



**REPORT OF THE MAYOR'S TASK FORCE
ON YEAR-ROUND AQUATICS
TO THE MAYOR AND CITY COUNCIL OF
UNIVERSITY CITY, MISSOURI**

June 11, 2012

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Executive Summary

Availability of year-round aquatics is important to University City's desirability as a residential community and to the health, safety, and fitness of its residents. Properly managed and marketed, year-round aquatics can benefit all segments of our community.

While summertime offerings at Heman Park Pool are quite attractive and successful, lack of support and attention have left University City lagging its neighbors in the availability and utilization of indoor aquatic programs and facilities. The appearance that the City provides year-round aquatics, promoted in City publications, is not matched by the reality, which is that the City in fact provides minimal public access to indoor aquatics and no indoor aquatic programming.

New approaches to marketing and managing existing and possibly new facilities could lead to a self-supporting year-round aquatic program requiring little or no public funding. Getting from the present state of under-utilization, with heavy funding by the school district, to a future desired state of ample and varied aquatic offerings serving a wide segment of the community, with little or no public funding, would require an interim period of continued public operation of both indoor and outdoor facilities. Consolidating their management may be a useful step towards this end. Ultimately, several alternative ownership and management models, including public-private partnerships, could be effective and should be considered.

The School District may not be willing or able to continue supporting the indoor Natatorium's operating costs of about \$70,000/year on its own, but may be able to share costs with the City while this vision is being implemented. Additional modest capital expenditures could pay for themselves through utility cost savings within a year and would then continue to hold down costs and maintain usability.

Introduction – The Challenge

The Mayor’s Task Force on Year-Round Aquatics was established to begin a community-wide discussion on how to provide for year-round swimming availability in University City on a long-term basis, in order to provide health, safety, and recreation benefits to our residents.

Currently the City of University City offers its residents the opportunity for swimming at the outdoor pool in Heman Park in the summer months, and at the indoor Natatorium, which is owned by the School District of University City, for the rest of the year.

The Natatorium, opened in 1959, is not fully handicap-accessible, lacks operational flexibility, and faces increasing costs for repair and maintenance that have fallen solely on the School District.

The Task Force

Task Force Charge

The Task force was charged to:

- Review the current availability for year-round swimming for all our residents and determine if the current facilities are adequate and are sustainable for the long-term.
- If current aquatic facilities are determined to be insufficient, conduct the research needed to decide what type of facility/facilities would fulfill the needs of this community.
- Conduct discussions with neighboring communities, agencies and organizations to determine if opportunities exist for collaborative partnerships in any new facility that might be recommended, both in the construction and use of a new facility.
- Develop a rough long-term cost estimate for the construction/operation of a new facility.
- Provide a plan for how the costs of constructing and operating a new facility would be covered for the long-term future.
- Ensure that recommendations include provisions on how University City can increase the level of swimming expertise among its residents, from the youngest to the oldest, which may include recommendations for an expanded year-round swim instruction program.
- Submit recommendations to the City Council for its consideration during preparation of the Fiscal Year 2013 budget.

Task Force Members

The Mayor requested that Task Force members be appointed as follows: each member of the City Council appoints one; each member of the Board of Directors of the School District of University City appoints one; the City Manager of University City and the Superintendent of the School District each appoints one.

The Task Force Members appointed were:

Kayla Allen	Jen Jensen	Steve McMahon	Bob Winters
Nina Balsam	Chad Kish	Stephen Selipsky	Curt Wright
Grace Corbin	George Lenard	Bwayne Smotherson	Mary Zaggy
Dan Glazier	Mary Kenyon Lhotak	John Watson	

The Task Force also received assistance in data gathering and compilation from Melissa Alper, Coro Fellow intern with Mayor Welsh's office.

Task Force Activities

The Task Force engaged in the following information-gathering activities:

- Discussion with Clayton Director of Parks and Recreation Patty DeForrest, and review of Center of Clayton operating agreement between Clayton School District and City of Clayton.
- Census of possible Aquatics partners; exploratory contact with Olivette Parks and Recreation for follow-up on status of earlier discussions.
- Information gathering with University City Department of Finance.
- Discussions with School District Executive Director of Operations Karl Scheidt and with School District Chief Financial Officer Scott Hafertepe.
- Preparation, distribution, and analysis of a brief community survey.
- Participation in “Save-a-Pool” and “Build-a-Pool” workshops presented by the Facilities Department of USA Swimming, the national body governing and promoting competitive swimming.
- Separate follow-up meetings and written communications with Mick and Sue Nelson, USA Swimming facilities staff, including a site visit to the Nat following the workshops they presented; receipt of their Enterprise Plan (outlined in Appendix I) for a Community Health & Wellness Center; and an electronic library of Aquatics planning materials and real world examples.
- A meeting and follow-up written communications with Duane Proell of Isaac Sports Group, a business that “provides... consulting, planning, design, strategy, programming and management services for the aquatic facility, from the dream of a new pool to the reality of long term day to day operation and management.”
- Consultation with Paul Weiss, a former swim coach for University City Swim Club and University City High School, who is now Chief Program Officer for Asphalt Green, a large, multi-pool aquatics and athletics complex in Manhattan.

Current Status: Availability, Adequacy, and Long-Term Sustainability of Year-Round Swimming Facilities

Introduction

What aquatics does for the community

Aquatics play important roles in resident health and community attractiveness and appeal to individuals and businesses.

Health-wise, the ideal form of exercise is in the water where there is no stress on joints and the potential to utilize every muscle in your body.

Swimming is one of the most popular sports in the world. Swimming is a life sport that is taught, primarily to ensure safety and secondarily for sports, competition and therapeutic purposes.

Swimming has always been a highly desirable form of recreation and in recent decades, it has become one of the most rehabilitative, restorative and complete forms of exercise. More different uses are being made of indoor aquatics facilities, by a wider range of the population, than was the case when the University City Natatorium opened in 1959.

Too often, many communities lack the aquatic facilities to support the interest and demand for swimming. By the same token, these communities have higher rates of drowning and in general, an absence of water safety skills. Yet people do have access to bodies of water: lakes, rivers, and oceans, which to be truly enjoyed require basic swimming safety skills that can be learned easily in a neighborhood swim facility.

Facilities and programming go hand-in-hand

The Task Force's mission is broader than exclusively the physical status of existing facilities.

It is true that University City's indoor facility is aging and could use much work--or perhaps even replacement, but our indoor aquatics challenges and opportunities go well beyond the facility itself. A new or improved facility would be pointless without the instructional, recreational, exercise, wellness, and athletic programming that would bring residents there in numbers sufficient to financially justify and support it.

Evaluation of the existing facility thus must be accompanied by evaluation of the existing programming. Evaluation of the prospects for improved facilities must be accompanied by evaluation of the prospects for improved programming.

The facilities experts at USA Swimming say, “Programming Precedes Design.” This means a facility can be **designed** only after careful consideration of how it will be **used**.

Description of Facilities and Current Uses

University City is fortunate to have not one but two aquatic facilities, with Heman Park Pool for the summer months and the University City High School Natatorium (the “Nat”) available the other months of the year. However, these are two markedly different facilities.

The Natatorium

The Nat was funded by a 1955 bond issue and was constructed from 1957-1959 at a cost of about \$300,000 (equivalent to about \$2.5 million today). It is a six-lane, 25 yard pool, with a depth ranging from 3.5 feet to 9.75 feet (at what used to be the diving end of the pool). There is no longer a diving board, presumably for safety reasons, which prevents high school swim teams from maintaining a diving program and handicaps possible meet competition points (meets are won based on combined swimming and diving points).

Because of its size and limited shallow water area, the Nat pool can handle fewer different functions at a time than Heman Park Pool. Because of its age and design, only portions of the Nat facility are accessible to people with disabilities. Specifically, while the pool area may be accessed via a ramp from the side parking area, pool entry and access to the locker rooms from the pool area are problematic for people with impaired mobility or other disabilities.

Originally two purposes for building the Nat were viewed as equally important: (1) providing an extensive program of swim instruction of District students, with swim lessons included in the physical education (PE) curriculum at elementary, junior high and high school levels; and (2) providing a wide variety of aquatic programming benefiting the entire community, including parochial and private school students.

When first opened, the Nat was to be available for use by all school children during after-school hours in the afternoons, and to the general public on evenings and weekends. Community programming provided at the Nat by the City included: Red Cross lifesaving certification, ladies nights, teen nights, swimming

instruction for students from St. Joseph's Institute for the Deaf, Boy Scout advanced swimming and life-saving instruction, Girl Scouts swimming, scuba instruction, free Saturday swimming lessons for students in private schools and those not included in the PE program, Sunday family swim, and swim team.

More recently, the Nat has been used mainly for lap and competitive swimming, water polo, and private swim lessons.

Heman Park Pool

The Heman Park pool, on the other hand, can simultaneously accommodate teaching, water polo, lap swimming, recreation and diving, due to its sheer size. And since its renovation, it is accessible to people of all abilities. But it cannot be used for competition: its rounded shape means each lane has a different length.

Heman Park Pool is widely used by residents of all ages for socializing, entertainment, swim lessons, fitness swimming, swim team practice, and aquatic exercise offered through Centennial Commons.



Availability and Use of Indoor Aquatic Facilities by All Residents

Introduction

Long-standing differences between the ownership, operation, and management of the Nat and that of Heman Park Pool have led to a greatly reduced availability of fall-winter-spring indoor swimming at the Nat to residents, in marked contrast to the availability of summer outdoor swimming at Heman Park Pool.

Heman Park Pool

Heman is treated as a community-wide asset and is managed by the City Recreation Department. During the peak summer season, it is open to the public seven days a week for ten hours a day (two for lap swim, eight for open swim) -- a total of 70 hours a week. It is also used by the City's summer recreation day camp program.

The Natatorium

The Nat was originally conceived in the 1950s as a joint venture between the School District and the City (although financed and owned by the District), but now neither the District nor the City takes full advantage of the Nat. As a result, its availability for residents falls far short of that provided by neighboring facilities--and far short of the summer swim opportunities provided at Heman Park Pool.

Years ago the City largely retreated from its partner role, and the Nat is now serving much more as a pool within a school, rather than as the true community facility originally envisioned.

Limited Hours of Public Use

The City's limited commitment to indoor public swimming is seen in the fact that the Nat is open to the public only on Monday, Wednesday, and Friday from 6:00 – 7:00 am for lap swim; Tuesday, Thursday, and Friday from 7:30 – 9:00 pm for public/open swim; and Saturday noon – 2 pm for public/open swim: a total of only 9.5 hours a week.

Comparison to neighboring facilities

These limited public indoor swim hours stand in marked contrast to those available at neighboring facilities, including the Jewish Community Center, YMCA, Center of Clayton, and The Heights (Richmond Heights). These facilities have public availability throughout the day on both weekdays and weekends

(Appendix D - Open Swim/Lap Times). Significant numbers of University City residents swim at these other facilities (Appendix A).

Comparison to Heman

The 9.5 hours of weekly public availability of the Nat also contrast sharply with the 70 hours per week at Heman Park pool in the summer, and with a total **potential** utilization of 112 hours a week (6 am through 10 pm seven days a week).

Limited hours lead to limited use

As a consequence of these limited public swim hours at the Nat, the community suffers from a self-fulfilling prophecy: “there is not much interest in indoor aquatics.” By limiting the hours based on the assumption that this is true, the Nat’s usage is of course limited, as the hours of public swim do not fit well with the schedules of many who would like to swim. This causes many to swim at other indoor pools. The Task Force’s survey found that nearly half of respondents swam at locations other than Heman Park or the Nat, with the plurality going to Clayton.

Lack of utilization leads to lack of revenue, which creates a burden on the School District, as the net operational costs are therefore much higher than they would be if paid use were at levels comparable to neighboring facilities.

Limited Public Programming

The “Four Pillars of Aquatic Programming”

USA Swimming workshops attended by Task Force members provided nationally successful expertise, organized around the concept of “Four Pillars” of programming that together maximize the beneficial and revenue-generating use of indoor aquatic facilities: (1) Rehab (Water Physical Therapy); (2) Learn to Swim (Swim Instruction); (3) Competitive/Community Swimming; and (4) Fitness (swimming for exercise and other water-based exercise).



Comparison to neighboring facilities

As with pool hours, many of our neighboring, competing aquatic providers have no dramatic contrast between outdoor and indoor programming offerings. Rather, the JCC, YMCA, and Center of Clayton all offer swim instruction and exercise options throughout the indoor season (Appendix D – Seasonal Availability).

