certification through joint programs with the Pool
- Provide wide range of aquatic programming and access to all members of the community regardless of age, ability, special needs, and financial resources, including multi-generational and inter-generational programs and opportunities
    - Expand disabled and senior programming and access
    - Expand family-friendly pool access and bathhouse facilities and amenities
- Provide pool space and time to meet unmet current and future demand for pool space and time for lap lanes, community programming, recreation, leisure, and aquatic stakeholders/user groups
- Teach all children (and hopefully adults) to learn to swim and be water safe

Flexible Function and Meeting Spaces

- Create facility amenities that can provide additional opportunities for community events, activities, gatherings, and be a hub for a wide range of community activities
- Provide publicly accessible meeting and function space for general community use and programming, including birthday parties, program classes, team use, community classes and meetings, and more
    - Supporting the program and activities of the Pool

Management and Operations

- Create business and operational model that reduces the net cost of operating the Pool facilities and programs through decreasing operating costs and increasing revenue generation
    - Reduce overall financial net operational cost to the City
- Create facilities that are energy efficient and environmentally friendly
- Draw users from outside Piedmont to help support overall facility operational costs

These needs, goals, and opportunities are the basis of both the design and program development for the new Community Pool.

DESIGN ELEMENTS
Existing and New Community Pools

In order to best understand the impact of the new Pool on programming, it is very helpful to discuss the differences in design and features of the Existing Pool compared to the new Pool. This comparison, especially focusing on the expanded space, features, and amenities, supports the current program growth as well as the opportunities for new and enhanced programming and overall use of the new Community Pool.

Existing Community Pool
The existing Piedmont Community Pool was aging and required a great deal of annual maintenance as well as equipment replacement and repairs to keep it running. It also had aging mechanical systems that were very inefficient in terms of energy consumption and water quality. The design, space, and pool configurations no longer met the current demand for aquatic programming and community use and limited the development of new and enhanced programming. The facility also did not support the competitive aquatic needs of the Piedmont Unified School District varsity and junior varsity water polo and swimming teams or the club teams in the area, such as the Piedmont Swim Team.

The Existing Pool consisted of three bodies of water:

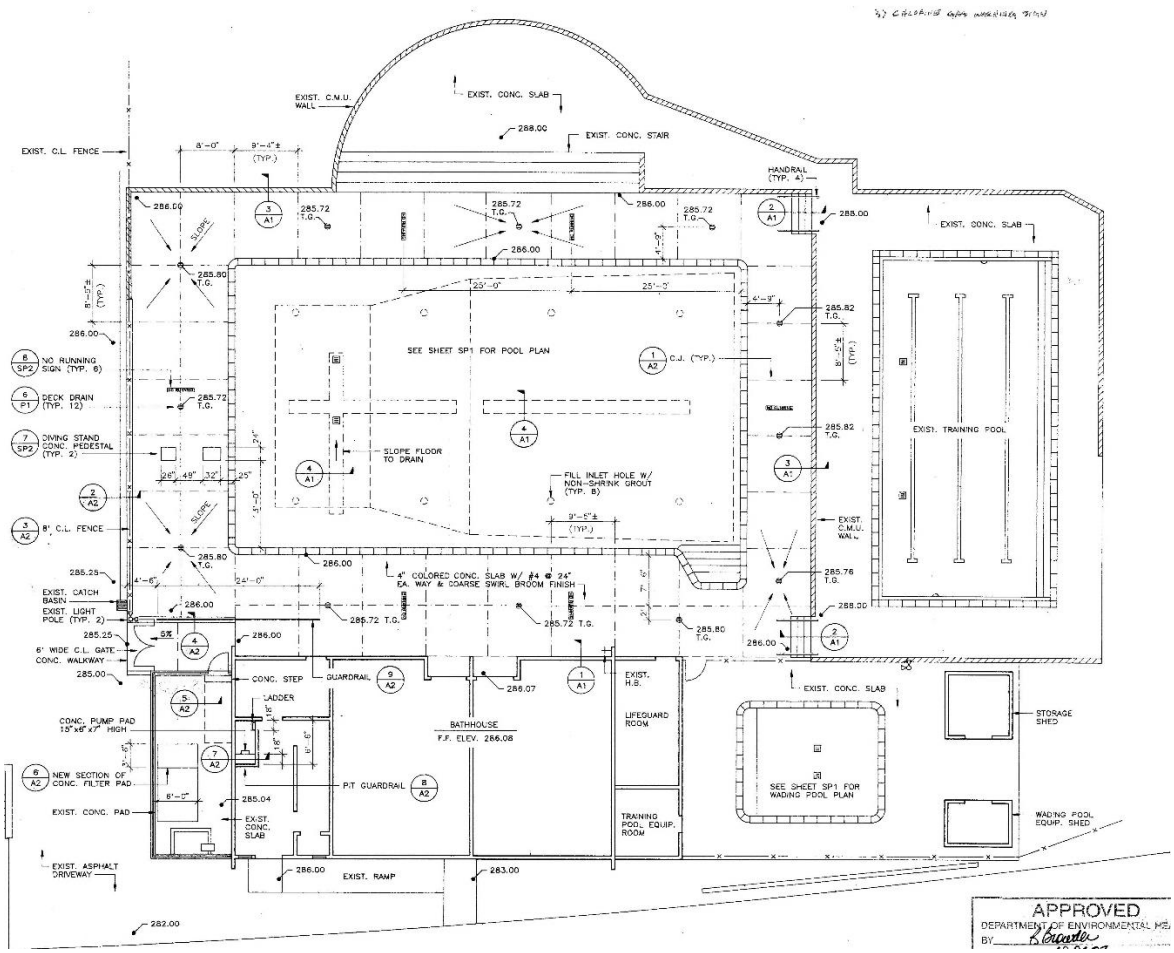
- Main Pool: 25 yards x 42’ with 6 x 25 yard lanes and entry stairs
    - 3,250 square feet (“sf”)
    - Depth: 4’ to 10’
        - Depth did not support 1-meter diving board (high school competitive use)
        - Depth and dimensions did not meet water polo requirements
    - Did not provide enough lanes to support current high school and club swimming teams training and competition as well as demand for lap swim lanes
- Medium (Program) Pool: 50’x 25’
    - 1,250 sf
    - Depth 2.5’to 3.5’
    - No ramp or wheelchair entry (ADA access was provided by chair lift)
- Baby Pool: 20’ x 15’
    - 302 sf
    - Depth: 1.5’

The total water surface square footage of all pools was 4,802 sf. This compares with the total of approximately 10,126 sf combined water surface area in the new Pool design.

The existing bathhouse servicing the Existing Pool also did not provide the features and amenities necessary to support today’s aquatic users and community needs. The current bathhouse did not include adequate family and gender-neutral changing areas, optimum ADA access, nor user support spaces such as a function/Party Room.

Images of Existing Pool

Design Drawings of Existing Pool



New Community Pool Design Elements

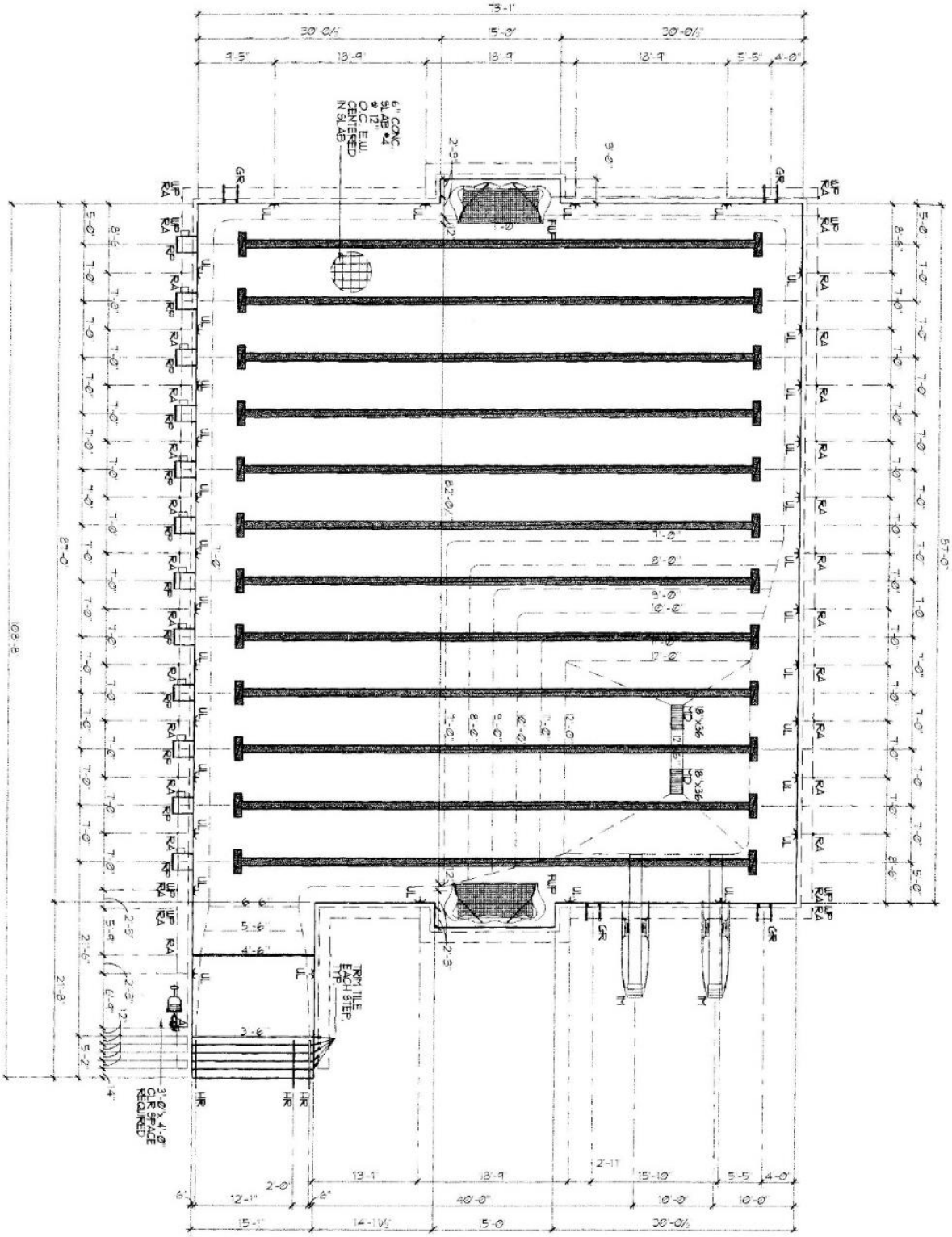
The new Community Pool design consists of two bodies of water: the Main Pool and the Program/Activity Pool. These two pools have a range of features and great flexibility to support the full range of programming, while supporting concurrent programming to optimize the scheduling of the pools.

Here are the key features of the new Pools:

- Main Pool 6,949 sf
  - Main Course
    - 25 yard x 87'
    - 12 x 7' wide 25-yard lanes
    - Depth ranging from 6'7" (2.0m) to 12.0'
      - Depth supports competitive water polo and diving requirements
      - Toe ledge on side of pool for ease of standing at during pool use

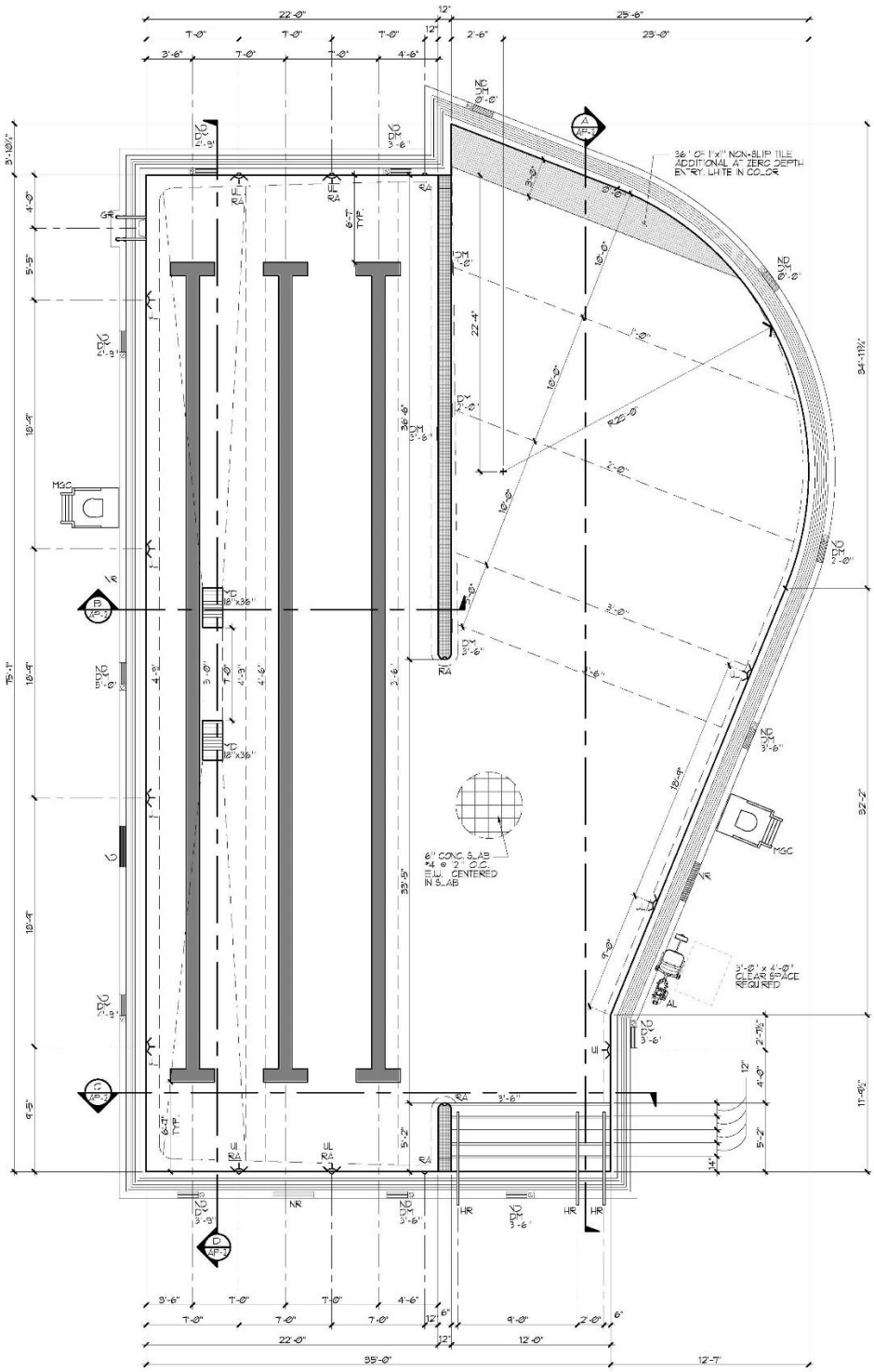
- Entry Area
  - Approximately 424 sf of entry space with 12’ wide stairs
  - Depth 3’6” to 6’6”
- Diving: 2 x 1m diving boards
- Bump-out space at each end for floating water polo goals
- Temperature: 79° to 80° F
- Program Capabilities
  - Water polo, swimming, and diving training and competition
    - Planned to host high school swimming and diving dual and tri-meets and water polo games, including mid-size water polo tournaments or small high school swim meets as capacity allows
    - Could host small club swim meets or water polo tournaments if City decides to make the Pool available to non-PUSD events and competitions
  - Event Seating
    - Spectator seating for approximately 180
    - Competitor seating for approximately 150
  - Electronic timing and scoring system for swimming, diving, and water polo
  - Electronic scoreboard with video capabilities
  - Supports availability of lap swim lanes during swim team practices, increasing the number and times of lap lane availability throughout the day
  - Supporting area for a wide range of multi-generational recreation elements (see Programming Section of this Report)
  - Aquatic fitness classes: Deep water and high intensity such as water running and cross-training

Drawing of Main Pool Configuration



- Activity Pool/Program: 3,177 sf
    - The Activity/Program Pool has a wide range of features amenities to support a full range of aquatic classes, programs, recreation, and leisure activities for all ages
    - 3 x 25-yard 7’ wide lap lanes
        - Warm-water lap lanes
        - Area for wide range of classes and programming
        - Depth ranges from 3’6” to 5’
        - Can also serve as warm-up lanes for mid-size swim meets in the Main Pool
    - Approximately 1,525 sf of free form recreation and program area
        - Zero/Beach Entry
        - Depth ranges from 0’ to 3’6”
            - Optimizes programmable depth from 3’ to 3’6”
        - Wide stairs for entry/exit from pool and class staging and lounging
        - Water play features
    - Temperature: 83° to 85°
    - Program capabilities
        - Warm-water lap lanes
        - Swim lessons
            - From parent/tot to adults and special needs
        - Aquatic fitness classes
        - Senior programming
        - Special needs and adaptive sport and PE programs
        - User friendly access options, including zero entry and stairs
        - Warm-up lanes to support mid-size swim meets
        - Pool space for lounging and leisure activities

Drawing of Program/Activity Pool



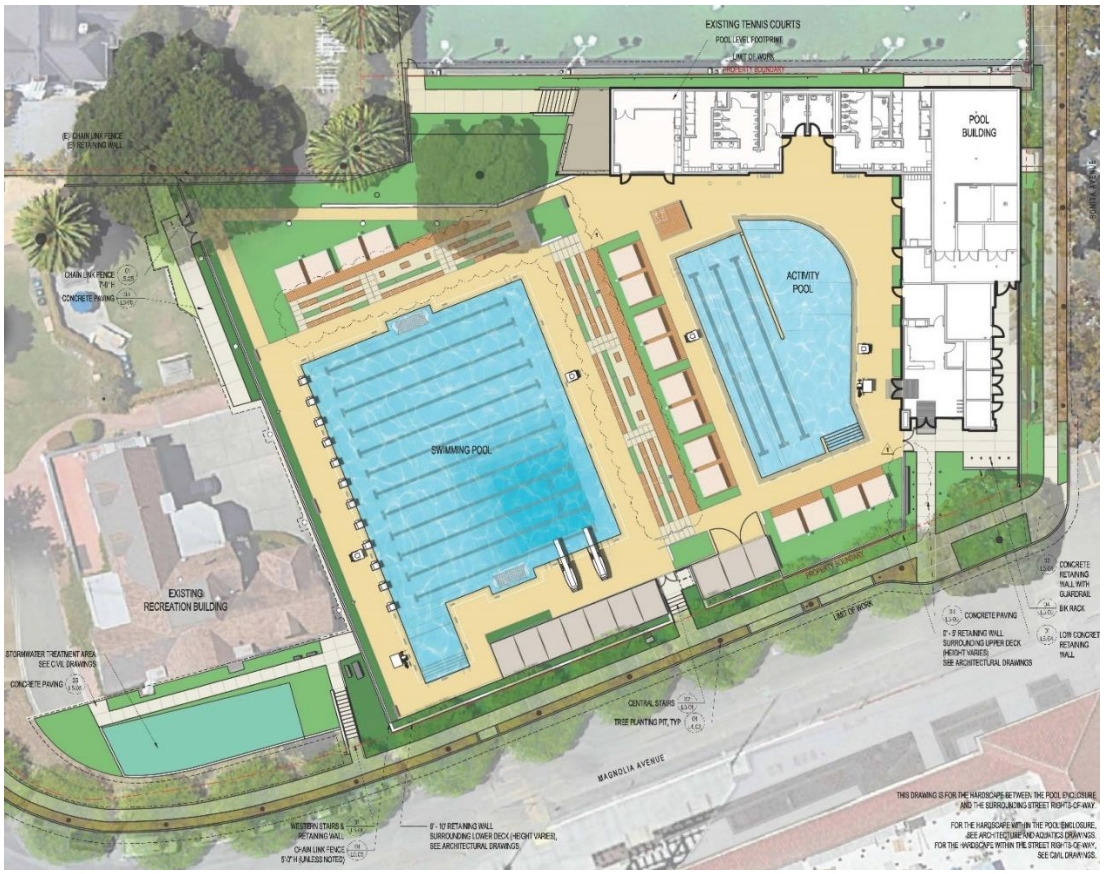
ACTIVITY POOL LAYOUT PLAN ½" = 1'-0"

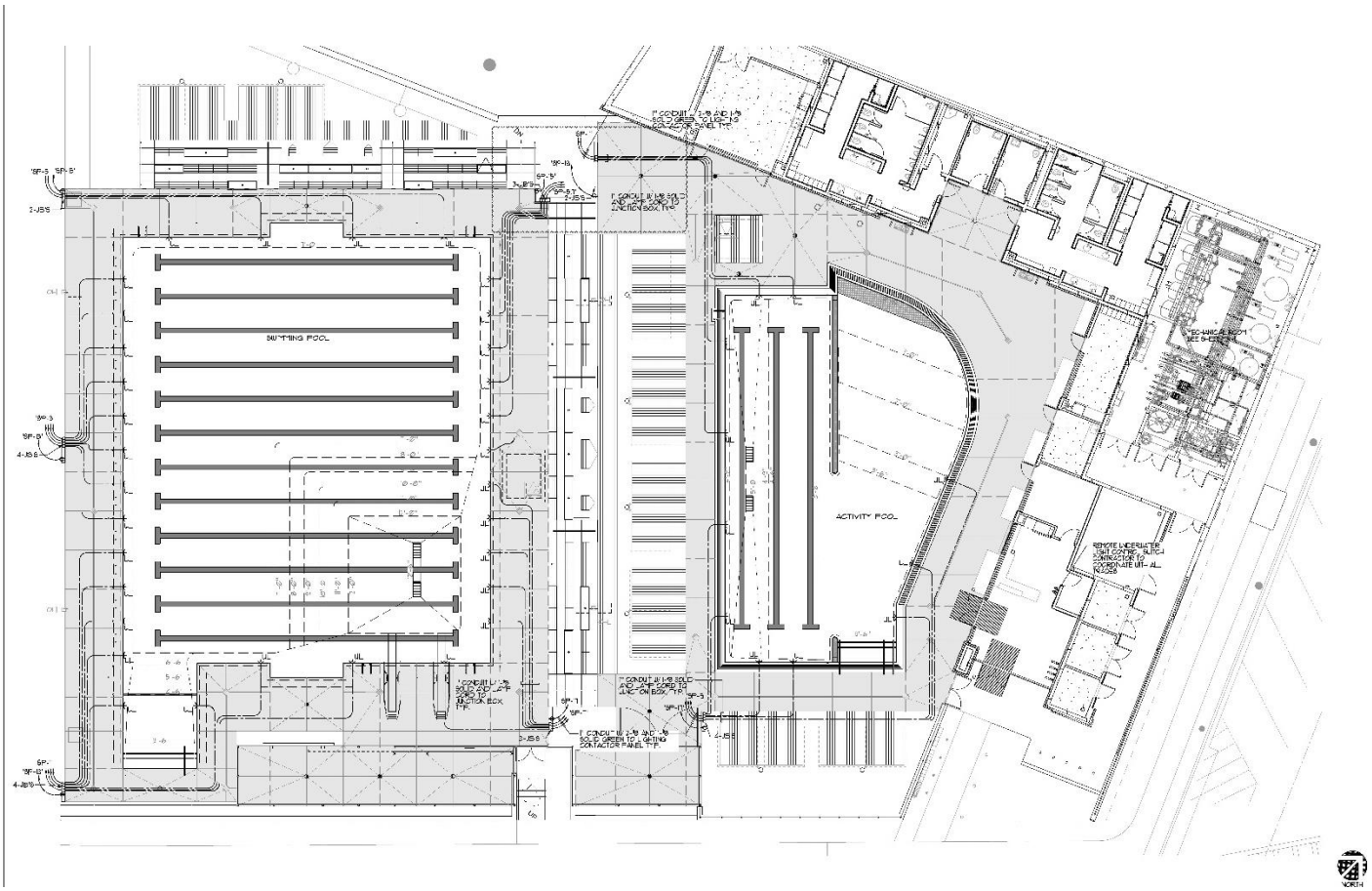
- Support and Common Spaces
    - Expanded space and new amenities compared to the Existing Pool
    - Pool Deck
        - Two levels
        - Lounge chairs
        - Grassy lounging areas
    - Bathhouse
        - Men's and women's locker/changing rooms
        - Family/gender-neutral changing rooms
        - Expanded concession area
        - Outdoor showers on pool deck
        - Lobby space
        - Office
    - Function space
        - Party Room/function space on pool deck: 376 sf
            - Supports birthday and other parties, classrooms for aquatic programs, team meeting room, event support, other functions
            - Capacity: Based on 376 sf of usable function space
                - Meal = 25–32 people (based on configuration)
                - Reception = 40–45 people (standing and seated)
                - Classroom = 20 with desks/tables
        - Pavilion/Terrace on roof of bathhouse: 1,999 sf total
            - 1,302 sf covered Pavilion
            - 697 sf open terrace area around Pavilion
            - 1,223 sf of circulation area with restrooms and storage
            - Open air area for wide range of functions, social events, meetings, etc.
            - Capacity based on covered Pavilion area
                - Meal = 100–115 people
                - Reception = 150 people
                - Events = 8 x 8'x10' booths

Overall Facility Layout

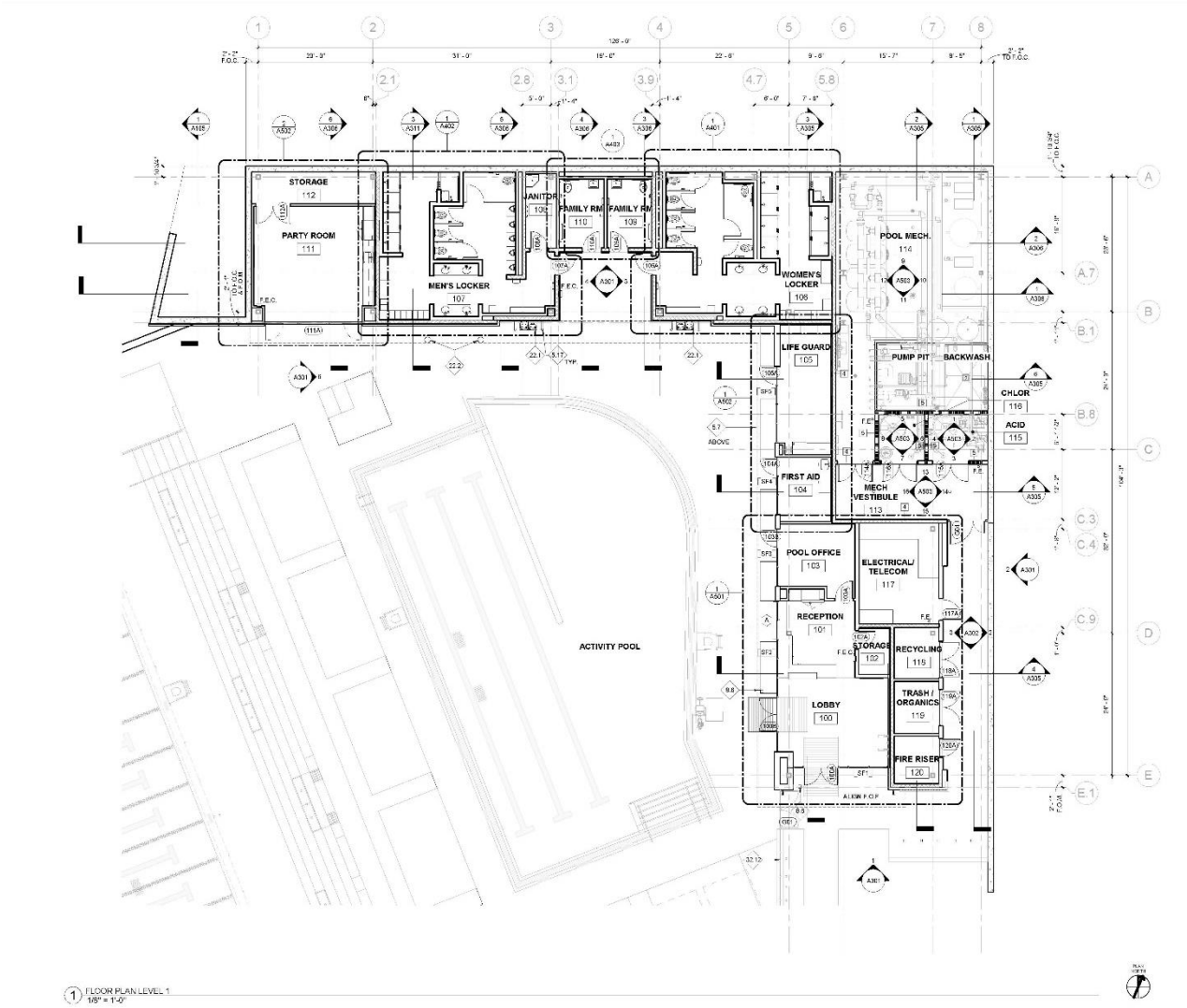
- Support and Common Spaces
    - Expanded space and new amenities compared to the Existing Pool
    - Pool deck
        - Two levels
        - Lounge chairs
        - Grassy lounging areas

Overall Facility Layout

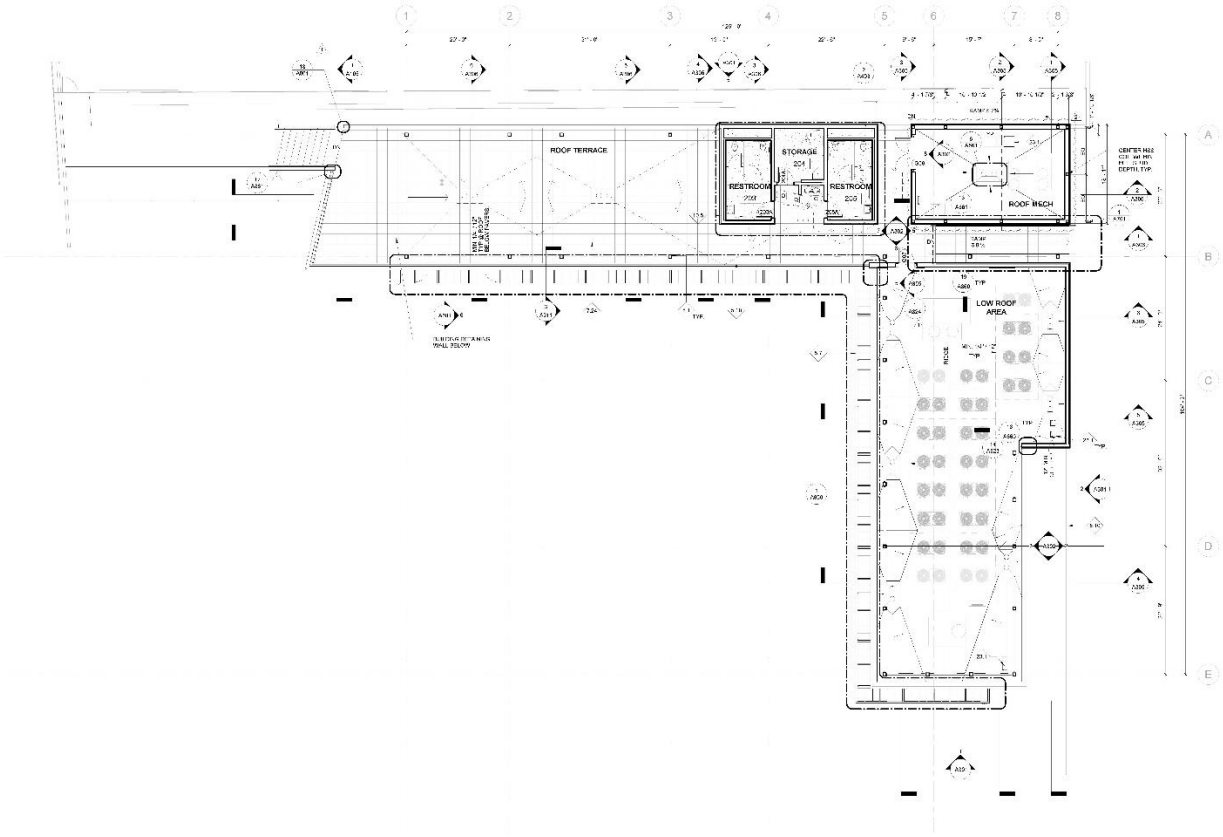



SWIMMING POOL
ACTIVITY POOL

Bathhouse Layout
Level One



Bathhouse Layout
Level Two
(Pavilion and Terrace)



Comparison Summary of Existing and New Pool Designs

	Existing Pools			New Pools	
Feature	Main Pool	Medium Pool	Baby Pool	Main Pool	Activity/ Program Pool
Dimensions	25y x 42' with 100 sf entry area	50' x 25'	20' x 15'	25y x 87' with 424 sf entry area	Free Form Area plus 25y lanes
Water Surface Area	3,250 sf	1,250 sf	302 sf	6,949 sf	3,177 sf
# of 25y lanes	6	0	0	12	3
Depth	4' to 10'	2.5' to 3.5'	1.5'	6.7' x 12.0' with 3.5' to 6.6' entry area	0' to 5.0'
Access	Lift & Stairs	Lift		Lift & Stairs	Lift, Zero/Beach Entry & Stairs
TOTALS					
Surface Area	4,802 sf			10,126 sf	
# of 25y lanes	6			15	
Depth Range	1.5' x 10'			0' to 12.0'	

OVERALL PROGRAMMING AND USE

Based on the initial aquatic needs, goals, and objectives and through community engagement and meetings with the Pool Advisory Committee, ELS developed the design that supported the overall program goals. ISG refined the aquatic programming model with slight tweaks to the design elements to optimize programming.

