

**CITY OF DESERT HOT SPRINGS
NOTICE OF PUBLIC HEARING**

AQUATIC PROGRAM FEES

NOTICE IS HEREBY GIVEN that the CITY COUNCIL of the City of Desert Hot Springs will conduct a Public Hearing to consider a resolution setting the aquatic fees in connection with the city's public swimming facilities.

The Public Hearing will be held as follows:

Location: Carl May Community Center/Council Chamber
11711 West Drive, Desert Hot Springs, CA 92240

Date: Tuesday, April 15, 2014

Time: 6:00 P.M. (or as soon thereafter as the matter may be heard)

Purpose: The proposed aquatic fees are needed to off-set the costs associated with the operations and maintenance of the city's public swimming facilities.

Pursuant to Government Code Section 66016, a copy of the draft report regarding the proposed fees is attached or available for inspection and copying in the Office of the City Clerk, 65-950 Pierson Blvd., Desert Hot Springs, CA between the hours of 7:00 a.m. and 6:00 p.m., Monday through Thursday.

INTERESTED PERSONS MAY appear and be heard, or written comments may be sent to the City Council and/or Successor Agency prior to the hearing. Written comments may be mailed to: City Clerk, City of Desert Hot Springs, 65-950 Pierson Blvd., Desert Hot Springs, CA 92240 or delivered to the City Clerk at the same address, prior to 4:30 p.m. on April 15, 2014.

QUESTIONS AND INQUIRIES may be addressed to Amy Aguer, Administrative Services Director, at (760) 329-6411 Ext. 234 or via Email: aaguer@cityofdhs.org

/s/ Jerryl Soriano, CMC
City Clerk
PUB: April 5, 2014 and April 12, 2014



July 1, 2014 to February 28, 2014

Budget Performance Report

Fiscal Year to Date 02/28/14

Include Rollup Account and Rollup to Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% used/ Rec'd	Prior Year Total
Fund 211 - HEALTH & WELLNESS CENTER										
REVENUE										
Department 00 - REVENUES										
Division 00 - REVENUES										
3401	INVESTMENT EARNINGS	.00	800.00	800.00	.00	.00	273.76	526.24	34	54,796.18
3402	NMTC INTEREST REIMBURSEMENTS	.00	75,000.00	75,000.00	.00	.00	37,600.00	37,400.00	50	.00
3713	DONATIONS/FUNDRAISERS	.00	.00	.00	.00	.00	.00	.00	+++	182,500.00
3724	REIMBURSEMENTS	.00	35,000.00	35,000.00	3,272.08	.00	21,584.89	13,415.11	62	.00
3731	DEVELOPER REIMBURSEMENT FEES	992,306.00	(992,306.00)	.00	.00	.00	.00	.00	+++	346,294.00
3765	SWIMMING FEES	.00	8,000.00	8,000.00	.00	.00	4,960.88	3,039.12	62	438.02
3999	TRANSFERS IN	.00	692,589.00	692,589.00	.00	.00	692,589.00	.00	100	.00
Division 00 - REVENUES Totals		\$992,306.00	(\$180,917.00)	\$811,389.00	\$3,272.08	\$0.00	\$757,008.53	\$54,380.47	93%	\$584,028.20
Department 00 - REVENUES Totals		\$992,306.00	(\$180,917.00)	\$811,389.00	\$3,272.08	\$0.00	\$757,008.53	\$54,380.47	93%	\$584,028.20
REVENUE TOTALS		\$992,306.00	(\$180,917.00)	\$811,389.00	\$3,272.08	\$0.00	\$757,008.53	\$54,380.47	93%	\$584,028.20
EXPENSE										
Department 44 - CL										
Division 53 - AQUATIC CENTER										
4100	SALARIES	.00	.00	.00	.00	.00	.00	.00	+++	58,982.91
4115	ANNUAL LEAVE BUYOUT	.00	.00	.00	.00	.00	.00	.00	+++	4,054.72
4140	EMPLOYEE BENEFITS	.00	.00	.00	.00	.00	.00	.00	+++	4,368.70
4150	PERS RETIREMENT	.00	.00	.00	.00	.00	.00	.00	+++	4,510.43
4160	TAXES	.00	.00	.00	.00	.00	.00	.00	+++	1,582.09
4200	UTILITIES	97,500.00	.00	97,500.00	5,519.47	.00	39,157.12	58,342.88	40	24,890.48
4205	COMMUNICATIONS	3,200.00	600.00	3,800.00	354.05	749.17	2,169.72	881.11	77	151.40
4210	ADVERTISING	5,500.00	.00	5,500.00	.00	.00	.00	5,500.00	0	.00
4215	PRINTING	.00	.00	.00	.00	.00	.00	.00	+++	253.80
4220	OFFICE SUPPLIES	2,200.00	.00	2,200.00	.00	.00	59.90	2,140.10	3	47.27
4225	POSTAGE	5,500.00	(2,500.00)	3,000.00	.00	.00	.00	3,000.00	0	.00
4230	TRAVEL AND TRAINING	1,650.00	1,350.00	3,000.00	.00	.00	2,486.64	513.36	83	.00
4235	DUES AND SUBSCRIPTIONS	550.00	(550.00)	.00	.00	.00	.00	.00	+++	.00
4250	UNIFORMS	2,750.00	(2,750.00)	.00	.00	.00	.00	.00	+++	.00
4265	REPAIR & MAINTENANCE	20,500.00	.00	20,500.00	.00	2,279.73	2,179.73	16,040.54	22	2,698.78
4270	SMALL TOOLS & EQUIPMENT	4,400.00	.00	4,400.00	.00	.00	.00	4,400.00	0	.00
4275	INSURANCE PREMIUMS	22,000.00	4,390.00	26,390.00	.00	.00	26,390.00	.00	100	11,715.00
4285	ADMINISTRATIVE FEES	160,000.00	(32,056.00)	127,944.00	.00	.00	94,944.28	32,999.72	74	.00
4320	CONTRACT SERVICES	102,400.00	10,350.00	112,750.00	16,537.50	24,512.09	67,179.91	21,058.00	81	56,508.01
Division 53 - AQUATIC CENTER Totals		\$428,150.00	(\$21,166.00)	\$406,984.00	\$22,411.02	\$27,540.99	\$234,567.30	\$144,875.71	64%	\$169,763.59
Department 44 - CL Totals		\$428,150.00	(\$21,166.00)	\$406,984.00	\$22,411.02	\$27,540.99	\$234,567.30	\$144,875.71	64%	\$169,763.59
EXPENSE TOTALS		\$428,150.00	(\$21,166.00)	\$406,984.00	\$22,411.02	\$27,540.99	\$234,567.30	\$144,875.71	64%	\$169,763.59
Fund 211 - HEALTH & WELLNESS CENTER Totals										