Comparison to Heman

In the summer, Heman Park Pool effectively provides the last three of these uses. But after the end of each August, the City offers no indoor lessons for children who have been learning to swim (and adult learners) at Heman and extremely limited indoor water exercise options for those who have been keeping fit in the water at Heman.

The natural path from outdoor to indoor aquatics is largely blocked

While some customers for these City activities may prefer to engage in them outdoors only, it seems highly likely that many would, given the opportunity, prefer to follow through on a year-round basis.

The marketing path would be straightforward and natural, simply ensuring that all the summer customers were made aware of all the indoor options through, e.g., email, direct mail, fliers at Heman, inclusion in City recreation guides, etc.

University City Swim Club successfully moves from outdoor to indoor

In contrast to the lack of continuity for the City's instruction and exercise customers, there is year-round continuity for members of the University City Swim Club ("UCSC") competitive swim team, as many simply move indoors with the same coaching staff and begin an indoor season that presents many opportunities to compete in meets throughout the region. Other community organizations, including a community water polo team, use and depend upon access to year-round swimming.

Rehab may be an important future opportunity

Neither University City pool is currently used for rehabilitation purposes. This can be a profitable part of an aquatic facility's operations, but requires a special pool. By being in the business of "renting water" to therapy providers rather than directly providing therapy, entanglement in Medicare billing and the like can be avoided. The proximity of major hospitals, nursing homes, and senior living facilities makes water therapy a potential growth business for University City.

Availability and Use of Indoor Facilities for Year-Round Swimming by School District Students

Then and Now: From Universal Mandatory Swim Education to Unpopular Elective and Disfavored Sports

The University City School District once viewed the Nat as playing a vital educational role, with swim lessons for all students a core, mandatory part of the physical education curriculum. Indeed, the promise of swim lessons was the primary selling point for the bond issue funding the Nat's construction. Broader community use was secondary, only intended for time not used by the schools.

This is no longer true; several generations of students have come and gone without swim lessons. This has left them lacking the PE skill that is by far the most likely to save their life. For all the resources and student and community interest devoted to sports such as football and basketball, it is unlikely that any student has died for lack of grounding in such sports. But young people die all too often from lack of swimming ability.

Nonetheless, relatively few high school students now take elective classes at the Nat and participate in three high school aquatic athletic opportunities: men's swim team, women's swim team, and coed water polo. In contrast, in years past, when swim lessons were provided as part of the PE curriculum, these were very strong athletic programs.

Lack of Swimming Skills Jeopardizes Young Lives, With the Risk Much Higher Among African-American Youth

As regularly-occurring tragic drownings of non-swimmers, and events like Hurricane Katrina have demonstrated, swimming ability or its lack can be a life-and-death matter.

It is well known that this risk is greatest among African-American youth, due to lower rates of swim instruction. Exposure to this risk only increases as our students succeed better in life and as a result have greater opportunities to be around water, including in private and hotel pools, outdoors in lakes and rivers, during beach vacations, on ocean cruises, etc.

- Drowning is the leading cause of death for infants and young children in 18 states, and nationally ranks behind only automobile accidents
- Drowning is the second-leading cause of injury-related death among children under the age of 15
- Children under five and adolescents have the highest drowning rates

- Between 2000 and 2004, the fatal unintentional drowning rate for age 5-14 African Americans was 3.2 times higher than that for Whites
- 70 percent of African American children and 62 percent of Hispanic children cannot swim, making them especially vulnerable populations. According to U.S. Consumer Product Safety Commission chairman Inez Tenenbaum, "there's no question" that not knowing how to swim contributes to the deaths of minority children who drown in pools and in natural bodies of water.



Our Community Lost a Great Deal When the Nat's Original Function of Swimming Education Went by the Wayside

In the University City School District today there is a large unmet need for swim instruction, particularly given the level of minority enrollment and the racial disparity in swimming knowledge. This contrasts ironically with the fact that in the Nat we have a facility that was built expressly for the purpose of universal swim instruction.

While the Nat facility has its shortcomings, it is clearly capable of being put to much better use for the benefit of District students. If it were, perhaps it would be seen not as a liability to the District, but as the asset that it truly is.

The Shared Use of the Nat Has Not Served the City, District, or Public Well

The Original Financial Arrangement

From the time the Nat opened in 1959, the City had a very advantageous position with respect to its use: the District agreed to allow the City to use the Nat at no charge whenever the District was not using it.

As long as the City provided needed staff -- lifeguards, swim instructors, etc. -- **it was not required to pay any rent or otherwise contribute financially** to the Nat's operating costs. These costs, including gas heat, electric power, water and sewer usage, water treatment chemicals, janitorial and maintenance services, and occasional capital repairs and replacements, have all been borne exclusively the District. Over the last two fiscal years, these have averaged \$65,000 per year, plus occasional major-repair costs (most recently \$35,000 in 2009-2010; Appendix J).

Today the Burden on the School District Outweighs the Benefit

This arrangement continues unchanged to date. Through the years, major additional costs have been added to the bills borne solely by the District, as the building, pool, and mechanical systems have all aged and required more and more frequent and costly maintenance, repairs, and replacements. Direct operating costs are increasing to \$70,000 with inflation. Any new programming would require additional labor cost, which pool managers would compare with resulting benefits and revenue.

While the costs borne by the District have thus steadily risen over time, offsetting revenues and student utilization have declined. Thus the costs of operating the Nat have become an unwelcome burden on the School District.

Even in a broader community cost-benefit sense, there are limited offsetting benefits because neither the City nor the District makes optimal use of the Nat. Doing so would require professionally operating it as a full-service community aquatic center so as to maximize both its utility to the broadest possible portion of our population, including public and private school students, and its potential to pay for its costs of operation through rents and user fees.

Opportunities for Synergies Are Missed

The separation between the City's sole operation of the Heman pool and the School District's sole operation of the Nat has prevented synergies between the two, on both cost and revenue sides. These include sharing personnel and expertise, jointly purchasing pool materials and equipment, and better coordinating marketing and programming.

Since the market and customer base for the pools are largely overlapping and many people might welcome opportunities to continue summertime aquatic activities throughout the year, such coordination of operations, management, marketing, and programming could yield substantial benefits.

Potential for Greater Use of Existing Facility

The adequacy of the existing facility and options for physical improvement can only be examined in the context of the potential future demand for indoor aquatics.

The costs of continued operation of the Nat -- not to mention investments in significant maintenance and improvements or additional or replacement facilities -- can only be justified to the public through a viable and attractive vision of a much more diverse and active indoor aquatics program that promises to reach many more people and to bring in significant revenue.



Diversifying Programming

We can move toward this vision by starting to implement varied aquatics programs for people of all ages and swimming ability levels at the Nat and at varied times of day.

While it would be desirable in the future to have the type of multi-pool facility recommended by USA Swimming, discussed below, we do not have to wait until that day to implement many more swimming and water exercise programs than we have at the present.

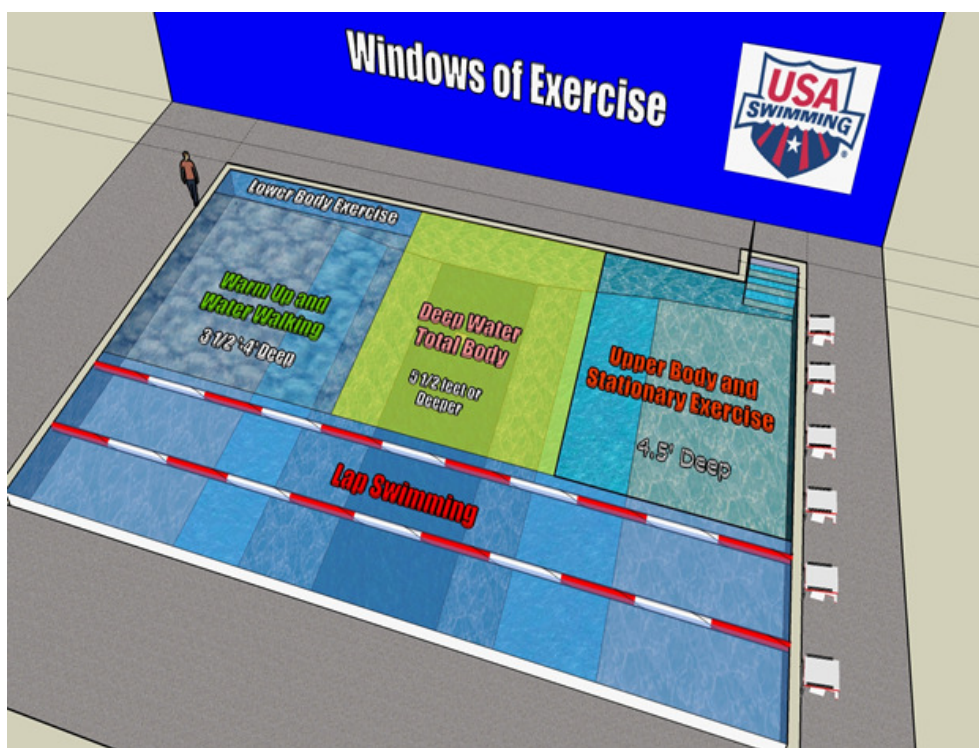
Indeed, it will be difficult to generate community support for major capital expenditures on indoor aquatics until there has been some demonstration of the capacity to attract more users and collect more revenues from the existing facility

by offering and marketing more options. Conversely, development of more uses and of users of all demographics will lead to more support for needed long-term funding, including through bond issues.

Draft Programming Schedule

Task Force member Mary Kenyon Lhotak, in consultation with USA Swimming facilities and programming specialists, has developed a conceptual schedule of activities for the Nat that would greatly expand the hours of utilization, activities offered, and populations served.

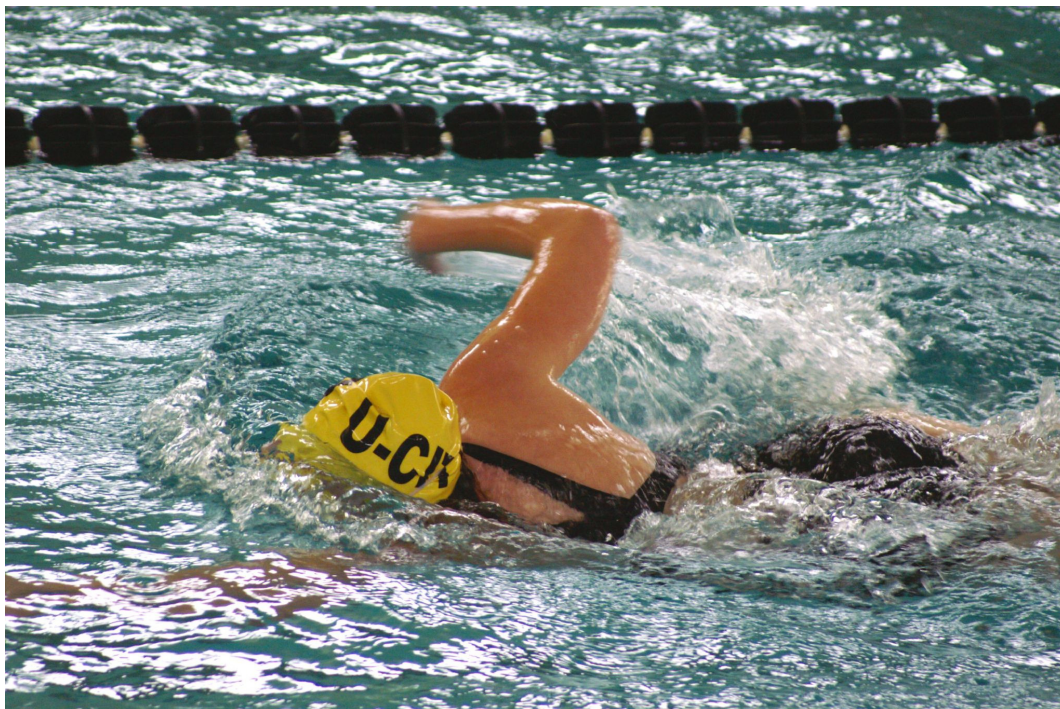
This schedule (Appendix F) takes advantage of what USA Swimming calls “Windows of Exercise,” the recognition that even a small 25 yard, six lane pool like the Nat can be simultaneously used for as many as four different activities by altering the configuration of lane lines, as the following drawing illustrates.