OVERALL AQUATIC PROGRAMMING

The design supports optimum aquatic programming that utilizes the two different pool spaces with a range of depths and water temperatures. One of the key advantages of the new Pool is the space and design flexibility to support concurrent programming, limiting the restrictions placed on programming when one program takes over the entire pool. These features and concurrent programming functionality also provide programs at the convenient times to fit family and user schedules. The design also significantly increases the ease of access for all users, including seniors, toddlers, disabled, and those with special needs through a combination of zero/beach entry area, stairs in both pools, and ADA lifts.

Aquatic Programming Elements

Following is a summary of the overall programming elements the new Community Pool can support, creating an optimum aquatic environment for all Piedmont residents.

- Recreation and Leisure
    - Open access and structured programs
    - Fun and family
- Fitness, health, and wellness
- Adaptive sport and PE and special needs programming
- Senior and older adult programs
- Water safety and learn to swim
- Education and safety programming
- Aquatic therapy and rehab
- Piedmont Unified School District (“PUSD”) Programs
    - PE/adaptive PE/extracurricular activities
    - High school and middle school team programs (middle school programs run by the Recreation Department)
        - Swimming and diving
        - Water polo
        - Training and competition
- Overall sport programs and outside aquatic teams and user groups
    - Piedmont Swim Team
    - Water polo club team
    - Diving club team
    - Recreation teams
    - Masters, triathlon, and adult training programs
    - Special Olympics and Parasport programs
    - Cross training and sport rehab
- Home school PE programming

- Inclusivity
    - All ages
    - Special needs and adaptive PE and adaptive sport
    - Veterans' programs
    - Underserviced populations
    - Multiple programs and uses in the pools at the same time
    - Support for those who cannot afford classes, programs, and user passes
- Optimum scheduling and concurrent programming
- Partnership programming opportunities with outside groups
- Annual, seasonal, monthly passes and day pass user models and options

To understand the potential in the new Community Pool for growth and enhancement of previous aquatic programs and use and new program opportunities, ISG researched other aquatic facilities in the area as well as bringing new aquatic recreation and program trends to the program model.

Year-Round Programming
Prior to the pandemic the not all of the Existing Pool bodies of water were open year-round. The Main Pool was open year-round, but the Medium Pool and the Baby Pool were closed from the second week of November to early March. The expanded program and leisure flexibility and opportunities of the new Activity/Program Pool and the significantly increased efficiency of heating and mechanical operations make year-round operation of the Pool both viable and a critical element of the enhanced and new aquatic programming and leisure mix. The program model and analysis assume year-round operation for both new pools.

LEARN TO SWIM PROGRAMS

Learn to swim programs are the single biggest program revenue source for most public and private aquatic facilities. More importantly, they are also the most impactful program, saving lives and opening lifetime access to aquatic activities. They are the most direct way to connect community pools to the overall community and lay the groundwork for family-fun, aquatic sports, and lifetime fitness.

Historic Piedmont Swim Lesson Programs
Historically, Piedmont has offered a robust seasonal swim lesson program, focused on group lessons with options for private lessons. The bulk of lesson programs were in the summer, but the Pool did offer a fall program running September through October and a spring program running in mid-March through mid-May. The lessons were offered in the existing Medium Pool.

The small programmable space and the demand for other use of the Medium Pool limited the offerings in adult, private, semi-private, and special needs/adaptive PE lessons. The demand for all the programs offered in the Medium Pool also limited scheduling flexibility for swim lessons.

The existing Medium Pool was not very child-friendly for swim lessons, with no ramp or zero entry access, no staging area, and high decks above the water level.

Key Swim Lesson Design Considerations
There are several key design features and program considerations that are critical to the growth and enhancement of learn to swim and water safety programming. These design features have all been incorporated into the design model for the new Community Pool.

- Activity/Program Pool separate from the main 25-yard lap pool
- Water temperature
    - Optimum swim lesson teaching requires warm water
    - Activity/Program Pool water temperature is targeted at 83° to 85°
- Depths
    - Programmable depth ranging from 3’to 4.5’
        - Programmable depth in the Activity/Program Pool is approximately 2,500 sf, doubling the programmable space in the existing Medium Pool
- Ease of access to Pool
    - Flush deck roll-out gutters to facilitate sitting on the edge of the pool and easy access in and out of pool
    - Zero entry or ramp access to Activity/Program Pool
- Staging areas
    - Wide stairs for class staging
- Child-safe and family-friendly changing areas
    - Included family changing rooms
- Parent viewing area off the deck for class observation without interference with lessons

Key Swim Lesson Program Considerations
The following program considerations have all been factored into the Program Model, Schedule Matrix, and Financial Operating Budget Projections for the new Community Pool.

Program Diversity and Scheduling

A key driver of successful learn to swim programs will be the diversity of classes, access, and class times available throughout the day, especially with more times in the weekday evenings after work and daytime hours for pre-schooler classes and day-care program partnerships. The new Activity/Program Pool design allows for more space for lessons as well as the ability to run concurrent programming and leisure in other areas of the Activity/Program Pool, to allow greater flexibility for swim lessons scheduling. The greatest impact of this added space and time will be growth of private, semi-private, adult, and special needs/adaptive swim lesson programs. Private lessons are the fastest growing segment of the market. Dedicated time and space for private lessons is also critical. Adult lessons are also becoming much more popular at best practice community facility when they are offered at convenient times and promoted in the market. An increase in group lessons is also anticipated based on a wider range of family-friendly class times, especially during the school year. The range of lessons and programs can also expand beyond the existing programs, especially in more transition programs to higher level aquatic activities, such as stroke lessons, pre-team/competitive programs, and programs leading to expanded Junior Lifeguard programs. Special needs and adaptive swim lessons are also included in this swim lesson model.

Recommended swim lesson times and spaces for the Community Pool are included in the Community Pool Sample Scheduling Matrices in Attachment #3.

Student/Teacher Ratios

Best practice lessons target student/teacher ratios of 4:1. Private for-profit swim schools in the area typically offer a 4:1 student/teacher ratio. Historically, Piedmont swim lessons averaged a 5:1 ratio. Public facilities in the area range from 5:1 to 6:1. The area YMCAs are usually average a 6:1 ratio. The 4:1 ratio provides the value and quality necessary for the Community Pool lesson program and is factored into the ***Program Revenue and Expenses in the Financial Operating Budget line item detail included in Attachment # 7C and #7E.***

Swim, Fitness, and Camp Instructor and Staff Training, Experience, and Recruitment

It may seem obvious that instructor training is important, but training is often not effectively supported or experienced instructors compensated appropriately and retained. Many public programs have reduced their learn to swim programs due to lack of instructors. While the tight job market may ease in the future, it is important to develop a robust training program, fair hourly wages, incentives, and potentially a partnership with the Piedmont Unified School District incorporated instructor classes in PE curriculum. Key elements of instructor staffing include the following: ***Increased Budget support for these elements is included in the swim lesson Program Expenses Line Item Detail shown in Attachment #7E.***

- Strong hourly wage above minimum wage and lifeguard wages
    - Overall, hourly wages (not including payroll taxes) are projected at 28% of total lesson revenue, which supports a 4:1 student/instructor ratio
    - Budget projects the starting hourly wage (in current dollars) at $20/hour
- Retention incentives and merit based wage increases
- Staff training budget has been significantly increased over historic budget actuals

    - ***See Facility and Program Expenses Line Item Detail shown in Attachments #7D and #7E.***
- Development of an instructor assistant or intern program for youth as part of developing an aquatic leadership youth program for future instructors and lifeguards
    - This can be incorporated into the existing Junior Lifeguard program the City has offered

Swim Lesson Market and Cost Analysis
ISG conducted a study of lesson programs in the area and the region. This market survey included area public facilities, YMCA, and for profit swim schools. ***The Swim Lesson Market Analysis is attached to this Report as Attachment #1.*** Since lesson programs are structured differently, this report prorates the costs of lessons to the cost per 30 minutes to facilitate accurate comparisons from program to program.

Analysis of the public and private facility lesson programs in the area included the following facilities and municipalities:

- Emeryville
- Alameda
- Moraga
- City of Oakland
- YMCA of the East Bay (branches in Oakland, Berkeley, and Pleasant Hill)
- Swim Schools in area
    - Aqua Tech Swim School: Alameda
    - Le Petite Baleen: Multiple Locations
    - British Swim School: Multiple Locations

While the area for-profit swim schools all have warm-water and indoor facilities, the public pools in the area do not have purpose built or separate warm-water lesson friendly pools. These limitations limit their year-round programming.

The new Piedmont Community Pool will have significant advantages over the surrounding public programs and will likely draw students from outside Piedmont. The swim lesson model provides priority registration for Piedmont residents prior to the open registration dates, ensuring that Piedmont residents will not be impacted or bumped from a swim lesson class by non-residents.

Market Swim Lesson Analysis
(All Lesson Costs are per 30 Minutes of Lesson Time)

Facility	Group	Private	Semi-Private	Comments
Piedmont Pre-Pandemic				Based on rates in 2019-2020 prior to closing of pool
Youth Resident	$13.12 to $13.22	$30.00	$18.77	Depending on type of lesson and level
Youth Non-Resident	$ 14.63 to $15.44	$34.52	$21.00	Depending on type of lesson and level
Emeryville				5:1 Student/Instructor Ratio and no warm water
All Lessons	$14.25	$30.00	NA	
Alameda				6:1 Ratio and no warm water
Youth Resident	$10.00	$30.00		
Youth Non-Resident	$12.00	$35.00		
Moraga				
All Lessons	$29.32	$49.38		
Aqua Tech Swim School	$28.90	$49.38		Monthly Perpetual Billing (1/week)
Le Petite Baleen	$33.33			Multiple Locations
British Swim School	$39.00			Multiple Locations
YMCA of the East Bay				
Member	$12.00			Pending on Class of Membership
Non-Member	NA			Not listed on website. Pre-pandemic averaged $15-$16
Beede Swim Center				5:1 Ratio average
Member	$12/$15	$35		Toddler/Youth
Non-Member	$20/$26	$47		Toddler/Youth

NOTE: Additional facilities are included in the Swim Lesson Market Analysis in Attachment #1.

Piedmont Community Pool Recommended Rates
The design features, program diversity, and recommended 4:1 student/teacher ratio at the proposed new Community Pool will provide an excellent environment and selection of classes to well position the Community Pool in the area and regional swim lesson market. The lesson rates should reflect this value proposition in the market, while also offering Piedmont resident discounts. Based on the market analysis and positioning on the mid to higher range of the public facilities but well

below the private swim schools in the market. These lesson rates also reflect the increase in costs of staff and facility operation compared to the pre-pandemic rates.

These fees are based on a program session which includes 8 x 30-minute lessons.
NOTE: Current Piedmont rates are based on 25-minute lessons. The lesson revenue projection utilizes the same rates, with a 8% to 9% increase in the rates occurring in Year 4.

The City may consider using the perpetual billing model utilized by most of the for-profit swim school. This model is based on a monthly fee for the swim lesson program which would get the student one or two lessons per week. This model as the following advantages:

- Eliminates the hassle and uncertainty of families registering for each session and encountering wait lists or unfavorable schedules based on availability
- Improves retention rate
- Typically results in higher revenue

Often public pools that have a large, shorter term summer lesson program develop a hybrid model, with year-round lessons based on the monthly billing model with an option for summer short-term sessions which can fit into family and children's summer activity schedules.

Resident/Non-Resident Rate Considerations
Non-resident rates for swim lessons (and other program classes) include a 25% premium over the resident and pool pass holder rates. This can also be presented or positioned as the non-resident rate as the standard rate and the resident rate as a 20% discount off the standard rate. Many communities like to focus on resident discounts as opposed to non-resident premiums. The initial swim lesson revenue analysis factored in a 20% premium, but further research suggests that an increase of the premium to 25% will have no impact on the number of lessons students and will result in a slight increase in swim lesson revenue. Increasing the premium to 30% (23% resident discount) will begin to slightly erode the number of non-resident students but the added revenue will have no net effect in the total net revenue.

Piedmont Community Pool Proposed Lesson Rates
(For Budgeting Purposes)

	Resident/Pass Holder (Resident Discount)		*Non-Resident/Non-Pass Holder (Standard Rate)		
Lesson Type	Session Fee	Cost/30 Minutes	Session Fee	Cost/30 Minutes	Comments
Group Youth	$160	$20	$192	$24	8 x 30 min
Private	$40	$40	$50	$50	30 min
Semi-Private	$32	$32	$40	$40	30 min
Group Adult	$180	$20	$216	$24	6 x 45 min

****NOTE: Non-Resident/Non-Pass Holder rates represent a 25% premium. The Non-Resident rate can also be considered the standard rate with a 20% discount for residents***
NOTE: These are the rates used in the financial projections.

Details of the proposed swim lesson fees and program structure are included in the Learn to Swim Program Projections in Attachment #2.

Swim Lesson Revenue Projections

Based on lower student teacher ratios, warmer water, more class selections and times, non-resident premium rate, and investment in instructors, there is potential for significant swim lesson program participation and revenue. The opportunity to run year-round programming, with a winter session is also an important element to expanding the program and generating additional revenue. The market can support the year-round program, even in cooler winter weather. The overall lesson revenue also includes a very small line item for grant funding of $5,000 in Year 1 increasing to $10,000 in Year 2 for scholarships or financial aid for those residents who may not be able to afford lessons. The program expenses include $$5,000 in Year 1 increasing to $10,000 in Years 3-5. ***The financial aid costs are not included in the chart below but are in the line item detail in Attachment #7C.***

Piedmont Community Pool Lesson Projections
Years 1-5

Lesson Category	@Historic Actuals	Year 1	Year 2	*Year 3	Year 4	#Year 5
Youth Group Lessons		$204,000	$244,800	$296,453	$320,169	$350,298
Adult Group Lessons		$38,250	$45,900	$55,406	$59,839	$65,440
Private Lessons		$34,000	$40,800	$49,123	$53,053	$57,741
Semi-Private Lessons		$13,600	$16,320	$19,992	$21,591	$23,738
Scholarship Funding		$5,000	$7,500	$10,000	$10,000	$10,000
Total Lesson Gross Revenue	@$138,864	$294,850	$355,320	$430,974	$464,652	$507,217
Instructors & Staffing	$51,503	$88,915	$107,151	$129,965	$140,121	$152,957
Other Expenses	@NA	$7,500	$10,199	$12,844	$10,451	$10,509
Total Lesson Expenses	$51,503	$96,415	$117,350	$142,809	$153,072	$165,966
TOTAL LESSON NET REVENUE	**@87,361**	**$198,435**	**$237,970**	**$288,165**	**$311,580**	**$341,251**

****NOTE: Year 3 includes an 8% to 9% increase in lesson fees to adjust for inflation.***
#NOTE: Year 5 includes a 5% increase in lesson fees to adjust for inflation.

@NOTE: Historic actuals are not broken down in City budget by lesson category and instructor and other lesson expenses are not separately broken out in City aquatic budget.
Detailed Swim Lesson Projections are included in Attachment #2.
Detailed Line Item Swim Lesson Expenses are included in Program Expenses in Attachment #7E.

Swim Lesson Market Penetration/Market Share
The Swim Lesson projections project 75% of enrollment will be Piedmont residents and 25% non-residents. Based on the participation projections, the market demographic penetration for Youth Group lessons in Year 2 is as follows: ***See detailed analysis in Attachment #2.***

City of Piedmont
- 21% of Piedmont children ages two through ten are projected to take at least one lesson session annually

Other Community Youth Programs
Additional youth programming includes summer and holiday camps. The Sample Schedule Matrix ***(Attachment # 3)*** provides expanded times for youth aquatic and overall day camps, expanding on existing programs and adding enhanced activities.

AQUATIC FITNESS PROGRAMMING AND LAP SWIMMING

Aquatic fitness today is a rapidly growing field of exercise, fitness, and wellness. Aquatic fitness has expanded far beyond the stereotypical image of the senior citizens doing "water aerobics". In addition to cross training in the water used by top sport teams and athletes, aquatic fitness aggressively includes cross training programs, hydro-spinning, vertical and deep water aerobics, water walking and running, Aqua Zumba, floating yoga, and more as new exercise trends take hold and are converted to the water.

The historic pre-pandemic aquatic fitness offerings at the Piedmont Community Pool focused almost entirely on the traditional aquatic fitness participant. The classes in aquatic fitness were offered during the 9am to 11am timeslot on weekdays, which pragmatically limits the involvement of many potential participants in more aggressive or trending aquatic fitness programming. Those hours can limit participation by working individuals while not offering classes in the key earlier morning pre-work hours or evening hours.

Keys to Developing Robust Best Practice Aquatic Fitness Programs in Piedmont
The following are the keys to expanding and growing the aquatic fitness programs. These elements have been incorporated into the Community Pool design elements as well as the Program Model, Schedule, and Financial Projections.
- Create more warmer water (84°-85° F)
    - The current design provides twice the amount of warm water space than the existing Medium Pool
    - The rectangular and the free-form area also provide flexibility to have classes while other activities are going on in the Activity/Program Pool

- Develop higher intensity programs suitable to the cooler Main Pool in shallow and deep water aquatic fitness and cross training classes
- Make more pool space and time available for additional aquatic fitness programming, especially early morning before work, evening after work, weekends, and more time in the summer
    - With more than double the overall pools surface area in the new design this allows for more schedule flexibility and concurrent programming to add these class options
- Create a broader class and intensity offering for seniors and older adults
    - Create partnership with community organizations
        - May also reach out to nearby senior living facilities outside of Piedmont
    - Recognize the wide range of interests and fitness levels of active older adults to provide more options for older adults and seniors, breaking aquatic fitness stereotypes
    - More older adults are looking for more robust aquatic fitness activities
- Create a wider range of programs
    - Higher intensity
    - More deep water
    - Cross training
    - Wide range of "trendy" fitness programs; including programs such as hydro spinning, Aqua Zumba, in-water treadmills, floating yoga, and others, with new programs constantly being developed and introduced in the aquatic fitness world.
        - These newer programs can be phased in, with new classes and programs added each year to keep the aquatic fitness programming current, fresh, and forward looking
    - Develop an aquatic personal training program to complement class programs
        - Personal training programs in the water are a fast-growing market segment, just as dry-land personal training has been growing
- Better training of instructors
    - Focus on aquatic specific training, not just doing dry land exercise in the water
        - Recruit top area dry-land fitness instructors with interest in expanding to aquatic specific fitness
        - This can take time to evolve as the aquatic fitness programs grow
    - More consistency among instructors
    - Make use of aquatic fitness training and program resources such as the Aquatic Exercise Association, the leading aquatic fitness training and program organization in the US
        - https://aeawave.org/
- Design sufficient storage to support the equipment needed for a broad based aquatic fitness program

Examples of Aquatic Fitness Programming and Cross Training

Traditional Aquatic Fitness Programs

Hydro-Spinning

In-water treadmill

Aqua Zumba

Floating Aqua Yoga & Balance on Float Boards

Deep Water Running and Cross Training

Resistance Training

Sport Team Cross-Training

Projected Incremental Aquatic Fitness Revenue

A diverse aquatic fitness program enhances the value of the pool pass and generates revenue for each program. The model used in these projections is based on fees for all aquatic fitness programs. Some facilities using a membership based model often include basic aquatic fitness programs in membership with premium classes for an additional fee. With the Piedmont Pool pass model, we recommend all classes on a pay per class or session, with a premium rate for non-residents and priority registration for residents. Personal aquatic training is also included in the revenue projections. The new aquatic programming will develop over time and will ramp up more slowly than some of the established aquatic fitness programs. Staff costs can be reduced through the use of sub-contracted outside instructors, which many fitness facilities are using more and more.

Aquatic Fitness Revenue Projections
Years 1-5

Budget	@Historic Actuals	Year 1	Year 2	Year 3	*Year 4	Year 5
Aquatic Fitness Classes		$30,000	$51,200	$52,736	$54,318	$55,948
Aquatic Personal Training		$6,912	$11,520	$13,248	$14,308	$15,066
Senior/Older Adult Specific Programs		$2,500	$4,000	$4,120	$4,244	$4,371
Total Aquatic Fitness Gross Revenue	$10,792	$39,412	$66,720	$70,104	$72,870	$75,358
Instructors & Staffing		$12,734	$21,557	$22,650	$23,544	$24,356
Other Expenses		$2,000	$2,000	$2,000	$2,000	$2,000
Total Aquatic Fitness Expenses	@NA	$14,734	$23,557	$24,651	$25,544	$26,357
TOTAL AQUATIC FITNESS NET REVENUE		$24,678	$43,163	$45,453	$47,325	$49,028

@NOTE: Historic actuals are not broken down in City budget by lesson category and instructor and other lesson expenses are not separately broken out in City aquatic budget. Historic instructor costs are lumped in with lesson instructors.

Detailed Line Item Expenses are included in Program Expenses in Attachment #7E

Dry-land Fitness and Activities in the Pavilion/Terrace

The covered Pavilion and open Terrace space also can provide the opportunity for some fitness and active programs. These can include aerobics, yoga, and movement classes, including stretching, balance, and dance. These programs can appeal to wide range of users and even senior participants. The budget includes a conservative estimate of 8 hours/week with ten participants for 48 weeks/year. The Year 2 gross revenue is projected at $24,000.

Lap Swimming Lanes

Open lap lanes for fitness swimming is a sub-category of aquatic fitness, but the growing interest and demand for lap lanes plus the lack of lap lanes available in the area market indicate how important the availability of lap lanes will be to the success of the Community Pool. With only six 25 yard lap lanes in the Main Pool of the Existing Pool, lap lanes and times were at a premium. An important goal of the new Community Pool is to expand the available lap lanes, both in number and available times.

The lap lane schedule and availability for the Existing Pool during the summer season provided a small number of lap lanes most of the day during the summer, although often only 1-2 lanes at times. A full six lanes were often available in the summer during the early morning hours. During the school year, the availability of lap lanes ended in the early evening to open up space for the high school swimming and water polo programs and the club program. Sometimes there were only one or two lap lanes available at any given time, although there were times when there were full six lanes available, mostly in the early morning with up to four available in the later evening.

The lap lane goals for the new Community Pool are as follows:

- Create more lap lanes available during the day
- Provide lap lanes during high school swimming, diving, and water polo team practice in late afternoon and early evening hours
    - 12 lanes allow ample lanes for practices with additional lanes available for lap swimming
- Accommodate different levels of lap swimmers by making 25 yard lap lanes available in both the cooler Main Pool and the warmer Activity/Program Pool

The Sample Schedule Matrices in Attachment #3 show the lap lane availability throughout the days and seasons of the year, showing lap lanes in both the Main and the Activity Pools.

AQUATIC THERAPY AND REHAB

Aquatic therapy and rehab are fast growing treatment options in the wellness and medical community. While some physical therapy facilities now have their own therapy pools, the demand for warm, easily accessible therapy water space is far outstripping the supply now and will continue to in the future, especially as the population ages and more doctors and therapists turn to aquatic therapy and rehab in the treatment of injuries, illnesses, and chronic conditions. There are a large number of physical therapy and rehab providers in the area, including those that provide a wide range of therapy and rehab services. Ideally, aquatic based physical therapy and rehab is offered in 90° to 92° water

in purpose built therapy pools. Often these purpose-built pools are built in therapy facilities or in public aquatic centers with support from health care providers. There are minimal purpose-built therapy pools in the Piedmont and area market.

The warm-water Activity/Program Pool in the Piedmont Community Pool design can provide a good venue for a wide range of therapy modalities that do not require the warmer 92° water. A significant portion of routine aquatic therapy and rehab can be conducted in the 83° to 85° water of the Activity/Program Pool. The Activity/Program Pool is also designed with a range of disabled and user-friendly access options, including zero/beach entry for walking-in and wheelchairs as well as wide steps with railings and an ADA lift.

Actual therapy and rehab treatments would be provided by outside therapists and health care providers renting space in the Activity Pool, with the option for some deep-water therapy in the Main Pool. Many of these patients join mainstream aquatic fitness programs following completion of their medical dictated therapy treatments which creates another source of participants for the aquatic fitness programs. Rental use of the Activity/Program Pool by therapy providers can provide an important additional benefit while generating some additional pool revenue during slower times during the day***. Time slots for therapy use is included in the Sample Schedule Matrices included in Attachment #3.***

Although therapy rentals are not a large revenue generator, they are projected to generate annual revenue by Year Two of $12,000. Average rental of space in the Activity/Program Pool for therapy providers can range from $60/30 minutes to $75/hour for portions of the Activity/Program Pool.

Examples of Aquatic Therapy and Rehab Treatment and Education

Cardiac Rehab

Regaining Movement

Therapy/Rehabilitation Training

Rehab

SPECIAL NEEDS, ADAPTIVE PE, AND INCLUSIVE PROGRAMMING

Special needs and adaptive sport aquatic programming and activities are surprisingly limited in the area pools, with limited programming and access in the existing community pool.

The new Community Pool will be uniquely suitable for aquatic special needs and adaptive PE/sport programming in the Activity/Program and the Main pools. Adaptive PE and special needs programming was also discussed in meetings with key stakeholders at PUSD. The School District currently does not use any aquatic programming in their adaptive PE and special needs programming but has expressed strong interest beginning these programs in the new Pool. See the program section for PUSD programming for more details.

A full program of special needs should provide services addressing swim lessons, water safety, sport training and competition for those users with physical, sensory, or mental disabilities. Aquatic programming for those on the autism spectrum is becoming an important element of treatment, therapy, and activities. Programs in Special Olympics and Paralympics can also host events and competition in the Pool. There is also a growing need for veterans' programs. Funding for these programs is often available from grants and community organizations. While these programs are not significant revenue generators, they are very important community elements of any robust and inclusive aquatic facility and programming model. ***Time has been allocated for Special Needs and Adaptive PE programs in the Sample Schedule Matrices in Attachment #3.***

Examples of Special Olympics, Para-Sport, & Special Needs Programming

EDUCATIONAL PROGRAMMING

Water Safety and Lifeguarding Programs

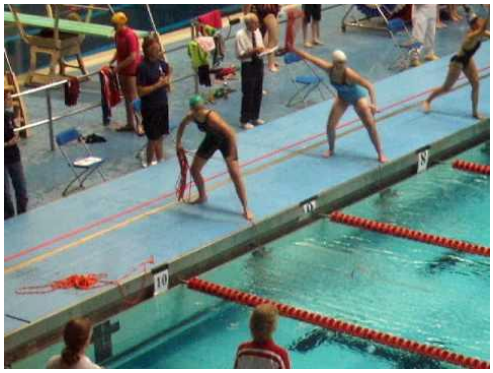
The demand for lifeguards and trained aquatic instructors and staff makes water safety, CPR, AED, first aid, and lifeguard and instructor training and certification classes ever more important for a new and expanded Community Pool. Lifeguard certification and Junior Lifeguard programs were offered in the Existing Pool. These programs were offered several times a year, usually offered during holiday periods. The expanded space will allow for more classes during the year, including expanded instructor training programs. The holiday classes were offered in a condensed short number of days. Greater scheduling flexibility will allow more for more spread out class sessions at different times of the year providing access to more students.

Ideally, these classes can be coordinated with school PE programs to provide PE credit and create additional job opportunities for area students. PUSD has expressed interest in a partnership.

Examples of Lifeguard Training and Certification

Lifeguard and Junior Lifeguard programs can offer competition in lifeguarding activities and components. These programs are very popular in California and can be offered in pools and then translated to surrounding beaches.

Examples of Pool Lifeguard/Lifesaving Competition



Aquatic Leadership Programs
There is growing interest in aquatic leadership programs for youth and young adults to develop skills leading to lifeguard and swim instructor certification and jobs, offering combined with student teacher assistant positions in the lesson programs, enhancing the lessons and developing a feeder program for future Community Pool and other aquatic facility and program jobs. The additional time and space for the existing Lifeguard and Junior Lifeguard programs can expand to incorporate aquatic leadership programs and activities, expanding the aquatic culture and employee base for future years.

RECREATIONAL AND AQUATIC LIFESTYLE PROGRAMMING

Increased recreational opportunities and amenities are very important to the overall community programming of a successful community pool or aquatic center. For any aquatic facility to truly achieve optimum aquatic programming and recreational benefits to a community it is critical to balance the organized program elements with open recreational and family fun and activities. For all the dedicated aquatic programming, it is important that pools are still FUN and an important family-friendly element of the local community.

No recreational activity is as family-friendly and inclusive as aquatic activities. The current stereotype of aquatic recreation is a narrow view, focusing primarily on slides, splash pads, and other aquatic features that tend to appeal to a narrow and young age range and are often costly. Aquatic recreation is much more than these features. The Community Pool can include a wide range of recreational activities and features that appeal to a much wider age range and are family-friendly activities that can form a bridge between fun recreational elements and fitness enhancing activities. It is very important that aquatic recreation programs include classes and organized activities balanced by fun open access pool times.

Organized recreational activities and classes can include a wide range of activities, including but not limited to scuba, kayak, and canoe, stand up paddle boarding, etc. These programs are usually provided by outside active sport companies in conjunction with the facility. The additional recreational opportunities in a traditional competitive rectangular pool are often overlooked. There is an entire market segment devoted to what we have named “Rectangular Recreation.” The Community Pool can include many recreational amenities in the pools to provide additional recreational and fun activities for students, camp kids, and community families. These can include poolside climbing wall, water basketball and volleyball, inflatable obstacle course, zip line, slack line, log rolling, and other moveable activities and features. These features not only provide activities for a much wider range of ages and interests, but they also help drive additional participation and user generated pool pass and drop-in pass revenue that can pay for the equipment in a short period of time. These elements are cost effective and are designed to be taken in and out of the pool quickly to enable a wide range of programing and scheduling flexibility. Many new facilities phase the purchase or including of recreational features in order to continue to offer new rec features in ongoing years to keep the pool programming, popularity, and experience fresh and ever evolving.

Organized Programs and Aquatic Lifestyle Classes

Outside companies such as scuba and outdoor adventure shops often provide these classes, renting time in the pool. These raise the profile, excitement, and benefits of the Community Pool while also

generating some small annual revenue. Budget projections for these organized program rentals are projected to be $5,000 annually.

Scuba Programs

Kayak and Stand Up Paddle Boarding

- Stand up paddling (can be linked with fitness programs)
- Inner-tube water polo
- Underwater hockey

Inner tube water polo

Underwater Hockey

Rectangular Recreation

Many times, the additional recreational opportunities in a traditional competitive rectangular pool are overlooked. The Community Pool can also include many recreational amenities in the pools to

provide additional recreational and fun activities for students, camp kids, and community families. We describe this component of recreation activities and equipment **"*Rectangular Recreation*."** These features are often used during holidays, parties, camps, and open rec times, driving added pool pass and drop-in revenue. Many of these features can actually be rented out for special events to help pay for the components.

- Rock climbing wall in deep water (see photos)
- Water basketball hoop
- Pool volleyball
- Inflatable pool climbing and play features (see photos)
- Zip line
- Log rolling
    - Interestingly, PUSD actually already owns a pool log and have used it in the past
- Slack line

Rectangular Recreation Examples

Water Basketball

Aqua-Climbing Wall

Wibits Inflatable Pool Play Features Obstacle Course

Zip Line

Log Rolling

Slack Line

Ninja Cross

PARTY FUNCTIONS, BIRTHDAY PARTIES, AND SPECIAL EVENTS

The Community Pool provides two event/function spaces, a Party Room on the pool deck and the Pavilion and terrace on the roof level of the bathhouse and adjacent space.

Party Room

Recreational programming should also include special events, especially during holidays and for children's birthday parties and other social events. These activities are a very important part of the facility community services and the overall revenue model of the facility. Many best practice facilities now offer more structured programs with fees that cover incremental costs of pool staff or any specific recreation items that are incorporated into the party. The wide range of recreational elements that can be set-up in the Pool for specific events and parties also contribute to this revenue stream, helping pay for the purchase of the recreational equipment and overall operating costs. These recreational features linked to parties and special events have become a larger and larger revenue line item for many best practice facilities as well as a very welcome component of community access and use of aquatic facilities. The Community Pool design includes a Party Room (often called a "wet classroom") function space off of the pool deck for these type of events. The

Party Room is approximately 376 square feet and can accommodate 20 people in a classroom setting and up to 25-32people in a meal setting or 40–42 in a reception format.

The Party Room space also can be used to support programming at the Community Pool, including:

- Lifeguard classroom work
- Scuba classroom use
- Team meeting room
- Event hospitality
- Senior programming
- Small fitness/activity space
- And more

Annual projected revenue in Year 2 for the Party Room includes $62,540 for birthday parties and an additional $25,000 for other rental uses. Birthday party package fees are projected at average blended resident/non-resident rate of $265 per 2 hours. Party packages include pool passes for guests, use of the Party Room, use of pools and recreation elements, specific lifeguard, and supervision. An option for 3 hour parties at a higher rate can also be included. The projection is based on 5 parties/week for 40 weeks per year and 3 parties/week during the 12 weeks of cooler weather. Pre-pandemic, the existing Pool birthday party rental rate was $150 for residents and $170 for non-residents. This did not include any specific indoor Party Room. Related specific rental of the recreation features of the pool such as the inflatable obstacle course or climbing wall is projected to generate another $4,000 annually by Year 2. The Party Room rental facility for other events is projected at $50/hour and projects 10 hours/week for 50 weeks/year in Year 2.

The birthday party revenue is very conservative and represents a potential revenue upside. The rate can be higher for non-residents with the 20% (or as high as 25%) premium.

The total revenue for the Party Room in Year 2 is $84,000. The payback period based on the high end estimate of Party Room cost of $800,000 is a 9.5 year payback. With anticipated revenue after Year 2 based on inflation and increased use the payback period should be at least a year faster.