Budget Performance Report

Fiscal Year to Date 02/28/14

Include Rollup Account and Rollup to Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% used/ Rec'd	Prior Year Total
	REVENUE TOTALS	992,306.00	(180,917.00)	811,389.00	3,272.08	.00	757,008.53	54,380.47	93	584,028.20
	EXPENSE TOTALS	428,150.00	(21,166.00)	406,984.00	22,411.02	27,540.99	234,567.30	144,875.71	64	169,763.59
Fund	211 - HEALTH & WELLNESS CENTER Totals	\$564,156.00	(\$159,751.00)	\$404,405.00	(\$19,138.94)	(\$27,540.99)	\$522,441.23	(\$90,495.24)		\$414,264.61
	Grand Totals									
	REVENUE TOTALS	992,306.00	(180,917.00)	811,389.00	3,272.08	.00	757,008.53	54,380.47	93	584,028.20
	EXPENSE TOTALS	428,150.00	(21,166.00)	406,984.00	22,411.02	27,540.99	234,567.30	144,875.71	64	169,763.59
	Grand Totals	\$564,156.00	(\$159,751.00)	\$404,405.00	(\$19,138.94)	(\$27,540.99)	\$522,441.23	(\$90,495.24)		\$414,264.61



Final Report

John H. Furbee Aquatics Center Operations Study



BALLARD* KING
& ASSOCIATES LTD

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April 19, 2013

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MARKET ANALYSIS

City of Desert Hot Springs

John Furbee Aquatic Center Operations Study



Section I – Demographic Summary & Market Review

The City of Desert Hot Springs has engaged Ballard*King & Associates to assist in completing an operations study for the new John H. Furbee Aquatic Center.

The following is a summary of the basic demographic characteristics of the identified service areas as provided by Environmental Systems Research Institute, Inc. (ESRI) along with aquatic participation rates as produced by the National Sporting Goods Association (NSGA) in their 2011 Survey.

Service Areas: It is recognized that the aquatic center’s primary goal will be to serve the residents of the City of Desert Hot Springs but it will be open to all users regardless of where they reside. In determining service areas this information was considered and balanced with the reality of how far individuals would be willing to travel for this type of aquatic facility. Based on this premise, B*K worked with the City of Desert Hot Springs to determine their “sphere of influence” which has been used as the primary service area and then identified a larger secondary service area.

Primary service areas are usually defined by the distance people will travel on a regular basis (a minimum of once a week) to utilize an aquatic center or its programs. Secondary service areas are usually defined by the distance people will travel on a less consistent basis (a minimum of a couple of times a month) to utilize a facility or its programs. Use by individuals outside the secondary service area will primarily be limited to special events (swim meets, water polo matches, etc.).

Service areas can also vary in size with the types of amenities that are included in a facility. An aquatic center with a strong leisure pool (zero depth entry, interactive play features, slides, etc.) will generally have a larger service area than a more traditional flat water competitive oriented facility. Since the John H. Furbee Aquatic Center has a large traditional pool and only a small splash pad, the market area will be smaller.

Service areas can also be influenced based on an aquatics facility’s impact from major thoroughfares and the presence of alternative aquatic providers in the area. Alternative aquatic providers can have an impact upon membership, daily admissions and the associated penetration rates for programs and services. As a result, the Desert Hot Spring’s aquatic market is negatively impacted by the presence of I-10 and the pools that are located in Palm Springs, Palm Desert and other locations.