In addition to existing use by the UCSC swim club Youth and Masters teams, high school teams, and limited public lap/open swimming, this draft programming schedule adds time for:

- Evening and weekend swim lessons
- Deep water exercise
- Water aerobics

- Water flexibility exercises
- Water polo
- “Splashball,” a game designed to introduce the sport of water polo to children in a recreational format
- An additional swim team
- Party rentals
- Single sex swimming
- Special needs swimming



Adequacy and Long-Term Sustainability of Facilities

General Impressions

Experienced outside advisors, including Paul Weiss, as well as Mick and Sue Nelson of USA Swimming, felt the Nat was an adequate facility typical for its age that could most likely be successfully renovated, improved, and possibly expanded to make it adequate for community needs and to extend its lifetime substantially.

The Nelsons and others have noted that the HVAC system at the Nat seems to be performing well: the air quality, based on perception of humidity and chlorine odor, is better than at many comparable indoor pools in their numerous professional visits.

Accessibility Limitations

The Nat building is known to be inadequate in terms of accessibility to the disabled. Significant structural changes and even less drastic renovations could trigger additional ADA compliance requirements that would be difficult or impossible to meet, due to the location of the locker rooms on a level lower than the pool deck. This constrains many long-term plans that include Nat renovation.

Maintenance Needs

There are also a number of known maintenance needs, summarized in Appendix C. Those characterized as needing immediate attention are all low cost items:

- Clean vent above east pool deck door
- Repair clog between coaches' toilets
- Remove all outdated fixtures such as scoreboard, window bars, bells, etc.
- Secure all electrical and plumbing access panels
- Repair all wall and ceiling holes and exposed pipes
- Repair broken floor tiles in lower level
- Block off towel drops
- Install door flaps to control utility costs

Pool Blanket

An important and attractive capital investment recommended by USA Swimming in its pool workshops is a pool blanket -- a plastic cover placed over the pool each night at closing time. A pool blanket reduces both heat loss and evaporation, thus saving on gas heating costs for the water and electricity costs for dehumidifying indoor air, and smaller additional savings on replacing evaporated water and chemicals.

A pool blanket installed at the 75' x 45' Nat would cost \$10,000 or less, depending on options. It would pay for itself through the savings generated in the first year or two, after which savings would continue for up to a decade of useful life. Appendix B provides further details.

Feasibility Study/Professional Evaluation

Full evaluation of the Nat from a functional, structural, and mechanical perspective is beyond the ability of Task Force members and should be performed by qualified professionals as part of a formal feasibility study. USA Swimming recommends:

“Every city/municipality, school, university, etc. that is truly considering embarking on a project will require a detailed feasibility study be done. These studies are multi-phased and formal documents that cost money. They are done by professionals with a lot of their time and resources invested. A typical aquatic programming feasibility study can take well over 300 man hours of research and development.”

One potential consultant, Issac Sports Group, offered the following list of needed physical assessments:

- Assessment by an architect, pool consultant, engineers, and cost estimator of the current condition of the facility and-operating equipment as well an assessment of needed repairs and renovations and the possibility of expansion at this site.
- Assessment of current mechanical and operating systems and costs to determine potential for improving operations and reducing operating and utility costs.
- Analysis of the current aquatic facility site to determine if it is financially a better option to take down the current facility and replace it on the same site.
- Analysis to insure aquatic facilities are brought up to code including all ADA requirements.

The other aspect of assessing the adequacy of the Nat requires consideration of what it offers -- and its inherent limitation -- in light of community needs. The biggest limitation, other than age and associated need for maintenance and repairs, is that there is only one pool. USA Swimming currently recommends a facility design with at least two or three pools, in order to allow for the full diversity of programming and community-wide usage envisioned by the “Four Pillars” model.

Attached as Appendix G is a USA Swimming document discussing feasibility studies and listing some preferred providers. USA Swimming may assist with the cost of a feasibility study as a result of our attendance at the Build A Pool Conference: studies performed in partnership with USA Swimming affiliated teams such as UCSC are eligible for matching grants up to \$5,000.

Type of Facilities That Would Fulfill Community Needs

Task Force Survey

The task force prepared a survey, distributed at Heman Park Pool, Centennial Commons, the Public Library, in neighborhood newsletters, and other locations. Full results are included as Appendix A.

There were 105 respondents. As might be expected, the majority were mostly residents who do swim (85%); either regularly, defined as 3 or more times a week (45%); or often, defined as 1-2 times a week (21%). To this extent, the survey reflects a selection bias, as currently non-swimming citizens were less likely to complete it.

Nearly 65% of respondents said they preferred being able to swim year-round (both indoors and outdoors). This result supports the need for year-round programming.

The top reason respondents gave for swimming was recreational/fun (70%), with fitness a close second (65%) (multiple responses allowed).

While 71% swim at Heman Park, only 27% do so at the Nat. Others use the Center of Clayton (10%), Washington University (7%), and a variety of other alternatives located farther from University City. It is likely that this very large gap between residents using Heman and those using the Nat would close at least partially with better availability of the Nat.

Asked about the type of pools they prefer, and allowed to choose multiple types, “competition/fitness” and “activity pools” received the most “votes” (46% of respondents), with water parks third (29%).

Multi-Pool Facility Design is Favored

In a multi-pool aquatic facility design, the need for various water depths and temperatures for various populations and activities can be better accommodated than in a one-pool, one-size-fits-all facility:

- Competitive swimmers working out hard for long periods of time require cooler water, due to the body heat generated. USA Swimming recommends 78-82°F with 4-6 foot average depth.

- Swim lessons, especially for beginners, and some forms of milder water exercise are much better tolerated in somewhat warmer water. 83°-88°, minimum 4 foot depth recommended.
- Water therapy is best done at yet higher temperatures. Recommendation is 91°-95°, for passive movement only. Such a pool can be quite small, with 4 foot average depth. It could also be used for parent-infant swim classes.

The Vision of a First Class Aquatic Fitness Center

Description

The Task Force envisions operation and community enjoyment of a first class Aquatic Fitness Center in the future, with modest immediate upgrades to the Natatorium for interim use as an Aquatic Fitness Center. A possible name might be “The Olympian Aquatic Fitness Center of University City.”

The Aquatic Fitness Center would operate during the hours the School District is not using the facility and would offer a continuum of aquatic exercise, from non-swimmers completing supervised rehabilitation to youth seeking recreation to experienced lap swimmers.

The proposed Aquatic Fitness Center would be a health and wellness facility where residents and others would pay for access to the pool and fitness specialists. It would be staffed by aquatic exercise specialists who assess members’ fitness and goals and support them in their progress toward healthier lifestyles.

- Members could choose to be in the water one day a week or every day.
- Being a member of the facility would be a social activity as well as lifestyle choice.
- Members would keep learning new skills and exercises by attending orientation, workshops, and ongoing classes.
- Upper level programming would be provided at additional fees. For example, such programming might include individualized private swim instruction, personal fitness training, a variety of swim teams, group swim lessons, or specialized/rehabilitation classes.

The Aquatic Fitness Center would engage in best practices not just in aquatics and wellness, but also in customer service, energy conservation, and operations.

A Self-Sustaining Revenue Model

Following business models and real-world examples provided by USA Swimming, ongoing operating costs could be funded largely or exclusively through memberships, rents, and user fees. Revenue would come from multiple streams including annual fees/monthly membership sales, class and programming

fees, and rental of the facility to other entities like private schools, swim schools, water polo teams, and swim teams.

Affordable community access to programming would be supported by revenue from the upper level programming, and funding for low cost learn-to-swim programs would be sought from private sources.

Income from current tenants, including University City Swim Club, St. Louis Area Polo, Swim Studio, and others would contribute to the financial viability of the plan. Future plans including a new warm-water pool could benefit from extensive and lucrative rental from outside Rehabilitation service providers.

Premium Pricing for Premium Programming

The emphasis on customer satisfaction at the Aquatic Fitness Center would set its services apart from other exercise facilities. The high standards would ensure the largest constituency, as people are willing to pay a premium for a high level of service and outcome.

Added Attractiveness from Superior Water and Air Quality

Indoor pools are less attractive to many potential users due to chlorine in the water and air.

In making major renovations or building a new facility, the Task Force recommends full exploration of options that improve water and air quality through use of little or no chlorine. Ionization and ultraviolet treatment are options successfully employed in recently constructed facilities; even if not used to the full exclusion of chlorine, these technologies can greatly reduce the chlorine concentration required for health and safety purposes.

Being able to market a pool as superior in this manner could be a distinct competitive advantage in the marketplace.

Possible Grant Revenues from Integration with Broader Fitness and Health Programming

Aquatic fitness could be included as part of broader fitness and obesity prevention programs that might attract grant funding that could also contribute to Centennial Commons operations. For example, qualifying applicants might receive grant subsidies for Centennial Commons/Aquatic Fitness Center combined memberships. Obesity prevention is an increasingly important focus of health grants.

USA Swimming has outlined a suggested program to teach how physical activity helps control weight, using aquatics for strength training, aerobic, and flexibility training, and including classroom education from a nutritionist, cardiologist, licensed social worker, and certified personal trainer.



Challenges in Transforming to an Aquatic Fitness Center

Challenges to the transformation of the facility include:

- Need for development of agreed financial and management roles for the School District and City in the operation of the facility
- Current degraded condition and reputation of the Nat
- Need for qualified and motivated employees.

If these issues are addressed, initial changes in the operation and programming of the Nat could begin as soon as September 2012, paving the way towards a more complete transformation to an aquatic fitness center in coming years.

Technical Support Available from USA Swimming

Across the country many entities share University City's dilemma of inadequate programming and income in existing pool facilities. USA Swimming (the governing body for US competitive swimming) provides technical assistance on both physical facilities issues and programming needs to institutional pool owners that host USA Swimming teams and wish to operate in a fiscally sound, sustainable manner.

Opportunities for Collaborative Partnerships with Neighboring Communities, Agencies and Organizations

Introduction

The potential for partnering with neighboring communities and other entities certainly exists and will grow with time.

There is, however, a benefit in having aquatic facilities with a clear, branded University City identity, rather than a shared identity.

Further, as the history of shared responsibilities between the School District and City demonstrates, there is a risk that “partnerships” may spread responsibility between too many entities, resulting in diffuse and weak leadership and lack of direction over time.

Therefore, the Task Force believes collaboration with entities (other than the City, District, and possibly a new entity created to run the aquatic facilities) should be viewed more in terms of “customer,” “client,” or “sponsor” models than a “partnership” model.

Other Municipalities

The Task Force did not deeply explore the needs and opportunities in surrounding communities. This would be included in a feasibility study, with special attention to neighboring municipalities that lack aquatic facilities of their own, including Olivette, Overland, and Pagedale.

Additionally, Clayton is a major hub of aquatic activity, with the Clayton Shaw Park USA Swimming team being one of the largest and best in the Metro area. The Center of Clayton has superior aquatic facilities, but they are actually overburdened; in the opinion of their Director of Parks and Recreation, Patty DeForrest, Clayton would love to see University City build a facility able to attract local users back from them. She believes that there is a definite need in the mid-county area that is not being fulfilled due to a lack of indoor swimming facilities.

Agreements could be reached with other municipalities to allow their residents to use University City facilities at special rates in exchange for financial support—or perhaps with no such quid pro quo, simply to encourage greater usage, which in itself will provide financial support.

Other Entities

Other for-profit and non-profit entities that might get involved with University City indoor aquatics as sponsors and/or customers include:

- Independent private and parochial schools, e.g. Solomon Schechter and Christ the King; St. Michael School of Clayton already uses the Nat.
- Physical rehab and therapy providers.
- Independent physical trainers and their clientele.
- Health Clubs that do not have pools or whose pools are out of service (as was Clayton Bally's for the second half of 2010).
- St. Louis Triathlon Club and Big Shark, which through Little Shark Athletic Company has a triathlete clientele, not just a cycling one. Triathletes most often begin as cyclers or runners and as they get serious about triathlon seek assistance with improving their swimming skills. St. Louis Triathlon Club now uses an apartment complex pool in Creve Coeur.
- Boy Scouts and Girl Scouts.
- Scuba trainers. For example, Midwest Scuba now offers lessons at St. Charles Boys & Girls Club's Aquatic Center and might welcome an additional location for the convenience of their customers.
- Senior living centers. Many seniors could benefit from aquatic exercise and therapy, and there are several such facilities in or near University City.

Such entities could participate strictly as "water renters", or as sponsors providing annual financial support in exchange for more open-ended facility use or constituent discounts.

Rough Estimate of Potential Building Costs

Options to fulfill the multi-pool vision described above have distinct cost implications. Initial scenarios for this vision are described below, but a future study by design professionals would be the final authority.

All scenarios assume the basic costs outlined in Appendix C to keep the existing Natatorium functional, although not ADA compliant, until the new pools would be operational.