The Pavilion

The open air covered Pavilion is located on the roof level of the bathhouse. The Pavilion consists of 1,302 square feet of covered space with an additional 697 feet of uncovered terrace function space. The space also includes an additional 1,223 square feet of circulation with restrooms and storage available. This facility can host receptions of up to 150 people and meals for 100–115 people or markets and fairs with eight 10’ square booths. Fees for the Pavilion are conservatively projected at $250/hour. Anticipated annual rental revenue is $75,000 by Year 2 based on 300 hours/year.

Other Social Events

The Community Pool also provides great facilities for other social events such as “Dive-in Movies” and more.

Dive-In Movies

COMPETITIVE AQUATICS

Training

Competitive aquatics is a very important part of the overall Piedmont Community Pool. Competitive aquatic programs at the Pool fall into several categories:

- School programs
  - Piedmont High School Girls and Boys Swimming and Diving Teams
  - Piedmont High School Girls and Boys Varsity and Junior Varsity Water Polo Teams
    - And potentially a freshman team in the future
  - Piedmont Middle School swimming and diving and water polo teams
    - Run by the Recreation Department
  - NOTE: See specific section on School Programming in this report
- USA Swimming club teams
  - Piedmont Swim Team
- USA Water Polo club team
  - Potential for new program or satellite program of existing regional club
- Diving club team
  - Diving facility provides the potential for use by a small diving club team or development program
- Masters swim team
  - Currently the projections include an outside masters team renting space in the pool
- Community Pool/Recreation Department in-house teams
  - Summer club recreation swim team
  - Masters swim team
    - United States Masters Swimming affiliated
    - Recreation Department may choose to rent space to an existing regional masters swim team expanding into the area
    - Masters program can also include triathlete swim training

- Other aquatic teams
    - Potential for an in-house or outside diving club in the Community Pool
    - Future development of a water polo or artistic swimming (formerly synchronized swimming) club team or use by an existing regional club team

Training Rental Rates

The Program Model and Schedule Matrices for the Community Pool allocate lane space and times for rental by the Piedmont Swim Team with space available for club water polo, diving, and masters programs. The Schedule Matrix allocates specific time for the high school teams and the Piedmont Swim Team. Remaining available training lane space and time throughout the year is not specifically allocated to a team or club.

Tentative lane rental rates are based on regional market rates and also reflect the costs of pool operations and lifeguarding during practices. Suggested tentative pool lane rental rates for the Community Pool are as follows:

Full Lane Rental Rate: $18 per 25 yard lane/hour
Discounts may be negotiated based on high volume/long term renters.

Training Rental Revenue Projections

Piedmont Swim Team:

The largest rental revenue will be generated by the Piedmont Swim Team. During this study, ISG worked with the Piedmont Swim Team ("PST") coach, Stefan Bill, to determine the training needs and projections for the team in Year 1. These were broken down by number of lanes, days of week, hours, and seasonality. The increased availability of space allows the PST to consolidate training at the Community Pool, offer enhanced programming, accommodate future team growth, and eliminate use of additional area pools. Overall, PST has identified future annual projected use of as much as of 9,375 lane/hours as available when combined with community and other outside user group use.

For budgeting purposes, the line item detail includes a lump sum total for outside club/group pool rentals. These club/group rentals include PST, water polo club, diving club, and masters program. The total annual rental revenue is $203,000 in Year 2. This represents approximately an 85% capacity use of the available training pool space during reasonable and favorable hours. The total revenue also factors in up to a 15% discount in rental rates for high volume and long term user group commitments. For reference, PST paid an average of $10.05 per lane/hour in 2019. The current rate with a 15% discount would be approximately $15.30 per lane/hour, which accurately reflects of costs of operation and staffing in today's market. The breakdown of the actual hours by user groups, rental rates and potential discounts will be fine-tuned closer to the actual scheduling of the pool approaching opening. ***Estimated space/time projected use for water polo, diving, and masters are included in the revenue line items in Attachment #7A.***

There is another $5,000 in annual revenue for one-off swim camps, clinics, triathlon clinics, and other specialty programs.

School Teams:
Piedmont High School teams do not pay rent for use of the Community Pool based on the existing PUSD/City joint use agreement. PUSD may pay supervisory fees as indicated in the School Use section of this report.

Training lanes and times are included in the Sample Schedule Matrices in Attachment #3.

Competition and Events

Design Elements
The Community Pool Design includes the following design elements supporting events:

- Seating
  - Seating around the pool for approximately 180 spectators
  - On deck seating for approximately 150 competitors
  - Potential for additional seating around Activity/Program Pool and deck as needed
- Lane Configurations
  - 12 x 25 yard 7' wide lanes with minimum depth of 6'7" feet (2 meters)
    - Support events with 8 competitive lanes and 3 or 4 warm-up lanes
  - 3 x 25 yard warm-up lanes in Activity/Program Pool
    - For larger events, the 3 lanes in the Activity/Program Pool can also be used for warm-up lanes
- Water Polo
  - Full 25m x 20m game course from goal line to goal line with floating goals
  - All deep water meeting all competitive requirements of 2m deep water
- Diving
  - 2 x 1m diving boards
  - High school meets can be run with the diving and swimming competition concurrently
- Timing system and state of the art scoreboard
- Pool deck office
- Hospitality room (Party Room)
- Event food concession (supported by small concession space in bathhouse/support building)

There is no parking on the actual site. Event parking will be on the neighborhood streets usually reserved for student/staff parking during the school day and parking spaces near the school sites during off business hours.

A very important part of the Community Pool design is that the Activity/Program Pool can still be utilized for regular and scheduled community programming while the competitive events are running based on the discretion of the Pool and event management.

Projected Events
The relatively limited spectator and deck space plus the lack of dedicated parking limit the event capacity of the facility. Competitions will include high school swimming dual and tri meets and water polo games and mid-size tournaments and swim meets as capacity allows. The Pool could host small club swim meets or water polo tournaments if City decides to make the Pool available to

non PUSD events and competitions, but no outside club competition is currently planned or envisioned in the Pool. If the City chooses to host some small club competitions, there would be some small upside in revenue.

The Community Pool can also host specific aquatic sport clinics, camps, and off-season tryouts or training. These are often part of outreach programming for the existing program and are factored into their regular rental time.

In addition to the benefits to PUSD of hosting events at the Community Pool, these events can generate revenue for the Pool as well as some small event generated economic impact and spending in Piedmont. Virtually all of the events in the Community Pool will be hosted by the schools so there is limited direct pool revenue except for the actual event staging costs and concession revenue.

Event Revenue:
Should outside meets/games be hosted, the following event rental rates fare suggested for the facility:

- Main Pool
  - Full Day: $2,000
  - Half Day: $1,200
  - Hourly: $ 250 (minimum of 4 hours)
- Activity/Program Pool (for events)
  - Full Day: $ 500
  - Half Day: $ 300
  - Hourly: $ 60 (minimum of 4 hours)

Event rentals/fees include use of timing system and scoreboard, with additional pass through costs for operator or additional event set-up, tear-down, and cleaning/maintenance. No rental fees are included in the revenue budget. These event costs would be just a pass through supporting the event specific revenue.

Some small additional revenue is generated for the concession sales during events. This revenue is projected to be $4,000 by Year 2.

Most of the events draw local participants not requiring overnight stays, so there is very limited sport tourism economic impact from these events.

SCHOOLS PROGRAMMING AND USE

The Piedmont Unified School District will be a major user of the Community Pool. During the study process, ISG and Recreation Department staff met with representatives and stakeholders from PUSD to discuss the potential uses, program, and opportunities the Pool presents for the school district. PUSD use projects to be used for much more than just the high school swimming, diving, and water polo team training and competitive use. Additional programs include the following:

- PE programs (for multiple grades pending logistics and transportation)
    - Adding relevant and popular aquatic lifestyle activities to the PE program
- Adaptive PE and special needs programming
- Extra-curricular clubs and after school activities
- Lifeguard and Instructor courses and certification, potentially including in the PE program in partnership with the Piedmont Recreation Department

The school district anticipates that PE aquatic programs would be run from September through October or early November and again in March through the end of the school year.

Benefits to the PUSD include the following:

- Expand participation in the school aquatic sport teams
- Host larger events that cannot be hosted in the existing pools
- Expand PE aquatic program offerings
- Add aquatic components to adaptive PE and special needs programming
- Create water safety certification programs for students
- Generate additional well paid part-time jobs for students
- Expanded senior and community programming increase student opportunities for public service and community service hours and experience

School District Financial Considerations

The Joint Use Agreement between the City of Piedmont and PUSD provides for reciprocal use of facilities for no rental fee. The only responsibility of the user is to provide qualified personnel to oversee activities. The extent additional personnel may be needed for PUSD pool related activities is to be determined. No school district costs or reimbursement are included in the projected budget.

COMMUNITY POOL SAMPLE SCHEDULING MATRIX

To successfully maximize all of the aquatic programming, community access, open swim, school district programs and optimize concurrent programming it is critical to develop a sample scheduling model for the Community Pool for illustrative and programming/financial analysis purposes. While this schedule model may seem to be excessive detail at this point in the project development process, it is critical to understand the space and time needed for every program, match the program use and schedule with the design elements created support the program model, and develop and validate the operating budget expenses and revenue projections.

It is also very important for each stakeholder and user groups to understand how their needs are being met and how the spaces are coordinated and shared. The intent of these Schedule Matrices is not to dictate the schedules of use when the facility opens in the future, but to show how the facility can be programmed to help understand the opportunities the Community Pool creates. The Schedule Matrices are based on input from key Piedmont stakeholders, user groups, individual interviews, plus Pool Advisory Committee and PUSD and City staff. This input is combined with best programming and schedule practices and ISG experience in managing facilities and programs.

The Schedule Matrices include the following areas and venues in the Community Pool:

- Main Pool (25 yard stretch)
    - Main 8 x 25 yard lanes
    - Additional 4 “flex” lanes
- Activity/Program Pool
    - 3 x 25 yard lanes
    - Program/Leisure stations or areas in the freeform area of pool
- Party Room/Wet Classroom (off of pool deck)

The Schedule Matrices provide color coded programming for key programming groups, including:

- Piedmont Unified School District Programming
- User Groups
- Community Programming

The Schedule Matrices have the following seasonal and weekly breakdown:

- School Year: High school & middle school aquatic sport teams in season
    - Mid-August to end of May
- School Year: High school & middle school teams not in season
    - End of May to mid-June
- Summer
    - Early-June through mid-August

Key Program and Use Scheduling Considerations

Key program scheduling considerations are referenced in each area of programming earlier in this report. These schedule considerations include the following:

- Lap swim lanes throughout the day, even when swim teams are training

- Lap lanes in both the Main Pool cooler water and Activity/Program Pool warmer water
- Swim lessons at convenient times for parents and families
- Aquatic fitness programs during the day and evening to provide class opportunities for working participants
- Regular allocated time for open and family swim and recreational use
- Priority after school times for Piedmont swimming, diving, and water polo teams
    - School may choose to prioritize early evening hours depending on coaches' availability and schedules
- Early morning hours for lap swimming and team training
- Time allocated for special needs, adaptive sport, and aquatic therapy and rehab

Following is an example of the Schedule Model Matrix to show the breadth of programming and user groups and the schedule detail for each venue. ***The complete Sample Schedule Matrices are included in Attachment #3.***

Piedmont Community Pool

Sample Schedule Matrix Model

School Year with HS Teams in Season: Mid August through Early May
Weekdays

MAIN POOL: 87' x 75' (29 yd x 25 yd)
12 Lanes Depth 6'7" to 12.0'
August 1, 2022

ACTIVITY/PROGRAM POOL 3,177 sf
3 x 25 yard lap lanes (3'6" to 5'0" deep) Free Area: Zero Entry to 3'6"

NOTE: Program and Schedule target for Year Two-the majority of the programming and scheduled time will be established in Year One but may not be fully utilized.

NOTE: Stations in the warm-water Activity/Program pool can be divided to accommodate different programs. Schedule shows prime program at specific time.

NOTE: Based on School Day schedule starting at 9am and ending shortly after 3pm.

Color Codes

Piedmont Unified School District Programming	User Groups	Community Programming	
HS Swimming Teams	Club Swim Teams	Lap Lanes/Swimming	Open Swim-Community Access
HS Water Polo Teams	Club Water Polo Teams	Swim Lessons	Home School PE/Fitness Program
PE Classes	Masters Team	Aquatic Fitness	Therapy/Rehab
Adaptive PE/Special Needs	Artistic Swimming Team	Deep Water Fitness	Recreation Elements Available
Summer School Programs	Pre-Team Program	Senior Programs	Camps: Summer or Holidays
Extracurricular Activities/Clubs	Summer Rec Swim Team	Special Needs	Diving Classes
School Program-General	Triathlon Training Group	Aquatic Rec Classes	Lifesaving & Red Cross Classes
Middle School WP (run by City)	Scouting Programs	Lifestyle Aquatic: scuba, kayak, etc.	Birthday and Other Parties/Events
Classes or Team Room Use	Diving Club	Community Organizations	Splash Ball: Intro to Water Polo
	Other Schools		Jr. Lifeguard Program

Main Competition Pool 25yd x 87'
Temperature: 79° to 80°
Main Course 25 yard lanes. Adjusted lengthwise for Water Polo

	PR	1	2	3	4	5	6	7	8
		12' to 9'				9' to 6' 7"			
5:00									
5:30									
6:00		Swim Club Training						Masters	
6:30		Or High School Teams						Swim	
7:00		May alternate days of week.							
7:30		Deep							
8:00		Water							
8:30		Fitness							
9:00		Home School							
9:30		PE & Fitness							
10:00		School Programming							
10:30									
11:00									
11:30									
12:00		Deep Water		Potential for					
12:30		Fitness		Lunch Hour					
1:00				Masters					
1:30									
2:00		School Programming							
2:30		PE							
3:00									
3:30		HS Swimming or WP Teams							
4:00		WP may go later opening up this space							
4:30		for Club Team							
5:00		HS Teams may end at 5:30pm, but time							
5:30		Blocked to 6pm							
6:00		Club Swim or WP Teams							
6:30		based on demand							
7:00		Diving Club							
7:30		If demand							
8:00		Rec Programs (Scuba, kayak,							
8:30		paddle board, etc.							
9:00									
9:30									
10:00									

Community and/or Team Use

	PR	1	2	3	4
		6'7" Deep			
5:00					
5:30					
6:00					
6:30					
7:00					
7:30					
8:00		Lap			
8:30		Lanes			
9:00		Pending			
9:30		Demand			
10:00					
10:30					
11:00					
11:30					
12:00					
12:30					
1:00					
1:30					
2:00					
2:30					
3:00					
3:30		After School			
4:00		Youth			
4:30		Programs			
5:00		***WP May use all lanes***			
5:30		***for some practices***			
6:00		Masters			
6:30		***WP to use all lanes for***			
7:00		***games***			
7:30					
8:00		Open			
8:30					
9:00					
9:30					
10:00					

Activity/Program Pool
3,177 sf with Ramp & Stairs
Temperature: 83-85°
Warm Water: Depth: 0.0' to 4.6'

	PR	1	2	3	A	B	C
		Lanes 3'6" to 5'0"			Stations 3' to 3'6"		
5:00							
5:30							
6:00					Open		
6:30							
7:00		Aquatic Fitness					
7:30							
8:00							
8:30							
9:00		Home School			Swim Lessons		
9:30		PE & Fitness			Pre-Schoolers		
10:00		School Programs					
10:30		Shallow Wat.					
11:00		Senior				Therapy	
11:30		Program				Rehab	
12:00		Fitness					
12:30							
1:00		School Programs					
1:30		Requiring Warm					
2:00		Water (Adaptive, etc.)					
2:30		Shallow					
3:00					After School		
3:30					Open Use		
4:00		Swim Lessons			Or		
4:30		Spaces Can			Programs		
5:00		Switch based on					
5:30		classes					
6:00		and open use					
6:30						Therapy	
7:00						Rehab	
7:30							
8:00						Open	
8:30							
9:00							
9:30							
10:00							

Pool Deck Party Room and Function Space

	Pool Deck Party & Function Space	
5:00		
5:30		
6:00		
6:30		
7:00		
7:30		
8:00		
8:30		
9:00		
9:30		
10:00		Seniors
10:30		
11:00		
11:30		
12:00		
12:30		
1:00		
1:30		
2:00		
2:30		
3:00		
3:30	Team Use	
4:00	Functions	
4:30		
5:00		
5:30		
6:00	Party or	
6:30	Function	
7:00	Use	
7:30		
8:00		
8:30		
9:00		
9:30		
10:00		

User Load Analysis

The Schedule Matrix also allows for a detailed analysis of hourly user load and overall visitors to the Community Pool. The analysis of user load is an important part of the overall management of staffing and programming. The user load coordinates with the Sample Schedule Matrix. The user load is based on the projected percentage of total facility capacity during the different seasons and time of day.

School Year
During the school year weekdays, the peak user load is from 4:00pm through 8:00pm and then drops off. During this period, the peak estimated user load is 130 users including staff. During the school day, the user load averages between 40 and 75 users/hour. School year weekends average 75 to 115 users in the morning program/team hours and then decreases to 75 to 100 during the afternoon depending on the weather.

Summer
During the summer weekdays, programming user load reaches 115 users by 9:00am, driven by programs, and then averages 100+ during the day through 5:00pm.

Summer weekends have similar weekend numbers of approximately 115 users during the programmed hours before noon and then increasing to max capacities ranging from 122 to 150 pool users during the afternoon. The actual facility users are often higher during this period due to family members entering the facility who do not swim.

User Load Totals
Overall, ISG projects a total of 243,475 daily visitors to the Pool during the course of the year. This breaks down as follows:

• School Year Weekdays:	121,750
• School Year Weekends and Holidays:	57,400
• Summer Weekdays:	42,600
• Summer Weekends:	14,225
• High School Events:	7,500
TOTAL ANNUAL DAILY VISITORS	243,475

POOL PASS AND USER MODEL

Pool passes and usage/drop-in fees will be an important part of the business model and community benefits for the new Community Pool. The opening of a new facility is an ideal to take a close analytic look at the historic pool pass and user fee models and update the models based on market and user considerations, best practices and trends at comparable facilities regionally and nationally. ISG developed the pool pass and drop-in fee revenue projections based on use of the existing model with projected fee increases and user increases. ISG also conducted a market survey of aquatic facility fees in the area. Finally, this report outlines suggestions and updates to consider as the City approaches opening. Updating the pool pass model is something that ISG thinks should be discussed more formally with the Pool Advisory Committee, City and Recreation Department management.

Pool Pass and Drop-in Revenue Projections

Pool pass and drop-in revenue should improve significantly compared to the revenue during the last full pre-pandemic year the Existing Pool was in operation. Key factors driving increased revenue using the new Pool pass model include the following:

- "New Pool" factor
- More than double the water space
- Added aquatic recreation, program, leisure features and amenities
- Both pools open year-round
- Opportunity for concurrent programming, optimizing efficient use of the pool
- Enhanced and new programming
- Increases in pass fees since the 2019-2020 rates
    - Linked to added value plus increased operational costs

Assumptions used in the projected budget calculations:

- Increase of 20% in pool pass and drop-in fees from the 2019-20 fee schedule
    - Reflects added value and operating cost inflation
- Increase of 25% in pool passes purchased
- Increase of 25% of drop-in fees

Note that the drop-in fees are actually higher in Year 1 as many people try out the new Community Pool prior to purchasing a pool pass. Also, note there is $15,000 in pool pass revenue factored into Year Zero, reflecting advance purchases prior to the Pool opening. Advance purchase incentives can be effectively marketed to drive even more Year Zero revenue to cover some of the pre-opening startup expenses. ISG thinks the pool pass and drop-in revenue is actually conservative, and the new Pool may generate even more revenue.

This Study also completed a market analysis of Pool Passes, Memberships, and Drop-In fees at area facilities. This analysis is included in this report at Attachment #5.

Pool Passes and User Load Revenue Projections
Years 1-5

Teams	Historic Actuals	Year 1	Year 2	Year 3	Year 4	Year 5
Daily Drop-in Fees	$43,983	$70,000	$55,000	$60,500	$65,340	$67,954
Pool Passes	$276,487	$373,257	$414,730	$456,203	$501,823	$521,896
Total Rental Revenue	$320,470	$443,257	$469,730	$516,703	$567,163	$589,850

The details of these Pool Pass calculations are included in the Facility Revenue Line Item Detail, Attachment #7A.

<u>Pool Pass Considerations for Discussion</u>
The Piedmont pool pass and drop-in model has been in place for many years, with only small incremental increases over the past ten years, not keeping up with inflation. Analysis of the facilities in the local and regional market and regional and national best practice facility models suggest that there are several pool pass considerations that should be discussed with the Pool Advisory Committee, City management, Recreation Department, and aquatic stakeholders to identify opportunities for updates and enhancement of the past pool pass and drop-in model. ***Attachment #5 includes a Model Analysis of the current Piedmont Pool Pass model with revenue analysis as well as comments on the model with suggested updates***. This analysis includes an analysis of total pool pass share by type of pass as well as revenue generated by each pass. It also includes a breakdown of resident and non-resident ratios by type of pass, average per month cost, and historic actuals. This Model Analysis can be a good starting point and data for the updating of the pass model for the new Community Pool.

Key considerations for discussion in the Model Analysis include the following:

- Family Pool Passes
  - Family pool passes were only a 15% to 20% increase over an adult individual rate. Normally family pool passes or membership fees are in the 1.6 to 1.75 ratio at a minimum
  - The family pool pass is underpriced based on the adult pass
- Couples Passes: Adult Couples and Senior Couples
  - Most facilities now include a couples pool pass or membership. These are becoming very popular and a significant component of the pool pass model
  - Most couples pool passes or membership fees are roughly a 1.5 multiplier over the individual adult or senior passes
- Non-Resident Premium
  - The non-resident premium in the current pool pass model was lower than most area and national non-resident premiums at public municipal facilities
  - Annual non-resident pool pass premiums were in the 10% to 13% range
  - Monthly non-resident premiums were in the 17% to 18% premium
  - These were lower than the non-resident premiums for programs such as learn to swim
  - To be consistent, we would suggest a 25% premium for non-resident users

        - For messaging purposes, the non-resident rate can also be branded the "standard" rate the resident rate then can be positioned as a 20% resident discount.
        - Most comparable facilities are in the 20% to 25% non-resident premium range (16.7% to 20% resident discount)
        - Initial analysis included a 20% non-resident premium. Market and demographic suggest that an increase to a 25% premium (20% resident discount) would not negatively impact the number of non-resident pool pass purchasers and therefore will generate a small amount or increased revenue of $18,600 in Year 1 increasing to $26,700 in Year 5.
        - Increasing the non-resident premium to 30% (resident discount of 23%) would likely have some small negative impact, reducing the total number of non-resident pool pass purchasers. The loss of some pass holders would be balanced by the small additional revenue, resulting in no net impact on net pool pass non-resident revenue, but it would slightly decrease overall pool pass users which may have some small indirect negative impact on program and class participation resulting in some small indirect revenue loss.
- Child and Youth Passes
    - Most facilities have youth pool pass options, not just drop-in rates
    - With such a small increment for the family pass, there is little incentive for youth passes
    - Discuss youth passes if the family rate is adjusted
    - Youth passes can vary by age, with youth under age 13 needing an adult accompanying them or participating in a specific supervised program
- Senior Pass Holders
    - The number of senior pass holders historically was low compared to the senior population in Piedmont
        - This should be further analyzed to better understand why there weren't more senior pass holders historically
        - Was this a program or access issue?
- Seasonal Passes
    - Seasonal passes were good from May to October and were pro-rated twice per summer based on purchase date
        - This is confusing
    - The seasonal passes did not correspond to an identifiable season and the six month length
    - The seasonal passes made up a very low percentage of all pass categories, in the 1% to 3% of all passes.
    - The goals and objectives of the seasonal pass need to be refined so that the seasonal pass is a more targeted option for different groups.
- Structure and methodology for financial aid to Piedmont residents who cannot afford pool passes

Categories of Pool Passes

While the past goal may have been to simplify the model, the following options have proved successful and popular and have helped drive increase pool pass and membership revenue at other facilities. Pool passes can include the following categories:

- Adult
- Adult Couple
- Senior
- Senior Couple
- Child/Youth
- Family
- Veterans or active military (option to be considered)
- Corporate

Pool Pass Benefits

If updates to the Pool Pass Model are considered, it will be important to better define pool pass benefits. Benefits can include the following:

- Access to all open swim, rec swim, and lap swim times and space
- Discount on programs such as aquatic fitness, learn to swim, lifeguard, rec classes, etc.
    - Usually in the 10% to 15% range
    - This may incentivize non-residents to purchase Pool Passes to reduce their class fees, especially learn to swim programs
- Priority registration for programs
- Discount birthday parties and on rental of the Party Room and the Pavilion
    - Applies to annual and seasonal passes
- Guest Passes
    - An annual pool pass holder might get 12 guest passes for the year
    - A seasonal pool pass holder might get equivalent of 2 guest passes/month
    - These can be a good marketing tool to both promote pool passes and turn guest pass recipients into future pass holders and regular users. This definitely adds value to the passes
    - Applies to annual and season passes

These examples of benefits can serve as another element of the basis to review the Pool Pass Model for the opening of the new Community Pool.

FACILITY MANAGEMENT & STAFFING

Facility management and staffing is critical to the success of the overall Community Pool, including safety, operations, programming, and financial viability.

It is more difficult than ever to find good learn to swim instructors and find and retain lifeguards, especially during daytime hours. It is also difficult to find aquatic fitness instructors that are trained and certified in new aquatic fitness trends and a wide range of programming. The financial projection in this study addresses these issues as follows:

- Lifeguard, lesson instructor, front desk hourly wages commensurate with the market and sufficient to attract good staff
- Staff training and development budget
- To ensure a higher level of risk management, the management and budget model includes lifeguarding all outside user groups, with the cost included in the rental rates

The budget projections for the Community Pool management and staffing have been robust to ensure that the management and staff are sufficient to support and create enhanced, expanded, and new aquatic programming and generate additional use at the Community Pool.

ISG worked closely with Chelle Putzer, City of Piedmont Recreation Director, and Michael Szczech, City of Piedmont Finance Director, to develop the management and staffing model and the appropriate salaries, wages, payroll taxes/expenses, and benefits. ***More Details of management and staff positions are included in the Facility Expenses and Program Expenses Line Item detail in Attachments #7C and #7D.***

Full-Time Staff

The new Community Pool has created new positions, based on the expanded scope of the pools, increased programming, year-round use of both pools, and added facility management needs. The following full-time staff positions have been created and existing positions updated.

- Aquatics Supervisor (top overall position at the Community Pool)
  - New position
  - Starting salary at the high end of the Recreation Department Supervisor range
    - Projected Year 1 salary = $99,684
    - May not hire initially at the top step of the salary range
  - Begin position 8 months prior to opening of the new Pool
- Aquatics Coordinator (existing position)
  - Starting salary at high end of Aquatics Coordinator range
    - Projected Year 1 salary = $65,075
    - May not hire initially at the top step of the salary range
  - Begin position 4 months prior to opening of the new Pool
- Customer Service and Marketing Coordinator (New)
  - Projected as a half-time (0.5 FTE) position linked to a related position in the City or combined with other pool responsibilities
  - May not need pending skill set and experience of the Aquatics Supervisor in these areas
  - Starting part-time salary at $30,000 (Base of $60,000 full-time FTE)

    - Position beginning 3 months prior to opening
    - This position is in the budget projections but may represent a position that could be eliminated. Would need to weigh against the importance of marketing and servicing pass holders and program participants.
- Maintenance/Operations Specialist (New)
    - It is important to have a single maintenance staff position that has responsibility and accountability for the Community Pool facility.
        - Work closely with Aquatics Supervisor in maintaining the facility
        - Level/title to be determined
    - This position is envisioned as a 0.5 FTE, perhaps linked to other City maintenance/operations staff
    - Starting part-time salary at $30,000 (Base of $60,000 full-time FTE)
    - Position starts 1 month prior to opening

Part-Time Staff
The part-time staff detail, including lifeguards, head lifeguard, front desk/access control, and program instructors is detailed in the Line Item Detail Attachments #7C and #7D.

Projections are based on best practice and recommended risk management procedures to fully guard programs, including user groups. The budget calculates the lifeguard and front desk hours for summer and school year to reflect the different seasonal schedules and user loads more accurately. The budget also includes a reduction of lifeguard hours based on lifeguard hour "attrition." Lifeguard attrition is the reduced lifeguard hours based on closing or reduced load due to inclement weather or other pool down times as well as good staff management linked to the variabilities of user load.

The hourly wages for part-time staff factor in current local market labor conditions including shortages, difficulty to find staff, comparable position hourly wages in other aquatic facilities, and projected trends. The part-time staff wages are developed to attract and retain qualified staff. The staff budget also includes training budgets to provide staff training and certification as well as compensation for outside training and development for Community Pool staff.

FINANCIAL OPERATING PROJECTIONS and BUDGETS

The development of the Financial Operating Projections is the critical element of this study. It builds on all of the program, market, management, and design analysis included earlier in this study and report. The City is hoping that the Pool can become self-sustaining in its annual and long-term analysis.

Budget Format

The budget format is broken down into the following 5-year annual projections:

- 5-Year Annual Profit and Loss (P & L) Statement
- Budget Line Item Detail
    - Facility Revenue
        - Pool passes, drop-in fees, rent, sponsorships, outside program providers, etc.
        - *Note that many facility revenue items are discussed in specific program and pool pass sections earlier in this report*
    - Program Revenue
        - Revenue generated from specific in-house facility programs
        - *Note that specific program revenue projections are included in specific program sections earlier in this report*
    - Operational Expenses
        - Fixed expenses and staffing, including utilities, maintenance, equipment, supplies, office, insurance expenses, etc.
    - Program Expenses
        - Expenses directly related to specific in-house programs
    - Program Net Revenue Analysis
        - Tracking program specific revenue and expenses makes it possible to track the net revenue and profit from specific programs, a very helpful analytic tool in managing the facility

Each of these budget components include line item details of all expense and revenue categories with a comments column for backup comments, assumptions, and considerations. Line items are also color coded based on the following considerations:

- Potential to reduce costs
- Risk of increasing costs
- Potential to increase revenue
- Line items requiring further discussion and fine tuning as the project progresses toward opening

The P & L summary and the line item budget detail also include a column for the pre-pandemic operating costs and revenue of the existing pool prior to closing. ISG used the most recent full year budget but used some averages or adjusted numbers when there was a large anomaly from one year to another. These historic line items also include the current City of Piedmont General Ledger (GL) account numbers to better compare projections to the existing City budget cost centers. These cost centers have been updated to reflect changes in cost centers since the existing pool closed.

The 5-Year annual projections also include a Year Zero, which projects pre-opening expense not necessarily included in the capital project costs. These costs can include management and staff hiring prior to opening, staff training, pre-opening marketing, program equipment, and other expenses that may not be included in capital project costs.

As part of P & L analysis the Budget Analysis will also include the following analytic metrics:

- Percent Cost Recovery
    - The percent of overall expenses covered by facility revenue
- 20-Year Long Term Capital Replacement and Maintenance Projections
    - Identify the Capital Reserve necessary to plan for long term capital costs
    - Options to accrue and budget for this Capital Reserve
- Net Operating Revenue
    - The Net Operating Revenue (Deficit) will include two net numbers:
        - Direct Operating Net Revenue
            - Including only the actual program and operating expenses and revenue
            - Similar to EBIT (Earnings Before Interest and Taxes) in business P & Ls
        - Overall Facility Net Revenue
            - Adding in the following elements into the Net Revenue
                - Any annual allocation to Long Term Capital Reserve Fund

Financial Analysis Methodology and Assumptions

ISG developed the budget format based on management-based facility budgeting. The budget projections factor in City management and staffing organizational structure, employee benefits, and other relevant City budgeting elements and procedures.

ISG developed the budget projections from the bottom up, not working top down to meet any preconceived net budget targets. Current Piedmont utility rates for water and sewer were used in budget calculations. The energy costs used in the projections were drawn from the all-electric energy use model developed by ELS Architecture and their energy consultant.

Up until 2021, ISG used an annual cost escalation factor of 2.5%. The escalation/inflation percentages used in this projection are higher based on forward looking estimates factoring in current inflation rates and projecting gradual decreases in the future inflation rate coinciding with the projected 2024 opening of the pool. The annual escalation rates used for expenses in this projection are as follows unless otherwise indicated:

Year 2:	5.0%
Year 3:	4.0%
Year 4:	3.0%
Year 5:	2.5%

Revenue projections vary from item to item to reflect projected real growth and also include increases in pool pass rates and class and program fees to keep up with the escalating cost of operating and maintaining the Pool. Program and class fees are not increased in Year 2 but increases are included in Year 3 and Year 5. We encourage keeping fees flat in Year 2 as the Pool use and programs are established and grow.

Profit and Loss Summary

Following is the summary of the 5-Year P & L Statement for the Community Pool based on the publicly funded model.