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Table A – Service Area Comparison Chart:

	City of Desert Hot Springs	Primary Service Area	Secondary Service Area
Population:			
2010 Census	25,938	36,661	47,493
2012 Estimate	26,288	37,297	48,308
2017 Estimate	27,763	39,657	51,393
Population Growth			
2000-2010 Census	+46.2%	+52.6%	+50.4%
Households:			
2010 Census	8,650	12,133	16,978
2012 Estimate	8,843	12,436	17,410
2017 Estimate	9,229	13,042	18,286
Families:			
2010 Census	5,782	8,188	10,971
2012 Estimate	5,905	8,320	11,142
2017 Estimate	6,215	8,802	11,808
Average Household Size:			
2010 Census	2.98	3.00	2.78
2012 Estimate	2.96	2.98	2.76
2017 Estimate	2.99	3.02	2.80
Ethnicity:			
Hispanic	55.2%	56.1%	50.8%
White	57.4%	58.9%	62.9%
Black	7.5%	6.6%	5.5%
American Indian	1.4%	1.3%	1.4%
Asian	2.5%	2.2%	2.0%
Pacific Islander	0.3%	0.3%	0.2%
Other	26.0%	26.1%	23.7%
Multiple	4.9%	4.6%	4.3%
Median Age:			
2010 Census	31.1	32.4	35.7
2012 Estimate	31.7	32.7	36.2
2017 Estimate	32.4	33.5	37.2
Median Household Income:			
2012 Estimate	\$31,976	\$33,139	\$33,192
2017 Estimate	\$35,946	\$37,435	\$37,607
Household Budget Expenditures¹:			
Housing	67	68	68
Entertainment & Recreation	65	68	69

¹ This information is placed on an index with a reference point being the National average of 100.

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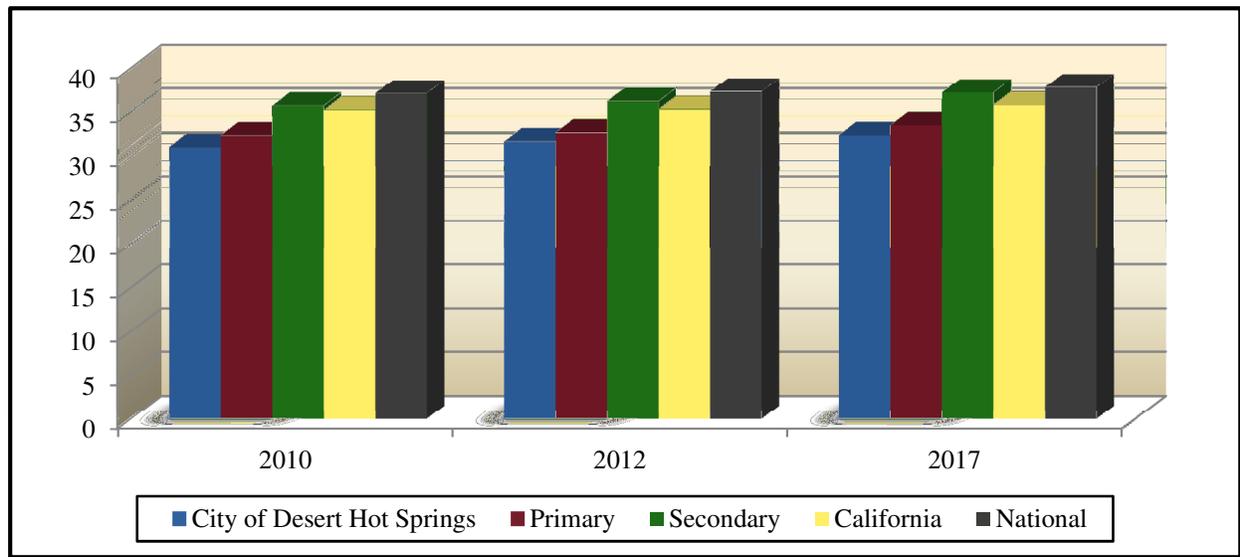
Median Age and Household Income

The median age and household income levels are compared with the national number as both of these factors are primary determiners of participation in aquatic activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

Table B – Median Age:

	2010 Census	2012 Projection	2017 Projection
City of Desert Hot Springs	31.1	31.7	32.4
Primary Service Area	32.4	32.7	33.5
Secondary Service Area	35.7	36.2	37.2
State of California	35.2	35.3	35.8
Nationally	37.1	37.3	37.8

Chart A – Median Age



With the median age in the Primary Service Area being less than the state and national number it would point to a community with a younger population base.