The cost opinions that follow are suggested for discussion purposes and are expressed in 2012 dollars. The costs per square foot are derived from a database of local pool construction comprised of dozens of projects. They are predicated upon solid masonry construction like the existing Natatorium and consistent with the context of the surrounding high school campus. Some savings could be expected by using other construction methods for the building shell, but this cannot be calculated until massing studies are completed to understand the quantity of the skin.

These figures are exclusive of fees, fixtures, furnishings, and equipment.

The pools recommended and their sizes are suggestions by USA Swimming for a community the size of University City. This information is available on the USA Swimming website at:

<http://www.usaswimming.org/ViewMiscArticle.aspx?TabId=1755&Alias=Rainbow&Lang=en&mid=7716&ItemId=3569> .

Option 1: Build Addition(s) to the Nat and Refurbish the Existing Building and Pool

Additions could occur on several sides of the building. The need for ADA-accessible locker rooms could be accommodated by inclusion in an addition at the same level as the existing pool.

In addition(s) to the Nat, the new pools suggested would be a Competition Pool, a Therapy/Learn2Swim Pool, and then the conversion of the existing pool to a Community/Continuum pool. This would include ADA compliance for the entire facility.

Parking for the increased traffic would need to be studied and locations identified. The costs do not include any land acquisition for parking if needed.

Approximate pool and building shell costs would be as follows:

Competition Pool, 3,375 sq.ft. at \$220/sq.ft.	\$ 742,500.
Therapy/Learn2Swim Pool, 800 sq.ft. at \$200/sq.ft.	160,000.
Building Addition & Remodelling, 25,000 sq.ft. at \$200/sq.ft.	<u>5,000,000.</u>
	\$5,902,500.

Option 2: Demolish the Nat & Rebuild on Existing OR New Site

Community/Continuum Pool, 3,150 sq.ft at \$200/sq.ft.	\$ 630,000.
Competition Pool, 3,375 sq.ft. at \$220/sq.ft.	742,500.
Therapy/Learn2Swim Pool, 800 sq.ft. at \$200/sq.ft.	160,000.
New Building, 25,000 sq.ft. at \$200/sq.ft.	<u>5,000,000.</u>
	\$6,532,000.

The above figures would be higher if the building were located at a new site, to the extent there would be costs associated with land acquisition if either the School District or the City does not own a parcel appropriately sized for the building and its parking.

Demolition costs of the existing building are not included above.

Covering Costs of Operation and Construction

As discussed above, the Task Force envisions a wholly or largely self-sustaining revenue model. This means revenues sufficient to cover operating costs including utilities and staff. Experience-based information from USA Swimming supports the idea that this is a reasonably achievable goal, when supported by careful market analysis and attractive full-service programming.

However it can be difficult to pay capital costs of major renovation and/or new construction out of operating revenues. Only the most successful and well-managed facilities have done, so using low cost financing to amortize these costs. If a transitional Nat-based program demonstrates the possibility of an operationally self-supporting Aquatics program, then the community could decide to finance a new facility's capital costs through School District or City bond issues. Present low interest rates might make such financing quite attractive.

Additionally or alternatively, private donations from businesses and individuals could be sought. As is now customary with sports facilities and educational institutions, various forms of recognition or naming rights could recognize donors.

Another additional or alternative source of financing would be conventional banks. Although the Task Force has not explored this directly, industry contacts report that a local US Bank executive has experience with private bank financing of major aquatic facilities. This executive is currently reported to be helping a Minneapolis group secure financing, using New Market Tax Credits, for a new Aquatic Center to include a 50 meter pool and teaching pool along with two therapy pools.

USA Swimming has also suggested the possibility of supplementary FEMA funding if a new building is earthquake and tornado proof and therefore suitable for use as an emergency shelter. This could be accomplished through concrete dome construction.

Increasing Residents' Swimming Expertise

Clearly, an expanded year-round swim instruction program would be required in order to increase swimming expertise in residents of all ages.

As with any skill, once learned swimming will stick with a person for life. But as with many skills and activities, continuous practice engenders continuous improvement and enjoyment. This is why it is so important that swim students not be limited to the three months of outdoor pool availability, but be able to continue on a year-round basis.

The Task Force submits that the School District was wise in the 1950s when it decided to make swim instruction an essential element of the physical education curriculum, building the Nat for this purpose.

The reasons why swim instruction fell from the curriculum are shrouded in the fog of the past, but the Task Force believes that nothing has changed since 1955 that makes swim instruction of public school students any less essential.

We urge the School District to view the challenge of moving forward with indoor aquatics not as one of unburdening itself of a costly and little-used facility but as one of revitalizing the facility and restoring it -- not only physically but also programmatically.

Put simply, we urge the Superintendent and School Board to take immediate steps to strengthen the existing voluntary aquatic athletic programs, and, more importantly, to restore mandatory swim education to the physical education curriculum.

One concrete step that should be taken with respect to the voluntary aquatic athletic programs is to provide middle school versions. A model for this would be the field hockey program, which has grown and thrived in large part because of efforts to involve girls at the middle school level.

Recommendations to City Council for Consideration in Fiscal Year 2013 Budget and Recreation Department Planning

Introduction

Aquatic facilities play important roles in health, fitness, recreation, and community attractiveness.

The Task Force feels strongly that University City must not lose the existing programs and opportunities for year-round aquatics. The way to avoid such loss is not to continue to limp along with the *status quo*, but to move aggressively towards a much more robust set of aquatic programming offerings, while both maintaining the Nat and planning for its replacement with a superior indoor aquatics facility, using the renovation-plus-addition option or the new-facility option.

The Task Force also feels strongly that, as demonstrated by repeated School District consideration of closing the Nat, the School District feels a need for relief from the burden of operating and maintaining the Nat. The District's cost-benefit situation regarding the Nat can be improved by a combination of more equitable cost-sharing with the City, more beneficial use by the District, more outside revenue, and energy savings from purchase of a relatively inexpensive pool blanket.

Direct-Cost Recommendations for FY 2013

Cost-Sharing

The Task Force recommends that beginning with Fiscal Year 2013, the City should share with the District, in an equitable manner, the funding of the operational, maintenance, and emergency repair costs of the Nat. This would be coupled with a concerted effort to move towards a self-sustaining model in which operational costs are entirely or largely met by revenue streams.

In considering this recommendation, we suggest the City take into account that the Nat was historically intended to serve the community as well as the schools, that the City contributed far less financially than the District to the costs of building, operating, and maintaining the Nat for over 50 years, and that there is significant community support and need for indoor aquatics that is not being met.

Funds could be appropriated to share operational costs, with authorization to utilize a portion of the Centennial Common/Heman Park Pool emergency reserve as needed (perhaps with some increase in the amount of this reserve).

In cooperation with the District, consideration could be given to utilization of existing staff for pool and building maintenance tasks. Parks and Recreation analysis has identified staff currently performing such duties for the Heman Park Pool as well qualified to assist the District at the Nat, possibly at little or no additional labor cost to the City.

Feasibility Study

The Task Force further recommends that the City fund a professional feasibility study. Task Force activities over the past year have made it clear that we have reached the limits of what may be achieved by volunteer laypersons.

Appendix G is a detailed USA Swimming discussion of feasibility studies and list of preferred providers, giving a good idea of what can be expected, and a starting point for selecting a provider.

Appendix H is a feasibility study outline from one such provider, Isaac Sports Group. It states that:

Consulting costs can range from \$15,000 to \$30,000 plus expenses. The process can also be broken down into several phases through the logical progression of the project based on decisions on the scope and viability of the project at several key milestones.

Some USA Swimming co-financing may be available as described earlier.

Non-Cost Recommendations

Programming

The Task Force recommends that the City cooperate with the District this summer to prepare to immediately commence an intensified set of indoor aquatic programming offerings at the Nat this fall, marketed especially, but not exclusively, to those taking advantage of this summer's Heman Park Pool offerings.

These programming offerings could include swim instruction, water exercise classes, and "Splashball" introduction to water polo. These activities should be conducted in a way consistent with the "Windows of Exercise" approach to pool utilization, leaving part of the pool available for other uses, including lap swim.

This is considered a non-net-cost recommendation on the assumption that these programming offerings would be conditional on participation adequate to support the cost of staffing (instructors and lifeguards), *i.e.*, they would be on a break-even basis only.

District Curriculum

The School District was wise when it determined in the mid-1950s that swim instruction was essential to an effective public school physical education curriculum. This perspective led directly to the funding and building of the Nat and its use for many years to provide swim instruction as a mandatory part of physical education.

While much has changed since the 1950s, the Task Force feels strongly that there has been no change that alters the importance of swim instruction to a public school physical education curriculum. We believe part of the negative view of the costs of the Nat on the part of some associated with the School District is attributable to the District's not making sufficient use of the facility, including for swim instruction.

Additionally, aquatic sports (men's and women's swim competition and water polo) once were very strong at University City High School. We believe there is a direct correlation between their decline and the cessation of mandatory swim instruction, and we recommend efforts to strengthen these sports. In particular, offering them in some form at the middle school level would be beneficial. Field hockey provides an excellent model; this program has grown and thrived in recent years as efforts were made to introduce the sport in the middle school years.

While these are issues for consideration by the School District, the Task Force believes that the City should explore them with the District.

Management

One possible source of weakness of indoor aquatics in University City at present is the division of responsibilities between the City (community programming) and the District (facility operation and high school sports).

The Task Force feels that this division has led to a lack of clear direction and leadership on a range of management matters, including programming, maintenance, and marketing.

We suggest that the City consider either taking more of a lead, under the banner of the Recreation Department and the branding of Centennial Commons, or,

alternatively, encouraging the District to “contract out” facility management to a third party.

We are fortunate to have one possible third-party willing to step up immediately. Task Force Member Mary Kenyon Lhotak operates St. Louis Swim Studio, LLC, which currently is a "water renter" at the Nat. Ms. Lhotak also coaches at the Nat for the University City Swim Club and University City High School. She is very knowledgeable about the Nat, attended the USA Swimming "Save-a-Pool" conference, has made connections with programming experts at USA Swimming, and is enthusiastic about enhancing programming at the Nat. The City and District may wish to engage Ms. Lhotak in discussions about her vision for the short, medium, and long-range future of aquatic programming in University City, some elements of which are detailed in Appendix J.

A longer range option, especially relevant if a new facility is to be built, could be modeled on The Center of Clayton. This neighboring institution is a City-School District cooperative entity separate from either, which has the virtues of removing both public entities from day-to-day operational and management responsibilities, and of equitably sharing costs – not necessarily by agreement on line items, but simply by each funding a negotiated share of all operating deficits. Appendix K provides further analysis of the relevant operating agreement.

Appendixes and Exhibits

Appendix A: Survey Results

Total Respondents = 105

1. Do you swim?

Yes	89	85%
No	16	15%

2. Do members of your family swim?

Yes	83	79%
No	20	20%

3. Do you prefer

Indoor	11	10%
Outdoor	19	18%
Both	67	64%

4. Do you swim for

Recreational/Fun	73	70%
Fitness	68	65%
Competition	5	5%
Other *	5	5%

* includes 1 for social reasons, 1 for physical therapy

5. Do you swim

Rarely	29	28%
Often	22	21%
On a regular basis	47	45%

Often is 1-2 times/week; regular basis is 3 or more times/week

6. Where do you swim?

Heman Park	75	81%
UCHS Nat	28	30%
Ctr. Clayton	10	18%
Washington Univ	7	11%
Other	11	19%

Other includes:

YMCA	6
------	---

Maplewood	2
Bally's	2
Brentwood	1
UMSL	1
Wellbridge	1
Private Pool	5

7. Do you prefer

Water Parks	30	29%
Activity Pools	48	46%
Competition/Fitness	48	46%
Other	8	8%

8. Optional Information

Male	35
Female	66
Not given	4

Age

10-19	9
20-29	5
30-39	4
40-49	23
50-59	17
60 plus	38

Race

Caucasian	49
African Am	23
Other	4
Not provided	29

Appendix B: Pool Blanket Savings Detail

From: Duane Proell [mailto:duane@isaacsportsgroup.com]

Sent: Saturday, March 24, 2012 12:41 PM

To: George Lenard

Subject: Pool Blanket Information

Hello George, in order to get you some information immediately regarding pool blankets, I have attached several documents regarding pool blankets, cost savings analysis and photos. Hopefully this information will give you some insight and information that you and your group can use right now. Let me know if I can provide any other information.