Community Pool Profit & Loss Summary

Budget Category	*Historic Actuals	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Facility Revenue	$362,494	@$70,000	$800,107	$911,048	$1,003,924	$1,082,290	$1,127,573
Program Revenue	$185,639	$0	$469,917	$612,065	$720,435	$769,170	$823,337
Total Revenue	$548,133	$70,000	$1,270,024	$1,523,113	$1,724,358	$1,851,459	$1,950,910
Operational Expenses	$659,808	$185,941	$1,272,993	$1,335,480	$1,385,529	$1,426,667	$1,474,978
Program Expenses	$57,772	$8,731	$171,029	$217,068	$252,572	$267,820	$284,686
Total Expenses	$719,143	$194,672	$1,444,022	$1,552,548	$1,638,101	$1,694,487	$1,759,664
Net Direct Income (Loss)	$(171,010)	$(124,672)	$(173,998)	$(29,435)	$86,257	$156,972	$191,245
Cost Recovery	76%	36%	88%	98%	105%	109%	111%
Additional Expenses							
Annual Reserve Fund Allocation		$0	$0	$0	$35,000	$60,000	$75,000
Total Gross Expenses with Reserve Fund Allocation		$194,672	$1,444,022	$1,552,548	$1,673,101	$1,754,487	$1,834,664
Total Net Income (Loss) with Capital Reserve		$(124,672)	$(173,998)	$(29,435)	$51,257	$96,972	$116,245
Cost Recovery		36%	88%	98%	103%	106%	106%

NOTE: Historic Actuals are based on FY 2019 with some adjustments based on FY 2018. These are the last two full years the pool was in operation pre-pandemic.

@NOTE: Current Pool Reserve Fund

The full P & L Summary and Line item detail is included in this Report as Attachment #6. The specific budget components in this Attachment include the following:

Attachment #6	***P & L Summary***
Attachment #7A	***Facility Revenue***
Attachment #7B	***Program Revenue***
Attachment #7C	***Operating Expenses***
Attachment #7D	***Program Expenses***
Attachment #7E	***Program Net Revenue Analysis***

Long Term Capital Replacement and Maintenance Fund
A very important element of a successful and financially sustainable Community Pool facility is the planning and budgeting for long term capital replacement and maintenance for the facility. The Long Term Capital Replacement and Maintenance Fund is based on projections of anticipated capital costs over the first twenty years of the Community Pool operation. These projections assume best practice annual maintenance and upkeep. The Capital Fund can cover pool and building mechanical and HVAC systems maintenance and updates, sport equipment such as scoreboards, roof repairs, painting, carpeting, and other anticipated needs. This fund also anticipates technology updates during these years.

This Long Term Reserve Fund can be funded by a combination of the following:

- Initial lump sum included in the Capital Project Costs
- Annual fund allocation from net operating revenue
- For publicly funded projects some facilities use a portion of a facility user fee assessment, event, hotel, restaurant, or sales tax component to fund long term reserve and any emergency or rainy day operating shortfall contingency funding
- For the purpose of these projections the Reserve Fund is funded by annual line item allocations.

Long Term Capital Replacement and Maintenance Fund Accrual
(Based on Budget Projections)

Reserve Funding	5 Years	10 Years	15 Years	20 Years
Accrual Target	$170,000	$580,131	$1,055,585	$1,606,766

See the P & L Summary in Attachment #6 for details of annual allocation to the Reserve Fund that funds these accrual targets.

Following is the full Profit and Loss Summary.

Piedmont Community Pool
Financial Forecast Pre-Opening Year Through Year 5
25 yard x 87 foot Main Pool with Warm-Water Activity/Program Pool
Profit & Loss Summary

November 18, 2022

***Year Zero is the 12 months prior to opening of facility. Expenses are those not included in Capital Project Costs**

Year Zero costs can all be included in project capital costs based on funding model.

Net Operating Revenue (Deficit)	**Not including Long Term Capital Reserve**
Total Net Operating Revenue (Deficit)	**Including Long Term Capital Reserve**

@Line Items are average of FY 2018 and FY 2019 full years or 2019 if higher.

	Pre-Pandemic	Projected Operating Budget					
REVENUE	**Actuals Reference@**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
FACILITY REVENUE	**362,494**	**70,000**	**$ 800,107**	**$ 911,048**	**$ 1,003,924**	**$ 1,082,290**	**$ 1,127,573**
Educational, Camps and Clinics	0	0	4,400	5,000	5,400	5,616	5,841
Club and Training Rental	32,748	0	184,200	208,000	228,400	241,876	251,424
Other Pool Rentals	0	0	15,075	25,125	27,660	29,285	30,596
Competitive Events	0	0	2,640	4,000	4,400	4,664	4,897
Special Events & Functions	0	0	120,532	166,540	182,863	190,178	197,785
Concessions & Vending Sales	0	0	0	0	0	0	0
Pool Passes & Daily Use Fees	320,470	15,000	461,920	490,467	540,064	592,849	616,563
Facility Sponsorships/Advertising/Contributions	0	0	7,500	7,500	7,500	7,500	7,500
School District & Partnerships	0	0	0	0	0	0	0
Miscellaneous	9,276	70,000	3,840	4,416	7,637	10,322	12,967
PROGRAM REVENUE	**185,639**	**$ -**	**$ 469,917**	**$ 612,065**	**$ 720,435**	**$ 769,170**	**$ 823,337**
Community and Educational Programs	16,887	0	26,280	35,150	39,368	40,943	42,580
Aquatic Training, Fitness and Therapy	10,792	0	57,412	90,720	101,246	105,255	109,423
Learn to Swim	138,864	0	294,850	355,320	430,974	464,652	507,217
Camps and Clinic Programs	7,379	0	20,425	33,075	42,940	47,645	49,224
Club Team and Training Programs	0	0	33,650	48,900	52,902	55,651	57,767
Concessions and Sales	11,717	0	34,800	46,400	50,504	52,524	54,625
Program Sponsorships/Advertising/Contributions	0	0	2,500	2,500	2,500	2,500	2,500
Miscellaneous	0	0	0	0	0	0	0
TOTAL REVENUE	**$ 548,133**	**$ 70,000**	**$ 1,270,024**	**$ 1,523,113**	**$ 1,724,358**	**$ 1,851,459**	**$ 1,950,910**
Projected Revenue Growth Rate				**20%**	**13%**	**7%**	**5%**

NOTE: Historic Actuals are blended average over 2018 and 2019 and not the exact total of the line items not including capital outlay or liabilities.

NOTE: Total Historic Revenue is based on FY 2018, the highest revenue in most recent 3 years of operation

	A	B	C	G	H	I	J	K	L	M
40	**EXPENSES**				**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
41		**OPERATIONAL EXPENSES**		**659,808**	**185,941**	**1,272,993**	**1,335,480**	**1,385,529**	**1,426,667**	**1,474,978**
42			Utilities	63,049	0	92,968	97,616	101,521	104,567	107,181
43			Maintenance	104,474	0	53,000	60,050	62,872	64,758	79,377
44			Equipment and Supplies	54,247	43,000	65,700	69,435	72,212	74,379	76,238
45			Staff Wages & Salaries	304,252	101,513	775,066	813,819	846,372	871,763	893,557
46			Staff Benefits & Payroll Taxes	52,116	27,978	168,759	177,159	184,216	189,720	194,444
47			Staff-Other Costs	20,994	7,250	10,000	9,300	9,052	9,324	9,557
48			Outside Services	38,876	0	57,000	59,400	61,656	63,416	64,926
49			General Office (includes insurance)	21,800	6,200	40,500	41,200	42,628	43,742	44,698
50			Miscellaneous Expense Contingency	0	0	10,000	7,500	5,000	5,000	5,000
51										
52		**PROGRAM EXPENSES**		**57,772**	**8,731**	**171,029**	**217,068**	**252,572**	**267,820**	**284,686**
53			Community and Educational Programs	0	2,000	10,991	13,857	15,220	15,729	16,258
54			Aquatic Training, Fitness, and Therapy	0	2,577	20,550	31,312	34,713	36,008	37,355
55			Learn to Swim	51,503	3,654	96,415	117,350	142,809	153,072	165,966
56			Camps and Clinics	0	500	7,939	11,768	14,729	16,159	16,670
57			Team Programs	0	0	7,170	9,904	10,120	10,640	11,040
58			Aquatic Program Staff-Miscellaneous	0	0	0	0	0	0	0
59			Concessions & Sales	6,269	0	27,965	32,877	34,983	36,212	37,398
60			Scholarships & Student Support	0	0	0	0	0	0	0
61										
62		**TOTAL OPERATING EXPENSES**		**$ 719,143**	**$ 194,672**	**$ 1,444,022**	**$ 1,552,548**	**$ 1,638,101**	**$ 1,694,487**	**$ 1,759,664**
63			**Projected Operating Expense Growth Rate**				**8%**	**6%**	**3%**	**4%**
64			**NOTE: Historic Line Item Actuals are blended average over 2018 and 2019, not the exact total of the line items not including capital outlay or liabilities.**							
65										
66		**NON-OPERATING EXPENSES**		**$ -**	**$ -**	**$ -**	**$ -**	**$ 35,000**	**$ 60,000**	**$ 75,000**
67			Annual Capital Replacement Reserve Allocation		$ -	$ -	$ -	$ 35,000	$ 60,000	$ 75,000
68										
69										
70		**TOTAL GROSS EXPENSES**		**$ 719,143**	**$ 194,672**	**$ 1,444,022**	**$ 1,552,548**	**$ 1,673,101**	**$ 1,754,487**	**$ 1,834,664**

	A	B	C	G	H	I	J	K	L	M
71										
72					Year Zero*	Year 1	Year 2	Year 3	Year 4	Year 5
73	NET DIRECT INCOME (LOSS)			$ (171,010)	$ (124,672)	$ (173,998)	$ (29,435)	$ 86,257	$ 156,972	$ 191,245
74		COST RECOVERY (Direct Revenue & Expenses Only)		76%	36%	88%	98%	105%	109%	111%
75		CUMULATIVE NET OPERATING INCOME (LOSS)		$ (171,010)	$ (124,672)	$ (298,670)	$ (328,105)	$ (241,847)	$ (84,875)	$ 106,370
76		ACTUAL NET LOSS IN FY 2019 (2018-19)		$ (223,336)	With Insurance included.					
77										
80	NET GRAND TOTAL INCOME (LOSS)				$ (124,672)	$ (173,998)	$ (29,435)	$ 51,257	$ 96,972	$ 116,245
81		COST RECOVERY (with Capital Reserve)			36%	88%	98%	103%	106%	106%
82		CUMULATIVE TOTAL NET INCOME (LOSS)			$ (124,672)	$ (298,670)	$ (328,105)	$ (276,847)	$ (179,875)	$ (63,630)
83										
84	CAPITAL RESERVE ACCUMULATION									
85										
86		LONG TERM CAPITAL MAINTENANCE RESERVE			Year 1	Year 2	Year 3	Year 4	Year 5	Cumulative
87			Annual Reserve Fund Allocation		$ -	$ -	$ 35,000	$ 60,000	$ 75,000	
88			Cumulative Reserve Fund: Years 1-5		$ -	$ -	$ 35,000	$ 95,000	$ 170,000	$ 170,000
89			Annual Reserve Fund: Years 6-10 Allocation (=3% annually)		$ 77,250	$ 79,568	$ 81,955	$ 84,413	$ 86,946	$ 580,131
90			Annual Reserve Fund: Years 11-15		$ 89,554	$ 92,241	$ 95,008	$ 97,858	$ 100,794	$ 1,055,585
91			Annual Reserve Fund: Years 16-20		$ 103,818	$ 106,932	$ 110,140	$ 113,444	$ 116,848	$ 1,606,766
92										

ECONOMIC IMPACT and JOB CREATION

Event Economic Impact

Sports Tourism/Event Impact
The events projected for the Community Pool will mostly attract local teams, participants, and spectators, with very few overnight visitors to Piedmont. Total economic impact from event is between $50,000 to $75,000 by Year 2. There is some limited meal revenue generated by event attendees, estimated at approximately $4,000 in Year 2.

Job Creation
The new Community Pool will create a significant number of new jobs in the area compared to the existing pool facility.

Piedmont area: These jobs will include full-time professional management level jobs as well as full-time hourly jobs. A significant number of part-time hourly jobs suitable for students, young adults, and even older adults and seniors will also be created.

Based on the current design, program model, and budget projections the following jobs and overall payroll will be generated by the Piedmont Community Pool.

- 1-2 new full-time positions
- 30-50 new part-time positions
    - Staffed by 60-100 individual part-time employees

ADVERTISING AND SPONSORSHIP OPPORTUNITIES

The new Community Pool provides a potential platform for sponsorship and advertising, including facility, program, and event sponsorships. The high swimming and diving meet and water polo game and small tournament mid-level event capabilities of the Pool add to the value of the facility for business partners and local supporters. Advertising and sponsorship opportunities include a wide range of platforms, including the following:

- Scoreboards sponsorship
    - May be minimized by naming rights provided to donor funding the scoreboard
- Event promotions and embedded activities
- Sponsorship of team related signage and recognition elements in the facilities
- General facility signage
- Website ads
- Program sponsorship

Although the likelihood of some sponsorship and advertising support exists, ISG does not like to include significant "soft dollars" in the revenue projections. The line item revenue projected in the operating budget is less than 1% of total gross revenue. Many comparable facilities generate up to 3% to 5% of gross revenue. We think this can be another revenue upside.

Community Pool Sponsorship and Advertising Revenue Projections

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Facility Advertising, Sponsorship, and Grants	$7,500	$7,500	$7,500	$7,500	$7,500
Program Advertising, Sponsorship, and Grants	$2,500	$2,500	$2,500	$2,500	$2,500
Total Sponsorship and Advertising Revenue	$10,000	$10,000	$10,000	$10,000	$10,000
Percent of Total Revenue	0.8%	0.7%	0.6%	0.6%	0.5%

KEYS TO SUCCESS AND FACTORS IN FAILURE

The common perception of pools is that they always lose money and cannot operate in a reasonable financially sustainable model within public budgets without excessive subsidies from public entities, taxpayers, or outside entities. To understand how the new Piedmont Community Pool can succeed, it is important to understand the best practices of facilities that have succeed and the reasons behind failed or underperforming aquatic and recreation facilities. These factors are broken-down into several key areas:

- Management
- Programming
- Design
- Financial Management

In this discussion, we will refer to the overall facility as the Pool for convenience. These keys to success have been factored into the program, design, management, and financial model for the Pool to optimize the potential for success.

DEFINITION OF SUCCESS AND SUSTAINABILITY

The definition of success and financial sustainability is different for each facility and community, depending on the public and partner goals of the facility. A facility that charges market rates for all programs and pool rental can be quite sustainable. A public or school district facility may not be sustainable because of specific goals of the public entity, owner, or managing partnerships. For a public facility for example, the use of the facility by the school district is not charged as rental or lessons are provided free for all third graders, etc. A public pool may provide significant user discounts for membership, use, and even class programs such as learn to swim or aquatic lessons for city or county residents. A public facility may also offer local youth groups and teams low rent below the actual cost of operating the pool as part of overall support of youth programs, activities, and fitness in the community. It is important to integrate goals and public benefits into any discussion of what constitutes success and sustainability in each program. In the case of the City of Piedmont, it will be important to balance City goals and mission with financial sustainability objectives to understand the ideal balance of higher market rate fees versus financial accessibility and affordability for residents. This is a particularly important element when public and taxpayer funding is a component of project funding.

MANAGEMENT

The management of the facility is the single most important element in the success of the Pool. The management must be proactive in its programming and marketing approach and adopt an entrepreneurial approach to the business of aquatics.

<u>Aquatic Supervisor: Program and Facility Management Positions</u>
Keys to Success
Management positions should have the following experience and expertise collectively in key management staff.

- Critical to have experience in running facilities that have a full range of programming and events with specific financial and operating goals and metrics
    - Expertise in developing, marketing, and executing a wide range of programs
    - Experience in developing and managing pool and aquatic center budgets
    - Experience in bidding, securing, and managing events, including working with local event hosts and organizations
    - Experience with and ideally an existing network of contacts with relevant sport governing bodies (local, state, regional, national) including high school sport organizations
    - Network and membership in key sport and aquatic safety, fitness, and management professional organizations and regular attendance at conventions and camps to maintain up to date knowledge of new trends in aquatic facility and program management
        - There are many such organizations available
        - Membership in professional organizations is included in the Pool budget
    - Experience in marketing, sponsorship, advertising as it relates to generating support for the Pool and its programs
    - Ability to work closely with the community, civic entities, interest groups, and the philanthropic community to generate maximum support for the operations and programming of the Pool
- The top management position should ideally begin eight months in advance of the opening of the Community Pool. In the case of the Piedmont Community Pool, this may be reduced to six months based on the history of operating the previous community pool.
    - Develop and launch programs
    - Develop, launch, and market pool passes and programs
    - Begin to plan in advance for securing and scheduling events
    - Obtain commitments and contracts from users and program partners
    - Build staff structure and develop training program for staff prior to opening
    - Funding for this is part of the Year Zero budget projections

Risks for Failure

- Traditional experience in parks and recreation facilities or clubs with subsidized operation where marketing and entrepreneurial initiatives are not encouraged or rewarded
- Lack of strong specific sport program and facility experience
- Limited business or sport management background
- Lack of clear and measurable pool program, use, and revenue goals, objectives, and metrics
- Lack of clear management accountability linked to the goal metrics

The Piedmont Community Pool Plan

- This program and financial analysis and model the management level staff and funding for the Pool to support these Keys to Success
- Budget is included to support training and necessary staff development
- Travel budget is included to allow key management to attend conferences and for continuing professional development as well as attending sport governing body meetings as relevant for events at the Pool

Program Management (Coordinators and Programmers)

Keys to Success

- Very important to have a strong and experienced program management team on board
- Also, important to include experience and responsibilities for marketing the programs-it is not just "build it and they will come!" Programs must be effectively marketed and communicated
- Network and membership in key sport safety, fitness, and management professional organizations and regular attendance at conventions and camps to maintain up to date knowledge of new trends in aquatic facility and program development, trends, and management
- If funding allows this position should be filled three to four months prior to opening, but this role is often filled by the overall Aquatic Supervisor initially
- For larger programs such as the learn to swim program or aquatic fitness it may be more effective to have a specific program coordinator or head instructor who can provide direct supervision and management of the program supporting the overall aquatic management as part of their instructor role. This responsibility can be added as programs grow and require more direct supervision and management. This can also apply to other programs as they grow.
    - May be head instructor with additional pay or compensation for these management or supervisory responsibilities
- It is important to visibly and publicly recognize your staff credentials and professional organizational affiliations to publicly validate the quality and expertise of your programs and staff

Risks for Failure

- Inexperience in starting up programs or growing programs
- Lack of involvement in the aquatic professional world and not remaining current in trends and developments in aquatic programming
- Lack of personal hands on experience in actually running and teaching in programs
- Lack of commitment, goals, and measurable accountability in building and marketing the programs

Piedmont Community Pool Plan

- This program and financial analysis include program level staff for the Pool and budgeting for appropriate hiring lead times
- Travel budget is included to allow programmers to attend conferences and for continuing professional development
- Staff development and training budget is included in the Pool staffing costs

Instructors and Support Staff

Keys to Success

- Instructors, teachers, front desk/reception staff, and other key staff that interface with the public should be well trained and compensated
    - Customer facing staff such as front desk staffs, instructors, and lifeguards should be trained in customer service and communication skills, not just the technical elements of membership software and the required certification programs

- Important to have training and retention programs to attract and keep well trained learn to swim, aquatic fitness, and other instructors
    - Don't expect to pay learn to swim instructors minimum wage!
- Understanding of their importance to the overall success of the facility
    - Understanding and adopting the basics of customer service and communication
    - In most cases, these individuals are the most important "face" of the facility that will interface and engage with the Pool users and customers
    - Part-time staff should understand how important they are and be recognized for their contributions
- Staff certifications and training should be visibly displayed in the facility to validate the experience and education of your instructors and staff

Risks for Failure

- Lack of potential staff pool to draw from
- High turn-over rate/lack of retention
- Inadequate training
- Lack of understanding of staff's impact on the success of the overall facility

Piedmont Community Pool Plan

- This program and financial analysis and budget model include a significant increase in hourly wage for instructors
    - Provides flexibility in wages to attract staff for difficult day hours, aid recruitment, and reward retention
- Staff development and training budget is included in the Pool budget
- Training programs in conjunction with local school curricula should be explored

<u>Overall Management Elements</u>

Keys to Success

- Professional outfitting and branding of all staff (in and out of the water and around the pool)
- Clearly defined goals and objectives
    - Program participation
    - Use
    - Revenue
    - Expenses
    - Accountability
- Clearly developed safety, emergency, operational, and maintenance procedures and manuals
    - Includes education and rehearsal of all staff in these elements
- Regular management and staff meetings
    - Program and schedule
- Key user group interaction and input
- Cleanliness and well-maintained common areas
- Continuing education and training
    - Management and staff accountability

Risks for Failure

- Failure to execute any of the above

Piedmont Community Pool Plan

- Budgeting for staff outfitting and recognition
- Travel and staff development budgeting
- Incremental marketing budget beyond just recreation website and brochures

PROGRAMMING

Keys to Success

- Full range of programs for the entire community
- Introduction of new programs and trends and regular updates of existing program curriculum
    - Keep programming and recreational activities FRESH
- Scheduling that allows for all potential program participants and target demographics
    - Early morning before work
    - During the school day
    - Lunch hour specific programs
    - After school programs
    - After work programs
    - Evening after family dinner or "kids are settled"
    - Weekend program options
- Progressive programs
    - Clear and smooth transitions from one program to the next level
    - Aquatic examples of integrated program transitions and progression
        - Learn to swim
        - Pre-team
        - Swim teams
        - Masters teams
        - Aquatic fitness
            - Full range of intensities, abilities, and transition programs
        - Cross training
        - Etc.
- Development of program partners
- Concurrent programming
    - Access to different programs, pool, and lane space at same time
        - Lap swim lanes throughout the day, even during team practices
    - Multiple programs in same body of water
    - Program access during prime time use by teams and outside groups
- Limited interruption of daily and community access during swim meets, water polo games, and special events
- Marketing of programs

Risks for Failure

- Weak or poorly trained instructors
- Lack of program integration and progression
- Inappropriate times for different user groups
- Lack of concurrent program scheduling

Piedmont Community Pool Plan

- Study and analysis identifies a wide range of new program and recreational opportunities
- Potential schedule matrix allocates programs across all pool facilities to best use the strengths of each facility
- Schedule matrix opens-up significant additional time for use across multiple programs at prime times during the day
    - Lap lanes at all times during the day and evening
    - Classes before, during and after the work and school day for all
    - Significantly increase open recreation and family time for pool use
- Schedule matrix maximizes opportunity for concurrent programming

DESIGN

Keys to Success

- Aquatics
    - Warm and cool water available
    - Varying depths
    - Best possible water quality
- State of the art technology for energy, chemical, and water conservation and green operation
- All electric operation with no carbon emissions
- Layout and building configuration to promote integrated programs while also providing separation of programs, access, and efficient building traffic and circulation during special events
- Proper and enhance barrier free access beyond just minimum ADA code requirements
    - Senior friendly
    - Young child friendly
    - Staging areas in water
    - Sufficient deck space
- Appropriate locker room and changing areas
    - Meeting latest concerns and new regulations concerning gender requirements
    - Meeting latest best practices in child protection and safety
    - Family and ADA accessible changing spaces
- Support spaces
    - Wet classroom/function spaces
        - "Party Room"
    - Adequate storage accessible to different pools and function spaces
    - Office space
- Events
    - Balance spectator and competitor seating needs based on key event goals
    - Key support amenities
    - Design eliminates or limits impact of events on regular daily programming and community access.

Risks for Failure

- Risks of Failure are really just lack of execution of the keys to success

Piedmont Community Pool Plan

- All design keys are incorporated into the design model
- Energy saving state of the art technology incorporated in the design and project cost projections
- Pool configurations and design allows for separation and independence of event and community programming during most competitive events
- Expanded and diversified locker rooms and changing rooms based on the latest trends and anticipated future trends in locker and changing rooms
- Adequate storage space to support specific areas, programs, and user groups

FINANCIAL MANAGEMENT

Keys to Success

- Business oriented management practices and financial management
- Budget development based on facility management and best practices
    - Budget tracking to enable analysis of all costs of the Pool and of specific programs
    - Visibility of program costs and revenue for better program development and accountability
- Develop program fees, usage fees, and rental rates to best address goals of the City:
    - Accessible and affordable to all residents and users
    - Help support local youth, adult, and disabled sport programs
    - Provide revenue to help offset the Pool and program operating costs and deficit
- Identifying, developing, and optimizing program and facility funding options and potential
    - Grants
    - Corporate support
    - Advertising and sponsorship
        - Cash and financial support
        - Product and services Value-in-Kind (VIK) donations
    - Community support
    - Private philanthropy as needed
- Develop a budgeting plan or reserve fund for long term capital replacement and maintenance for future repairs, component replacement, and other unexpected financial costs.

Risks for Failure

- Failure to build sufficient cash reserve or long term replacement fund or plan for future equipment replacement or capital facility repair
- Failure to develop fee structure appropriate for market and meeting overall facility financial and program objectives
    - Market rates
    - Appropriate discounts for residents, pass holders, etc.
    - Lack of analysis of revenue needs to support operations
- Failure to invest sufficiently in key success factors
    - Marketing
    - Key management positions
    - Staff training and development

- Air handling, water handling, and energy saving technology and systems

PIEDMONT COMMUNITY POOL

Programming, Management, and Financial Analysis

FINAL REPORT
November 18, 2022

Attachment Packet

ATTACHMENTS

# 1		Learn to Swim Market Analysis and Comparisons
# 2		Learn to Swim Participation and Revenue Projections
# 3		Sample Schedule Matrix
# 4		Pool Pass/Membership Market Analysis
# 5		Pool Pass and User Model Analysis
` # 6		Profit & Loss Projection Statement Summary
# 7		Budget Projection Line Item Detail
	#7A	Facility Revenue
	#7B	Program Revenue
	#7C	Operational Expenses
	#7D	Program Expenses
	#7E	Program Net Revenue Analysis

ATTACHMENT #1
Swim Lesson Market Analysis

Piedmont Community Pools
MARKET COMPARISON OF SWIM LESSON PROGRAMS

July 1, 2022

PROGRAM PROVIDER	LOCATION	CLASS SESSION	COST	COST per 30 min.	RATIO	YEAR SCHEDULE SESSIONS	FACILITY	WATER TEMP	COMMENTS
Area Public/Community Pools									
Piedmont Pools: Pre-Pandemic Rates: 2019	Piedmont Community Pool	Summer: 2 weeks with 8 x 25 minute lessons Levels 1-3	Res: $88 Non-Res: $103	Res: $13.19/30 min Non-Res: $15.44/30 min	5:1	Summer	Shallow warm-water teaching pool		Resident rates are a 17% premium
		8 x 40 minute lessons Levels 4-5	Res: $140 Non-Res: $160	Res: $13.12/30 min Non-Res: $14.99/30 min					Resident rates are a 14% premium
		8 x 55 minute lessons Levels 6	Res: $194 Non-Res: $219	Res: $13.22/30 min Non-Res: $14.63/30 min					Resident rates are a 13% premium
		Private Lessons: 4 x 25 minute lessons	Res: $100 Non-Res: $115	Res: $30.00/30 min Non-Res: $34.52/30 min					Resident rates are a 15% premium
		Semi-Private Lessons: 4 x 25 minute lessons	Res: $125 Non-Res: $140	Res: $18.77/30 min Non-Res: $21.02/30 min					Calculated based on $25 per additional swimmer on top of private lesson fee.
Emeryville	Aquatic Center Center of Life Community Pool	Group Lessons: 8 x 25 min	Resident: $95	$14.24 per 30 minutes	4:1 and 5:1	No specific warm-water pool			
		Private Lessons	4 x 25 minutes	$30/30 minutes					
Alameda	Public Pools/HS Pools	Goup Lessons: 4 x 30 minutes lessons	Res: $40 Non-Res: $48	Res: $10.00/30 min Non-Res: $12.00/ 30 min		No specific warm-water pool			

ATTACHMENT #1
Swim Lesson Market Analysis

PROGRAM PROVIDER	LOCATION	CLASS SESSION	COST	COST per 30 min.	RATIO	YEAR SCHEDULE SESSIONS	FACILITY	WATER TEMP	COMMENTS
		Private Lessons 4 x 30 minute lessons	Res: $120 Non-Res: $140	Res: $30.00/30 min Non-Res: $35.00/ 30 min					
Moraga	Public Pool	Group Lessons: 8 x 25 minute classes Private Lessons: 8 x 25 minutes	$195 $395	$29.32 $49.38/ 30 min		No specific warm-water pool			
YMCAs YMCA of the East Bay	Oakland Berkely Pleasant Hill	Gourp Lessons: 8 x 30 minute classes	Members: $96	$12.00					
AREA PRIVATE SWIM SCHOOLS Aqua Tech Swim School	Alameda	Group Lessons: 1 x 30 min lesson per week Drop in Group Lessons: 30 Minutes	$130/month $35	$28.90 average per 30 minute $35/30 minutes	4:1	Warm-Water purpose built lesson pool			
Le Petite Baleen	Mulitiple Locatoins	Group Lessons: 1 x 30 minutes per week	$150/month	$33.33/ 30 minutes	6:1	Warm-Water purpose built lesson pool			
British Swim School	Multiple Locations	Group Lessons: 1 x 30 minutes per week	$200/month	Average = $39/30 minute lesson	4:1				

ATTACHMENT #1

Swim Lesson Market Analysis

PROGRAM PROVIDER	LOCATION	CLASS SESSION	COST	COST per 30 min.	RATIO	YEAR SCHEDULE SESSIONS	FACILITY	WATER TEMP	COMMENTS
Sonoma Aquatic Club	Sonoma Aquatic Club	4 weeks with 1 x 30 minute class/week	Member: $80	$ 20.00	4:1				Jane Hansen
			Non-Member: $95 Plus $25 annual registration fee for non-members	$ 23.75					
		Private: 4 x 30 min	Member: $130	$ 32.50	1:1				
			Non-Member: $160	$ 40.00					
		Semi-Private: 4 x 30 min	Member: $110	$ 27.50	2:1				
			Non-Member: $130	$ 32.50					
Sonoma Swim School		8 x 30 minute sessions	$175 ($160 for two swimmers enrolled from family	$ 21.88					2015 Rates. Currently not offering lessons. Owned by Jana Fiorito who is also the instructor and "aquatic professional" at Park Point Sonoma
		Private and semi-private available upon request							

	A	B	C	D	E	F	G
1	**Piedmont Community Pool**						
2	**SWIM LESSON ANNUAL PROJECTIONS**						
3							
4	**November 1, 2022**	**NOTE: Pass Holder refers to any User Pass category at the Piedmont Community Pool**					
5							
6	**Lesson Category**	**Revenue Totals**			**Percent Market Penetration**		
7		Year 1	Year 2	Year 3	Year 4	Year 5	Comments
8	Percent Student Growth Rate Used in Calculations		20%	12%	8%	4%	Year 3 includes 8% to 9% increase in class fees to keep up with inflation. Rates increased by 5% in Year 5 to cover Year 4 & 5 inflation.
9	**Annual Group Lessons-Youth**						
10	Session: 8 x 30 minute classes/session						Increasing time to 30 minutes/lessons. May consider monthly perpetual billing
11	Resident/Pass Holder	900	1,080	1,210	1,306	1,359	Assume 75% of lessons are residents
12	Non-Resident/Non Pass Holder	300	360	403	435	453	Estimate at 25% of total lessons
14	Fee per Lesson						
15	Resident/Pass Holder	$ 160	$ 160	$ 173	$ 173	$ 182	
16	Non-Resident/Non Pass Holder	$ 200	$ 200	$ 216	$ 216	$ 228	Non-resident rates average a 25% premium over resident rates.
18	Average cost per 30 minutes						
19	Resident/Pass Holder	$ 20.00	$ 20.00	$ 21.63	$ 21.63	$ 22.75	
20	Non-Resident/Non Pass Holder	$ 25.00	$ 25.00	$ 27.03	$ 27.03	$ 28.44	
22							
23	**Youth Group Lesson Subtotal**	**$ 204,000**	**$ 244,800**	**$ 296,453**	**$ 320,169**	**$ 350,298**	
24	**Annual Group Lessons-Adult**						6 x 45 minute classes per session
25	Resident/Pass Holder	150	180	202	218	226	Assume 75% of lessons are residents
26	Non-Resident/Non Pass Holder	50	60	67	73	75	Estimate at 25% of total lessons
28	Fee per Lesson						
29	Resident/Pass Holder	$ 180	$ 180	$ 194	$ 194	$ 204	
30	Non-Resident/Non Pass Holder	$ 225	$ 225	$ 243	$ 243	$ 255	Non-resident rates average a 25% premium over resident rates.