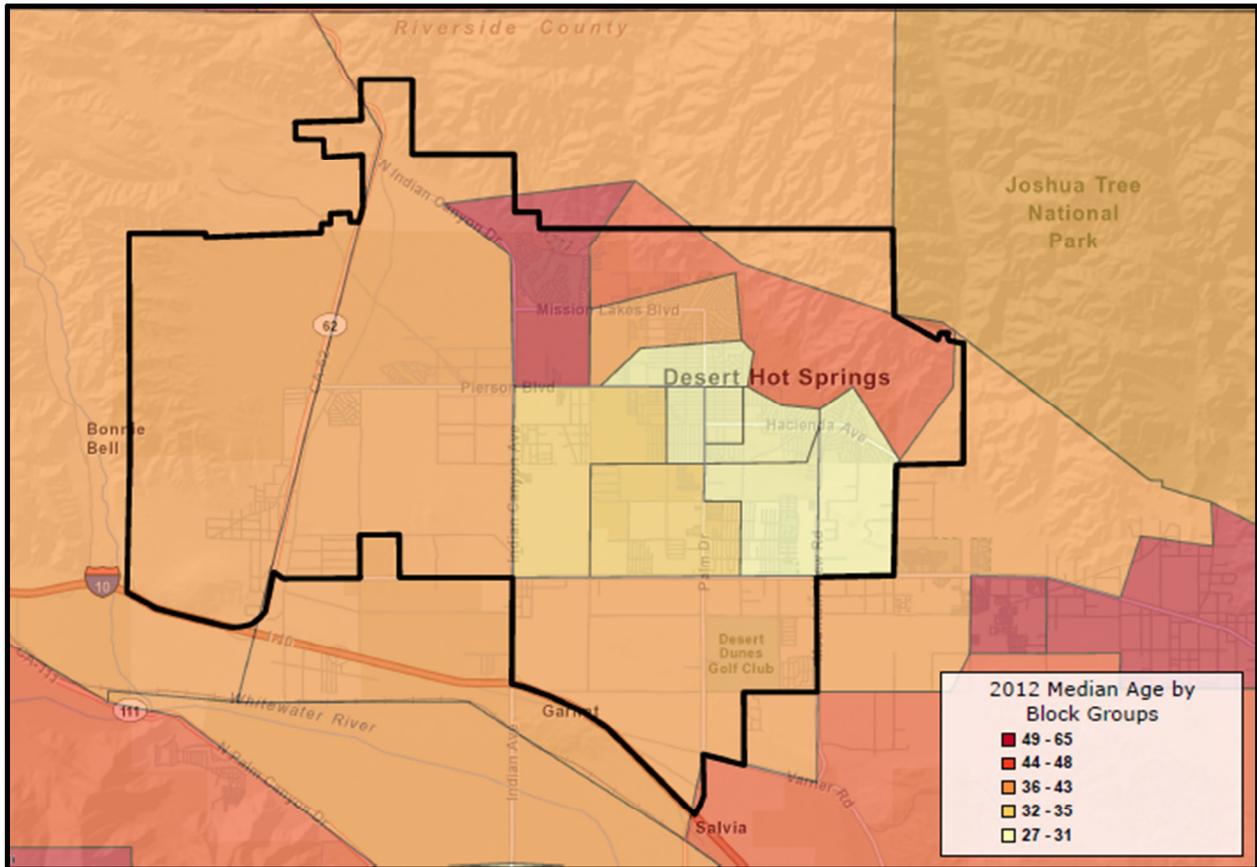
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Map A – 2012 Median Age by Census Block Groups



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City of Desert Hot Springs

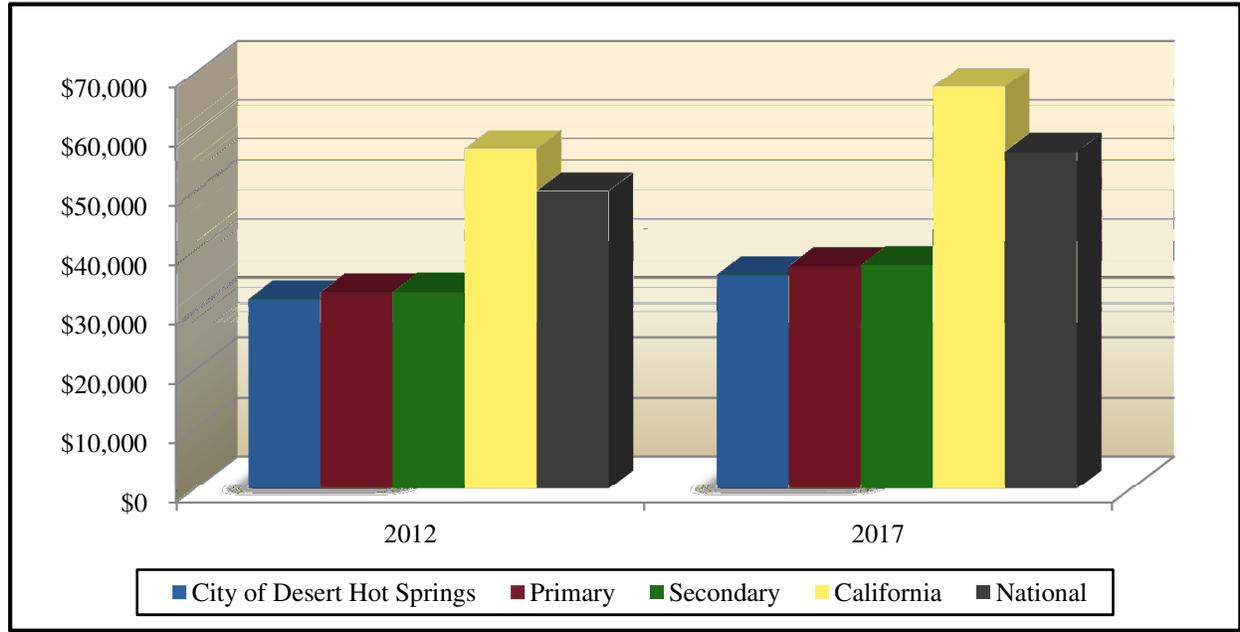
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Table C – Median Household Income:

	2012 Estimate	2017 Projection
City of Desert Hot Springs	\$31,976	\$35,946
Primary Service Area	\$33,139	\$37,435
Secondary Service Area	\$33,192	\$37,607
State of California	\$57,385	\$67,664
Nationally	\$50,157	\$56,895

Chart B – Median Household Income



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Based upon 2012 projections the following narrative can be provided for the service areas:

In the Primary Service Area the percentage of households with median income over \$50,000 per year is 32.8% compared to 50.1% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 35.9% compared to a level of 24.7% nationally.