In addition, here are a couple other pieces of information that you will find helpful:

- The average cost light weight pool blankets applicable only for indoor pools will run between \$1.10 to \$1.30 per square foot.
- The average 50 meter pool is 12,300 square feet (75 feet by 164 feet).
- Average cost of a light weight pool blanket for an indoor 50 meter pool would be between \$13,600 and \$16,000 not including shipping and installation.
- You should factor in another \$4,000 to \$6,000 contingency to insure all equipment can be properly adjusted and installed into your specific application.
- The average cost of a more heavy weight pool blanket applicable for an outdoor pool is \$1.50 to \$1.75 per square foot.
- Average cost of a more heavy weight pool blanket for an outdoor 50 meter pool would be between \$18,500 and \$21,500 plus contingency.
- In most cases just calculate the square footage of the pool surface to be covered and multiply the per square foot cost and add contingency.
- There are many excellent distributors and supplies to select from including Recreonics, Spectrum Aquatics and many others. Doing a Google search will provide you with more information than you will ever need.
- You can also find out more information on cost savings at www.energysavers.gov and search swimming pool covers.

When Stu and I partner with a client we do make specific recommendations as the brand and suppliers based on the specific application. In all cases we do recommend blankets for either indoor or outdoor pools. They save considerable

amounts of money over the life of the blanket and the building and are economically very viable.

Hopefully this will get you started and provide the immediate information you needed regarding estimated costs and cost savings of pool blankets.

George, I will be in touch with Feasibility Study estimated costs. Let me know if we can arrange a time for a brief call regarding your needs for estimated Feasibility Costs.

Thanks George, Duane
duane@isaacsportsgroup.com
612-280-6915

Appendix C: Natatorium Maintenance and Repair Needs

Detailed cost estimates will require professional estimates

<u>Work Item</u>	<u>Cost</u>	<u>Note</u>
<i>Immediate priority:</i>		
Clean vent above east pool deck door		
Fix clog between coaches toilets		
Remove outdated fixtures: scoreboard, window bars, bells		
Secure electrical and plumbing access panels		
Repair wall and ceiling holes and exposed pipes		
Repair broken floor tiles on lowest level		
Block off towel laundry drops		
Install door flaps to control utilities		
<i>Next priority:</i>		
Rehab rusty doorframes		City/UCSD labor
Repair approx 30 ceiling tiles		City/UCSD labor
Repair approx 50 ceramic tile and block pieces		City/UCSD labor
Repair/replace shower-heads, towelholders, ... soap dish, door handles, lights		City/UCSD labor
Close and secure bleacher area		City/UCSD labor
Paint stair areas and stairs lowest level access areas		City/UCSD labor
Repair and paint water damaged ceilings		City/UCSD labor
Clean and stain concrete floors		City/UCSD labor
Remove and restore rusty elements on ... pool deck fittings		City/UCSD labor
Additional signage for school/AFC venues	\$	
Gates to control access to various levels/areas	\$	
Add safety elements: fire extinguishers, alarms etc	\$	
Pool safety fittings: AED, lifeguard chairs	\$	
ADA pool lift	\$	
Renovate concession area in foyer	\$	
Add patio fittings on stadium side	\$	
New benches for locker room and deck	\$	
Re-grout pool	\$	
Renovate lower level bathrooms, if open	\$\$	
Clean and paint ceilings, walls, doorframes, ... doors; throughout	\$\$\$	
Replace pool perimeter lights, add more	\$\$\$	
Add pool cover for energy efficiency	\$\$\$	

(continued)

Outdoor landscaping, hardscaping, parking changes \$\$\$	In-kind & City/UCSD labor
Paint trim and lockers	In-kind
Shine all stainless fixtures, brass drains and fittings	In-kind
Remove rust stains	In-kind
Inspect/maintain/repair all pool and HVAC systems \$\$\$\$	City/UCSD labor & contractors
<i>Lower priority:</i>	
Address temperature differentials in zones	City/UCSD labor
Install curtain to block spectator area, control ... utilities	\$

Appendix D: Regional Programming Comparison**Comparison of Aquatic Programming - Seasonal Availability**

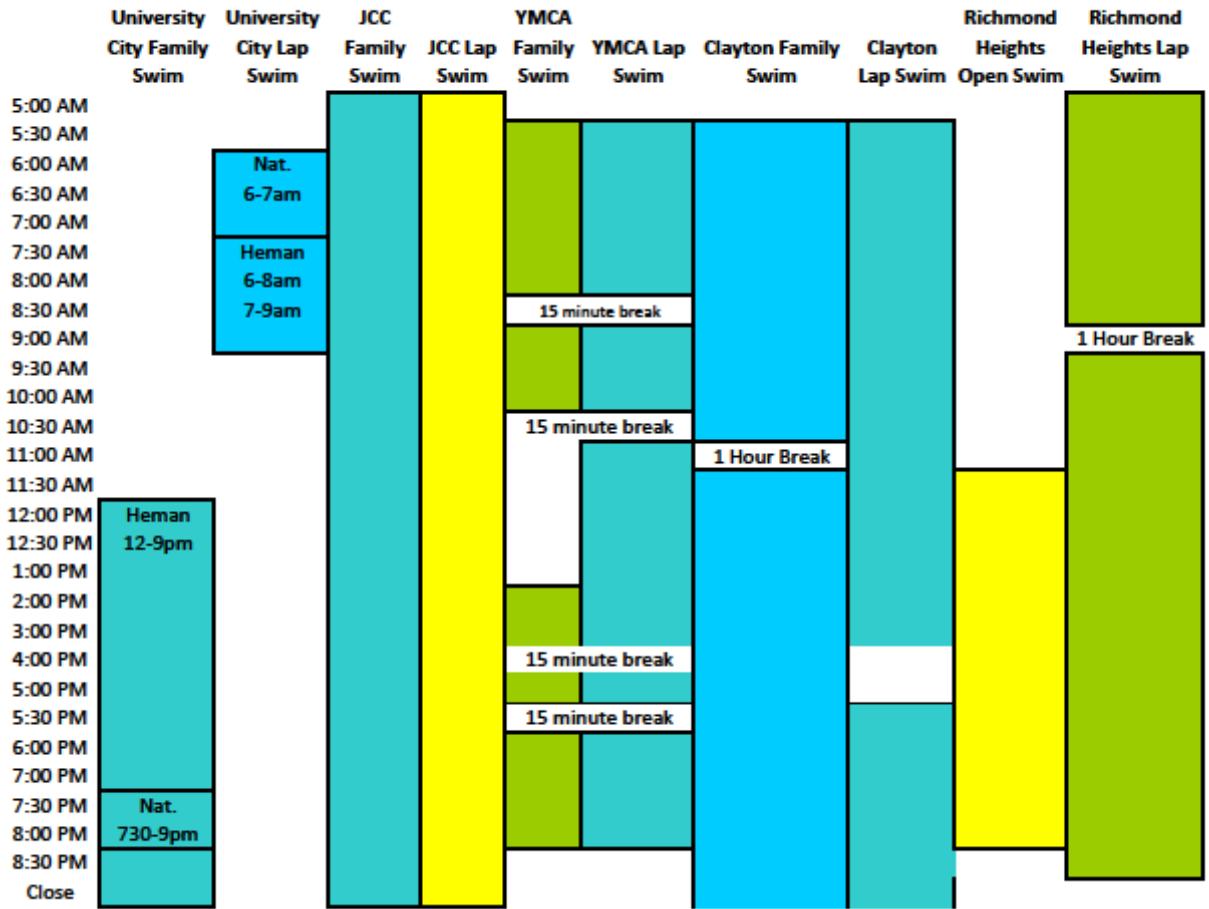
	University City	JCC Varies by Location	YMCA Varies by Location	Center of Clayton	Richmond Heights
Open Swim	All-year	All-year	All-year	All-year	All-year
Lifeguard Certification	All-year	All-year	All-year	All-year	Summer
Back to School Swim Hours	School Year				
Pool Rentals	Summer	All-year		All-year	
Swim Classes					
6 mos-3 years	Summer	All-year	All-year	All-year	Summer
3-4 Years	Summer	All-year	All-year	All-year	Summer
4-5 Years	Summer	All-year	All-year	All-year	Summer
Open Swim Classes	Summer	All-year	All-year	All-year	Summer
Adult (14+)	Summer	All-year	All-year	All-year	Summer
Toddler Swim Classes	Summer	All-year	All-year		Summer
Aqua Zumba	Summer	All-year	All-year		
Aqua Aerobics	Summer	All-year	All-year	All-year	
Deep Water Aerobics	Summer	All-year	All-year	All-year	
Nonresident Youth	Summer				
Nonresident Adult		All-year	All-year	All-year	
Nonresident Senior		All-year	All-year	All-year	
Aqua Tai Chi		All-year			
Multiple Sclerosis		All-year			
Aqua Body Building/High Intensity		All-year	All-year	All-year	
Women's Only Swim		All-year			
Dog Swim	Summer				Summer
Water Polo Camp					Summer

Source: Coro Fellow Melissa Alpert; Facility fact sheets, mailings, web pages
2011-2012 data

Comparison of Aquatic Programming

	University City Centennial Commons (full gym)	University City Heman Park Pool	University City Combined Swim Pass	JCC Varies by Location (full gym)	YMCA Varies by Location (full gym)	Center of Clayton (full gym)	Shaw Park Aquatic Center Only	Richmond Heights-The Heights (full gym)	Maplewood Family Aquatic Center Only
Admission Fees	✓	✓		✓	✓	No	No	✓	
Admission Fees				Free	Free				
One Day Trial Pass									
Resident Youth	\$ 4.0	\$ 3.0				\$ 6.0	\$ 4.0	\$ 4.0	\$ 3.5
Resident Adult	\$ 5.0	\$ 4.0				\$ 8.0	\$ 6.0	\$ 5.0	\$ 5.0
Resident Senior	\$ 4.0	\$ 3.0				\$ 6.0	\$ 4.0	\$ 4.0	Free
Nonresident Youth	\$ 7.0	\$ 6.0				\$ 8.0	\$ 6.0	\$ 6.0	\$ 4.5
Nonresident Adult	\$ 7.0	\$ 7.0				\$ 10.0	\$ 8.0	\$ 8.0	\$ 7.0
Nonresident Senior	\$ 7.0	\$ 6.0				\$ 8.0	\$ 6.0	\$ 5.0	\$ 5.0
Pass/Membership		Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual
Youth Individual	\$ 125.0	\$ 70.0	\$ 105.0	\$ 540.0	\$ 567.0	\$ 239.0	\$ 65.0	\$ 136.0	\$ 60.0
Adult Individual	\$ 240.0	\$ 87.0	\$ 133.0	\$ 822.0	\$ 756.0	\$ 369.0	\$ 85.0	\$ 222.0	\$ 70.0
Senior Individual	\$ 150.0	\$ 70.0	\$ 105.0	\$ 792.0	\$ 680.4	\$ 289.0	\$ 65.0	\$ 136.0	Free
Couple				\$ 1,164.0	\$ 1,032.0				
Family	\$ 400.0	\$ 140.0	\$ 208.0	\$ 1,344.0	\$ 1,032.0	\$ 649.0	\$ 150.0	\$ 333.0	\$ 140.0
Nonresident Youth	\$ 200.0	\$ 105.0	\$ 116.0			\$ 309.0	\$ 165.0	\$ 212.0	\$ 150.0
Nonresident Adult	\$ 350.0	\$ 130.5	\$ 146.0			\$ 539.0	\$ 200.0	\$ 384.0	\$ 170.0
Nonresident Senior	\$ 250.0	\$ 105.0	\$ 116.0			\$ 369.0	\$ 165.0	\$ 222.0	\$ 150.0
Nonresident Family	\$ 475.0	\$ 210.0	\$ 228.0			\$ 899.0	\$ 400.0	\$ 586.0	\$ 345.0
Discount/Extended Guest 20 Day Pass	\$ 56.00	\$ 56.00	\$ 49.00			No	No		

Comparison of Open Swim/Lap Times



Comparison of Swim Lesson Pricing

	University City Residents	University City Nonresidents	JCC Members	JCC Nonmembers	Center of Clayton Residents	Center of Clayton Non- Resident	Richmond Heights-The Heights Residents	Richmond Heights-The Heights Nonresidents
Learn to Swim Pricing								
Private								
One Lesson			\$ 25.00	\$ 35.00	\$ 25.00	\$ 35.00		
4 Lesson Package					\$ 90.00	\$ 130.00		
5 Lesson Package			\$ 115.00	\$ 165.00				
6 Lesson Package					\$ 130.00	\$ 180.00	\$ 98.00	\$ 122.00
8 Lesson Package					\$ 170.00	\$ 230.00		
10 Lesson Package			\$ 220.00	\$ 320.00				
Semi Private								
One Lesson	\$ 40.00	\$ 50.00	\$ 30.00	\$ 40.00	\$ 30.00	\$ 40.00		
4 Lesson Package					\$ 100.00	\$ 140.00		
5 Lesson Package			\$ 140.00	\$ 190.00				
6 Lesson Package								
8 Lesson Package					\$ 180.00	\$ 240.00	\$ 39.00	\$ 48.00
10 Lesson Package			\$ 270.00	\$ 370.00				
Group Options/Classes	\$ 40.00	\$ 50.00	\$ 120.00	\$ 180.00			\$ 39.00	\$ 48.00
Parent and Child Lessons			\$ 39.00	\$ 60.00			\$ 39.00	\$ 48.00
Adult Swim Lessons	\$ 40.00	\$ 50.00					\$ 39.00	\$ 48.00
Toddler Time Lessons	\$ 50.00	\$ 50.00						

Appendix E: Mary Lhotak communications:

Dear Task Force Members,

Attached is a speculative document showing how the hours could be filled next year in our Aquatic Fitness Center, replacing the current city programming at the Nat.