Attachment #2
Swim Lesson Projections

	A	B	C	D	E	F	G
7		Year 1	Year 2	Year 3	Year 4	Year 5	Comments
32	Average cost per 30 minutes						
33	Resident/Pass Holder	$ 20.00	$ 20.00	$ 21.56	$ 21.56	$ 22.67	
34	Non-Resident/Non Pass Holder	$ 25.00	$ 25.00	$ 26.94	$ 26.94	$ 28.33	
36	**Adult Group Lesson Subtotal**	**$ 38,250**	**$ 45,900**	**$ 55,406**	**$ 59,839**	**$ 65,440**	
37							
38	**Annual Private Lessons**						Youth and Adult
39	Resident/Pass Holder	600	720	806	871	906	Single 30 minute lessons. Approximately 120 students taking 4 private lessons/year in Year 1.
40	Non-Resident/Non Pass Holder	200	240	269	290	302	Single 30 minute lessons. Approximately 80 students taking 4 private lessons/year in Year 1.
42	Fee per Lesson						Calculated on 30 minute lessons. Also offer 60 minute sessions depending on age and skill level
43	Resident/Pass Holder	$ 40	$ 40	$ 43	$ 43	$ 45	$160/4 lessons: Using single lesson fee for calculations
44	Non-Resident/Non Pass Holder	$ 50	$ 50	$ 54	$ 54	$ 56	
46	**Private Lesson Subtotals**	**$ 34,000**	**$ 40,800**	**$ 49,123**	**$ 53,053**	**$ 57,741**	
47							
48	**Annual Semi-Private Lessons**						**Youth and Adult**
49	Resident/Pass Holder	300	360	403	435	453	
50	Non-Resident/Non Pass Holder	100	120	134	145	151	
52	Fee per Lesson						Calculated on 30 minute lessons. Also offer 60 minute sessions depending on age and skill level
53	Resident/Pass Holder	$ 32	$ 32	$ 35	$ 35	$ 37	$104/4 lessons: Using single lesson fee for calculations
54	Non-Resident/Non Pass Holder	$ 40	$ 40	$ 44	$ 44	$ 46	
56	**Private Semi-Lesson Subtotals**	**$ 13,600**	**$ 16,320**	**$ 19,992**	**$ 21,591**	**$ 23,738**	
57	**TOTAL SWIM LESSONS TOTAL-Revenue**	**$ 289,850**	**$ 347,820**	**$ 420,974**	**$ 454,652**	**$ 497,218**	**Youth and Adult: Private, Semi-Private, and Group Lessons**
58							

Attachment #2
Swim Lesson Projections

	A	B	C	D	E	F	G
7		Year 1	Year 2	Year 3	Year 4	Year 5	Comments
59	TOTAL GROUP SWIM LESSONS TOTAL	1,400	1,500	1,680	1,814	1,887	
61							
62	TOTAL YOUTH GROUP LESSONS	1,200	1,440	1,613	1,742	1,811	
63	TOTAL ESTIMATE OF UNIQUE STUDENTS IN YOUTH GROUP LESSONS	480	576	645	697	725	Each student averages 2.5 sessions per year
64							
65	TOTAL YOUTH GROUP LESSONS-Residents	900	1,080	1,210	1,306	1,359	
66	TOTAL ESTIMATE OF UNIQUE RESIDENT STUDENTS IN YOUTH GROUP LESSONS	360	432	484	523	543	Each student averages 2.5 sessions per year
67							
68	TOTAL YOUTH GROUP LESSONS-Non-Residents	300	360	403	435	453	
69	TOTAL ESTIMATE OF UNIQUE NON-RESIDENT STUDENTS IN YOUTH GROUP LESSONS	120	144	161	174	181	Each student averages 2.5 sessions per year
70							
71	***Market Population Penetration Analysis***						***Conservative population growth of 1% annually factored in to projections.***
72	**PIEDMONT POPULATION LESSON PENETRATION**						
73	**Total Population of Piedmont Ages 2-10**	**1,700**	**1,717**	**1,734**	**1,752**	**1,769**	***16.8% of total population is 2-10 years old. (31.8% of population is under 18 years old)***
74	**Percent of population ages 2-10 in group lessons**	**21.18%**	**25.16%**	**27.90%**	**29.83%**	**30.72%**	
75							

Piedmont Community Pool

Sample Schedule Matrix Model

School Year with HS Teams in Season: Mid August through Early May
Weekdays

MAIN POOL: 87' x 75' (29 yd x 25 yd)
12 Lanes Depth 6'7" to 12.0'
August 1, 2022

ACTIVITY/PROGRAM POOL 3,177 sf
3 x 25 yard lap lanes (3'6" to 5'0" deep) Free Area: Zero Entry to 3'6"

NOTE: Program and Schedule target for Year Two-the majority of the programming and scheduled time will be established in Year One but may not be fully utilized.

NOTE: Stations in the warm-water Activity/Program pool can be divided to accommodate different programs. Schedule shows prime program at specific time.

NOTE: Based on School Day schedule starting at 9am and ending shortly after 3pm.

Color Codes

Piedmont Unified School District Programming	User Groups	Community Programming	
HS Swimming Teams	Club Swim Teams	Lap Lanes/Swimming	Open Swim-Community Access
HS Water Polo Teams	Club Water Polo Teams	Swim Lessons	Home School PE/Fitness Program
PE Classes	Masters Team	Aquatic Fitness	Therapy/Rehab
Adaptive PE/Special Needs	Artistic Swimming Team	Deep Water Fitness	Recreation Elements Available
Summer School Programs	Pre-Team Program	Senior Programs	Camps: Summer or Holidays
Extracurricular Activities/Clubs	Summer Rec Swim Team	Special Needs	Diving Classes
School Program-General	Triathlon Training Group	Aquatic Rec Classes	Lifesaving & Red Cross Classes
Middle School WP (run by City)	Scouting Programs	Lifestyle Aquatic: scuba, kayak, etc.	Birthday and Other Parties/Events
Classes or Team Room Use	Diving Club	Community Organizations	Splash Ball: Intro to Water Polo
	Other Schools		Jr. Lifeguard Program

Main Competition Pool 25yd x 87'
Temperature: 79° to 80°
Main Course 25 yard lanes. Adjusted lengthwise for Water Polo

	PR	1	2	3	4	5	6	7	8
		12' to 9'				9' to 6' 7"			
5:00									
5:30									
6:00		Swim Club Training						Masters	
6:30		Or High School Teams						Swim	
7:00		May alternate days of week.							
7:30		Deep							
8:00		Water							
8:30		Fitness							
9:00		Home School							
9:30		PE & Fitness							
10:00		School Programming							
10:30									
11:00									
11:30									
12:00		Deep Water		Potential for					
12:30		Fitness		Lunch Hour					
1:00				Masters					
1:30									
2:00		School Programming							
2:30		PE							
3:00									
3:30		HS Swimming or WP Teams							
4:00		WP may go later opening up this space							
4:30		for Club Team							
5:00		HS Teams may end at 5:30pm, but time							
5:30		Blocked to 6pm							
6:00		Club Swim or WP Teams							
6:30		based on demand							
7:00		Diving Club							
7:30		If demand							
8:00		Rec Programs (Scuba, kayak,							
8:30		paddle board, etc.							
9:00									
9:30									
10:00									

Community and/or Team Use

	PR	1	2	3	4
		6'7" Deep			
5:00					
5:30					
6:00					
6:30					
7:00					
7:30					
8:00		Lap			
8:30		Lanes			
9:00		Pending			
9:30		Demand			
10:00					
10:30					
11:00					
11:30					
12:00					
12:30					
1:00					
1:30					
2:00					
2:30					
3:00					
3:30		After School			
4:00		Youth			
4:30		Programs			
5:00		***WP May use all lanes***			
5:30		***for some practices***			
6:00		Masters			
6:30		***WP to use all lanes for***			
7:00		***games***			
7:30					
8:00		Open			
8:30					
9:00					
9:30					
10:00					

Activity/Program Pool
3,177 sf with Ramp & Stairs
Temperature: 83-85°
Warm Water: Depth: 0.0' to 4.6'

	PR	1	2	3	A	B	C
		Lanes 3'6" to 5'0"			Stations 3' to 3'6"		
5:00							
5:30							
6:00					Open		
6:30							
7:00		Aquatic Fitness					
7:30							
8:00							
8:30							
9:00		Home School			Swim Lessons		
9:30		PE & Fitness			Pre-Schoolers		
10:00		School Programs					
10:30		Shallow Wat.					
11:00		Senior				Therapy	
11:30		Program				Rehab	
12:00		Fitness					
12:30							
1:00		School Programs					
1:30		Requiring Warm					
2:00		Water (Adaptive, etc.)					
2:30		Shallow					
3:00					After School		
3:30					Open Use		
4:00		Swim Lessons			Or		
4:30		Spaces Can			Programs		
5:00		Switch based on					
5:30		classes					
6:00		and open use					
6:30						Therapy	
7:00						Rehab	
7:30							
8:00						Open	
8:30							
9:00							
9:30							
10:00							

Pool Deck Party Room and Function Space

	Pool Deck Party & Function Space	
5:00		
5:30		
6:00		
6:30		
7:00		
7:30		
8:00		
8:30		
9:00		
9:30		
10:00		Seniors
10:30		
11:00		
11:30		
12:00		
12:30		
1:00		
1:30		
2:00		
2:30		
3:00		
3:30		Team Use
4:00		Functions
4:30		
5:00		
5:30		
6:00		Party or
6:30		Function
7:00		Use
7:30		
8:00		
8:30		
9:00		
9:30		
10:00		

Piedmont Community Pool

Sample Schedule Matrix Model

School Year with HS Teams in Season: Mid August through Early May

Saturday

MAIN POOL: 87' x 75' (29 yd x 25 yd)
12 Lanes Depth 6'7" to 12.0'
August 1, 2022

ACTIVITY/PROGRAM POOL 3,177 sf
3 x 25 yard lap lanes (3'6" to 5'0" deep)

Free Area: Zero Entry to 3'6

NOTE: Program and Schedule target for Year Two-the majority of the programming and scheduled time will be established in Year One but may not be fully utilized.

NOTE: Stations in the warm-water pool can be divided to accommodate different programs. Schedule shows prime program at specific time.

NOTE: Based on School Day schedule starting at 9am and ending shortly after 3pm.

Color Codes

Piedmont Unified School District Programming	User Groups	Community Programming	
HS Swimming Teams	Club Swim Teams	Lap Lanes/Swimming	Open Swim-Communi
HS Water Polo Teams	Club Water Polo Teams	Swim Lessons	Home School PE/Fitness
PE Classes	Masters Team	Aquatic Fitness	Therapy/Rehab
Adaptive PE/Special Needs	Artistic Swimming Team	Deep Water Fitness	Recreation Elements Av
Summer School Programs	Pre-Team Program	Senior Programs	Camps: Summer or Holi
Extracurricular Activities/Clubs	Summer Rec Swim Team	Special Needs	Diving Classes
School Program-General	Triathlon Training Group	Aquatic Rec Classes	Lifesaving & Red Cross C
Middle School WP (run by City)	Scouting Programs	Lifestyle Aquatic: scuba, kayak, etc.	Birthday and Other Part
Classes or Team Room Use	Diving Club	Community Organizations	Splash Ball: Intro to Wa
	Other Schools		Jr. Lifeguard Program

Main Competition Pool 25yd x 87'
Temperature: 79° to 80°
Main Course 25 yard lanes. Adjusted lengthwise for Water Polo

	PR	1	2	3	4	5	6	7	8
		12' to 9'			9' to 6' 7"				
5:00									
5:30									
6:00									
6:30		Club Swim or WP Teams							
7:00		May start earlier if demand exists							
7:30									
8:00		HS Swimming and WP Teams							
8:30									
9:00									
9:30									
10:00									
10:30									
11:00		Diving Classes			Lifesaving Programs				
11:30		or Club							
12:00		Open Swim/Recreation							
12:30		With Recreation Features/Equipment							
1:00		In Pool							
1:30									
2:00									
2:30									
3:00									
3:30									
4:00		Can be parties							
4:30									
5:00		Aqua Aquatic Rec Classes							
5:30		Lifest Lifestyle Aquatic: scuba, kayak, etc.							
6:00		Can be parties							
6:30									
7:00		Club Swimming or WP Teams							
7:30		as demand indicates							
8:00									
8:30									
9:00									
9:30									

Community and/or Team Use

	PR	1	2	3	4
		6'7" Deep			
5:00					
5:30					
6:00					
6:30					
7:00		Lap Lanes			
7:30					
8:00					
8:30					
9:00					
9:30					
10:00					
10:30					
11:00					
11:30					
12:00					
12:30					
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4:00					
4:30					
5:00					
5:30					
6:00					
6:30					
7:00					
7:30					
8:00					
8:30					
9:00					
9:30					

Activity/Program Pool
3,177 sf with Ramp & Stairs
Temperature: 83-85°
Warm Water: Depth: 0.0' to 4.6'

	PR	1	2	3	A	B	C
		Lanes 3'6" to 5'0"			Stations 3' to 3'6"		
5:00							
5:30							
6:00							
6:30							
7:00							
7:30							
8:00			Aquatic				
8:30			Fitness		Open: Pre Class		
9:00					Swim		
9:30					Lessons		
10:00							
10:30							
11:00		Fit					
11:30							
12:00		Open Swim					
12:30							
1:00							
1:30							
2:00							
2:30							
3:00		Can be parties					
3:30							
4:00							
4:30							
5:00		Aquatic			Swim		
5:30		Fitness			Lessons		
6:00							
6:30							
7:00							
7:30							
8:00							
8:30							
9:00							
9:30							

Pool Deck and Fun

	Pool De Functi
5:00	5:00
5:30	5:30
6:00	6:00
6:30	6:30
7:00	7:00
7:30	7:30
8:00	8:00
8:30	8:30
9:00	9:00
9:30	9:30
10:00	10:00
10:30	10:30
11:00	11:00
11:30	11:30
12:00	12:00
12:30	12:30
1:00	1:00
1:30	1:30
2:00	2:00
2:30	2:30
3:00	3:00
3:30	3:30
4:00	4:00
4:30	4:30
5:00	5:00
5:30	5:30
6:00	6:00
6:30	6:30
7:00	7:00
7:30	7:30
8:00	8:00
8:30	8:30
9:00	9:00
9:30	9:30

Piedmont Community Pool
Sample Schedule Matrix Model
School Year with HS Teams in Season: Mid August through Early May
Sunday

MAIN POOL: 87' x 75' (29 yd x 25 yd)
12 Lanes Depth 6'7" to 12.0'
August 1, 2022

ACTIVITY/PROGRAM POOL 3,177 sf
3 x 25 yard lap lanes (3'6" to 5'0" deep) Free Area: Zero Entry to 3'6"

NOTE: Program and Schedule target for Year Two-the majority of the programming and scheduled time will be established in Year One but may not be fully utilized.
NOTE: Stations in the warm-water pool can be divided to accommodate different programs. Schedule shows prime program at specific time.
NOTE: Based on School Day schedule starting at 9am and ending shortly after 3pm.

Color Codes

Piedmont Unified School District Programming	User Groups	Community Programming	
HS Swimming Teams	Club Swim Teams	Lap Lanes/Swimming	Open Swim-Community Access
HS Water Polo Teams	Club Water Polo Teams	Swim Lessons	Home School PE/Fitness Program
PE Classes	Masters Team	Aquatic Fitness	Therapy/Rehab
Adaptive PE/Special Needs	Artistic Swimming Team	Deep Water Fitness	Recreation Elements Available
Summer School Programs	Pre-Team Program	Senior Programs	Camps: Summer or Holidays
Extracurricular Activities/Clubs	Summer Rec Swim Team	Special Needs	Diving Classes
School Program-General	Triathlon Training Group	Aquatic Rec Classes	Lifesaving & Red Cross Classes
Middle School WP (run by City)	Scouting Programs	Lifestyle Aquatic: scuba, kayak, etc.	Birthday and Other Parties/Events
Classes or Team Room Use	Diving Club	Community Organizations	Splash Ball: Intro to Water Polo
	Other Schools		Jr. Lifeguard Program

Main Competition Pool 25yd x 87'
Temperature: 79° to 80°
Main Course 25 yard lanes. Adjusted lengthwise for Water Polo

	PR	1	2	3	4	5	6	7	8
		12' to 9'				9' to 6' 7"			
5:00									
5:30									
6:00									
6:30		Club Swim or WP Teams							
7:00		May start earlier if demand exists							
7:30									
8:00		Can be outside club use or large masters							
8:30		and Triathlon/open water training group.							
9:00									
9:30									
10:00									
10:30									
11:00		Diving Classes		Lifesaving Programs					
11:30		or Club							
12:00		Open Swim/Recreation							
12:30		With Recreation Features/Equipment							
1:00		In Pool							
1:30									
2:00									
2:30									
3:00									
3:30									
4:00		Can be parties							
4:30									
5:00		Aqua Aquatic Rec Classes							
5:30		Lifest Lifestyle Aquatic: scuba, kayak, etc.							
6:00		Can be parties							
6:30									
7:00		Club Swimming or WP Teams							
7:30		as demand indicates							
8:00									
8:30									
9:00									

Community and/or Team Use

	PR	1	2	3	4
		6'7" Deep			
5:00					
5:30					
6:00					
6:30					
7:00		Lap Lanes			
7:30					
8:00					
8:30					
9:00					
9:30					
10:00					
10:30					
11:00					
11:30					
12:00					
12:30					
1:00					
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3:30					
4:00					
4:30					
5:00					
5:30					
6:00					
6:30					
7:00					
7:30					
8:00					
8:30					
9:00					

Activity/Program Pool
3,177 sf with Ramp & Stairs
Temperature: 83-85°
Warm Water: Depth: 0.0' to 4.6'

	PR	1	2	3	A	B	C
		Lanes 3'6" to 5'0"			Stations 3' to 3'6"		
5:00							
5:30							
6:00							
6:30							
7:00							
7:30							
8:00			Aquatic				
8:30			Fitness		Open: Pre Class		
9:00					Swim		
9:30					Lessons		
10:00							
10:30							
11:00		Fit					
11:30							
12:00		Open Swim					
12:30							
1:00							
1:30							
2:00							
2:30							
3:00		Can be parties					
3:30							
4:00							
4:30							
5:00		Aquatic			Swim		
5:30		Fitness			Lessons		
6:00							
6:30							
7:00							
7:30							
8:00							
8:30							
9:00							

Pool Deck Party Room and Function Space

	Pool Deck Party & Function Space
5:00	
5:30	
6:00	
6:30	
7:00	
7:30	
8:00	
8:30	
9:00	
9:30	
10:00	
10:30	
11:00	Lifesaving
11:30	Class
12:00	
12:30	
1:00	
1:30	
2:00	
2:30	
3:00	Party or
3:30	Function
4:00	Use
4:30	
5:00	Aquatic
5:30	Classes
6:00	And
6:30	Activities
7:00	Party or
7:30	Function
8:00	
8:30	
9:00	

Piedmont Community Pool
Sample Schedule Matrix Model
School Year HS Teams not in Season: Early May to Mid June
Weekdays

MAIN POOL: 87' x 75' (29 yd x 25 yd)
12 Lanes Depth 6'7" to 12.0'
August 1, 2022

ACTIVITY/PROGRAM POOL 3,177 sf
3 x 25 yard lap lanes (3'6" to 5'0" deep) Free Area: Zero Entry to 3'6"

NOTE: Program and Schedule target for Year Two-the majority of the programming and scheduled time will be established in Year One but may not be fully utilized.
NOTE: Stations in the warm-water pool can be divided to accommodate different programs. Schedule shows prime program at specific time.
NOTE: Based on School Day schedule starting at 9am and ending shortly after 3pm.

Color Codes

Piedmont Unified School District Programming	User Groups	Community Programming	
HS Swimming Teams	Club Swim Teams	Lap Lanes/Swimming	Open Swim-Community Access
HS Water Polo Teams	Club Water Polo Teams	Swim Lessons	Home School PE/Fitness Program
PE Classes	Masters Team	Aquatic Fitness	Therapy/Rehab
Adaptive PE/Special Needs	Artistic Swimming Team	Deep Water Fitness	Recreation Elements Available
Summer School Programs	Pre-Team Program	Senior Programs	Camps: Summer or Holidays
Extracurricular Activities/Clubs	Summer Rec Swim Team	Special Needs	Diving Classes
School Program-General	Triathlon Training Group	Aquatic Rec Classes	Lifesaving & Red Cross Classes
Middle School WP (run by City)	Scouting Programs	Lifestyle Aquatic: scuba, kayak, etc.	Birthday and Other Parties/Events
Classes or Team Room Use	Diving Club	Community Organizations	Splash Ball: Intro to Water Polo
	Other Schools		Jr. Lifeguard Program

Main Competition Pool 25yd x 87'
Temperature: 79° to 80°

	PR	1	2	3	4	5	6	7	8	PR	1	2	3	4
	Main Course 25 yard lanes. Adjusted lengthwise for Water Polo									Community and/or Team Use				
		12' to 9'				9' to 6' 7"					6'7" Deep			
5:00														
5:30											Masters			
6:00		Potential for Swim Club Morning												
6:30		Training												
7:00		Deep Water												
7:30		Fitness												
8:00														
8:30		Transition to School Day												
9:00		General School Programming												
9:30														
10:00		As specific programs are developed and												
10:30		scheduled these will show in time slots												
11:00		(see program options in Color Codes)												
11:30														
12:00							Open if not				Masters			
12:30							used by							
1:00							PUSD							
1:30														
2:00														
2:30														
3:00														
3:30											After School			
4:00		Club Swim or WP Teams									Youth Programs			
4:30		based on demand									Scouting			
5:00														
5:30														
6:00											Masters			
6:30														
7:00		Diving Club												
7:30		If demand												
8:00		exists		Rec Programs (Scuba,							Open			
8:30				Paddle board, kayak, etc.										
9:00														

Activity/Program Pool
3,177 sf with Ramp & Stairs
Temperature: 83-85°
Warm Water: Depth: 0.0' to 4.6'

	PR	1	2	3	A	B	C
		Lanes 3'6" to 5'0"			Stations 3' to 3'6"		
5:00							
5:30							
6:00		Open Access					
6:30							
7:00		Aquatic Fitness					
7:30							
8:00							
8:30							
9:00					Swim		
9:30					Lessons		
10:00							
10:30							
11:00		Senior				Therapy	
11:30		Program				Rehab	
12:00		Fitness					
12:30							
1:00		School Programs					
1:30		Requiring Warm					
2:00		Water (Adaptive, etc.)					
2:30							
3:00							
3:30							
4:00		Open			Swim		
4:30					Lessons		
5:00							
5:30							
6:00							
6:30						Therapy	
7:00						Rehab	
7:30		Fitness					
8:00						Open	
8:30							
9:00							

Pool Deck Party Room and Function Space

	Pool Deck Party & Function Space
5:00	
5:30	
6:00	
6:30	
7:00	
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9:00	
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6:00	
6:30	
7:00	
7:30	
8:00	
8:30	
9:00	

Piedmont Community Pool
Sample Schedule Matrix Model
School Year HS Teams not in Season: Early May to Mid June
Saturday

MAIN POOL: 87' x 75' (29 yd x 25 yd)
12 Lanes Depth 6'7" to 12.0'
August 1, 2022

ACTIVITY/PROGRAM POOL 3,177 sf
3 x 25 yard lap lanes (3'6" to 5'0" deep) Free Area: Zero Entry to 3'6"

NOTE: Program and Schedule target for Year Two-the majority of the programming and scheduled time will be established in Year One but may not be fully utilized.

NOTE: Stations in the warm-water pool can be divided to accommodate different programs. Schedule shows prime program at specific time.

NOTE: Based on School Day schedule starting at 9am and ending shortly after 3pm.

Color Codes

Piedmont Unified School District Programming	User Groups	Community Programming	
HS Swimming Teams	Club Swim Teams	Lap Lanes/Swimming	Open Swim-Community Access
HS Water Polo Teams	Club Water Polo Teams	Swim Lessons	Home School PE/Fitness Program
PE Classes	Masters Team	Aquatic Fitness	Therapy/Rehab
Adaptive PE/Special Needs	Artistic Swimming Team	Deep Water Fitness	Recreation Elements Available
Summer School Programs	Pre-Team Program	Senior Programs	Camps: Summer or Holidays
Extracurricular Activities/Clubs	Summer Rec Swim Team	Special Needs	Diving Classes
School Program-General	Triathlon Training Group	Aquatic Rec Classes	Lifesaving & Red Cross Classes
Middle School WP (run by City)	Scouting Programs	Lifestyle Aquatic: scuba, kayak, etc	Birthday and Other Parties/Events
Classes or Team Room Use	Diving Club	Community Organizations	Splash Ball: Intro to Water Polo
	Other Schools		Jr. Lifeguard Program

Main Competition Pool 25yd x 87'
Temperature: 79° to 80°
Main Course 25 yard lanes. Adjusted lengthwise for Water Polo

	PR	1	2	3	4	5	6	7	8
		12' to 9'				9' to 6' 7"			
5:00									
5:30									
6:00									
6:30		Club Swim or WP Teams							
7:00		May start earlier if demand exists							
7:30									
8:00									
8:30									
9:00									
9:30									
10:00									
10:30									
11:00		Diving Classes		Lifesaving Programs					
11:30		or Club							
12:00		Open Swim/Recreation							
12:30		With Recreation Features/Equipment							
1:00		In Pool							
1:30									
2:00									
2:30									
3:00									
3:30									
4:00		Can be parties							
4:30									
5:00		Aqua Aquatic Rec Classes							
5:30		Lifest Lifestyle Aquatic: scuba, kayak, etc							
6:00		Can be parties							
6:30									
7:00		Club Swimming or WP Teams							
7:30		as demand indicates							
8:00									
8:30									
9:00									

Community and/or Team Use

	PR	1	2	3	4
		6'7" Deep			
5:00					
5:30					
6:00					
6:30					
7:00		Lap Lanes			
7:30					
8:00					
8:30					
9:00					
9:30					
10:00					
10:30					
11:00					
11:30					
12:00					
12:30					
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5:00					
5:30					
6:00					
6:30					
7:00					
7:30					
8:00					
8:30					
9:00					

Activity/Program Pool
3,177 sf with Ramp & Stairs
Temperature: 83-85°
Warm Water: Depth: 0.0' to 4.6'

	PR	1	2	3	A	B	C
		Lanes 3'6" to 5'0"			Stations 3' to 3'6"		
5:00							
5:30							
6:00							
6:30							
7:00							
7:30							
8:00			Aquatic				
8:30			Fitness		Open: Pre Class		
9:00					Swim		
9:30					Lessons		
10:00							
10:30							
11:00		Fit					
11:30							
12:00		Open Swim					
12:30							
1:00							
1:30							
2:00							
2:30							
3:00							
3:30							
4:00		Can be parties					
4:30							
5:00		Aquatic			Swim		
5:30		Fitness			Lessons		
6:00							
6:30							
7:00							
7:30							
8:00							
8:30							
9:00							

Pool Deck Party Room and Function Space

		Pool Deck Party & Function Space
5:00		
5:30		
6:00		
6:30		
7:00		
7:30		
8:00		
8:30		
9:00		
9:30		
10:00		
10:30		
11:00		Lifesaving
11:30		Class
12:00		
12:30		
1:00		
1:30		
2:00		
2:30		
3:00		Party or
3:30		Function
4:00		Use
4:30		
5:00		Aquatic
5:30		Classes
6:00		And
6:30		Activities
7:00		Party or
7:30		Function
8:00		
8:30		
9:00		

Piedmont Community Pool
Sample Schedule Matrix Model
School Year HS Teams not in Season: Early May to Mid June
Sunday

MAIN POOL: 87' x 75' (29 yd x 25 yd)
12 Lanes Depth 6'7" to 12.0'
August 1, 2022

ACTIVITY/PROGRAM POOL 3,177 sf
3 x 25 yard lap lanes (3'6" to 5'0" deep) Free Area: Zero Entry to 3'6"

NOTE: Program and Schedule target for Year Two-the majority of the programming and scheduled time will be established in Year One but may not be fully utilized.

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Color Codes

Piedmont Unified School District Programming	User Groups	Community Programming	
HS Swimming Teams	Club Swim Teams	Lap Lanes/Swimming	Open Swim-Community Access
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PE Classes	Masters Team	Aquatic Fitness	Therapy/Rehab
Adaptive PE/Special Needs	Artistic Swimming Team	Deep Water Fitness	Recreation Elements Available
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Extracurricular Activities/Clubs	Summer Rec Swim Team	Special Needs	Diving Classes
School Program-General	Triathlon Training Group	Aquatic Rec Classes	Lifesaving & Red Cross Classes
Middle School WP (run by City)	Scouting Programs	Lifestyle Aquatic: scuba, kayak, etc.	Birthday and Other Parties/Events
Classes or Team Room Use	Diving Club	Community Organizations	Splash Ball: Intro to Water Polo
	Other Schools		Jr. Lifeguard Program

Main Competition Pool 25yd x 87'
Temperature: 79° to 80°
Main Course 25 yard lanes. Adjusted lengthwise for Water Polo

	PR	1	2	3	4	5	6	7	8	PR	1	2	3	4
		12' to 9'				9' to 6' 7"					6'7" Deep			
5:00														
5:30														
6:00														
6:30		Club Swim or WP Teams												
7:00		May start earlier if demand exists									Lap Lanes			
7:30														
8:00		Can be outside club use or large masters												
8:30		and Triathlon/open water training group.												
9:00														
9:30														
10:00														
10:30														
11:00		Diving Classes			Lifesaving Programs									
11:30		or Club												
12:00		Open Swim/Recreation												
12:30		With Recreation Features/Equipment												
1:00		In Pool												
1:30														
2:00														
2:30														
3:00														
3:30														
4:00		Can be parties												
4:30														
5:00		Aqua Aquatic Rec Classes												
5:30		Lifest Lifestyle Aquatic: scuba, kayak, etc.												
6:00		Can be parties												
6:30														
7:00		Club Swimming or WP Teams												
7:30		as demand indicates												
8:00														
8:30														
9:00														

Activity/Program Pool
3,177 sf with Ramp & Stairs
Temperature: 83-85°
Warm Water: Depth: 0.0' to 4.6'

	PR	1	2	3	A	B	C
		Lanes 3'6" to 5'0"			Stations 3' to 3'6"		
5:00							
5:30							
6:00							
6:30							
7:00							
7:30							
8:00			Aquatic				
8:30			Fitness		Open: Pre Class		
9:00					Swim		
9:30					Lessons		
10:00							
10:30							
11:00		Fit					
11:30							
12:00		Open Swim					
12:30							
1:00							
1:30							
2:00		Can be parties					
2:30							
3:00							
3:30							
4:00							
4:30							
5:00		Aquatic			Swim		
5:30		Fitness			Lessons		
6:00							
6:30							
7:00							
7:30							
8:00							
8:30							
9:00							

Pool Deck Party Room and Function Space

	Pool Deck Party & Function Space
5:00	
5:30	
6:00	
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8:30	
9:00	
9:30	
10:00	
10:30	
11:00	Lifesaving
11:30	Class
12:00	
12:30	
1:00	
1:30	
2:00	
2:30	
3:00	Party or
3:30	Function
4:00	Use
4:30	
5:00	Aquatic
5:30	Classes
6:00	And
6:30	Activities
7:00	Party or
7:30	Function
8:00	
8:30	
9:00	

Piedmont Community Pool
Sample Schedule Matrix Model
Summer: Mid-June to Mid-August
Weekday

MAIN POOL: 87' x 75' (29 yd x 25 yd)
12 Lanes Depth 6'7" to 12.0'
August 1, 2022

ACTIVITY/PROGRAM POOL 3,177 sf
3 x 25 yard lap lanes (3'6" to 5'0" deep) Free Area: Zero Entry to 3'6"

NOTE: Program and Schedule target for Year Two-the majority of the programming and scheduled time will be established in Year One but may not be fully utilized.

NOTE: Stations in the warm-water pool can be divided to accommodate different programs. Schedule shows prime program at specific time.

NOTE: Based on School Day schedule starting at 9am and ending shortly after 3pm.

Color Codes

Piedmont Unified School District Programming	User Groups	Community Programming	
HS Swimming Teams	Club Swim Teams	Lap Lanes/Swimming	Open Swim-Community Access
HS Water Polo Teams	Club Water Polo Teams	Swim Lessons	Home School PE/Fitness Program
PE Classes	Masters Team	Aquatic Fitness	Therapy/Rehab
Adaptive PE/Special Needs	Artistic Swimming Team	Deep Water Fitness	Recreation Elements Available
Summer School Programs	Pre-Team Program	Senior Programs	Camps: Summer or Holidays
Extracurricular Activities/Clubs	Summer Rec Swim Team	Special Needs	Diving Classes
School Program-General	Triathlon Training Group	Aquatic Rec Classes	Lifesaving & Red Cross Classes
Middle School WP (run by City)	Scouting Programs	Lifestyle Aquatic: scuba, kayak, etc	Birthday and Other Parties/Events
Classes or Team Room Use	Diving Club	Community Organizations	Splash Ball: Intro to Water Polo
	Other Schools	Summer Rec Swim Team	Jr. Lifeguard Program

Main Competition Pool 25yd x 87'
Temperature: 79° to 80°
Main Course 25 yard lanes. Adjusted lengthwise for Water Polo

	PR	1	2	3	4	5	6	7	8
		12' to 9'				9' to 6' 7"			
5:00									
5:30									
6:00									
6:30		Club Swim or WP Teams							
7:00		May start earlier if demand exists							
7:30									
8:00									
8:30									
9:00		Summer Rec Swim & Diving Team							
9:30									
10:00									
10:30									
11:00		Diving Classes		Lifesaving Programs					
11:30		or Club							
12:00		Open Swim/Recreation							
12:30		With Recreation Features/Equipment							
1:00		In Pool							
1:30									
2:00									
2:30									
3:00									
3:30									
4:00									
4:30									
5:00		Aqua Aquatic Rec Classes							
5:30		Lifest Lifestyle Aquatic: scuba, kayak, etc							
6:00									
6:30									
7:00		Club Swimming or WP Teams							
7:30		as demand indicats							
8:00									
8:30									
9:00									

Community and/or Team Use

	PR	1	2	3	4
		6'7" Deep			
5:00					
5:30					
6:00		Masters			
6:30					
7:00					
7:30					
8:00		Lap Lanes			
8:30					
9:00					
9:30					
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10:30					
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8:30					
9:00					

Activity/Program Pool
3,177 sf with Ramp & Stairs
Temperature: 83-85°
Warm Water: Depth: 0.0' to 4.6'

	PR	1	2	3	A	B	C
		Lanes 3'6" to 5'0"			Stations 3' to 3'6"		
5:00							
5:30							
6:00							
6:30							
7:00							
7:30							
8:00			Aquatic				
8:30			Fitness		Open: Pre Class		
9:00		Swim			Swim		
9:30		Lessons			Lessons		
10:00							
10:30							
11:00							
11:30							
12:00			Aquatic				
12:30			Fitness				
1:00		Open Swim					
1:30							
2:00							
2:30							
3:00							
3:30							
4:00							
4:30							
5:00		Aquatic			Swim		
5:30		Fitness			Lessons		
6:00							
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8:30							
9:00							

Pool Deck Party Room and Function Space

		Pool Deck Party & Function Space
5:00		
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8:00		
8:30		
9:00		
9:30		
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10:30		
11:00		Lifesaving
11:30		Class
12:00		
12:30		
1:00		
1:30		
2:00		
2:30		
3:00		Party or
3:30		Function
4:00		Use
4:30		
5:00		Aquatic
5:30		Classes
6:00		And
6:30		Activities
7:00		Party or
7:30		Function
8:00		
8:30		
9:00		

Piedmont Community Pool
Sample Schedule Matrix Model
Summer: Mid-June to Mid-August
Saturday

MAIN POOL: 87' x 75' (29 yd x 25 yd)
12 Lanes Depth 6'7" to 12.0'
August 1, 2022

ACTIVITY/PROGRAM POOL 3,177 sf
3 x 25 yard lap lanes (3'6" to 5'0" deep) Free Area: Zero Entry to 3'6"

NOTE: Program and Schedule target for Year Two-the majority of the programming and scheduled time will be established in Year One but may not be fully utilized.