In the Secondary Service Area the percentage of households with median income over \$50,000 per year is 32.7% compared to 50.1% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 36.1% compared to a level of 24.7% nationally.

These statistics indicate that the level of income for the service area is significantly less in comparison to the state and national numbers. This information must also be balanced with the overall cost of living (which is reviewed in the following pages).

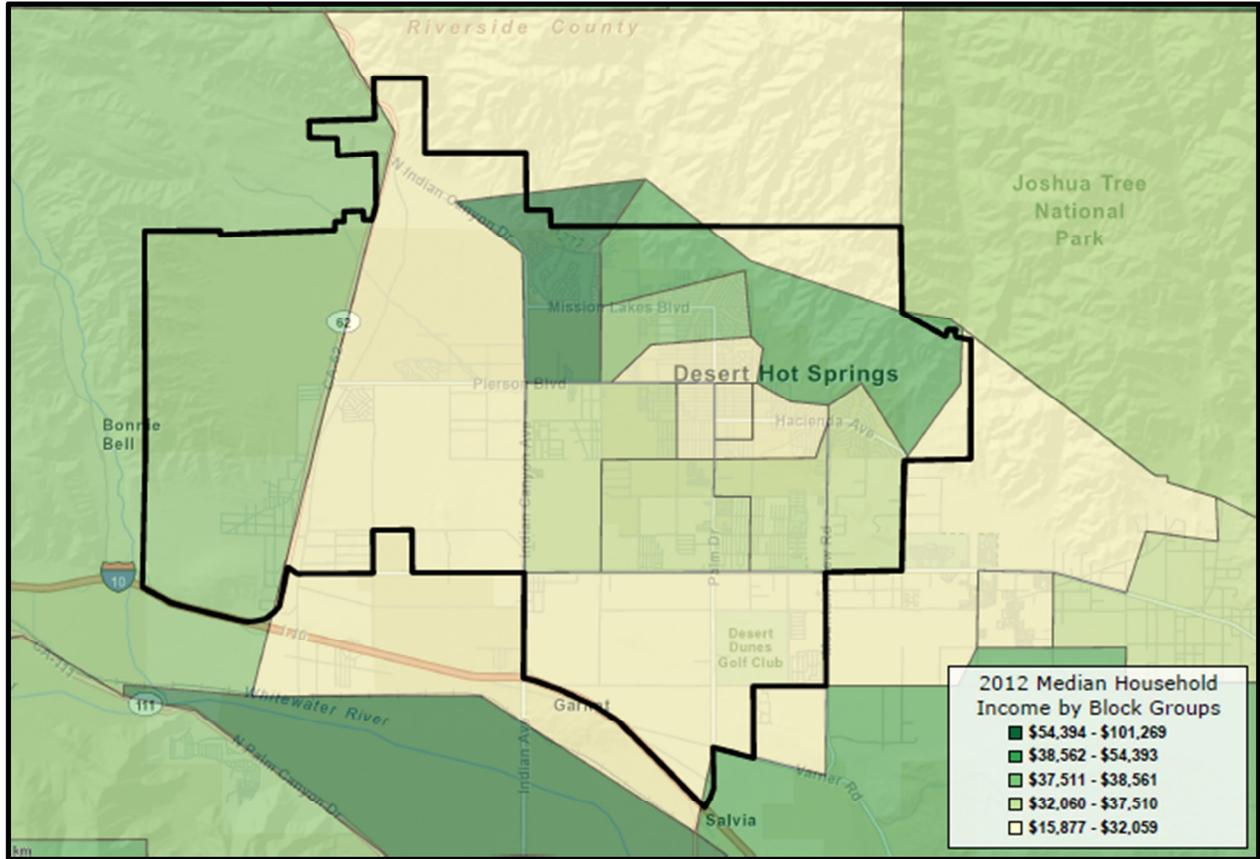
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Map B – 2012 Median Household Income by Census Tract



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Household Budget Expenditures

In addition to taking a look at Median Age and Median Income, it is important to examine Household Budget Expenditures. In particular looking at housing information; shelter, utilities, fuel and public services along with entertainment & recreation can provide a snap shot into the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas.

Table D – Household Budget Expenditures²

City of Desert Hot Springs	SPI	Average Amount Spent	Percent
Housing	67	\$13,178.98	31.2%
<i>Shelter</i>	67	\$10,236.58	24.3%
<i>Utilities, Fuel, Public Service</i>	67	\$2,942.40	7.0%
Entertainment & Recreation	65	\$2,040.13	4.8%

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	68	\$13,435.00	31.0%
<i>Shelter</i>	68	\$10,394.14	23.9%
<i>Utilities, Fuel, Public Service</i>	69	\$3,040.86	7.0%
Entertainment & Recreation	68	\$2,111.29	4.9%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	68	\$13,295.53	30.4%
<i>Shelter</i>	67	\$10,295.27	23.3%
<i>Utilities, Fuel, Public Service</i>	71	\$3,100.26	7.1%
Entertainment & Recreation	69	\$2,158.77	4.9%

State of California	SPI	Average Amount Spent	Percent
Housing	122	\$24,091.71	31.7%
<i>Shelter</i>	126	\$19,248.87	25.3%
<i>Utilities, Fuel, Public Service</i>	110	\$4,842.84	6.4%
Entertainment & Recreation	120	\$3,735.75	4.9%

- SPI:** Spending Potential Index as compared to the National number of 100.
- Average Amount Spent:** The average amount spent per household.
- Percent:** Percent of the total 100% of household expenditures. **Note:** Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.