The hours shown as "open" "lap" and "pool skills" and "wellness chats", etc. will be explained in more detail later, but this is a hypothetical customized programming week for our facility and constituencies. It follows the model of "many users/one pool" outlined at the USA Swimming Save a Pool conference.

I will follow in a few days with another email with ideas of who may be responsible for carrying out these programming responsibilities in the revamped facility and describe a bit about the programs and fees for services.

Excerpt from followup letter

Opportunities-

Create a non-profit entity and transform the Nat from a pool to the basics of an Aquatic Fitness Center. The new non-profit would have a mission to engage public along the Centennial Greenway Lifestyle Corridor in a lifetime of fitness, safety, and recreation. Folks would pay for services with revenue coming from membership sales, class fees, grants and rental of facility to other entities like swim schools or teams or medical providers like Aquatic Therapists. [See attached spreadsheet estimates.] The Aquatic Fitness Center would engage in best practices in reaching underserved communities.

Executing a proposal to expand programming at the Nat enhances the lives of our residents. The City benefits from much more access through new variety in programming. The School District benefits from more educational programming for a range of ages as well as increased participation in varsity athletics. The School District would also control (short term) and eliminate (over time) the cost of operating the Nat. Any proposal would cover a bridging time period until a "class one facility" can be built, perhaps over five years.

I attended the Save a Pool portion of a USA Swimming Regional Conference, fortuitously held in St. Louis, November 2011. The presenters were Mick and

Sue Nelson, who visited the Nat within a week of the conference and were quite impressed with the possibilities. They spoke of the Portsmouth NH indoor pool (Save Indoor Pool Portsmouth) and Asphalt Green Aquatics as examples of the potential in our Nat. Later in the month, Paul Weiss, of NYC's Asphalt Green Aquatics, consulted with Jen Jensen and me about the Nat, and he is supportive of our efforts. He has great familiarity with the local challenges, as he was a long term coach at the Nat in the 80s. Both Weiss and the Nelsons offer significant professional assistance towards any effort.

Appendix F: Indoor Aquatics Programming Concept

	Lane 1	Lane 2	Lane 3	Lane 4	Lane 5	Lane 6	
M O N D A Y / W E D N E S D A Y	6:00 am	Open	Open	Open	Open	Lap	Lap
	6:30 am -	Open	Open	Open	Open	Lap	Lap
	7:00 am	Open	Open	Open	Open	Lap	Lap
	7:30 am	Open	Open	Open	Open	Lap	Lap
	8:00 am	Mini clinic deep	Mini clinic	Orientation	open	Lap	Lap
	8:30 am	Mini clinic deep	Mini clinic	Mini clinic deep	Open	Lap	Lap
	9:00 am						
	9:30 am						
	10:00 am						
	10:30 am						
11:00 am	Open	Open	Open	Open	Lap	Lap	
11:30 am	Open	Open	Open	Open	Lap	Lap	
12:00 pm	Open	Masters?	Masters?	Mastes??	Lap	Lap	
12:30 pm	Open	Masters	masters	Master	Lap	lap	
1:00 pm							
1:30 pm							
2:00 pm							
2:30 pm							
3:00 pm			HS Swim team	Swim team	Swim team	Swim team	
3:30 pm			Swim Team	Swim Team	Swim Team	Swim Team	
4:00 pm			Swim Team	Swim Team	Swim Team	Swim Team	
4:30 pm			Swim Team	Swim Team	Swim Team	Swim Team	
5:00 pm			Swim team	Swim team	Swim Team	Swim Team	
5:30 pm	Lessons	Lessons	USS Swim team	Swim team	Swim team	Swim team	
6:00 pm	lessons	lessons	Swim Team	Swim Team	Swim team	Swim team	
6:30 pm	Lessons	Lessons	Swim team	Swim team	Swim team	Swim team	
7:00 pm	Lessons	Lessons	Open	Open	Lap	Lap	
7:30 pm	lessons	lessons	Open	Open	Lap	Lap	
8:00 pm	Lessons	Lessons	Open	Open	Lap	Lap	

	Lane 1	Lane 2	Lane 3	Lane 4	Lane 5	Lane 6
T U E S D A Y / T H U R S D A Y	6:00 am	masters	masters	masters	masters	masters
	6:30 am	masters	masters	masters	masters	masters
	7:00 am	Tues Tri	Tues Tri	Open	Open	Lap
	7:30 am	Tues	Tri	Open	Open	Lap
	8:00 am	Open	Open	open	Open	Lap
	8:30 am	Open	Open	Pool skills	Open	Lap
	9:00 am					
	9:30 am					
	10:00 am					
	10:30 am					
11:00 am	Open	Open	Open	Open	Lap	
11:30 am	Open	Open	Pool skills	Open	Lap	
12:00 pm	Mini clinic shallow	Mini clinic shallow	orientation	Open	Lap	
12:30 pm	Mini clinic shallow	Mini clinic shallow	Open	Open	Lap	
1:00 pm						
1:30 pm						
2:00 pm						
2:30 pm						
3:00 pm			HS Swim Team	Swim Team	Swim Team	Swim Team
3:30 pm			Swim Team	Swim Team	Swim Team	Swim Team
4:00 pm			Swim Team	Swim Team	Swim Team	Swim Team
4:30 pm –			Swim Team	Swim Team	Swim Team	Swim Team
5:00 pm			Swim Team	Swim Team	Swim Team	Swim Team
5:30 pm	USS Swim Team	Swim Team	Swim Team	Swim Team	Swim Team	Swim Team
6:00 pm	Swim Team	Swim Team	Swim Team	Swim Team	Swim Team	Swim Team
6:30 pm	Swim team	Swim team	Swim team	Swim team	Swim team	Swim team
7:00 pm	Polo	Polo	Polo	Polo	Polo	Polo
7:30 pm	Polo	Polo	Polo	Polo	Polo	Polo
8:00 pm	Polo	Polo	Polo	Polo	Polo	Polo

	Lane 1	Lane 2	Lane 3	Lane 4	Lane 5	Lane 6	
F R I D A Y	6:00 am	Open	Open	Open	Open	Lap	Lap
	6:30 am	Open	Open	Open	Open	Lap	Lap
	7:00 am	Open	Open	orientation	Open	Lap	Lap
	7:30 am	Open	Open	Open	Open	Lap	Lap
	8:00 am	Pickup splashball	Pickup splashball	Pickup splashball	Pickup splashball	Lap	Lap
	8:30 am	Pickup splashball	Pickup splashball	Pickup splashball	Pickup splashball	Lap	Lap
	9:00 am						
	9:30 am						
	10:00 am						
	10:30 am						
	11:00 am	Open	Open	Orientation	Open	Lap	Lap
	11:30 am	Open	Open	Guest pool chats	Open	Lap	Lap
	12:00 pm	Friday flexibility	Friday flexibility	Open	Open	Lap	Lap
	12:30 pm	Friday flexibility	Friday flexibility	Open	Open	Lap	Lap
	1:00 pm						
	1:30 pm						
	2:00 pm						
	2:30 pm						
	3:00 pm						
	3:30 pm			Swim Team	Swim team	Swim Team	Swim Team
4:00 pm			Swim Team	Swim team	Swim Team	Swim Team	
4:30 pm			Swim Team	Swim Team	Swim Team	Swim Team	
5:00 pm			Swim Team	Swim Team	Swim Team	Swim Team	
5:30 pm	Bridge swim team	Bridge swim team	Bridge swim team	School district	School District program	School district program	
6:00 pm - ??	Bridge swim team	Bridge swim team	Bridge swim team	School district	School District program	School district program	
6:30 pm	Bridge swim team	Bridge swim team	Bridge swim team	School district	School District program	School district program	
7:00 pm	Open	Open	Open	Open	Lap	Lap	
7:30 pm	Open	Open	Open	Open	Lap	Lap	

	Lane 1	Lane 2	Lane 3	Lane 4	Lane 5	Lane 6	
S A T U R D A Y	6:00 am	Open	Open	Open	Open	Lap	Lap
	6:30 am	Open	Open	Open	Open	Lap	Lap
	7:00 am	Water Aerobics	Water Aerobics	Water Aerobics	Orientation	Lap	Lap
	7:30 am	Water Aerobics	Water Aerobics	Water Aerobics	Open	Lap	lap
	8:00 am	Uss Swim Team	Swim Team	Swim Team	Swim Team	Swim Team	Swim Team
	8:30 am	Swim Team	Swim Team	Swim Team	Swim Team	Swim Team	Swim Team
	9:00 am	Swim Team	Swim Team	Swim Team	Swim Team	Swim Team	Swim Team
	9:30 am	lessons	lessons	lessons	Hs swim team	Hs swim team	Hs swim team
	10:00 am	lessons	lessons	lessons	Hs swim team	Hs swim team	Hs swim team
	10:30 am	lessons	lessons	lessons	Hs swim team	Hs swim team	Hs swim team
11:00 am	lessons	lessons	lessons	Hs swim team	Hs swim team	Hs swim team	
11:30 am	Open	Open	Orientation	open	Lap	Lap	
12:00 pm	Open	Open	Open	Open	Lap	Lap	
12:30 pm	Open	Open	Open	Open	Lap	Lap	
1:00 pm	Open	Open	Open	Open	Lap	Lap	
1:30 pm	Open	Open	Open	Open	Lap	Lap	
2:00 pm	Party rental	Party Rental	Party Rental	Open	Lap	Lap	
2:30 pm	Party rental	Party Rental	Party Rental	open	Lap	Lap	
3:00 pm	Party rental	Party rental	Party Rental	Open	Lap	Lap	
3:30 pm	Party rental	Party Rental	Party Rental	Open	Lap	Lap	
4:00 pm	Splashball deep	Splashball deep	Splashball deep	Bridge swim team	Bridge swim team	Bridge swim team	
4:30 pm	Splashball deep	Splashball deep	Splashball deep	Bridge swim team	Bridge swim team	Bridge swim team	
5:00 pm	Splashball deep	Splashball deep	Splashball deep	Bridge swim team	Bridge swim team	Bridge swim team	
5:30 pm							
6:00 pm							
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	Lane 1	Lane 2	Lane 3	Lane 4	Lane 5	Lane 6	
S U N D A Y	6:00 am						
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	8:00 am	Open	Open	Open	Open	Lap	Lap
	8:30 am	Open	Open	Open	Open	Lap	Lap
	9:00 am	Open	Open	Open	Open	Lap	Lap
	9:30 am	Open	Open	Open	Open	Lap	Lap
	10:00 am	Single sex	Single sex	Single sex	Single sex	Single sex	Single sex
	10:30 am	Single sex	Single sex	Single sex	Single sex	Single sex	Single sex
	11:00 am	Special needs	Special needs	Special needs	Special needs	Special needs	Special needs
	11:30 am	Open	Open	orientation	Open	Lap	Lap
	12:00 pm	Open	Open	Open	Open	Lap	Lap
	12:30 pm	Open	Open	Open	Open	Lap	Lap
	1:00 pm	Open	Open	Open	Open	Lap	Lap
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6:00 am	Open	Open	Open
6:30 am -	Open	Open	Open
7:00 am	Open	Open	Open
7:30 am	Open	Open	Open
8:00 am	Water Aerobics	Water Aerobics	Water Aerobics
8:30 am	Water Aerobics	Water Aerobics	Water Aerobics
9:00 am	Lessons	Lessons	Lessons
9:30 am	Lessons	Lessons	Lessons
10:00 am	Lessons	Lessons	Lessons
10:30 am	Lessons	Lessons	Lessons
11:00 am	Lessons	Lessons	Lessons
11:30 am	Lessons	Lessons	Lessons
12:00 pm	Open	Open	Open
12:30 pm	Open	Open	Open
1:00 pm	Open	Open	Open
1:30 pm	Lessons	Lessons	Lessons
2:00 pm	Lessons	Lessons	Lessons
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7:00 am	Open	Open	Open
7:30 am	Open	Open	Open
8:00 am	Water Aerobics	Water Aerobics	Water Aerobics
8:30 am	Water Aerobics	Water Aerobics	Water Aerobics
9:00 am	Lessons	Lessons	Lessons
9:30 am	Lessons	Lessons	Lessons
10:00 am	Lessons	Lessons	Lessons
10:30 am	Lessons	Lessons	Lessons
11:00 am	Lessons	Lessons	Lessons
11:30 am	Lessons	Lessons	Lessons
12:00 pm	Open	Open	Open
12:30 pm	Open	Open	Open
1:00 pm	Open	Open	Open
1:30 pm	Lessons	Lessons	Lessons
2:00 pm	Lessons	Lessons	Lessons
2:30 pm	Lessons	Lessons	Lessons
3:00 pm	Lessons	Lessons	Lessons
3:30 pm	Lessons	Lessons	Lessons
4:00 pm	Lessons	Lessons	Lessons
4:30 pm	Lessons	Lessons	Lessons
5:00 pm	Lessons	Lessons	Lessons
5:30 pm	Lessons	Lessons	Lessons
6:00 pm	Open	Open	Open
6:30 pm	Open	Open	Open
7:00 pm	Open	Open	Open