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HS Water Polo Teams	Club Water Polo Teams	Swim Lessons	Home School PE/Fitness Program
PE Classes	Masters Team	Aquatic Fitness	Therapy/Rehab
Adaptive PE/Special Needs	Artistic Swimming Team	Deep Water Fitness	Recreation Elements Available
Summer School Programs	Pre-Team Program	Senior Programs	Camps: Summer or Holidays
Extracurricular Activities/Clubs	Summer Rec Swim Team	Special Needs	Diving Classes
School Program-General	Triathlon Training Group	Aquatic Rec Classes	Lifesaving & Red Cross Classes
Middle School WP (run by City)	Scouting Programs	Lifestyle Aquatic: scuba, kayak, etc.	Birthday and Other Parties/Events
Classes or Team Room Use	Diving Club	Community Organizations	Splash Ball: Intro to Water Polo
	Other Schools		Jr. Lifeguard Program

Main Competition Pool 25yd x 87'
Temperature: 79° to 80°

	PR	1	2	3	4	5	6	7	8	PR	1	2	3	4
	Main Course 25 yard lanes. Adjusted lengthwise for Water Polo									Community and/or Team Use				
		12' to 9'				9' to 6' 7"					6'7" Deep			
5:00														
5:30														
6:00														
6:30		Club Swim or WP Teams												
7:00		May start earlier if demand exists									Lap Lanes			
7:30														
8:00														
8:30														
9:00														
9:30														
10:00														
10:30														
11:00		Diving Classes			Lifesaving Programs									
11:30		or Club												
12:00		Open Swim/Recreation												
12:30		With Recreation Features/Equipment												
1:00		In Pool												
1:30														
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3:00														
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4:00														
4:30														
5:00		Aqua Aquatic Rec Classes												
5:30		Lifest Lifestyle Aquatic: scuba, kayak, etc.												
6:00														
6:30														
7:00		Club Swimming or WP Teams												
7:30		as demand indicates												
8:00														
8:30														
9:00														

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3,177 sf with Ramp & Stairs
Temperature: 83-85°
Warm Water: Depth: 0.0' to 4.6'

	PR	1	2	3	A	B	C
		Lanes 3'6" to 5'0"			Stations 3' to 3'6"		
5:00							
5:30							
6:00							
6:30							
7:00							
7:30							
8:00			Aquatic				
8:30			Fitness		Open: Pre Class		
9:00					Swim		
9:30					Lessons		
10:00							
10:30							
11:00		Fit					
11:30							
12:00		Open Swim					
12:30							
1:00							
1:30							
2:00							
2:30							
3:00							
3:30							
4:00							
4:30							
5:00		Aquatic			Swim		
5:30		Fitness			Lessons		
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9:00							

Pool Deck Party Room and Function Space

	Pool Deck Party & Function Space
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11:00	Lifesaving
11:30	Class
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1:00	
1:30	
2:00	
2:30	
3:00	Party or
3:30	Function
4:00	Use
4:30	
5:00	Aquatic
5:30	Classes
6:00	And
6:30	Activities
7:00	Party or
7:30	Function
8:00	
8:30	
9:00	

Piedmont Community Pool
Sample Schedule Matrix Model
Summer: Mid-June to Mid-August
Sunday

MAIN POOL: 87' x 75' (29 yd x 25 yd)
12 Lanes Depth 6'7" to 12.0'
August 1, 2022

ACTIVITY/PROGRAM POOL 3,177 sf
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Main Course 25 yard lanes. Adjusted lengthwise for Water Polo

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		12' to 9'				9' to 6' 7"			
5:00									
5:30									
6:00									
6:30		Club Swim or WP Teams							
7:00		May start earlier if demand exists							
7:30									
8:00		Can be outside club use or large masters							
8:30		and Triathlon/open water training group.							
9:00									
9:30									
10:00									
10:30									
11:00		Diving Classes		Lifesaving Programs					
11:30		or Club							
12:00		Open Swim/Recreation							
12:30		With Recreation Features/Equipment							
1:00		In Pool							
1:30									
2:00									
2:30									
3:00									
3:30									
4:00		Can be parties							
4:30									
5:00		Aqua Aquatic Rec Classes							
5:30		Lifest Lifestyle Aquatic: scuba, kayak, etc.							
6:00		Can be parties							
6:30									
7:00		Club Swimming or WP Teams							
7:30		as demand indicates							
8:00									
8:30									

Community and/or Team Use

	PR	1	2	3	4
		6'7" Deep			
5:00					
5:30					
6:00					
6:30					
7:00		Lap Lanes			
7:30					
8:00					
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Activity/Program Pool
3,177 sf with Ramp & Stairs
Temperature: 83-85°
Warm Water: Depth: 0.0' to 4.6'

	PR	1	2	3	A	B	C
		Lanes 3'6" to 5'0"			Stations 3' to 3'6"		
5:00							
5:30							
6:00							
6:30							
7:00							
7:30							
8:00			Aquatic				
8:30			Fitness		Open: Pre Class		
9:00					Swim		
9:30					Lessons		
10:00							
10:30							
11:00		Fit					
11:30							
12:00		Open Swim					
12:30							
1:00							
1:30							
2:00							
2:30							
3:00							
3:30							
4:00							
4:30							
5:00		Aquatic			Swim		
5:30		Fitness			Lessons		
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Pool Deck Party Room and Function Space

	Pool Deck Party & Function Space
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11:00	Lifesaving
11:30	Class
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1:00	
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2:00	
2:30	
3:00	Party or
3:30	Function
4:00	Use
4:30	
5:00	Aquatic
5:30	Classes
6:00	And
6:30	Activities
7:00	Party or
7:30	Function
8:00	
8:30	

Piedmont Community Pool
POOL PASS AND USE MARKET ANALYSIS

August 18, 2022 **Calculations for Year Two**

	A	B	C	D	E	F	G	H	I	J	K	L	M	R	S	T	U	V
6				**PIEDMONT COMMUNITY POOL**			**AREA FACILITIES**							**COMPARISON FACILITIES FOR REFERENCE**				
7	**Membership or Pool Pass Type**	**Term**	**Resident or Non-Res. If applicable**	**Pre-Pandemic Pool Pass Rates**	**Suggested Rates at New Community Pool**	**Comments**	**Emeryville Aquatic Center**	**Alameda Aquatic Center**	**Oakland Parks & Rec Pools**	**Moraga Soda Aquatic Center (at High School)**	**Albany Aquatic Center**	**San Leandro Family Aquatic Center (and other pools)**	**YMCA of the East Bay**	**Sonoma Aquatic Club (Current)**	**ParkPoint**	**Sonoma County YMCA**	**Calistoga Community Pool**	**Sebastopol Ives Pool**
8	One time Enrollment Fee						Fitness Passport						$0 (was fee pre pandemic)	$150-$500	$295-395	$49-$129		
9	***Comments***						Entry by program such as lap swim or Open Rec Swim and includes Gym		Entry by program such as lap or open rec swim		Also have Veteran's & Disabled Rate							
10	Adult	Monthly*	Resident	$ 70				NA		$ 90	NA			$ 69.00	$ 82.00	$ 53.00		
11		Monthly*	Non-Resid	$ 82				NA			NA		$ 64					
12		3-Month or Seasonal	Resident	$460 May - October				$81 for Summer			NA			*$189	*$246	*$159		
13		3-Month or Seasonal	Non-Resid	$540 May - October				$98 for Summer			NA							
16		Annual	Resident	$ 750				NA	30 visits for $135		$ 1,008			*$756	*$984	*$636		$ 600.00
17		Annual	Non-Resid	$ 850				NA			$ 1,160							
18		10-Visit	Resident	NA			$ 45	NA	$ 50	12 visits for $60	15 passes for $86						$ 36.00	$ 40.00
19		10-Visit	Non-Resid	NA			$ 51	NA			15 passes for $99						$ 54.00	
22		Daily Drop-in	Resident	$10 M-F			$ 6	$ 5	$ 6	$ 7	$ 7						$ 4.00	$ 4.50

	A	B	C	D	E	F	G	H	I	J	K	L	M	R	S	T	U	V
6				PIEDMONT COMMUNITY POOL			AREA FACILITIES							COMPARISON FACILITIES FOR REFERENCE				
7	Membership or Pool Pass Type	Term	Resident or Non-Res. If applicable	Pre-Pandemic Pool Pass Rates	Suggested Rates at New Community Pool	Comments	Emeryville Aquatic Center	Alameda Aquatic Center	Oakland Parks & Rec Pools	Moraga Soda Aquatic Center (at High School)	Albany Aquatic Center	San Leandro Family Aquatic Center (and other pools)	YMCA of the East Bay	Sonoma Aquatic Club (Current)	ParkPoint	Sonoma County YMCA	Calistoga Community Pool	Sebastopol Ives Pool
23				$15 SAT No Drop-In Passes Sunday. Members with Guests OK														
24		Daily Drop-in	Non-Resid	$ 20			$ 7	$ 6			$ 7						$ 6.00	
25		Observer	Res & Non	$ 7														
26																		
27																		
28	Couples			NA							NA							
29		Monthly	Resident	NA										$ 100.00	$ 136.00	$ 71.00		
30		Monthly	Non-Resid	NA									$ 115					
31		3-Month or Seasonal	Resident	NA										*$270	*$408	*$213		
32		3-Month or Seasonal	Non-Resid	NA														
33		Annual	Resident	NA										*$1080	*$1632	*$852		
34		Annual	Non-Resid	NA														
35				NA														
36																		
37	Senior	Monthly	Resident	$ 55						$ 70					$ 75.00	$ 48.00		
38		Monthly	Non-Resid	$ 65										$ 59.00				
39		3-Month or Seasonal	Resident	$380 May - October				$48 for Summer							*$225	*$144		
40		3-Month or Seasonal	Non-Resid	$460 May - October				$65 for Summer										
41		Annual	Resident	$ 575					30 visits ro $75		$ 720				*$900	*$576		$ 500.00
42		Annual	Non-Resid	$ 650							$ 828							
43		10-Visit	Resident	NA			$ 22		$ 31	12 visits for $55	15 passes for $68						$ 27.00	$ 30.00
44		10-Visit	Non-Resid	NA			$ 27				15 passes for $78						$ 40.00	

	A	B	C	D	E	F	G	H	I	J	K	L	M	R	S	T	U	V
6				PIEDMONT COMMUNITY POOL			AREA FACILITIES							COMPARISON FACILITIES FOR REFERENCE				
7	Membership or Pool Pass Type	Term	Resident or Non-Res. If applicable	Pre-Pandemic Pool Pass Rates	Suggested Rates at New Community Pool	Comments	Emeryville Aquatic Center	Alameda Aquatic Center	Oakland Parks & Rec Pools	Moraga Soda Aquatic Center (at High School)	Albany Aquatic Center	San Leandro Family Aquatic Center (and other pools)	YMCA of the East Bay	Sonoma Aquatic Club (Current)	ParkPoint	Sonoma County YMCA	Calistoga Community Pool	Sebastopol Ives Pool
45		Daily Drop-in	Resident	Adult Rate			$ 3	$ 3	$ 4	$ 6	$ 5.20						$ 3.00	$ 3.50
46		Daily Drop-in	Non-Resid	Adult Rate			$ 4	$ 4			$ 5.25						$ 5.00	
47																		
48																		
49	Senior Couples			NA														
50		Monthly	Resident	NA										$ 80.00	$ 120.00			
51		Monthly	Non-Resid	NA														
52		3-Month or Seasonal	Resident	NA										*$240	*$360			
53		3-Month or Seasonal	Non-Resid	NA														
54		Annual	Resident	NA										*$960	*$1440			
55		Annual	Non-Resid	NA														
56																		
57																		
58	Youth/Child	Monthly	Resident	??				NA		$ 70				$ 40.00	$ 75.00	$ 17.00		
59		Monthly	Non-Resid					NA					$ 34					
60		3-Month or Seasonal	Resident					$48 for Summer						*$105	*$225	*$51		
61		3-Month or Seasonal	Non-Resid					$65 for Summer										
62		Annual	Resident					NA			$ 672			*$420	*$900	*$204		$ 400.00
63		Annual	Non-Resid					NA			$ 672							
64		10-Visit	Resident				$ 22	NA		12 Visits for $45	15 passes for $53							$ 25.00
65		10-Visit	Non-Resid				$ 27	NA			15 passes for $53							
66		Daily Drop-in	Resident				$ 3	$ 3		$ 5	$4.25 (toddler = $3)						Free	$ 3.00
67		Daily Drop-in	Non-Resid				$ 4	$ 4			$ 4.25						$ 3.00	
68																		
69																		
70	Family Ave 4 members	Monthly	Resident	$ 85							NA				$ 190.00	$ 81.00		

	A	B	C	D	E	F	G	H	I	J	K	L	M	R	S	T	U	V
6				PIEDMONT COMMUNITY POOL			AREA FACILITIES							COMPARISON FACILITIES FOR REFERENCE				
7	**Membership or Pool Pass Type**	**Term**	**Resident or Non-Res. If applicable**	**Pre-Pandemic Pool Pass Rates**	**Suggested Rates at New Community Pool**	**Comments**	**Emeryville Aquatic Center**	**Alameda Aquatic Center**	**Oakland Parks & Rec Pools**	**Moraga Soda Aquatic Center (at High School)**	**Albany Aquatic Center**	**San Leandro Family Aquatic Center (and other pools)**	**YMCA of the East Bay**	**Sonoma Aquatic Club (Current)**	**ParkPoint**	**Sonoma County YMCA**	**Calistoga Community Pool**	**Sebastopol Ives Pool**
71		Monthly	Non-Resid	$ 97									$ 115	$ 120.00				
72		3-Month or Seasonal	Resident	$565 May - October										*$330	*$570	*$243		
73		3-Month or Seasonal	Non-Resid	$640 May - October														
74		Annual	Resident											*$1320	*$2280	*$972		
75		Annual	Non-Resid	$ 990														
76																		
77	**TOTALS**																	
78																		

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	**PIEDMONT POOL**												
2	**User Pass Model Analysis**												
3													
4													
5	August 18, 2022												
6				**LAST FULL YEAR**									
7	**Category/Type**			**2019-20 Rate**	**% Non-Res Premium**	**Ratio to Adult Rate**	**Average per Month**	**# of Month Equivalent**	**Passes in 2018-19**	**Percent Resident**	**2018-2019 Revenue**	**% Passes of All Categories**	**COMMENTS**
8	***Annual***												
9		Adult							38		$ 29,700	7%	Rates Look good.
10			Resident	$ 775			$ 64.58	11.07	26	68%	$ 19,500	5%	Good annual to monthly ratio, with incentive for annual roughly equivalent to 10.5 to 11 months. Norm is usually in the 11 month equivalent range.
11			Non-Resident (Base Rate)	$ 875	13%		$ 72.92	10.67	12	32%	$ 10,200	2%	Non resident premium is low in market and norm average. Usually premium is in the 20% range. Current lesson programs are in that 18% to 20% range. May want to consider raising the N-R Premium.
12		Adult Couple											Couple Pass options are becoming very popular. Ratio is usually 1.5 times the adult individual rate. Couple must 2 individuals in same household.
13			Resident	NA									
14			Non-Resident (Base Rate)	NA									
15		Senior							30		$ 17,475	6%	Senior discount is good and in the norm range of 20% to 25%.
16			Resident	$ 599		-23%	$ 49.92	10.89	27	90%	$ 15,525	5%	
17			Non-Resident (Base Rate)	$ 660	10%	-25%	$ 55.00	10.15	3	10%	$ 1,950	1%	Low Premium
18		Senior Couple											Couple Pass options are becoming very popular. Ratio is usually 1.5 times the adult individual rate. Couple must 2 individuals in same household.
19			Resident	NA									
20			Non-Resident (Base Rate)	NA									
21		Youth											Most facilities are offering a Youth Pass, with the requirement that youth under 13 years old must be accompanied by adult or participating in a supervised program.
22			Resident	NA									

	A	B	C	D	E	F	G	H	I	J	K	L	M
7	Category/Type			2019-20 Rate	% Non-Res Premium	Ratio to Adult Rate	Average per Month	# of Month Equivalent	Passes in 2018-19	Percent Resident	2018-2019 Revenue	% Passes of All Categories	COMMENTS
23			Non-Resident (Base Rate)	NA									
24		Family							84		$ 76,860	16%	The family rates are only a 15% increase over an adult individual rate. This is very low compared to other facilities and norms. Usually a family pass or membership is a multiple of 1.6 to 1.75 of the equivalent adult rate. Should discuss the reasoning. With a couples pass may be time or rethink the family membership ratio.
25													Family Annual Pass include up to 10 people. This is very high based on norms and comp facilities. Should review.
26			Resident	$ 890		1.15	$ 74.17	10.47	63	75%	$ 56,070	12%	
27			Non-Resident (Base Rate)	$ 990	11%	1.13	$ 82.50	10.21	21	25%	$ 20,790	4%	Low Premium
28		**ANNUAL SUBTOTALS**							**152**		**$ 124,035**		
29													
30	***Monthly***												
31		Adult							24		$ 1,800	5%	
32			Resident	$ 70					14	58%	$ 980	3%	
33			Non-Resident (Base Rate)	$ 82	17%				10	42%	$ 820	2%	Premium closer to norms
34		Adult Couple											
35			Resident	NA									
36			Non-Resident (Base Rate)	NA									
37		Senior							3		$ 185	1%	
38			Resident	$ 55		-21%			1	33%	$ 55	0%	
39			Non-Resident (Base Rate)	$ 65	18%	-21%			2	67%	$ 130	0%	Premium closer to norms
40		Senior Couple											
41			Resident	NA									
42			Non-Resident (Base Rate)	NA									
43		Youth											Most facilities are offering a Youth Pass, with the requirement that youth under 13 years old must be accompanied by adult or participating in a supervised program.
44			Resident	NA									
45			Non-Resident (Base Rate)	NA									

	A B C	D	E	F	G	H	I	J	K	L	M
7	**Category/Type**	**2019-20 Rate**	**% Non-Res Premium**	**Ratio to Adult Rate**	**Average per Month**	**# of Month Equivalent**	**Passes in 2018-19**	**Percent Resident**	**2018-2019 Revenue**	**% Passes of All Categories**	**COMMENTS**
46	Family						18		$ 1,578	3%	The family rates are only a 21% increase over an adult individual rate. This is very low compared to other facilities and norms. Usually a family pass or membership is a multiple of 1.6 to 1.75 of the equivalent adult rate. Should discuss the reasoning. With a couples pass may be time or rethink the family membership ratio.
47	Resident	$ 85		1.21			14	78%	$ 1,190	3%	
48	Non-Resident (Base Rate)	$ 97	14%	1.18			4	22%	$ 388	1%	
49	**MONTHLY SUBTOTALS**						**45**		**$ 3,563**		
50											
51	***Seasonal***										Seasonal Pass is good from May-October (6 months) but is pro-rated. Need to review this process and look at more effective or targeted season rate such as a summer pass and half year (4 month and 6 month) PAC Pass Model
52	Adult						16			3%	
53	Resident	$ 470					12	75%		2%	
54	Non-Resident (Base Rate)	$ 550	17%				4	25%		1%	
55	Adult Couple										
56	Resident	NA									
57	Non-Resident (Base Rate)	NA									
58	Senior						7			1%	
59	Resident	$ 390		-17%			6	86%		1%	
60	Non-Resident (Base Rate)	$ 470	21%	-15%			1	14%		0%	
61	Senior Couple										
62	Resident										
63	Non-Resident (Base Rate)										
64	Youth										Most facilities are offering a Youth Pass, with the requirement that youth under 13 years old must be accompanied by adult or participating in a supervised program.
65	Resident										
66	Non-Resident (Base Rate)										
67	Family						308			58%	Family Seasonal Pass covers 6 individuals. That is a reasonable coverage.

	A	B	C	D	E	F	G	H	I	J	K	L	M
7	**Category/Type**			**2019-20 Rate**	**% Non-Res Premium**	**Ratio to Adult Rate**	**Average per Month**	**# of Month Equivalent**	**Passes in 2018-19**	**Percent Resident**	**2018-2019 Revenue**	**% Passes of All Categories**	**COMMENTS**
68			Resident	$ 585		1.24			157	51%		30%	
69			Non-Resident (Base Rate)	$ 660	13%	1.20			151	49%		29%	
70	**SEASONAL SUBTOTALS**								**331**		**$ 138,822**		
71													
72	**GRAND TOTALS**								**528**		**$ 266,420**		

Piedmont Community Pool
Financial Forecast Pre-Opening Year Through Year 5
25 yard x 87 foot Main Pool with Warm-Water Activity/Program Pool
Profit & Loss Summary

November 18, 2022

***Year Zero is the 12 months prior to opening of facility. Expenses are those not included in Capital Project Costs**

Year Zero costs can all be included in project capital costs based on funding model.

Net Operating Revenue (Deficit)	**Not including Long Term Capital Reserve**
Total Net Operating Revenue (Deficit)	**Including Long Term Capital Reserve**

@Line Items are average of FY 2018 and FY 2019 full years or 2019 if higher.

	Pre-Pandemic	Projected Operating Budget					
REVENUE	**Actuals Reference@**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
FACILITY REVENUE	**362,494**	**70,000**	**$ 800,107**	**$ 911,048**	**$ 1,003,924**	**$ 1,082,290**	**$ 1,127,573**
Educational, Camps and Clinics	0	0	4,400	5,000	5,400	5,616	5,841
Club and Training Rental	32,748	0	184,200	208,000	228,400	241,876	251,424
Other Pool Rentals	0	0	15,075	25,125	27,660	29,285	30,596
Competitive Events	0	0	2,640	4,000	4,400	4,664	4,897
Special Events & Functions	0	0	120,532	166,540	182,863	190,178	197,785
Concessions & Vending Sales	0	0	0	0	0	0	0
Pool Passes & Daily Use Fees	320,470	15,000	461,920	490,467	540,064	592,849	616,563
Facility Sponsorships/Advertising/Contributions	0	0	7,500	7,500	7,500	7,500	7,500
School District & Partnerships	0	0	0	0	0	0	0
Miscellaneous	9,276	70,000	3,840	4,416	7,637	10,322	12,967
PROGRAM REVENUE	**185,639**	**$ -**	**$ 469,917**	**$ 612,065**	**$ 720,435**	**$ 769,170**	**$ 823,337**
Community and Educational Programs	16,887	0	26,280	35,150	39,368	40,943	42,580
Aquatic Training, Fitness and Therapy	10,792	0	57,412	90,720	101,246	105,255	109,423
Learn to Swim	138,864	0	294,850	355,320	430,974	464,652	507,217
Camps and Clinic Programs	7,379	0	20,425	33,075	42,940	47,645	49,224
Club Team and Training Programs	0	0	33,650	48,900	52,902	55,651	57,767
Concessions and Sales	11,717	0	34,800	46,400	50,504	52,524	54,625
Program Sponsorships/Advertising/Contributions	0	0	2,500	2,500	2,500	2,500	2,500
Miscellaneous	0	0	0	0	0	0	0
TOTAL REVENUE	**$ 548,133**	**$ 70,000**	**$ 1,270,024**	**$ 1,523,113**	**$ 1,724,358**	**$ 1,851,459**	**$ 1,950,910**
Projected Revenue Growth Rate				**20%**	**13%**	**7%**	**5%**

NOTE: Historic Actuals are blended average over 2018 and 2019 and not the exact total of the line items not including capital outlay or liabilities.

NOTE: Total Historic Revenue is based on FY 2018, the highest revenue in most recent 3 years of operation

	A	B	C	G	H	I	J	K	L	M
40	**EXPENSES**				**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
41		**OPERATIONAL EXPENSES**		**659,808**	**185,941**	**1,272,993**	**1,335,480**	**1,385,529**	**1,426,667**	**1,474,978**
42			Utilities	63,049	0	92,968	97,616	101,521	104,567	107,181
43			Maintenance	104,474	0	53,000	60,050	62,872	64,758	79,377
44			Equipment and Supplies	54,247	43,000	65,700	69,435	72,212	74,379	76,238
45			Staff Wages & Salaries	304,252	101,513	775,066	813,819	846,372	871,763	893,557
46			Staff Benefits & Payroll Taxes	52,116	27,978	168,759	177,159	184,216	189,720	194,444
47			Staff-Other Costs	20,994	7,250	10,000	9,300	9,052	9,324	9,557
48			Outside Services	38,876	0	57,000	59,400	61,656	63,416	64,926
49			General Office (includes insurance)	21,800	6,200	40,500	41,200	42,628	43,742	44,698
50			Miscellaneous Expense Contingency	0	0	10,000	7,500	5,000	5,000	5,000
51										
52		**PROGRAM EXPENSES**		**57,772**	**8,731**	**171,029**	**217,068**	**252,572**	**267,820**	**284,686**
53			Community and Educational Programs	0	2,000	10,991	13,857	15,220	15,729	16,258
54			Aquatic Training, Fitness, and Therapy	0	2,577	20,550	31,312	34,713	36,008	37,355
55			Learn to Swim	51,503	3,654	96,415	117,350	142,809	153,072	165,966
56			Camps and Clinics	0	500	7,939	11,768	14,729	16,159	16,670
57			Team Programs	0	0	7,170	9,904	10,120	10,640	11,040
58			Aquatic Program Staff-Miscellaneous	0	0	0	0	0	0	0
59			Concessions & Sales	6,269	0	27,965	32,877	34,983	36,212	37,398
60			Scholarships & Student Support	0	0	0	0	0	0	0
61										
62		**TOTAL OPERATING EXPENSES**		**$ 719,143**	**$ 194,672**	**$ 1,444,022**	**$ 1,552,548**	**$ 1,638,101**	**$ 1,694,487**	**$ 1,759,664**
63			**Projected Operating Expense Growth Rate**				**8%**	**6%**	**3%**	**4%**
64			**NOTE: Historic Line Item Actuals are blended average over 2018 and 2019, not the exact total of the line items not including capital outlay or liabilities.**							
65										
66		**NON-OPERATING EXPENSES**		**$ -**	**$ -**	**$ -**	**$ -**	**$ 35,000**	**$ 60,000**	**$ 75,000**
67			Annual Capital Replacement Reserve Allocation		$ -	$ -	$ -	$ 35,000	$ 60,000	$ 75,000
68										
69										
70		**TOTAL GROSS EXPENSES**		**$ 719,143**	**$ 194,672**	**$ 1,444,022**	**$ 1,552,548**	**$ 1,673,101**	**$ 1,754,487**	**$ 1,834,664**

	A	B	C	G	H	I	J	K	L	M
71										
72					Year Zero*	Year 1	Year 2	Year 3	Year 4	Year 5
73	NET DIRECT INCOME (LOSS)			$ (171,010)	$ (124,672)	$ (173,998)	$ (29,435)	$ 86,257	$ 156,972	$ 191,245
74		COST RECOVERY (Direct Revenue & Expenses Only)		76%	36%	88%	98%	105%	109%	111%
75		CUMULATIVE NET OPERATING INCOME (LOSS)		$ (171,010)	$ (124,672)	$ (298,670)	$ (328,105)	$ (241,847)	$ (84,875)	$ 106,370
76		ACTUAL NET LOSS IN FY 2019 (2018-19)		$ (223,336)	With Insurance included.					
77										
80	NET GRAND TOTAL INCOME (LOSS)				$ (124,672)	$ (173,998)	$ (29,435)	$ 51,257	$ 96,972	$ 116,245
81		COST RECOVERY (with Capital Reserve)			36%	88%	98%	103%	106%	106%
82		CUMULATIVE TOTAL NET INCOME (LOSS)			$ (124,672)	$ (298,670)	$ (328,105)	$ (276,847)	$ (179,875)	$ (63,630)
83										
84	CAPITAL RESERVE ACCUMULATION									
85										
86		LONG TERM CAPITAL MAINTENANCE RESERVE			Year 1	Year 2	Year 3	Year 4	Year 5	Cumulative
87			Annual Reserve Fund Allocation		$ -	$ -	$ 35,000	$ 60,000	$ 75,000	
88			Cumulative Reserve Fund: Years 1-5		$ -	$ -	$ 35,000	$ 95,000	$ 170,000	$ 170,000
89			Annual Reserve Fund: Years 6-10 Allocation (=3% annually)		$ 77,250	$ 79,568	$ 81,955	$ 84,413	$ 86,946	$ 580,131
90			Annual Reserve Fund: Years 11-15		$ 89,554	$ 92,241	$ 95,008	$ 97,858	$ 100,794	$ 1,055,585
91			Annual Reserve Fund: Years 16-20		$ 103,818	$ 106,932	$ 110,140	$ 113,444	$ 116,848	$ 1,606,766
92										

	A	B	G	H	I	J	K	L	M	N	O
1		**Piedmont Community Pool**									
2		**Financial Forecast Pre-Opening Year Through Year 5**									
3											
4	**DESIGN: 25 yard x 87 foot Main Pool with Warm-Water Activity/Program Pool**										
5											
6	**November 18, 2022**										
7	**Facility Revenue**										
8		**Revenue generated from pool passes, daily use, rentals, and programs run by non-city organizations**									
9		***Year Zero is the 12 months prior to opening of facility. Expenses are those not included in Capital Project Costs**									**Issues to Review and Remaining Variables**
10		**Year Zero costs can all be included in project capital costs based on funding model.**									**Potential for Increased Revenue**
11		***Average of FY 2018 and FY 2019 full years or higher of the two as appropriate**									**Potential for Loss of Revenue**
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
14	**Educational, Camp and Clinic Programs**										
15											
16		**Piedmont Unified School District Programs**									**No rental charge based on School District/City Reciprocal Use JUA. With expansion of school programing some supervisory or lifeguarding expenses may be incurred,. To be determined by School District and City.**
17		School District PE Program				0	0	0	0	0	School District plans significant increase in aquatic PE offerings based on additional time and space available and the enhanced programming potential of new pools. Programs concentrated in the Fall and Spring, with some limited PE during the winter.
18		School District Adaptive PE/Sport				0	0	0	0	0	District has indicated expanded and new programming based on improved accessibility and design features suitable for Adaptive PE and inclusive programs and increased pool time/space available.
19		Swim Camps				0	0	0	0	0	Any outside groups renting space for programs-In house camps/clinics are in program revenue. Potential for camps by outside swim team user groups, but not anticipating anything except as part of their normal pool rental.
20		Kids summer or holiday camps/all sport activities									Any outside groups renting space for programs-In house camps/clinics are in program revenue. Planning to be in-house
21		Use of Facility Linked to other sport camps									Outside group camp rentals during year-not facility controlled camps. Likely to have some pool rental camp use linked to teams utilizing Skillings Field.
22		Scuba				2,200	2,500	2,700	2,808	2,920	Rental space by scuba business for teaching/training and activities
23		Recreational Programming				2,200	2,500	2,700	2,808	2,920	Kayak, Canoe, Stand-Up Paddleboarding for example-Outsourced programming-could bring in house as developed. Potential upside

	A	B	G	H	I	J	K	L	M	N	O
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
24		Other Community/Youth organizations that may utilize facility with programming in excess of just rental use.									Nothing Projected at this point. Can be scouting, Boys & Girls Clubs, Special Olympics, or other community youth based organizations. Likely just rental but could partner with City programs. Likely to evolve in first several years of operation.
25											
26		**CAMP, REC, SUBTOTALS**		**0**	**0**	**4,400**	**5,000**	**5,400**	**5,616**	**5,841**	
27											
28		**Club and Training Use**									**See Sample Schedule Matrices for available training time and space.**
29											Tentative 25 yard Lane Rental Retail Rate: $18/lane/hour which includes lifeguard/supervision. Large volume and long term users can receive negotiated discounts as applicable.
30											Lane Rental worksheet calculations are used for Year 2 revenue. Year 1 is calculated at 90% of Year 2.
31		**Prime User Groups (see specific categories in lines 32-36)**				182,700	203,000	223,300	236,698	246,166	Estimated overall outside team rental rates of the following groups. This total represents 80% of the total available space in Year 1, increasing to 85% in Year 2 and 90% of Year 3. Initial indications of demand by outside clubs and new opportunities support these calculations. Rental rates to increase with inflation and anticipated growth of program participation.
32		Piedmont Swim Team (PST)									PST Coach has indicated demand to rent significantly more space at the Community Pool, reducing use of other area pools and supporting club growth. Hours and rental to be determined in negotiations between the City and PST.
33		Other USA Swimming or Club Teams									There will be some open time on weekends available, but we are not factoring any rental use by other USA Swimming Club teams.
34											
35		Outside Masters Group Rental									There is significant potential for an organized US Masters Swim Club to develop a program at the pool and rent space. This could also be an in-house program offered by the City and building on the historic popularity of lap swimming at the old Pool. A potential masters program could utilize 40 lane/hours per week throughout the year.
36		Water Polo Club Team									Anticipate a club water polo team renting pool time. This could be a new club as a feeder program for the high school teams or a satellite program for one of the established water polo teams in the region. Lower priority hours than PST or High School, utilizing more later evening and weekend hours. Use likely to be in the range of 10 hours/week for 40 weeks/year.