² Consumer Spending data are derived from the 2004 and 2005 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2012 and 2017.

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Chart C – Household Budget Expenditures Spending Potential Index

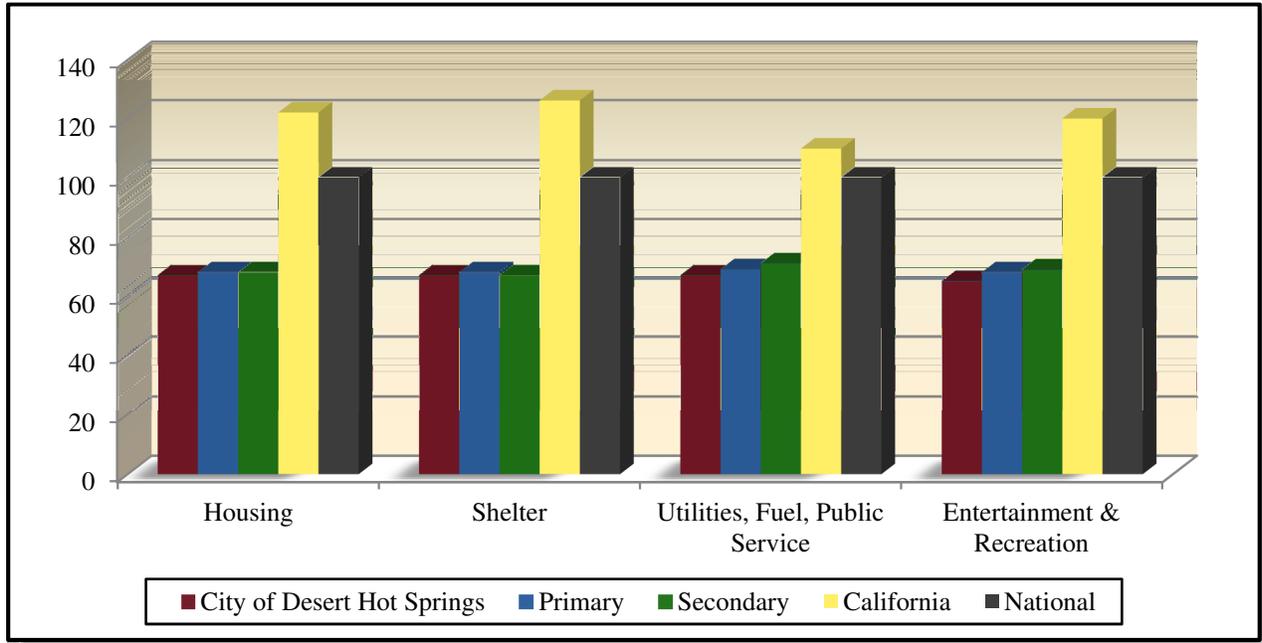


Chart C, illustrates that the Household Budget Expenditures Spending Potential Index in the City, Primary and Secondary service areas are lower than the national level, while the state level is higher than the national level. This would indicate that fewer dollars are being spent for those services as compared to a state and national level. This would indicate a significantly lower cost of living in the service areas, but the level of discretionary income available for entertainment and recreation is only 65% of the national number and 54% of the state figures.

It will be important to keep this information in mind when developing fee structure and looking at an appropriate cost recovery philosophy.

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Recreation Expenditures Spending Potential Index: In addition to the more general spending potential index, ESRI also measures more specific recreation expenditures in a number of different areas and then indexes this against national numbers. The following comparisons are possible.

Table E – Recreation Expenditures Spending Potential Index³

City of Desert Hot Springs	SPI	Average Spent
Fees for Participant Sports	63	\$64.95
Fees for Recreational Lessons	60	\$79.48
Social, Recreation, Club Membership	61	\$96.39
Exercise Equipment/Game Tables	52	\$41.61
Other Sports Equipment	65	\$5.94

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	65	\$67.64
Fees for Recreational Lessons	60	\$79.05
Social, Recreation, Club Membership	61	\$97.04
Exercise Equipment/Game Tables	54	\$43.16
Other Sports Equipment	66	\$6.06

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	67	\$69.36
Fees for Recreational Lessons	57	\$75.47
Social, Recreation, Club Membership	61	\$97.64
Exercise Equipment/Game Tables	55	\$43.96
Other Sports Equipment	66	\$6.09

State of California	SPI	Average Spent
Fees for Participant Sports	123	\$127.15
Fees for Recreational Lessons	128	\$169.84
Social, Recreation, Club Membership	123	\$195.62
Exercise Equipment/Game Tables	96	\$76.37
Other Sports Equipment	114	\$10.43

Average Amount Spent: The average amount spent for the service or item in a year.

SPI: Spending potential index as compared to the national number of 100.

³ Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

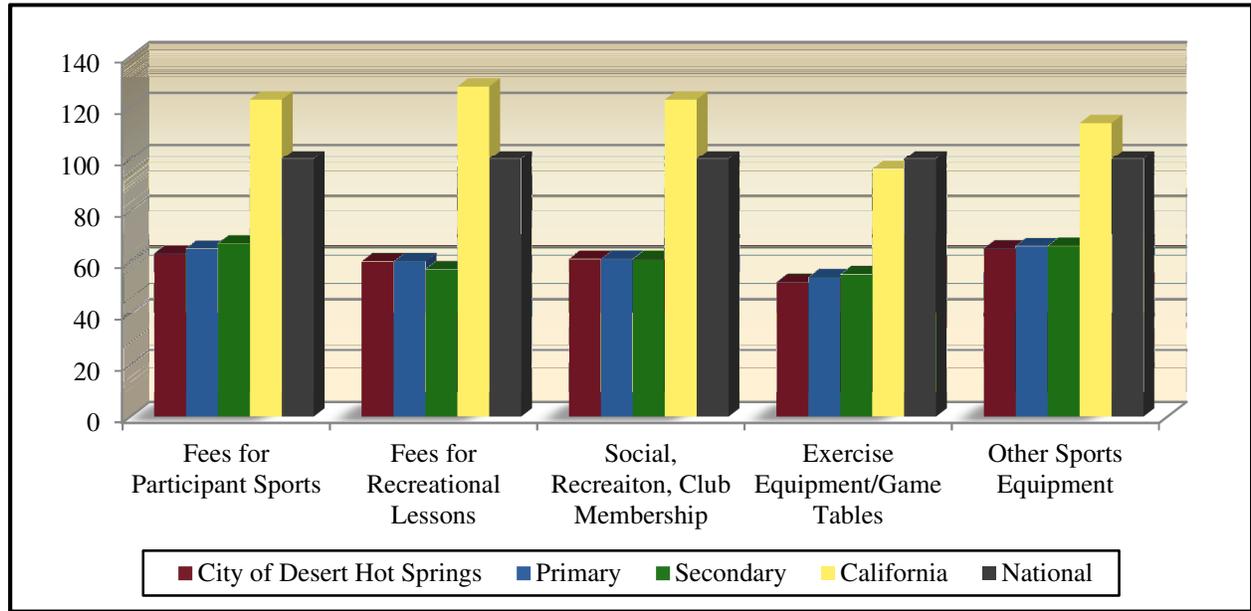
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Chart D – Recreation Spending Potential Index



The SPI index indicates that in the city, primary and secondary service areas the rate of spending is substantially lower than the National Spending Potential Index (SPI) of 100 and the state level. This information is very important when determining a price point for activities and the cost recovery philosophy as the level of discretionary income for recreation is approximately 60% of the national level and 50% of the state level.

It is also important to note that these dollars are currently being spent, so the identification of alternative service providers and the ability of another facility to capture a portion of these dollars will be important.

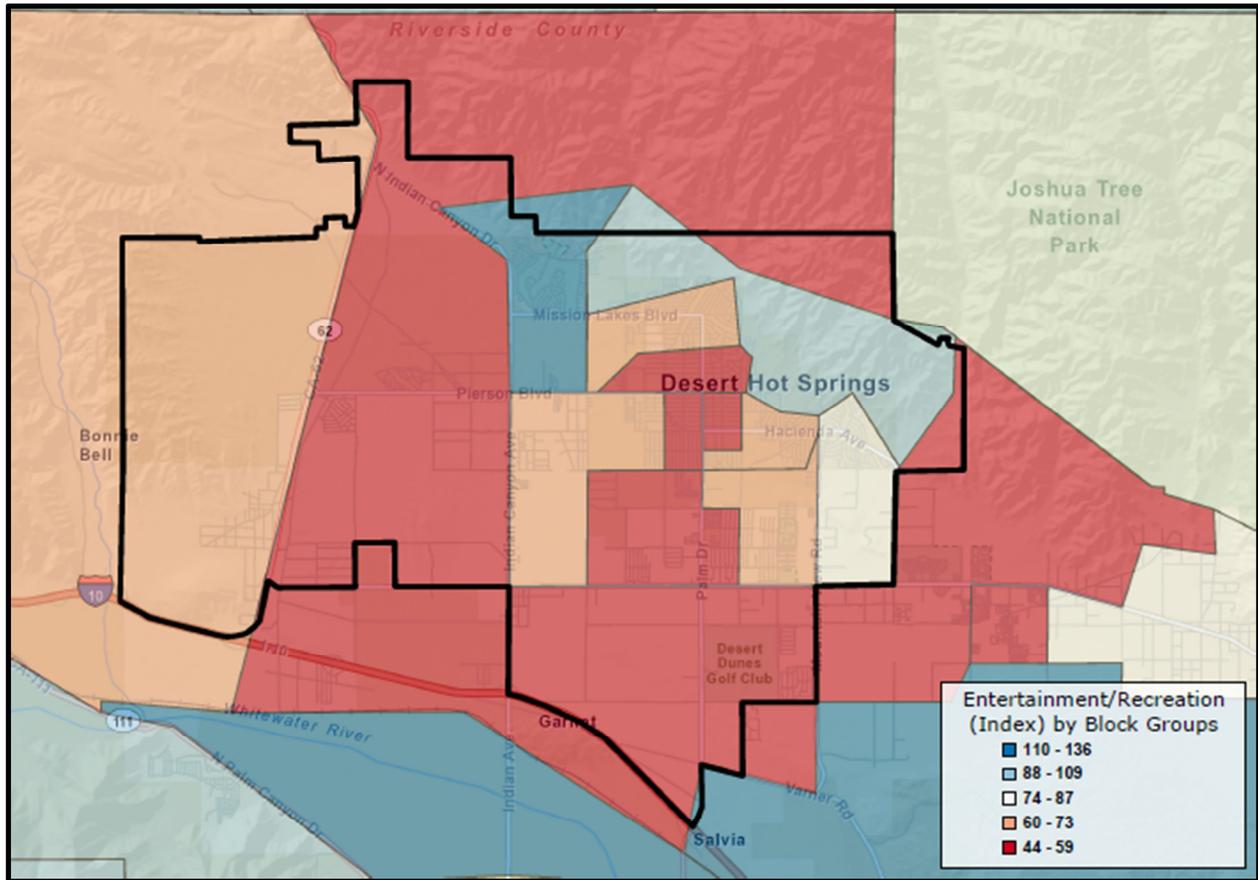
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Map C – 2011 Entertainment & Recreation Spending by Census Tract