Appendix G: USA Swimming Discussion of Feasibility Studies and List of Preferred Providers

Project Feasibility – Aquatic programming studies

A very common request of the Facilities Department is for us to provide the facts and figures that prove a community can build and sustain a specific size of facility. For a smaller community this could be a 6 or 8 lane 25 yard pool with other auxiliary pools for programming. For larger communities this is usually some form of a 50 meter pool with recreation and leisure pools for community use.

The key word here is “prove” and USA Swimming does not have the staff or resources for this. What is being asked is that we supply economic impact numbers and then do a feasibility study. Even though our staff has expertise in this area, each study, if correctly done, must be area specific. The demographics of Miami Florida vary greatly from those of Seattle Washington but on paper, the raw numbers look similar. The needs of each community will be based on what exist there now and what national trends they are not currently fulfilling. The delivery system of the actual programs plays as important of a part as the size and scope of facility.

Those who call us think we should just send out numbers from existing sites that prove the case they want to present. They also ask us to provide multiple examples of municipalities that are successful in operating large aquatic facilities without losing money.

It would not be appropriate to the proper planning of a project to compare facilities that are in existence today and then try to prove that scenario can be duplicated anywhere else. There is much more to it than that, and most city officials will consider a person or group who tries to oversimplify this process as totally non-credible. Once so tagged, your opportunity for bringing the correct information is gone.

Every city/municipality, school, university, etc. that is truly considering embarking on a project will require a detailed feasibility study be done. These studies are multi-phased and formal documents that cost money. They are done by professionals with allot of their time and resources invested. A typical aquatic programming feasibility study can take well over 300 man hours of research and development. What we can do is refer you to professional providers of USA Swimming* for these studies, but we cannot supply them from within our

department. Even if we could do these programming feasibility studies in house, they would not be well received as USA Swimming is considered a biased source of information which represents an important user group. We suggest you consider our preferred providers who have committed to offer preferred service and discount pricing to our club projects. (* note - there are many consultants who (in our opinion) have outdated information and will not support Total Aquatic Programming and the proper design for multiple pools.)

Along with this question we are frequently asked: “ Does USA Swimming have grants to help us build a facility?”

Not for building but in some cases we may have matching grants for a phase1 programming feasibility study based on who attends a Regional Build a Pool Conference.

The resources to continue the model for NEW RECREATIONAL FACILITIES we have had in this country for over 60 years are rapidly disappearing. Most of us enjoyed access to some form of COMMUNITY facility while growing up. Whether it was a school, YMCA/YWCA, or City Parks & Rec., it was always there for us. We never thought much about how it got there or how it afforded to stay open. Times have changed.

- Citizens are taxed close to the limit
- Utilities cost have skyrocketed over the past 15 years – especially since 2002
- Insurance cost have drastically increased because of inadequate risk-management
- Staffing and operational cost are escalating
- Building materials are going up more often than yearly – sometimes monthly
- Finding real-estate that is affordable is a monumental task

If we compare what it cost to build a facility now to what it was just 20 years ago, the results are eye-opening. An indoor facility that was 12,000 square feet could be built with a pre-engineered steel building and concrete pools for around \$900,000. Price today – at least triple that.

What is more attention-getting is that the overall operational cost of that facility has gone from around \$60,000 a year to \$160,000 a year. Since January of 2009 Chlorine products have incurred a 30% price increase and a similar price increase for natural gas seems certain.

So even if there are school dollars, or community dollars available, boards and committees shy away from the high cost of operating large pools. It has to be shown that the entire community has a need and a use for a specific pool(s) or they probably will not get built.

This is where feasibility studies are worth their weight in gold. Some things to expect from a feasibility expert who understands Total Aquatic Programming:

- Interviews to present and discuss the project goals, objectives, scope, and schedule.
- Discussion of base assumptions which will be expanded to provide the framework for continued analysis and strategy development.
- Confirmation on lines of communication, points of contact, level of involvement by the club leaders and staff.
- Provider will collect, log, and review any data and information to facilitate a thorough understanding of the project background.
- Provider will be in close and constant contact with the designated project manager and/or USA Swimming Facilities Development Department throughout the project.
- A market analysis will be performed to document the needs and identify the target market and core service offerings of the proposed facility.
- Market definition will occur through an iterative process to identify key issues, needs, and vision for the project.
- Analysis of the major direct and indirect competitors will be compared against the activities and programs identified in the Market Definition.
- Interviews with key stakeholders to document their needs and other issues.
- Examine the demographics of the area. Trends will be documented based on growth, stable, or decline status and frequency of participation by each demographic characteristic. These figures will drive the revenue projections
- Identify the recommended core program markets based on the input and analysis performed during this task. The outcome of this task will be used to establish a concept development plan including financial performance and partnership/management alternatives.

Following the decision on advancing the project, Provider should prepare a concept development plan that translates the market and program needs into facility, land, operations and partnering plans.

- Provider will lead the effort to translate the core program market and facility needs into a space allocation program including sizing

requirements and component relationships and interaction including site analysis.

- Provider will prepare a development plan including concept and location development and will prepare budgetary construction cost estimates and final space/land needs to establish the Final Development and Operational Plan.
- The financial analysis will be performed in conjunction with the concept development task. This translates concepts into hard numbers that establish the baseline for decision-making.
- Provider will establish operational standards and costs for the proposed facility based on full operations. This will include hours of operation, maintenance standards, staffing levels needed, technology requirements and customer service requirements based on established and agreed upon outcomes.
- Provider will evaluate partnership and management alternatives opportunities and develop a strategy to support formal agreements.
- Based on the operational plan for the facility and debt service, Provider will develop a pricing strategy for each of the appropriate services with the desired outcome of a self-sufficient facility. Pricing strategies will also include program fees, lease fees, rental space, concessions or rental pricing, for both prime time and non-prime time use. This will be converted into a 12 month financial projection which can be used as the base for pro forma and operating budget development. These options will include a combination of options partnerships/sponsorships, revenue generation and other available resources.
- Following the agreement on the development plan and recommendations, Provider will prepare the final report documenting all findings, analysis and recommendations to support implementation. This will include the vision, mission, goals and objectives for the facility along with the strategies, actions, pricing strategies, target market, programming plan, management/staffing plan, partnering/management plan, funding recommendations, priorities/timelines and performance measurements. This plan should be one that generates excitement and encourages reading and promotion. Electronic files of the report and associated support material will be delivered for final reproduction and distribution.

Please contact USA Swimming Facilities Development Department for a list of both service and product Preferred Providers. mnelson@usaswimming.org
Professional providers for specialized aquatic program feasibility and some also can do multi-phased studies that may be necessary as the project progresses.

Feasibility Studies	<p>TSE Consulting – United States 201 South Capitol Avenue, Suite 555 Indianapolis, IN 46225 USA Telephone: (317) 829 5771 Fax: (317) 829 5779 E : dneuburger@tseconsulting.com W : www.tseconsulting.com</p>
	<p>National Swim Center Corp 3300 North IH 35 Austin, TX 78795 (914) 584-5611 Direct jmcilhargy@nationalswimming.org http://nationalswimming.org/</p>
	<p>Richard C Scott AIA Aquatic Excellence 230 Grafton Lane Austin, TX 78739 512.809.7482 Tel. 512.697.8305 Fax richard.scott@aquaticexcellence.com www.aquaticexcellence.com</p>
	<p>Edwin M. Wallover, III, AIA, President WALLOVER ARCHITECTS Inc. 941 Wheatland Ave., Suite 304 Lancaster, PA 17603 717-295-7754 (voice) ♦ 717-295-5577 (fax) swallover@walloverarchitects.com www.walloverarchitects.com</p>
	<p>Counsilman Hunsaker 10733 Sunset Office Drive 4th floor St. Louis, MO 63127 314-894-1245 info@chh2o.com www.chh2o.com</p>

	<p>Aquatic Facility Design 183 Moore Street Millersburg, PA 17061 800-680-SWIM jacinda@aquaticfacilitydesign.com www.aquaticfacilitydesign.com</p>
	<p>Isaac Sports Group 3400 Travis Point Rd. Suite D Ann Arbor, MI 48108 (734) 332-9774 stu@IsaacSportsGroup.com www.isaacsportsgroup.com</p>

Appendix H: Isaac Sports Group Feasibility Study Outline**UNIVERSITY CITY AQUATIC FACILITIES
CONSULTING SERVICES AND PROCESS OVERVIEW
March 26, 2012****OVERVIEW**

A Committee of interested aquatic stakeholders, has been formed to explore the need for updated and/or new aquatic facilities in University City, MO.

To best support the efforts of the Committee the support of an aquatic consultant needs to include more than just the traditional “Feasibility Study.” The Committee is at the point in the process where professional assistance is needed to analyze the aquatic programming needs and potential in the area, analyze the current facilities and determine the appropriate cost-effective facility design and amenities needed to meet these needs and then analyze the project costs, operational costs and projected revenues to determine the long term financial viability of the Aquatic Facilities.

It will be important early in the process to develop a strategy to generate the necessary community support as well as identify and develop the potential for fundraising, financing options, corporate support and facility marketing. With the many entities involved and the need for close cooperation among the stakeholders and users it will also be important provide guidance in structuring the facility management and operational model to coordinate the programming and most efficiently manage the facility. It will be very important to provide best practices and a review of successful comparable facilities in the country. It will also be important to tap consulting support with expertise not only in programming and design, but also in marketing, management and operations, and funding/financing.

ISG can provide all of these services virtually acting as a partner with the Committee and stakeholders to help move the project from dream to reality. We do not just create a standalone feasibility study and then walk away from the project. The total project analysis and study is a living document that grows and adapts with the project development over the critical development phase of the project.