	A	B	G	H	I	J	K	L	M	N	O
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
37		Piedmont High School Swim Team									No Rent. Part of School District/City Joint Use Reciprocal agreement. As program grows and more space is utilized some additional lifeguarding/supervisory costs may be incurred. Any supervisory costs to be determined in discussions between the City and School District. Estimated use of 12 hours/week using 8 lanes for 14 weeks. Total of 168 hours per school year.
38		Piedmont Middle School Swim/Dive Team									Historically run by City recreation. Anticipate this continuing to be City run.
39		Piedmont High School Water Polo Teams									No Rent. Part of School District/City Joint Use Reciprocal agreement. School and City to determine if any additional guarding or supervision may be needed. Estimated use of 15 hours/week using full Main Pool for 14 weeks. Total of 210 hours per school year.
40		PHS Off-Season School Year Training and Conditioning for teams									No Rent. Off-season training for Swimming, Diving, WP as needed. Lane/space needs and schedule to be determined by School District and City.
41											
42		Other High School Team Rentals									Do not project any other public or private schools using the pool unless some early morning time before the school day is available.
43											
44		Diving Club Team									With the availability of diving boards a club diving team may utilize the pool. Can be feeder program for high school and/or an extension of diving lessons offered by the City. Diving Club team would take up 3 lanes during practice. Rough estimate of use would be 8 hours/week for 36 weeks/year at $50/hour by Year 3. Limited growth potential with only 1 meter boards.
45		Aquatic Sport Training Camps/Clinics				1,500	2,500	2,600	2,678	2,758	Potential for outside clubs to host something such as tryouts, stroke clinics, etc..
46		Triathlon Camps/Clinics				0	2,500	2,500	2,500	2,500	May be outside group hosting a training camp. Likely to be some small revenue.
47		Existing Facility Rentals	0307-006	32,748							Existing historic rental budget line item lumps all rentals together, not broken out by type of rental or user group.
48		Miscellaneous					0	0	0	0	
49											
50		**CLUB AND TRAINING SUBTOTAL**		**32,748**	**0**	**184,200**	**208,000**	**228,400**	**241,876**	**251,424**	
51											
52		**Other Pool Rentals**									**These are pool rentals only, not package rental programs including both the Party Room and pool access. Party Rentals are included in the special function rentals beginning on line # 77.**
53		Main Pool Rentals (non-competitive)				4,500	7,500	8,400	8,736	9,085	Mostly recreation functions utilizing recreation features & equipment or special events. Based on 75 hours/year of renting half the pool @ $100/hour by Year 2

	A	B	G	H	I	J	K	L	M	N	O
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
54		Activity/Program Pool Rentals				3,375	5,625	6,300	6,552	6,814	Mostly recreation functions utilizing recreation features & equipment or special events. May rent portions of pool pending use. Based on 75 hours/year rental @75/hour.
55		Program Pool Therapy/Rehab Rentals				7,200	12,000	12,960	13,997	14,697	Outside therapy/rehab provider: Estimate 5 hours/week @ $60/hour for 40 weeks. Project renting a small space in Program/Activity Pool depending on therapy activity. Should reach out to area PT, Rehab, and related health care providers to explore interest. Most of these hours would be during school day and would not be offered during peak use times.
56		Recreational Equipment Rental									See Special Events and Function Rentals
57		Existing Facility Rentals		0							Lumped together in Training Rental line item.
58											
59		**OTHER POOL RENTALS SUBTOTAL**		**0**	**0**	**15,075**	**25,125**	**27,660**	**29,285**	**30,596**	
60											
61		**Competitive Event Rentals**									**Competitive events are limited by parking, spectator seating, and deck space in facility. Spectator seating capacity of 180 and competitor seating of 150 supports School District targeted high school targeted swimming dual and tri meets and water polo games and small invitational WP tournaments. This capacity could also support small club swim meets, water polo club tournaments/games, and recreation meets should there be interest in hosting non-high school events.**
62											
63		High School Event Rentals									Part of School District & City JUA so no rent is projected. Some event related expenses may be charged based on event set up, use and operation of timing system and scoreboard, or other direct incurred event expenses. These costs to be determined jointly by the School District and the City. No cost reimbursement is included in this budget.
64		Swimming & Diving Events				0	0	0	0	0	Anticipate 8 events/year including invitational and championships @ average supervisory/systems cost of $200/event pending type of meet.
65		Water Polo Events				0	0	0	0	0	Anticipate 16 events/year including games and tournaments @ average supervisory/systems cost of $150/day pending type of competition.
66		Event/Competition Rentals (Non-High School)			-						Should outside clubs be able to host occasional meets the following are suggested pool event rental rates: Event-full day @ $2,000/day for full pool. Half Day @ $1,200 Hour @ $250 Rental includes timing system & scoreboard plus some set up support and supervision. Use of Warm-up Lanes in Activity/Program pool would be $500/day; 300/half day, $60/hour. No outside event revenue is factored in to budget projections.

	A	B	G	H	I	J	K	L	M	N	O
12			Aquatics 117	Pre-Pandemic	Budget Projections						
13		Category	G/L Account #s	Actuals Reference	Year Zero*	Year 1	Year 2	Year 3	Year 4	Year 5	Comments
67		Swimming Meets (Club hosted)				0	0	0	0	0	Potential exists to host events, but none factored into budget. Would be up to City if any outside events would be hosted.
68		Water Polo tournaments (Club hosted)				0	0	0	0	0	Potential exists to host events, but none factored into budget. Would be up to City if any outside events would be hosted.
69		Facility direct event revenue				0	0	0	0	0	Includes revenue from events hosted by facility where facility controls event tickets, programs, event advertising, event licensed merchandise, etc. In rentals for events hosted by outside groups these rights are retained by the host organization. Not currently projecting any direct facility event revenue.
70		Meet/Event Sales commissions									Host team may bring in a swim dealer or vendor for outside sales, but not anticipating any revenue initially.
71		Food Concessions-Events				2,640	4,000	4,400	4,664	4,897	Net Revenue calculated as 20% of gross food revenue. The gross sales are based on $2/event attendee. Event concessions run through Pool concession stand with the potential for additional food sales or food truck set up at site for bigger events.
72		Parking Revenue									No Parking Revenue in Business Model (or spaces controlled by facility)
73		Event Lifeguard Reimbursement by event hosts									Lifeguard costs are included in event rental fees
74		Hotel Room Rebates-Events, camps, etc.									Not applicable in this event model.
75											
76		**COMPETITIVE EVENTS REVENUE SUBTOTAL**		**0**	**0**	**2,640**	**4,000**	**4,400**	**4,664**	**4,897**	
77											
78		**Special Rentals and Functions**									**Existing historic budget rentals lumped together in training rentals.**
79											
80		Birthday Parties and other parties				50,032	62,540	67,543	70,245	73,055	Party Fee includes the Party Room plus the pool time/space. Average blended Resident/Non-resident Fee of $265 for 2-hour party with supporting pool time. Projection in Year 2 is for 5 parties/week for 40 weeks of year and 3 parties/week for the colder 12 weeks of year. 2019 birthday party rates were $150/Res and $170 for Non-Res for 2 hour session in specific time block. Potential exists for quite a few more with flexible scheduling and added recreation amenities, features, and space. The pools have enough space that you can expand the hours and flexibility that parties can be hosted which will have a significant positive impact on revenue. The new added rec/leisure amenities and space appeal to a wider age range for birthday parties as well as justify a higher fee.

	A	B	G	H	I	J	K	L	M	N	O
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
81		Party/Function Room on Pool Deck: Rentals				15,000	25,000	27,000	28,080	29,203	Potential for rentals of meeting space on pool deck. Rental opportunities include aquatic related program classes such as scuba, lifeguarding, and first aid plus senior programs, organizational programs, team/meet/game support use, and more. Could even use for some small fitness classes. Project retail rental rate of $50/hour. In Year 2 projecting 10 hours/week for 50 weeks/year @ $50/hour. Does not include birthday party rentals. They are in separate line item # 80. Capacity: Meal/reception with round tabs = 25-32; Classroom = 20; reception = 40-45.Total square footage = 376.
82		Summer Pool Parties									No specific fee associated. Revenue is lumped in with pool passes and drop in. Program can expand with greater space and recreation amenities.
83		Recreational Equipment Rental				3,000	4,000	4,320	4,493	4,673	Rental of specialty recreational equipment (climbing wall Wibits inflatables, etc.) for specific events or private functions.
84		The Pavilion and Terrace				52,500	75,000	84,000	87,360	90,854	Potential for rentals on upper level of bathhouse. Total of 1,999 square feet of function space (1,302 sf covered plus 697 of open Terrace plus 1,223 sf of circulation area, restrooms, and storage. Capacity for receptions of 150+ people, banquet seating for 100 to 115, meeting space for 50-75, Market or trade show events with eight 8' x 10' booths. Rental rate budgeted at $250/hour. Projection for Year 2 = 300 hours/year (approximately 4 hours/week) @ $250/hour.
85		Other rentals									Opportunity also exists to run fitness/activity classes in the Pavilion/Terrace. Revenue showing in Program Revenue section of budget.
86											
87		**SPECIAL EVENTS, FUNCTIONS, RENTALS**		**0**	**0**	**120,532**	**166,540**	**182,863**	**190,178**	**197,785**	
94											
95		**Retail, Concession, and Vending Sales**									**All of these numbers represent net profits from these operations. These items are more of a service to pool members and users, but some small revenue can be generated.**
96		Vending				0	0	0	0	0	Not currently in design or business model. Can add later if demand exists.
97		Front Desk kiosk sales						0	0	0	In Program Revenue unless City decides to outsource.
98		Food Concessions						0	0	0	The food concession stand at the Pool is projected to be run in-house by the City. Historically it has been run in-house. Revenue is showing in Program Revenue Spreadsheet.
99											
100											
101		**CONCESSION & VENDING SUBTOTAL**		**0**	**0**	**0**	**0**	**0**	**0**	**0**	
102											

	A	B	G	H	I	J	K	L	M	N	O
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
103		**Pool Passes and Daily Drop-Ins**									**See Pool Pass Market Analysis in Attachment #4 for market user rate comparisons and historic Piedmont actuals.**
104											**Plan on advance Pool Pass drive in Year Zero to help offset Year Zero costs and generate cash flow prior to opening.**
105											**Pool Pass Rates reflect a 25% non-resident premium. Potential for increased revenue. Do not anticipate this added 5% to the premium will have any significant impact on total pool pass purchasers/users.**
106		Annual Registration Fee				0	0	0	0	0	Covers administration, payment processing, etc. No annual or one time annual registration fee historically. Not included in this business model either.
107		Daily Admissions (Shows as Gate Fees in existing Budget)	0307-001	43,983		70,000	55,000	61,050	65,934	68,571	Top Down Placeholder pending fine tuning of Daily Pool Pass fee and model.
108		All users						0	0	0	Higher in Year 1 as people are trying out the new facility and considering annual, seasonal, or monthly Pool Passes.
111		10-Punch Pass				0	0	0	0	0	Historically there have not been multi-visit passes. Not projecting multi-use pass in business model
115		Pool Passes	0307-002	276,487	15,000	391,920	435,467	479,014	526,915	547,992	ISG used the current Piedmont Pool Pass and user fees as a base for these top down projections, The projections are based on a 20% increase in fees and a 25% increase in Pool Passes over 2019 historic Pool Passes revenue by Year 2. ISG recommends a total review and potentially restructuring of the User Pass model, updating the current structure which has been in place for many years. An increase to a 25% premium for non-Piedmont residents is also factored into the projections. Opportunity to launch pre-opening Pool Pass incentives to generate Year Zero revenue to defray pre-opening costs. Some small advance pass revenue is included in Year Zero, projected at 4% of overall annual revenue.
116											Growth Projections: Year 1 is 15% down from Year 2 (which still represents a 35% increase over last full pre-pandemic year at the old Community Pool. Year 3 = +10%; Year 4 = +5%; Year 5 = +4% growth. Revenue growth factors in both fee increases linked to inflation and actual growth in numbers.
120		Corporate Pool Pass Programs									Explore Opportunities. Potential for some small corporate Pool Pass opportunities. Not included in initial budget.
121		Combined Group/Organizational Pass Program partnerships									Nothing Factored in at this point. Potential includes possibilities such as Scouts, Boys & Girls Club, etc.?
122		Hotel Guest Pool Pass Program									No significant hotel market. No revenue projected.
123											
124											
125		**POOL PASS /DAILY USAGE SUBTOTAL**		**320,470**	**15,000**	**461,920**	**490,467**	**540,064**	**592,849**	**616,563**	
126											

	A	B	G	H	I	J	K	L	M	N	O
12			Aquatics 117	Pre-Pandemic	Budget Projections						
13		Category	G/L Account #s	Actuals Reference	Year Zero*	Year 1	Year 2	Year 3	Year 4	Year 5	Comments
127		**Facility Sponsorships and Contributions**									
128											**Includes cost relieving in-kind donations (VIK)**
129		Sponsorships				5,000	5,000	5,000	5,000	5,000	Very Conservative estimate. Based on City regulations
130		Advertising				2,500	2,500	2,500	2,500	2,500	Very Conservative estimate.
131		Annual Fundraising									Some capital fundraising is included in the funding model for specific pool features. No ongoing annual donor or development campaign is included in the financial projections.
132		Partnerships									Opportunity for corporate health programs/program funding and other partnerships
133		Grant Support									Potential program for Pool Pass scholarships or user fees for those residents unable to afford use of facility. Nothing factored in but potential and need exists.
134											
135		**SPONSORSHIP/CONTRIBUTIONS SUBTOTAL**		**0**	**0**	**7,500**	**7,500**	**7,500**	**7,500**	**7,500**	
136											
137		**School District and Other Partnerships**									**Potential for opportunities.**
138											
139		School District Annual Payments									School District pays no pool rent based on School District/City Joint Use Reciprocal Agreement.
140		Supervisory Fees									Supervisory/Lifeguard/Monitor Fee is projected at $25/hour for single lifeguard/monitor on duty for programs offered by outside groups. This hourly rate includes payroll taxes and other employee expenses in addition to the hourly wage. No fees are initially included in the budget projections.
141											
142		School District Supervisory Fees									Potential exists for some supervisory or additional lifeguarding hours in support of School District programs. Nothing factored into budget. Any fees to be determined jointly by City and PUSD.
143		Swimming and Diving Team				0	0	0	0	0	
144		Water Polo Teams				0	0	0	0	0	
145		Off Season Training				0	0	0	0	0	
146		PE Programs				0	0	0	0	0	
147		Adaptive PE & Special Needs				0	0	0	0	0	
148											
149		Health Care Provider Partner									A health care provider partner may become involved in future health and wellness programs at the Pools, expanding program beyond just renting pool time for therapy and rehab.
150		Other Partnership									
151											
152											
153		**SCHOOL DISTRICT & OTHER PARNTNERSHIPS**		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**No partnership or rental use included in this business model**

	A	B	G	H	I	J	K	L	M	N	O
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
154											
155	**Miscellaneous Income**										
156		Locker Rental Fees	0307-013	2,560		3,840	4,416	4,637	4,822	4,967	Anticipate 50% increase with added locker space, pool space, and program expansion.
157		Interest	0305-001	6,716		0	0	3,000	5,500	8,000	Earned Interest only occurs when facility is showing a positive net revenue. Based on current projections positive revenue begins to earn interest beginning in Year 3.
158		Existing Aquatic Funds Balance			70,000						Current Aquatic Funds Account Balance included in Year Zero revenue to support purchase of FF & E and other Year Zero start up Expenses.
159		Other									
160											
161		**MISCELLANEOUS INCOME**		**9,276**	**70,000**	**3,840**	**4,416**	**7,637**	**10,322**	**12,967**	
162											
163											
164	**GRAND TOTAL-FACILITY REVENUE**			**362,494**	**70,000**	**800,107**	**911,048**	**1,003,924**	**1,082,290**	**1,127,573**	

	A	B	G	H	I	J	K	L	M	N	O
1		**Piedmont Community Pool**									
2		**Financial Forecast Pre-Opening Year Through Year 5**									
3											
4	**DESIGN: 25 yard x 87 foot Main Pool with Warm-Water Activity/Program Pool**										
5											
6	**November 18, 2022**										
7	**Program Revenue**										
8		**Revenue generated by programs run by City of Piedmont**									
9		***Year Zero is the 12 months prior to opening of facility. Expenses are those not included in Capital Project Costs**									**Issues to Review and Remaining Variables**
10		**Year Zero costs can all be included in project capital costs based on funding model.**									**Potential for Increased Revenue**
11		***Average of FY 2018 and FY 2019 full years or higher of the two as appropriate**									**Potential for Loss of Revenue**
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
14											**NOTE: Program fees are blended average of resident/non-resident fees assuming 75% resident unless otherwise indicated. With new pool we think there will be more non-resident program participants based on the program friendly pools' features. Non-resident fees are based on a 20% premium, but this could be increased to a 25% premium with only a projected 5% to 8% drop off in non-resident program participants as space allows. Residents receive priority registration in advance of non-residents.**
15	**Community & Education Programming**										
16		Lifesaving/Water Safety/Instructor Courses and Certification.				12,500	15,625	17,500	18,200	18,928	50 students/year @ $250/class in Year 1 (after licensing & certification fees). Very important to help supply the lifeguards and instructors needed. Explore working with School District to potentially offer School credit for class/certification. 2019 rates were $250 Res/$270 Non-Res but these included the certification fee.
17		First Aid/CPR/AED				4,500	5,625	6,300	6,552	6,814	Provide classes for outside groups also. Can also utilize Pavilion for these programs.
18		Jr. Guard Program				7,280	10,400	11,648	12,114	12,598	Year round or pre-summer program coordinated with beach program. Average 40 kids/year @ $260 average fee.
19		Home School Aquatics and Fitness				2,000	3,500	3,920	4,077	4,240	Opportunity during the school day.
20		Scuba				0	0	0	0	0	Outsourced and showing in facility revenue
21		Classes and other programs linked to Health care providers				0	0	0	0	0	Pursue Health Care program partners or providers as project progresses.
22		Existing Health and Safety Programs	0307-010	16,887							Lumped together in existing line item budget. Peak in FY 2018
23											
24		**COMMUNITY & EDUCATIONAL PROGRAMMING SUBTOTAL**		**16,887**	**0**	**26,280**	**35,150**	**39,368**	**40,943**	**42,580**	
25											
26	**Aquatics Training, Fitness and Therapy Programs**										**Significant new programs compared to existing City aquatic fitness programs. Anticipate slower uptake in Year 1 and then faster growth in Years 2 and 3.**

	A	B	G	H	I	J	K	L	M	N	O
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
27											
28		Aquatic Fitness Classes	0307-008	10,792		30,000	51,200	57,344	59,638	62,023	Year 2 projection: 20 classes/week with 8 students/class @ $8/class for 30 weeks/year and 50% of this during 20 winter months. The fee is a blend of drop-in fee of $9 ($8 in 2019) and multi-class packages.
29		Personal Training-Aquatics				6,912	11,520	12,902	13,418	13,955	Personal training and cross training are rapidly increasing in aquatics. This is upside potential. Year 2 calculation is based on 4 sessions/week @ $60/hour for 48 weeks.
30											
31		Fitness and Activity Classes in Pavilion				18,000	24,000	26,880	27,955	29,073	Opportunity for fitness/activity classes in the Pavilion/Terrace. Project 8 hours/week with 10 participants per class @ 6/class for 50 weeks/year in Year 2.
32		Senior Programs-independent of pool passes				2,500	4,000	4,120	4,244	4,371	Opportunities with nearby senior living centers in neighboring towns and supported by pool deck meeting space. May want to engage organizations in next step in the development process.
33		Therapy/Rehab									Outsources-showing in facility revenue as rental income
34											
35		**AQUATIC FITNESS SUBTOTAL**		**10,792**	**0**	**57,412**	**90,720**	**101,246**	**105,255**	**109,423**	
36											
46											
47		**Learn to Swim Program**									**Includes all group lessons, kids and adults, private and semi-private lessons, swim lessons for triathletes, or private stroke lessons through City, etc. Lesson model currently based on traditional model of seasonal sessions with a set number of classes and # of weeks.**
48		Registration Fees-Swim Lesson Program	0307-003	138,864							**See Swim Lesson Market Analysis and Projections Worksheet Attachment #2.**
49		Group Lessons: Youth				204,000	244,800	296,453	320,169	350,298	
50		Group Lessons: Adult				38,250	45,900	55,406	59,839	65,440	Adult lessons include a wide range of skills and formats.
51		Private Lessons				34,000	40,800	49,123	53,053	57,741	Private Lessons are trending up and are very popular in market. Significant upside anticipated with the added space and time available.
52		Semi-Private Lessons				13,600	16,320	19,992	21,591	23,738	
53		Potential Incremental Revenue with Perpetual Billing Hybrid Lesson Model									Perpetual billing model with monthly pool passes covering 1 or 2 lessons per week may add another 10% to 20% to lesson revenue through better retention and creating year round swim lesson model. Suggest potential for a hybrid, with year round lessons on the perpetual billing model with session based classes also offered during the summer for those wanting a short intensive 2 week program.
54		Historic Swim Lesson Revenue	0307-003	138,864							Peak in FY 2018
55											

	A	B	G	H	I	J	K	L	M	N	O
12			Aquatics 117	Pre-Pandemic	Budget Projections						
13		Category	G/L Account #s	Actuals Reference	Year Zero*	Year 1	Year 2	Year 3	Year 4	Year 5	Comments
56		Other Revenue (Grants, Sponsorships)				5,000	7,500	10,000	10,000	10,000	Grant programs supporting community and disadvantaged learn to swim programs, scholarships and community programs. No grant program revenue included initially.
57		Youth Organization Partner Program									Nothing included but worth exploring
58		School Partnership Program									Nothing included but worth exploring. Potential partnership with schools for swim lessons for all 3rd graders for example. Potential for Grant Funding for program and transportation.
59											
60		**LEARN TO SWIM PROGRAM SUBTOTAL**		**138,864**	**0**	**294,850**	**355,320**	**430,974**	**464,652**	**507,217**	
61		**Camp and Clinic Programs**									**Do not have historic breakdown of participation/revenue by specific camp programs**
62											
63		Kids summer day camps/all sport activities				2,500	3,200	3,584	3,727	3,839	Use of pool by other City camp participants.
64		Camp Splash				13,800	23,000	26,450	28,037	28,878	Average of 100 kids per summer @ $230 average. 2019 rates = $200/week/Res and $225/week/Non-res for 2 weeks. Year 2 Projection = 3 weeks with total of 100 kids per summer @ $230 average fee.
65		Spring Break Aqua Camp				4,125	6,875	7,906	8,381	8,632	Average of 25 kids @ $275. 2019 Fees = $240/Res and $270/Non Res.
66		Youth Polo Camps									
67		Diving Camps									
68		New aquatic Camps/Clinics				0	0	5,000	7,500	7,875	Potential for future swim or aquatic specific camps as program grows. Line item is projected revenue beginning in Year 2 and 3 for new camp programs.
69		Triathlon Camps					0	0	0	0	Potential for future triathlon swim specific camps as program grows. Currently showing as outsourced rental to triathlon group.
70		Existing City Camp Programs	0307-007	7,379							
71											
72		**CAMP/CLINIC PROGRAMS SUBTOTAL**		**7,379**	**0**	**20,425**	**33,075**	**42,940**	**47,645**	**49,224**	
73											
74		**Club and Training Programs**									
75											
76		Summer Rec Swim Team				12,000	18,000	18,180	19,089	19,853	NEW PROGRAM: Year 2 = 60 kids @$300/summer. Plan to run in-house. Also could be run by outside club and then would be in Facility Revenue.
77		Pre-Swim Boot Camp				5,400	9,000	10,350	10,971	11,300	Potential for future swim specific camps as program grows. Fee in 2019 = $200/week Res and $225/week Non-Res. Project 20 kids per week for 2 weeks per summer (up from 1 week in 2019) @ $225/week.
78		Masters									Masters currently showing in outside user group rental. Can evolve into an in-house program.

	A	B	G	H	I	J	K	L	M	N	O
12			Aquatics 117	Pre-Pandemic	Budget Projections						
13		Category	G/L Account #s	Actuals Reference	Year Zero*	Year 1	Year 2	Year 3	Year 4	Year 5	Comments
79		Diving				2,250	3,900	4,212	4,423	4,600	Diving class offered by City. 15 participants annually at $260
80		Water Polo Team									Outside Club
81		Middle School Swim & Dive Team									City runs these teams. Assume a break even program. Does the City generate any net revenue from these programs?
82		Middle School Water Polo Team									City runs these teams. Assume a break even program. Does the City generate any net revenue from these programs?
83		Youth Water Polo or Splash Ball				10,000	13,000	14,560	15,288	15,900	Youth WP and Splash ball provided by City as intro program. Projection: 50 participants @ $260 total over year in several sessions (not just unique participants). 2019 fees = $225/Week/Resident and $255/Week/Non-resident. Anticipate significant increases in Water Polo programs and interest with WP friendly pool and potential of local club.
84		Water Polo Drop-In				4,000	5,000	5,600	5,880	6,115	Potential for growth with expanded pool and time available and coordination with an outside WP club team.
85		Artistic (Synchro) Swimming									Potential for future program or outside club rental. Nothing initially included.
86		Other Teams									In Facility Revenue
87		Miscellaneous									
88											
89		**CLUB AND TRAINING SUBTOTAL**		**0**	**0**	**33,650**	**48,900**	**52,902**	**55,651**	**57,767**	
97											
98		**Concessions and Sales**									**Historically pool concessions have been run in-house based on low volume of sales. With updated concession space with a separate service window and higher user load concessions sales should increase. Projections assume that the City will continue to run the concession program.**
99											
100		Food Concessions: Gross Revenue	0307-009	10,444		29,400	39,200	42,728	44,437	46,215	Initial projections assumed continued operation by the City. These projections are based on daily revenue. Event specific concession revenue is specifically tracked in the Event revenue center. Anticipate staffing concession window during peak user times as demand dictates. Year 2 Projection: 80 summer days $400 gross revenue; 40 spring/fall weekend days @ $150 gross revenues. The concession as designed presents a potential revenue upside.
101											

	A	B	G	H	I	J	K	L	M	N	O
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
102		Concessions-Other: Historic Budget	0307-012	1,273							
103		Front Desk Kiosk Sales				5,400	7,200	7,776	8,087	8,411	Sales at front desk: goggles, caps, bottle water, energy drinks and bars, etc. Fills in sales gap when concessions is not open. Year 2 Projection = 3 summer months @ $1,200 per month and 9 school year months @ $400/month. These sales an be serviced at the front desk or through concession window but not requiring any dedicated staff.
104											
105		**CONCESSION & SALES SUBTOTAL**		**11,717**	**0**	**34,800**	**46,400**	**50,504**	**52,524**	**54,625**	
106											
107											**Includes cost relieving in-kind donations (VIK)**
108	**Program Specific Sponsorships and Contributions**										
109		Sponsorships				2,500	2,500	2,500	2,500	2,500	In support of Specific Programs
110		Advertising									In support of Specific Programs
111		Annual Fundraising									Annual Fundraising in support of specific programs.
112		Partnerships									Opportunity for corporate health programs/program funding and other partnerships
113		Grant Support									Scholarship Programs and other grant support for programs
114											
115		**SPONSORSHIP/CONTRIBUTIONS SUBTOTAL**		**0**	**0**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	
116											
117	**Miscellaneous Income**										
118		Other									
119											
120		**MISCELLANEOUS INCOME**		**0**	**0**	**0**	**0**	**0**	**0**	**0**	
121											
122											
123	**GRAND TOTAL-PROGRAM REVENUE**			**185,639**	**0**	**469,917**	**612,065**	**720,435**	**769,170**	**823,337**	

Piedmont Community Pool

Financial Forecast Pre-Opening Year Through Year 5

DESIGN: 25 yard x 26.5 meter Main Pool with Warm-Water Activity Pool

September 24, 2022

Operational Expenses

***Year Zero is the 12 months prior to opening of facility. Expenses are those not included in Capital Project Costs**

Year Zero costs can all be included in project capital costs based on funding model.

Issues to Review and Remaining Variables
Potential for Increased Expenses
Potential to Reduce Expenses

***Average of FY 2018 and FY 2019 full years or higher of the two as appropriate. Some historic line items have moved based on some restructuring of City budgeting/bookkeeping expense items.**

Expenses projected to increase average of 3.5% in Year 2 and then 2.5%/year beginning in Year 3 unless otherwise specified.

	Category	Aquatics 117.0417 G/L Account #s	Pre-Pandemic *Actuals Reference	Year Zero*	Year 1	Year 2	Year 3	Year 4	Year 5	Comments
				Budget Projections						
15	**Utilities**									Utility costs are based on carbon net zero all electric program approved by City for project. These electrical costs are based on the energy analysis provided by ELS and Guttmann & Blaevort Consulting Engineers. This analysis is based on the All Electric Pool and Electric Bathhouse Building with Photo Voltaic system. The cost analysis lumps the pools and building together.
16	Main Pool: 25 yards x 87' (75' x 87') 6,949 square feet Includes Bump Out and entry area									Based on 412,132,000 Gallons 6 hour turnover rate. Flow Rate = 1,145 GPM. VFD unit on pumps
17	Electric				0	0	0	0	0	See overall electricity bill below
18	Water/Sewer				10,000	10,350	10,609	10,874	11,146	Water/Sewer does not show in aquatics budget actuals for current pool. How do you want to include in the budget. Assumes high rate sand filters. Estimate is $8,000 Year 1.
19	Gas (Heat/Cool)				0	0	0	0	0	All electric system. No gas consumption.
20										
21										
22	Activity/Program Pool 3,177 sf									Based on 55,454 gallons. Depth 0.0' to 4.5' 3 hour turnover rate. 308 GPM
23	Electric					0	0	0	0	See overall electricity bill below
24	Water/Sewer				4,000	4,140	4,244	4,350	4,458	Does not include initial pool fill-included in construction cost general conditions. Assumes high rate sand filters. Estimate is $2,200 Year 1.
25	Gas (Heat/Cool)				0	0	0	0	0	All electric system

	A	B	G	H	I	J	K	L	M	N	O
13			**Aquatics 117.0417**	**Pre-Pandemic**	**Budget Projections**						**Expenses projected to increase average of 3.5% in Year 2 and then 2.5%/year beginning in Year 3 unless otherwise specified.**
14		**Category**	**G/L Account #s**	***Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
26											
27		Bathhouse and Support Spaces									5,934sf
28		Electric					0	0	0	0	See overall electricity bill below
29		Water/Sewer				10,000	10,350	10,609	10,874	11,146	No water costs are included in past aquatic budgets. How would you like to include water/sewer costs? Estimate = $10,000.
30		Gas (Heat/Cool)				0	0	0	0	0	All electric system
31											
32		Overall Facility Utility Subtotals									Totals of overall facility Utilities by type.
33		Electric				68,968	71,382	73,166	74,996	76,870	Based on energy study
34		Water/Sewer				24,000	24,840	25,461	26,098	26,750	Total of Water/Sewer Use projections for each facility element.
35		Gas (Heat/Cool)									
36											
37		Existing Facility									For overall Community Pool complex
38		PG & E gas and electric	052-001	48,496							
39		Water/Sewer	052-002	14,553							
40		Utilities: Do Not Use	052-003	-14,553							This credit (-$14,553) is actually the water/sewer cost that have since been moved into pool budget as City restructured utility accounts. We have not included this credit in the historic actuals in order to present a more accurate comparison to historic actuals.
41											
42		**UTILITIES SUBTOTAL**		**63,049**	**0**	**92,968**	**96,222**	**98,627**	**101,093**	**103,620**	
43											
44		**Maintenance**									**Some of these services can be outside contracted services**
45		S&E Pool Mechanical Systems				1,000	1,035	1,500	1,538	1,576	
47		Building Repairs & Facility Maintenance	055-003	46,965		18,000	18,630	19,096	19,573	20,062	In actuals this included facility repairs ($28,965) as well as outsourced routine landscaping and grounds maintenance ($18,000). Although historically these are outsourced vendors, they show in maintenance in City Budget. We included these charges in maintenance for comparison purposes. Maintenance projection reflects new facilities, warranties, and best practice routine care and maintenance of the facilities.
48		Building Grounds & Maint	054-006	18,000		22,000	22,770	23,339	23,923	24,521	Grounds and Landscaping. Provided by outsourced vendor but included in maintenance in City budgets. Includes the landscaping and care of grassy areas within pool decks.