GOALS AND OBJECTIVES

Any analysis must begin with a review and focusing of the project goals and the development of consensus across all the entities involved. Based on initial discussions with the Committee ISG understands the goals for the broad based multi-use facility to be as follows:

- Provide a training and competitive facility for the competitive aquatic programs in the University City area
 - USA Swimming club, High School teams, recreation swim teams
 - Meet existing team training needs
 - Create a facility that can help grow competitive swimming and aquatics at all levels in the city and region
 - Grow participation in year round clubs
 - Grow High School participation
 - Expand opportunities for recreational training and competitive team experience for all levels of swimmers
 - Grow Masters Swimming program
 - Support and grow adult competitive programs, including triathlon and multi-sport
 - Paralympic and Special Olympic training and competition for the physically and mentally disabled
 - Provide venue for growth of existing and new programs in all competitive aquatic sports throughout the area
- Provide a facility to host competitive aquatic events throughout the year
 - Large size (500-1,000 competitors) meets hosted by in house USA Swimming, High School and recreational teams
 - Create facility that could run events hosted by other areas clubs, schools and organizations on a rental basis
 - Through events hosted at the Aquatic Center draw a significant amount of visitors to the area and generate direct spending and economic impact for the area
- Create facility that can provide new and enhanced aquatic programming for the entire community and broader region
 - Learn to Swim-all ages
 - Scholarship and outreach programs for underserved and disadvantaged communities and residents
 - School based learn to swim programs
 - Recreational programming
 - Family programs
 - Water based recreation and classes such as kayak, canoe, paddle boarding, inner tube water polo, etc.
 - Indoor water park amenities and features that can not only service family recreation for area residents but can attract users from outside the immediate area, generating operating revenue and economic impact
 - Water Safety programs

- Aquatic Fitness
 - Water Walking
 - Aquatic Aerobics
 - Other water based fitness programs for all ages
- Water based rehab and therapy
- Programming for the disabled and special needs populations
- Other aquatic based programming including scuba, synchro, water polo, etc.
- Youth based fitness programs
- Home School fitness and recreation programming
- Senior programming
- Explore programming and management partnership opportunities with suitable community and private organizations to help defray construction costs and insure the financially viable operation of the pool and the achievement of the goals
- Create a business and management model for the facility to generate program, sponsorship and fund-raising revenue to sustain the cost of maintaining and managing the Aquatic Center
- Build a facility that minimizes ongoing operational costs and environmental impact
- Build a facility that can attract users from outside the area and host events which can draw significant visitors to the city to generate significant economic impact for the area
- Build a facility with the recreational components to provide an important tourist attraction for visitors to the city

ISG SERVICES

ISG provides the critical guidance and services throughout the entire development process. Services are structured along the logical progression of the project. ISG focuses on the following areas:

- Overall process and strategy in the pool development and planning process
- Developing consensus and focus on facility goals and objectives
- Analyze current University City aquatic facilities, management and programming
- Programming
- Design
- Site Evaluation and Selection
- Budget Development
- Event Planning and Budgeting
- Potential Partnerships
- Management and Ownership Models
- Construction and Overall Project Costs
- Marketing and Fundraising strategies
- Next Steps

Following is a more specific breakdown of the proposed services:

- Overall process and strategy in the pool planning process
 - Provide advice and resources as needed in general development of project
 - Work with Committee on how best to continue to move the project forward to approval and partner commitment
- Goals and Objectives Development
 - The Committee has already accomplished a great deal in this area
 - Help coordinate the goals and develop common vision
- Analyze current aquatic facilities, management and programming
 - Evaluate physical condition of current facilities
 - Pool Tank
 - Operating systems and mechanicals
 - Building
 - Current cost efficiency of operation
 - Determine viability of renovation and/or expansion of current facilities
 - Evaluate current management and operational models for efficiency, effectiveness and quality of operations and programming
- Programming
 - Analyze programming and facilities in the area and determine current programming and facility needs
 - Review all current area pools and aquatic programs to better understand the “competition” and evaluate opportunities for growth
 - Analyze local market potential for enhanced and new programming opportunities, growth and potential revenue
 - Identify specific programming needs of potential partners
 - Assist in developing programming model for the facility
 - Identify potential special events (in addition to competitive meets)
 - Camps
 - Clinics
 - Birthday parties/family events
 - Other
 - Identify recreational design features and components best suited to drive pool usage in a cost effective fashion
 - Assist in targeting programming partners (hospitals, rehab, community organizations, school district, etc.)
 - Review and present best programming practices of similar community and club facilities around the country
- Design
 - Based on the programming analysis and user groups’ needs work with Committee to develop initial design concepts and options
 - Pools configurations
 - Competition/Training

- Teaching/Fitness
- Recreation/Water Park pool features
- Therapy/Rehab (Is there a need for a small therapy venue that can enhance operating revenue in conjunction with a health care partner?)
- Most efficient and cost effective way to integrate the pools configuration
- Overall facility space and layout
- Amenities needed
 - Deck Space
 - Recreational Amenities
 - Offices
 - Meeting Rooms
 - Dry land/workout space or room
 - Indoor and Outdoor Function spaces
 - Locker rooms
 - Family Change Rooms
 - Restrooms
 - Retail
 - Concessions
 - Lounge/viewing areas
 - Mechanical Rooms
 - Storage-chemical, equipment, etc.
- Development of basic initial drawings suitable for facility presentations to potential partners, sponsors, donors, investors and other interested parties
 - Pool layout and configuration
 - Space/Amenities layout of facility
 - Does not include drawings of overall building, elevations, site or technical drawings (We can bring in one of our architectural resources to provide more drawings if there is no architect involved with the Committee)
- Operational and financial analysis and recommendations on mechanical and technical features
 - Myrtha technology
 - Water Handling and treatment
 - Key competition technology
 - Green technology
 - Overall building options (at this point, an architect may start to come into play)
- Evaluate Site Options
 - Determine key decision factors in site selection
 - Demographics
 - Access
 - Amenities
 - Land cost and availability

- Other variables
- Assess site features impacting design and construction costs
 - Soil conditions
 - Site prep and development
 - Existing facilities and amenities
- Budget development
 - Based on programming and initial design scope and options develop financial and budget model
 - Develop initial construction/project cost projection based on design
 - Review and explore financing/funding sources and options
 - Develop 5-year operating budget
 - Develop 20-year long range maintenance budget
 - Quantify potential operating costs and review means to limit operating and maintenance costs
 - Assist in identifying and forecasting revenue streams
 - Sponsorship programs and partnerships
 - Fundraising
 - Based on local market analysis help determine appropriate cost/fee structure for lessons, aquatic programs, rental and other facility uses
 - Create program based revenue generation forecasts- includes learn to swim, therapy, training rental, fitness programs, etc.
 - Explore membership based program and potential revenue
 - Identify potential special event revenue
 - Identify and assist in developing concession and retail opportunities at facility
 - Help identify potential grant, community or non-profit organizational support for the facility and facility programs
 - Analyze event-revenue opportunities and weigh revenue/budget projections against the added cost of building and maintaining a facility capable of hosting major events
 - Analyze estimated debt service costs as part of overall budget
 - Assist in exploring various financing options
- Event Planning and Budgeting
 - Assist in developing potential swim meet/event potential and demand
 - Assist in identifying key meets and events for facility to target
 - Analyze financial viability of hosting events vs. regular programming
 - Help to develop an event hosting and management model within in the structure of the facility management, local teams and stakeholders
 - Analysis of event economic impact for community
- Management/Ownership Models
 - Work with Committee to analyze different management/ownership models for the facility
 - Review comparable facility management and ownership structures and best practices in facilities around the country

- Potential Partnerships
 - Assist in preparing presentations and prospectus to present to potential partners to facilitate project support and approval
 - Help create compelling material to promote the building and support of the facility
 - Explore and review all potential development partners
 - Economic Development organizations
 - Convention and Visitors Bureau
 - Sports Commission
 - Corporate Wellness programs
 - Health Care Providers
 - Senior programs and organizations
 - Youth Organizations
 - Community Service Organizations
- Construction Costs
 - Provide initial estimate of construction costs and total project costs for use in initial budgeting and financial planning (See note in budget section)
 - Help coordinate costing process with key pool and equipment and other technical product providers as needed
NOTE: A more accurate estimate of construction costs will come from an architect as part of the actual design and construction planning phase of the project.
- Marketing and Fundraising Strategy
 - Work with the Committee and local stakeholders to develop marketing and fundraising campaigns for facility as needed
- Next Steps
 - Work with Committee to determine next steps and strategy to bring the project to fruition

FINANCIAL CONSIDERATIONS

CONSULTING FEE

Fees for these services vary widely, depending on several key elements:

- Scope and services needed
- Length of Agreement
- Amount of local support from Committee members in assisting with local research and follow up
- Extend and detail needed in initial drawings and renderings

Within this framework the consulting costs can range from \$15,000 to \$30,000 plus expenses. The process can also be broken down into several phases through the logical progression of the project based on decisions on the scope and viability of the project at several key milestones.

EXPENSES

We would anticipate the need for two trips to the area, one early in the process with the option for a final trip to review final project and determine next steps. Depending on discussions with the Committee and advance approval, this could include either Stu Isaac or Duane Proell, or both. The Committee would be responsible for these travel expenses, including coach/economy airfare, hotel, meals, ground transportation and any other reasonable and documented miscellaneous travel expenses. We would not anticipate any office or other routine expenses. Any other extraordinary additional expenses would need to be pre-approved by the Committee.

TIME LINE

ISG Estimates the following time line for the fulfillment of the consulting services:

Initial research and analysis	6 weeks
<ul style="list-style-type: none"> • Conference calls, interviews, meetings • Initial visit to area to work with Committee, stakeholders, programs • Market Research 	
Initial Draft of the Study, presentation and sketches for review	4 weeks
Final Draft and Design Drawings	2 weeks
<u>Follow up on strategy and next steps</u>	<u>2 weeks</u>
TOTAL TIME ESTIMATE	14 weeks

We usually recommend the term of the consulting agreement extend for at least another month following presentation of final information, drawings and strategies to assist the Committee to progress to the next steps and keep the process moving forward.

CONFIDENTIALITY

All studies, findings and work created by ISG for the Committee and communication between the Committee and its members and ISG will be kept confidential unless the project requires any disclosure and the disclosure is approved by the Committee.

ISG is a Preferred Professional Provider of the USA Swimming Facilities Department.



Appendix I: USA Swimming’s Facilities Development Department’s “Enterprise Plan”

Sometimes one of the hardest things to do is “get started”; the proverbial first step of the journey. For those projects that sent a representative to a Regional Build a Pool Conference, USA Swimming’s Facilities Development Department can create an Enterprise Plan which is a 20+ page custom designed presentation that covers:

- Mission – Vision
- Basic demographics
- Programming –4 pillars of aquatics
- Basic staffing
- Cost to build along with size, scope, and some conceptual layouts
- Income projections
- Cost to operate

This “tool” is the preface to the business plan and the feasibility study. It can be used to gain committee, community, and investor support plus inform potential partners of what is being planned.

Appendix J: Natatorium Annual Operating Costs

Operating Expense	2009-2010	2010-2011	Future
Electricity	16,041	22,930	24,000 *
Gas	21,708	19,458	20,000 *
Repair/Maintenance	50,195	14,221	16,000
Sewer/Water	5,256	6,630	8,000
Supplies/chemicals	3,370	836	2,000
TOTAL	96,570	64,075	70,000
Total excluding repair/maintenance	46,375	49,854	54,000

* can be reduced about \$4,000/year each by use of an overnight pool blanket

Source: School District Exec. Director of Operations Karl Scheidt;
Task Force analysis

Appendix K: Summary of Operation and Management Agreement Between City of Clayton, School District of Clayton, and Clayton Recreation, Sports and Wellness Commission, Inc. (major highlights only)

In a separate Cooperation Agreement, the City and District approved the formation of the Clayton Recreation, Sports and Wellness Commission, Inc. ("the Commission").

City, District, and Commission then entered into this operation and management agreement.

Some of the real property upon which the Clayton Community Center is located was leased to the Commission by the City, some by the District.

The facilities themselves are owned by the Commission, subject to the rights of the City and District set forth in the Cooperation Agreement.

The Commission established three separate funds:

1. Operating Fund
2. Equipment Replacement Fund
3. Capital Fund

The Commission agreed to maintain the facilities and make all needed improvements, repairs, and replacements to preserve them in good working order and condition, subject to the availability of adequate revenues and payment by the City and District of any operating deficits.

The Commission agreed to operate and manage the facilities for the benefit of the City and District, which both appointed the Commission as the sole and exclusive manager of the facilities.

The Commission agreed to operate and maintain the facilities as "first-class public facilities," "available on a reasonable basis for uses for which the facilities were designed and at fees or rentals fixed by a schedule designed to pay as much of the operating costs as practicable."

The Commission agreed to pay all operating costs, subject to availability of revenues and payment by the City in District of any operating deficits.

The Commission agreed to "provide all management, supervision, personnel, materials, equipment, services and supplies necessary to operate, maintain and repair the facilities...."

The City and District agreed to each pay to the Commission "50% of an annual stipulated amount proposed by the Commission and approved by the City and District to provide for any projected budget deficit."

The Commission may appoint one or more authorized representatives, who may or may not have the title of Executive Director, and such persons shall consult with the City Manager and the Superintendent of Schools with respect to the operation and management of the facilities.

Such authorized representatives may approve any budgeted expenditure not exceeding \$10,000. Any such budgeted expenditures between \$10,000 and \$50,000 require prior approval of the Commission, and those in excess of \$50,000 require prior approval of the City and District.

Annual budgeting process goes from the authorized representatives to the Commission to the City and District.