	A	B	G	H	I	J	K	L	M	N	O
13			**Aquatics 117.0417**	**Pre-Pandemic**	**Budget Projections**						**Expenses projected to increase average of 3.5% in Year 2 and then 2.5%/year beginning in Year 3 unless otherwise specified.**
14		**Category**	**G/L Account #s**	***Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
49		Pool Specific Maintenance	054-003	38,009		10,000	15,000	15,375	15,759	16,153	Pool Maintenance services moved from Outside Services to this Maintenance Cost section, lines # 44-55. Historic actuals are average of FY 2018 and FY 2019, to reflect the capital repairs. Limited repairs compared to the ongoing repairs required in old Pool.
50		General Maintenance	055-004	1,500							
51		Equipment Repairs				2,000	2,000	2,500	2,563	2,627	Includes pool recreation, training, timing, and other pool related equipment repairs as needed. Mechanical systems are listed in separate line item.
52		Pool Refill-Water and chemicals								13,000	Both Pools-On a 5-year drain and fill cycle but will eventually be staggered by year or time of year.
53											
54		**MAINTENANCE SUBTOTAL**		**104,474**	**0**	**53,000**	**59,435**	**61,810**	**63,355**	**77,939**	
55											
56		**Equipment & Supplies**									**Includes start up supplies and any equipment not included in Capital Costs and FF&E (Furniture, Fixtures, & Equipment). Specific program equipment showing in Program Expenses.**
57		Office Supplies	051-004	1,811	500	2,200	2,277	2,334	2,392	2,452	
58		First Aid/Safety			500	2,000	2,070	2,122	2,175	2,229	Start Up First Aid kits are included in Capital project costs.
59		Custodial/Janitorial Supplies	051-009	4,682	1,500	8,000	8,280	8,487	8,699	8,917	Assumes supplies for additional post Covid disinfectant and cleaning.
60		Pool Chemicals	051-001	26,785			0				Assumes High Rate Sand Filters.
61		Main Pool				32,000	33,120	33,948	34,797	35,667	
62		Activity/Program Pool				6,000	6,210	6,365	6,524	6,687	
65		Repair & Maintenance Supplies	051-003	2,099		2,500	2,588	2,652	2,718	2,786	
66		Uniforms	051-014	6,046		2,500	2,588	2,652	2,718	2,786	Historic actuals seem quite high. What all is included in this line item? May be offset by equipment/apparel sponsorships.
67		Facility Printing & Graphics	051-005	262	500	1,000	1,035	1,061	1,087	1,115	For Facility Signage and Updates. Initial signage included in project capital costs.
68		Pool Equipment		4,949		1,000	1,500	1,538	1,576	1,615	General equipment for pool recreation and other equipment. Program specific equipment is in the appropriate Program Expense line item. Budget breaks this line item into specific categories.
69		Recreational Supplies & Equipment				2,000	2,070	2,122	2,175	2,229	Rec and aquatic equipment, toys, training equipment. etc.
70		Sport and Training Equipment				2,000	2,070	2,122	2,175	2,229	Most included in Program specific expenses.
71		Rental Equipment				0	0	0	0	0	No rental equipment anticipated.

	A	B	G	H	I	J	K	L	M	N	O
13			**Aquatics 117.0417**	**Pre-Pandemic**	**Budget Projections**						**Expenses projected to increase average of 3.5% in Year 2 and then 2.5%/year beginning in Year 3 unless otherwise specified.**
14		**Category**	**G/L Account #s**	***Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
72		Concessions Supplies & Product	051-008				0				Food Concessions showing in Program Expenses
73		General Supplies and Equipment		1,784		1,000	1,035	1,061	1,087	1,115	Miscellaneous facility supplies and equipment.
74		Special Events: Supplies & Equip.	051-015	2,479		3,500	3,623	3,713	3,806	3,901	Parties, Special Events, etc.
75		Site Furnishings	051-016	1,250		0	0	0	0	0	Does not include start up FF & E items in capital expenditures
76		FF & E			40,000						Cost of some FF & E removed from project Capital Budget. Final analysis following final bids and construction detail.
77		Other Supplies	051-007	2,100			0	0	0	0	Not sure what is included in these actuals
78											
79		**EQUIPMENT & SUPPLIES SUBTOTAL**		**54,247**	**43,000**	**65,700**	**68,465**	**70,176**	**71,931**	**73,729**	
80											
81		**Staff Costs: Salaries & Wages**									**Year Zero includes staffing needed prior to opening of facility and not included in project capital costs and training of part-time staff. Using 4% annual escalation to account for COLA, retention, and merit increases.**
82											
83		**Full-Time Staff**									
84		Aquatics Supervisor (top position at facility)			66,788	99,684	102,924	106,269	109,722	112,466	***NEW POSITION*** . Start minimum of 8 months prior to opening. Would also have CPO Certification. Check range of Supervisor level. $99,684 is top range for this level.
85		Aquatics Coordinator			21,475	65,075	67,190	69,374	71,628	73,419	***REPLACES ASSISTANT MANAGER POSITION*** . Start minimum of 4 months prior to opening. Would also have CPO certification. $65,075. Budgeted at top of Coordinator Salary Range.
86		Assistant Manager	010-009	46,364	0	0	0	0	0	0	Position upgraded to Program Manager. This position has disappeared in new management model.
87		Regular Salaries	010-001	49,253							Not sure what is included in "Regular Salaries" historic actuals line item. Is this Recreation Coordinator. Will become Aquatics Coordinator.

	A	B	G	H	I	J	K	L	M	N	O
13			**Aquatics 117.0417**	**Pre-Pandemic**	**Budget Projections**						**Expenses projected to increase average of 3.5% in Year 2 and then 2.5%/year beginning in Year 3 unless otherwise specified.**
14		**Category**	**G/L Account #s**	***Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
88		Customer Service, Marketing Manager/Supervisor			7,500	30,000	31,200	32,448	33,746	35,096	***POTENTIAL NEW POSITION:*** May not need initially depending on skill set and responsibilities of Facility Director and Program Manager. Responsibilities can be divided. Also serves as front desk supervisor and supports marketing and management of Pool Pass program. For purposes of budgeting project this as a .5 FTE (with a $60K equivalent FTE) that could be combined with another roughly comparable City position or coordinated with other pool facility responsibilities. Start 3 months prior to opening. Should review and discuss. Initial expectation is that this is handled by full-time staff or by a part-time position. SHALL WE ZERO OUT THIS JOB LINE ITEM INITIALLY?
89		Maintenance/Operations Manager/Supervisor			2,500	30,000	31,200	32,448	33,746	35,096	***POTENTIAL NEW POSITION:*** Project .5 FTE. Integrate with existing position or staff. Base full FTE = $60,000Start 1 months prior to opening to participate in commissioning and training. CPO Certification. Where might this fall? May contract out, but don't recommend. Can this position be handled within the full time aquatic management staff? Intent is to have one Maintenance/operations supervisor responsible and accountable for the pools.
90											
91											
92		**FULL-TIME STAFF SUBTOTAL**		**95,617**	**98,263**	**224,759**	**232,514**	**240,538**	**248,843**	**256,076**	
93											
94		**Part-Time Staff**									**Assumes moving to $15/hour minimum wage. Hourly wages begin at $18/hour based on current market and demand. Using 4% increases annually to encourage retention.**
95		Clerical/Administrative/Office Staff	010-007	23,887	0	0	0	0	0	0	Historically this position covered front desk staffing and incorporated admin work. These responsibilities are incorporated into the front desk positions.
96		Front Desk/Access Control									Lifeguards and facility management staff can cover front desk when needed. No line item for front desk/access control in existing pool actuals. Is this lumped into lifeguard part-time costs in current actuals? Also can cover sales kiosk. In current actuals this shows in office staff.

	A	B	G	H	I	J	K	L	M	N	O
13			**Aquatics 117.0417**	**Pre-Pandemic**	**Budget Projections**						**Expenses projected to increase average of 3.5% in Year 2 and then 2.5%/year beginning in Year 3 unless otherwise specified.**
14		**Category**	**G/L Account #s**	***Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
97		Summer				25,200	26,208	27,256	28,347	29,480	1 person, 14 hours/day, $18/hour, 100 days.
98		School Year			1,000	46,800	48,672	50,619	52,644	54,749	1 [person 10 hours/day, $18/hour, 260 days. Front desk can be covered by lifeguard rotation during slower hours during the school day.
99											
100											Budgeting assumes that all programs, user groups, rentals are guarded, although only one guard needed if coaches or instructors are certified.
101		Head Lifeguard					0	0	0	0	Head Lifeguards have CPO Certification. They can open and close and help coordinate guards, but still guard.
102		Summer			0	16,000	16,640	17,306	17,998	18,718	1 person, 8 hours/day, $20/hour, 100 days. 800 Total Hours annually.
103		School Year			750	41,600	43,264	44,995	46,794	48,666	1 person, 8 hours/day, $20/hour, 260 days, Training Prior to opening. 2,080 Total Hours annually.
104		Lifeguards	010-004	184,748		0	0	0	0	0	May decrease pending Risk Management analysis of guarding team training and monitored programming. Assuming team training provides own certified guards (coaches can cover if certified) with one supervisory guard on duty for practices.
105											Lifeguards are maxed out for total coverage. Likely to actually be less based on management of time and schedule based on user demand, program scheduling, and weather conditions. See Hourly Attrition projection in Line # 108.
106		Summer				198,900	206,856	215,130	223,735	232,685	Average of 6.5 guards, 17 hours/day, $18/hour, 100 days . 11,050 total hours/year
107		School Year			1,500	258,390	268,726	279,475	290,654	302,280	Average of 4.0 guards, 15 hours/day, $18/hour, 260 days Number and hours of lifeguards is likely affected by State Codes regarding lifeguards. Instructors cover specific programs. 15,600 Total Hours/year minus school district programming covered by School District staff (1,245 hours) for total of 14,355.
108		Lifeguard Hour "Attrition"				-36,583	-38,047	-39,568	-41,151	-42,797	Realistic reduction in lifeguard staffing due to variables, including inclement weather, low load, management efficiency, etc. likely to lower actual lifeguard costs per year. Estimate hour attrition at a conservative 8%

	A	B	G	H	I	J	K	L	M	N	O
13			**Aquatics 117.0417**	**Pre-Pandemic**	**Budget Projections**						**Expenses projected to increase average of 3.5% in Year 2 and then 2.5%/year beginning in Year 3 unless otherwise specified.**
14		**Category**	**G/L Account #s**	***Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
109		Lifeguards/Supervision for School District Programs									No School District reimbursement for any required City supervision or lifeguarding of PUSD programs. Any costs to be agreed upon by School District and City as needed.
110		Overtime	010-003			0	0	0	0	0	
111		Aquatic Fitness Instructors				0	0	0	0	0	In program Expenses
112		Swim Instructors				0	0	0	0	0	In program Expenses
113		Group Fitness Instructors				0	0	0	0	0	In program Expenses
114						0	0	0	0	0	
115		Camp Staff				0	0	0	0	0	In program Expenses
116						0	0	0	0	0	
117		Event Staff costs									All extraordinary event staff costs are paid separately by event renter/host or included in event expenses as a pass through.
118											
119		**PART-TIME STAFF SUBTOTAL**		**208,635**	**3,250**	**550,307**	**572,319**	**595,212**	**619,020**	**643,781**	
120											
121		**STAFF SALARIES & WAGES SUBTOTAL**		**304,252**	**101,513**	**775,066**	**804,833**	**835,750**	**867,863**	**899,857**	
122											
123	**Staff Benefits**										
124											
125	*Historic Actuals*										Organized as shown in budget actuals
126		Health Insurance	011-(001, 002, 003)	16,115							
127											
128		Retirement Benefits									
129		Other Benefits									
130		Life Insurance	013-001	255							
131		Disability Insurance	013-002	193							
132		Medicare	013-005	5,624							Withholding
133		Other									
134											
135	*Projections*										
136											
137		Personnel: CalPERS Pension Cost Salaried Employees	012-001	5,626	8,844	20,228	20,926	21,648	22,396	23,047	Shows as Personnel Normal Cost in historic budget. Calculated based on 9.0% (average of Tier 2 & 3) of salary for full-time salaried employees.
138		Personnel: CalPERS Pension Cost for hourly workers.									Potential for hourly wage employees that end up working full time hours.

	A	B	G	H	I	J	K	L	M	N	O
13			**Aquatics 117.0417**	**Pre-Pandemic**	**Budget Projections**						**Expenses projected to increase average of 3.5% in Year 2 and then 2.5%/year beginning in Year 3 unless otherwise specified.**
14		**Category**	**G/L Account #s**	***Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
139		Full-time staff benefits: Salaried Full-time Employees			10,619	88,488	92,912	97,558	102,436	107,558	Calculated at $29,496/full time benefitted employee (assuming employee selects family coverage). Assuming 3 full-time employees with the two 0.5 FTE factored in as a full time employee. Factor in 5% increase per year. May only end up with 2 full-time benefitted employees. Year Zero is calculated based on pro-rated partial year.
140		Part-time staff benefits: Hourly & Part-time Employees receiving benefits									Calculated at $1,716 per year increasing by 5% annually. No projected part-time benefitted employees initially.
141		Concern EAP Program	013-006	253	750	750	750	750	750	750	Calculated at $250 per full time employee. Based on projected 3 full-time employees
142		Payroll Taxes									Withholding: Full Time and Part-Time
143		FICA	012-002	24,050							
144		Social Security			6,294	48,054	49,900	51,817	53,807	55,791	Calculated at 6.20% of salary/wages
145		Medicare			1,472	11,238	11,670	12,118	12,584	13,048	Calculated at 1.45% of salary/wages
146											
147		**STAFF COSTS-BENEFITS**		**52,116**	**27,978**	**168,759**	**176,158**	**183,891**	**191,973**	**200,194**	
148											
149		**Staff Costs: Other**									**NOTE: Outside services linked to funding, fundraising, design, etc. included in capital costs, not operating budget.**
150											
151		Part Time Staff Development and Training	010-015	17,989	3,000	4,000	3,000	2,500	2,563	2,627	Training includes certification of lifeguards and instructors paid by facility to help recruit staff. Historic actual seems high. What all does this include?
152		Full Time Staff Development							0	0	
153		pool passes, Conferences, Training	031-0014	3,005	1,500	2,000	2,070	2,122	2,175	2,229	
154		Staff Certifications & Licenses			750	1,000	1,035	1,061	1,087	1,115	Includes CPO Training
155		Staff Travel			1,500	2,000	2,070	2,122	2,175	2,229	
156		Dues/Subscriptions			500	1,000	1,035	1,061	1,087	1,115	
157											
158											
159		**STAFF COSTS-OTHER**		**20,994**	**7,250**	**10,000**	**9,210**	**8,865**	**9,087**	**9,314**	
160											
161		**Outside (contract) Services**									**Some outside maintenance services show in Maintenance Costs as they do in the City Budget.**
162											
163		PR/Media									In-house to begin. May need support as Facility and Programs grow

	A	B	G	H	I	J	K	L	M	N	O
13			**Aquatics 117.0417**	**Pre-Pandemic**	**Budget Projections**						**Expenses projected to increase average of 3.5% in Year 2 and then 2.5%/year beginning in Year 3 unless otherwise specified.**
14		**Category**	**G/L Account #s**	***Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
164		Marketing & Promotions	054-011	0		0	0	0	0	0	In-house to begin. May need support as Facility and Programs grow
165		IT/Computer/SF/Website Support				3,000	3,000	3,000	3,000	3,000	In addition to in-house office expenses. This cost has not been allocated to the pool in the past.
166		Human Resources									Can be managed by management staff & Admin
167		Testing Services									
168		Custodial Outsourcing	054-007	30,021		40,000	41,400	42,435	43,496	44,583	
169		Overall General Building Maintenance				0	0	0	0	0	Maintenance services now showing in Maintenance Cost section, lines # 44-55.
170		Pool Maintenance	054-003			0	0	0	0	0	Maintenance services now showing in Maintenance Cost section, lines # 44-55.
171		Pool/Water Testing				1,500	1,553	1,591	1,631	1,672	
172		Plumbing	054-004	3,796		3,000	3,105	3,183	3,262	3,344	
173		Electrical	054-005	0		1,000	1,035	1,061	1,087	1,115	
174		Gardening, Grounds, & Landscape Maintenance	054-006	1,500		0	0	0	0	0	Averaged $18,000/year historically. Moved to Maintenance Cost Section.
175		Inspections	054-012	2,600		1,500	1,553	1,591	1,631	1,672	Historic actuals included pool testing. Now separate line item in these projections.
176		Alarm Monitoring	054-014	959		1,000	1,035	1,061	1,087	1,115	
177		Operations/Mgmt. Consultant					0	0	0	0	
178		Other									Catchall place holder at this point
179											
180		Contract Services (miscellaneous contingency)				6,000	6,000	6,150	6,304	6,461	May have other outside contract services, which may reduce some in-house staff costs.
181											
182		**OUTSIDE SERVICES SUBTOTAL**		**38,876**	**0**	**57,000**	**58,680**	**60,072**	**61,499**	**62,961**	
183											
184	**General Office Costs**										
185		Phone/Media Service			200	1,000	1,035	1,061	1,087	1,115	
186		Information/IT Services	060-(001, 002, 003)	0		2,000	2,050	2,101	2,154	2,208	Allocation of City IT Services related to pools. Currently does not show in Pool Historic actuals.
187		Postage		1,800		1,000	1,025	1,051	1,077	1,104	Was $3,600 in FY 2018 and $0 in FY 2019.
188		Fees-Registration/CC/On-Line									Credit Card and registration processing is added to user charges and is a pass through with no budget impact.
189		Marketing and Promo Materials and Support			3,500	4,000	3,000	3,000	3,000	3,000	Marketing support for overall facility. Additional marketing funds are also included in specific programs under program expenses. Important to incorporate into advance marketing.
190		Advertising			2,500	2,500	2,500	2,500	2,500	2,500	

	A	B	G	H	I	J	K	L	M	N	O
13			**Aquatics 117.0417**	**Pre-Pandemic**	**Budget Projections**						**Expenses projected to increase average of 3.5% in Year 2 and then 2.5%/year beginning in Year 3 unless otherwise specified.**
14		**Category**	**G/L Account #s**	***Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
191		Insurance (Property & Liability)	Not included in Pool Budget Historically	20,000		30,000	30,750	31,519	32,307	33,114	Insurance line item does not appear in existing aquatic historic actuals. Included in this budget for the new Pool. Rough historic estimate is added into the historic actuals for comparison purposes.
192											
193		**GENERAL OFFICE SUBTOTAL**		**21,800**	**6,200**	**40,500**	**40,360**	**41,232**	**42,125**	**43,040**	
194											
195	**Miscellaneous**										
196											
197		Expense Contingency				10,000	7,500	5,000	5,000	5,000	Expense Contingency. Decreases as budgets become more accurate with actual histories and less variances over time.
198											
199		**MISCELLANEOUS SUBTOTAL**		**0**	**0**	**10,000**	**7,500**	**5,000**	**5,000**	**5,000**	
200											
201	**TOTAL-DIRECT OPERATING EXPENSES**			**659,808**	**185,941**	**1,272,993**	**1,320,862**	**1,365,424**	**1,413,925**	**1,475,655**	
202	Annual Increase in Operating Expenses						4%	3%	4%	4%	
203											
204		**GROSS OPERATING EXPENSES-Additional**									**Support long term capital replacement, maintenance, and growth. Target is $1,500,000 by Year Ten**
205	**Facility Reserve**										
206		Initial Funding of Reserve									Any initial funding of reserve from capital funding or endowment.
207		Annual Capital Replacement Reserve Funding Allocation			$ -	$ -	$ -	$ 35,000	$ 60,000	$ 75,000	Capital Replacement and Maintenance Reserve Fund. See cumulative calculations in P & L Summary. Target is $1.5M by Year 20. Projected escalation of 3%/year after Year 1. ***May want to explore setting up as a percentage allocation of net revenue after Year 5 and attempt to increase overall accrual.*** **You may also want to consider not starting reserve accrual until Year 6 when cumulative operating deficit in Years 0 to 5 is covered.**
208											
209											
210	**Additional Gross Operating Expenses**				**0**	**0**	**0**	**35,000**	**60,000**	**75,000**	
211											
212	**TOTAL GROSS EXPENSES**			**659,808**	**185,941**	**1,272,993**	**1,320,862**	**1,400,424**	**1,473,925**	**1,550,655**	

	A	B	G	H	I	J	K	L	M	N	O
1						**Piedmont Community Pool**					
2						**Financial Forecast Pre-Opening Year Through Year 5**					
3											
4	**DESIGN: 25 yard x 87 foot Main Pool with Warm-Water Activity/Program Pool**										
5											
6	**November 18, 2022**										
7	**Program Expenses**					Program related expenses not included in annual operating pool staff and expenses					
8											
9		***Year Zero is the 12 months prior to opening of facility. Expenses are those not included in Capital Project Costs**								**Issues to Review and Remaining Variables**	
10		**Year Zero costs can all be included in project capital costs based on funding model.**								**Potential for Increased Expenses**	
11						***Average of FY 2018 and FY 2019 full years or higher of the two as appropriate**				**Potential to Reduce Expenses**	
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						**Expenses and Increases are linked to program participation and revenue.**
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
14		**Community Educational Programming**									
15		Program Director				0	0	0	0	0	Program management and supervision in full-time staff in Operational Expenses.
16		Instructors				7,884	10,545	11,810	12,283	12,774	Hourly-Instructor fees increase at rate equal to increase in program gross revenue- Instructor wages average 30% of gross program fees.
17		Payroll Expenses/benefits/taxes			0	607	812	909	946	984	Assume part-time instructors. Calculated at 7.77% for FICA. No benefits or Pension contributions included initially. Assume part-time hourly.
18		Contract Instructors									Piedmont already uses some Contract Instructors (1099 payments). Opportunity exists to expand use of Contract Instructors, especially in new or niche programs. Currently all instructors included as staff so Contract Instructors provides a potential cost savings.
19		Travel, Staff Development, Training			1,000	1,000	1,000	1,000	1,000	1,000	Staff development and Training in Operational Expenses.
20		Marketing and Promo Materials			500	500	500	500	500	500	
21		Other Program Expenses	051-010		500	1,000	1,000	1,000	1,000	1,000	
22		Postage									
23		Fees-Registration/CC/On-Line									Charged to customer
24											

	A	B	G	H	I	J	K	L	M	N	O
12			Aquatics 117	Pre-Pandemic	Budget Projections						Expenses and Increases are linked to program participation and revenue.
13		Category	G/L Account #s	Actuals Reference	Year Zero*	Year 1	Year 2	Year 3	Year 4	Year 5	Comments
25		**COMMUNITY EDUCATIONAL SUBTOTAL**		**0**	**2,000**	**10,991**	**13,857**	**15,220**	**15,729**	**16,258**	
26											
27	**Aquatic Training, Fitness and Therapy Programs**										
28		Fitness Program Director					0	0	0	0	Program management and supervision in full-time staff in Operational Expenses.
29		Instructors-Facility Employees	010-013		1,000	17,224	27,216	30,374	31,577	32,827	Hourly Wages calculated as 30% of class fee revenue. Are aquatic fitness instructors lumped together with lesson instructors in pool historic actuals?
30		Instructors-Outside Contractors				0	0	0	0	0	Many facilities are increasingly turning to subcontracted 1099 instructors. Is that a possibility for Piedmont? May result in lower expenses and more class and training options and expertise.
31		Payroll Expenses/benefits/taxes			77	1,326	2,096	2,339	2,431	2,528	Assume part-time instructors. Calculated at 7.77% for FICA. No benefits or Pension contributions included initially. Assume part-time hourly.
32		Travel, Staff Development, Training			1,000	1,000	1,000	1,000	1,000	1,000	Staff development and Training
33		Marketing and Promo Materials									
34		Other Program Expenses	051-013		500	1,000	1,000	1,000	1,000	1,000	
35		Postage									
36		Fees-Registration/CC/On-Line									Charged to customer
37											
38		**AQUATIC FITNESS SUBTOTAL**		**0**	**2,577**	**20,550**	**31,312**	**34,713**	**36,008**	**37,355**	
52											
53	**Learn to Swim Program Costs**										
54											
55		Learn to Swim Program Director				0	0	0	0	0	Program management and supervision in full-time staff in Operational Expenses.

	A	B	G	H	I	J	K	L	M	N	O
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						**Expenses and Increases are linked to program participation and revenue.**
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
56		Learn to Swim Instructors	010-005	51,503	2,000	82,558	99,490	120,673	130,103	142,021	Hourly, $20/hr.-Year 0 is training. Wages represent approximately 28% of gross revenue. Are other instructors lumped in with historic actuals line item for swim lesson instructors? Historically ratio of wages to revenue is 37%, but this reflected more instructors than just swim lessons.
57		Payroll Expenses/benefits/taxes			154	6,357	7,661	9,292	10,018	10,936	Assume part-time instructors. Calculated at 7.77% for FICA. No benefits or Pension contributions included initially. Assume part-time hourly.
58		Instructors-Outside Contractors				0	0	0	0	0	Potential opportunity
59		Travel, Staff Development, Training			500	1,000	1,000	1,000	1,000	1,000	Staff development and Training
60		Marketing and Promo Materials			500	500	500	500	500	500	
61		Other Program Expenses	051-011		500	1,000	1,200	1,344	1,452	1,510	
62		Postage									
63		Fees-Registration/CC/On-Line									Charged to customer
64		Scholarships				5,000	7,500	10,000	10,000	10,000	Factoring expenses to support scholarships for residents unable to afford lesson programs. Grant revenue to support this program showing in Swim Lesson Program Revenue.
65											
66		**LEARN TO SWIM PROGRAM SUBTOTAL**		**51,503**	**3,654**	**96,415**	**117,350**	**142,809**	**153,072**	**165,966**	
67											
68	**Camp and Clinic Programs**										
69		Camp Director				0	0	0	0	0	Program management and supervision in full-time staff in Operational Expenses.
70		All Camp Staff	010-012			5,515	8,930	11,594	12,864	13,291	Wages calculated at 27% of gross revenue
71		Instructors-Outside Contractors				0	0	0	0	0	Potential opportunity
72		Travel, Staff Development, Training			500	1,000	1,000	1,000	1,000	1,000	Staff development and Training

	A	B	G	H	I	J	K	L	M	N	O
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						**Expenses and Increases are linked to program participation and revenue.**
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
73		Payroll Expenses/benefits/taxes			0	425	688	893	991	1,023	Assume part-time instructors. Calculated at 7.77% for FICA. No benefits or Pension contributions included initially. Assume part-time hourly.
74		Marketing and Promo Materials									May include some advertising and direct mail campaign
75		Other Program Expenses	051-012								
76		Postage									
77		Fees-Registration/CC/On-Line									Charged to customer
78		Other Camp Expenses				1,000	1,150	1,242	1,304	1,356	Outfitting/Specific Equipment/Audio visual, etc.
79											
80											
81		**CAMP and CLINIC SUBTOTAL**		**0**	**500**	**7,939**	**11,768**	**14,729**	**16,159**	**16,670**	
82											
83	**Team Programs**										
84		US Masters Swimming Team									Outside group-in Facility Revenue. May choose to bring Masters in-house as a City program.
104											
105		Summer Recreation Swim Team									Potential for summer rec team as program grows-nothing factored in at this point.
106		Coaches Payroll: Employee				4,800	7,200	7,272	7,636	7,941	Part time coaches-wage based on 40% of total team revenue.
107		Coach subcontractor-1099									
108		Coach Travel and Entertainment				500	500	500	500	500	
109		Other Swim Team Expenses				1,000	1,150	1,288	1,417	1,488	
110		Fees-Registration/CC/On-Line									Charged to customer
111		Marketing and Promo Materials				500	500	500	500	500	
112		Payroll Expenses/benefits/taxes			0	370	554	560	588	611	Assume part-time instructors. Calculated at 7.77% for FICA. No benefits or Pension contributions included initially. Assume part-time hourly.
113		Summer Rec Team Subtotal			0	7,170	9,904	10,120	10,640	11,040	
114											
115		**TEAMS SUBTOTAL**		**0**	**0**	**7,170**	**9,904**	**10,120**	**10,640**	**11,040**	
116											
133	**Food Concession & Sales Program**										

	A	B	G	H	I	J	K	L	M	N	O
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						**Expenses and Increases are linked to program participation and revenue.**
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
134											
135											
136		Concession Staff									Historically concession area was just serviced by front desk staff or existing rotating staff like lifeguards and management. If the new concession space is more of a significant revenue source some staff may need to be dedicated to concessions in the summer.
137		Summer Weekdays				7,242	7,604	7,908	8,146	8,349	Weekdays: 6 hours/day with 1.0 staff @ $17/hour for 71 days/summer
138		Summer Weekend days				2,958	3,106	3,230	3,327	3,410	Weekends & Holidays: 6 hours/day with 1.0 staff @ $17/hour for 29 days/summer
139		School Year Weekends only				4,250	4,463	4,641	4,780	4,900	5 hours/day with 1.0 staff @ $17/hour for 50 spring/fall days maximum.
140											
141		Payroll Expenses/benefits/taxes			0	1,113	1,168	1,215	1,251	1,283	Assume part-time instructors. Calculated at 7.77% for FICA. No benefits or Pension contributions included initially. Assume part-time hourly.
142											
143		Concessions Supplies & Food Product	051-008	6,269		9,702	12,936	14,100	14,664	15,251	Historic gross profit margin on product is 67%
144		Inventory for non-food vending				2,700	3,600	3,888	4,044	4,205	Inventory for front desk equipment. Estimated profit margin is 50%
145		Concessions Expenses									
146		Fees-Registration/CC/On-Line									Charged to customer
147											
148		**FOOD CONCESSION & SALES SUBTOTAL**		**6,269**	**0**	**27,965**	**32,877**	**34,983**	**36,212**	**37,398**	
161											
162		**Scholarship and Student Support**									**Support for programs other than swim lessons. Lessons have specific scholarship line item in swim lesson section.**

	A	B	G	H	I	J	K	L	M	N	O
12			**Aquatics 117**	**Pre-Pandemic**	**Budget Projections**						**Expenses and Increases are linked to program participation and revenue.**
13		**Category**	**G/L Account #s**	**Actuals Reference**	**Year Zero***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
163		Expenses related to all programs									No scholarship or financial aid direct expenses included in this budget except for swim lessons. No grant or other revenue supporting financial aid program is included either.
164											
165											
166		**SCHOLARSHIP & SUPPORT SUBTOTAL**		**0**	**0**	**0**	**0**	**0**	**0**	**0**	
167											
168		**TOTAL-PROGRAM EXPENSES**		**57,772**	**8,731**	**171,029**	**217,068**	**252,572**	**267,820**	**284,686**	
169											
170		**Summary of Program Staff Costs**									**Totals of all program staff.**
171		Part-Time Direct Employees			3,000	132,430	168,553	197,502	210,714	225,512	
172		Payroll Taxes/Benefits			231	9,828	12,424	14,648	15,637	16,753	
173		Subcontracted 1099 Employees			0	0	0	0	0	0	
174											
175		**TOTAL PROGRAM STAFF COSTS**			**3,231**	**142,258**	**180,978**	**212,150**	**226,351**	**242,265**	

	A	B	D	E	F	G	H	I
1						**Piedmont Community Pool**		
2						**Financial Forecast Pre-Opening Year Through Year 5**		
3								
4	**DESIGN: 25 yard x 87 foot Main Pool with Warm-Water Activity/Program Pool**							
5								
6	**November 18, 2022**							
7	**Net Program Revenue**							
8		***Year Zero is the 12 months prior to opening of facility. Expenses are those not included in Capital Project Costs**				**Issues to Review**		
9		**Year Zero costs can all be included in project capital costs based on funding model.**				**Potential for Increased Revenue**		
10						**Potential for Loss of Revenue**		
11			**Budget Projections**					
12		**Category**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
13		**PROGRAM EXPENSES**	**171,029**	**217,068**	**252,572**	**267,820**	**284,686**	
14								
15		**PROGRAM INCOME**	**469,917**	**612,065**	**720,435**	**769,170**	**823,337**	
16								
17		**NET PROGRAM REVENUE (DEFICIT)**	**298,888**	**394,997**	**467,862**	**501,350**	**538,650**	
18								
19		**PROGRAM BREAKDOWN**						
20		**Community Education Programming**						
21		Expenses	10,991	13,857	15,220	15,729	16,258	
22		Revenue	26,280	35,150	39,368	40,943	42,580	
23		Net Revenue (Deficit)	15,289	21,293	24,148	25,214	26,323	
24		Profit Margin	58%	61%	61%	62%	62%	
25		**Aquatic Fitness and Training Programs**						
26		Expenses	20,550	31,312	34,713	36,008	37,355	
27		Revenue	57,412	90,720	101,246	105,255	109,423	
28		Net Revenue (Deficit)	36,862	59,408	66,534	69,247	72,068	
29		Profit Margin	64%	65%	66%	66%	66%	
35		**Learn to Swim Programs**						
36		Expenses	96,415	117,350	142,809	153,072	165,966	
37		Revenue	294,850	355,320	430,974	464,652	507,217	
38		Net Revenue (Deficit)	198,435	237,970	288,165	311,580	341,251	

	A	B	D	E	F	G	H	I
11			**Budget Projections**					
12		**Category**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Comments**
39		Profit Margin	67%	67%	67%	67%	67%	
40		**Camp and Clinic Programs**						
41		Expenses	7,939	11,768	14,729	16,159	16,670	
42		Revenue	20,425	33,075	42,940	47,645	49,224	
43		Net Revenue (Deficit)	12,486	21,307	28,212	31,486	32,554	
44		Profit Margin	61%	64%	66%	66%	66%	
50		**Summer Rec Swim Team**						
51		Expenses	7,170	9,904	10,120	10,640	11,040	
52		Revenue	12,000	18,000	18,180	19,089	19,853	
53		Net Revenue (Deficit)	4,830	8,096	8,060	8,449	8,812	
54		Profit Margin	40%	45%	44%	44%	44%	