Service Area Demographics

The Primary and Secondary Service Areas demographic characteristics are analyzed on the following pages.

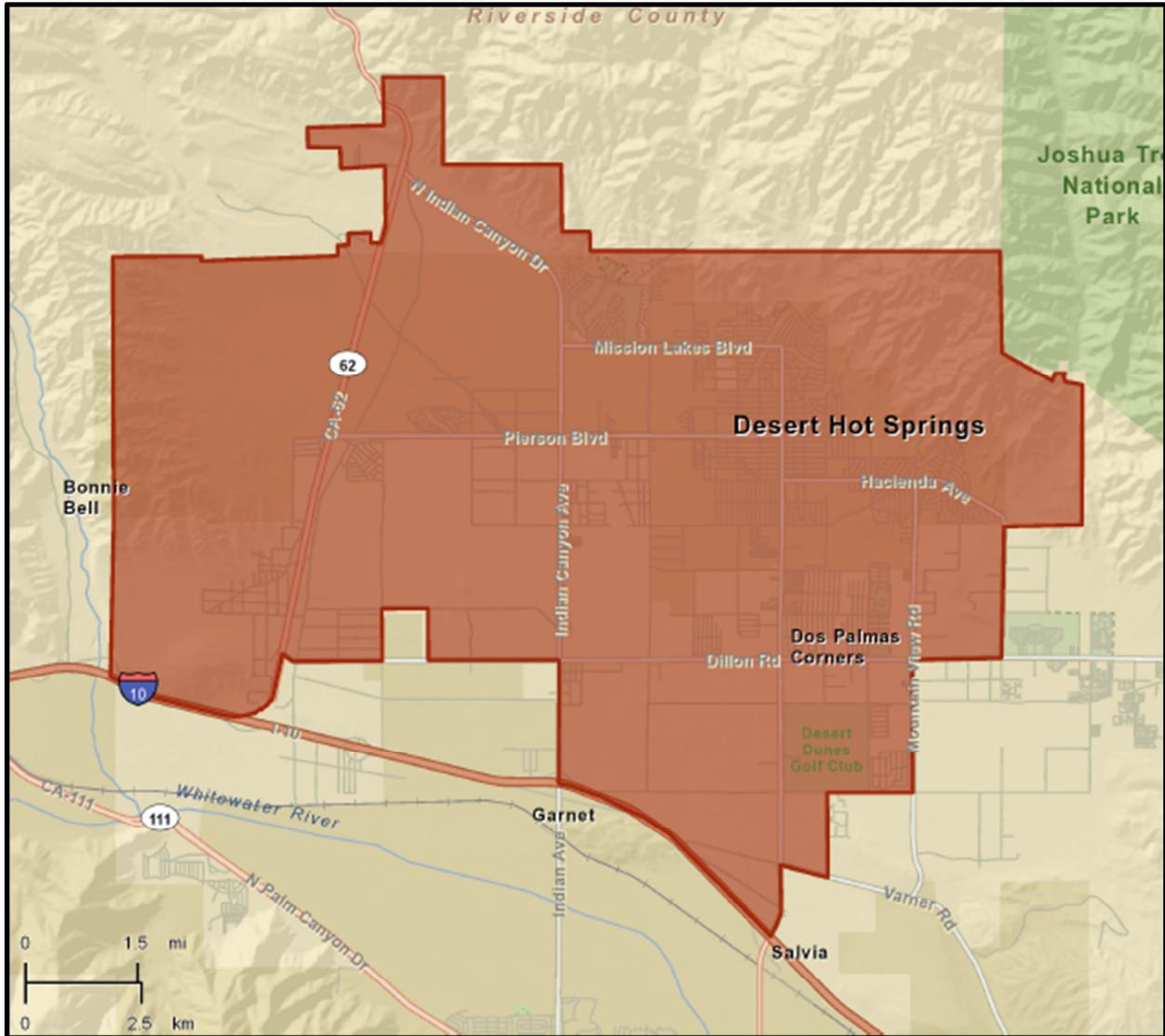
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Map D – Primary Service Area Map (City of Desert Hot Springs Sphere of Influence)



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Population Distribution by Age: Utilizing census information for the Primary Service Area, the following comparisons are possible.

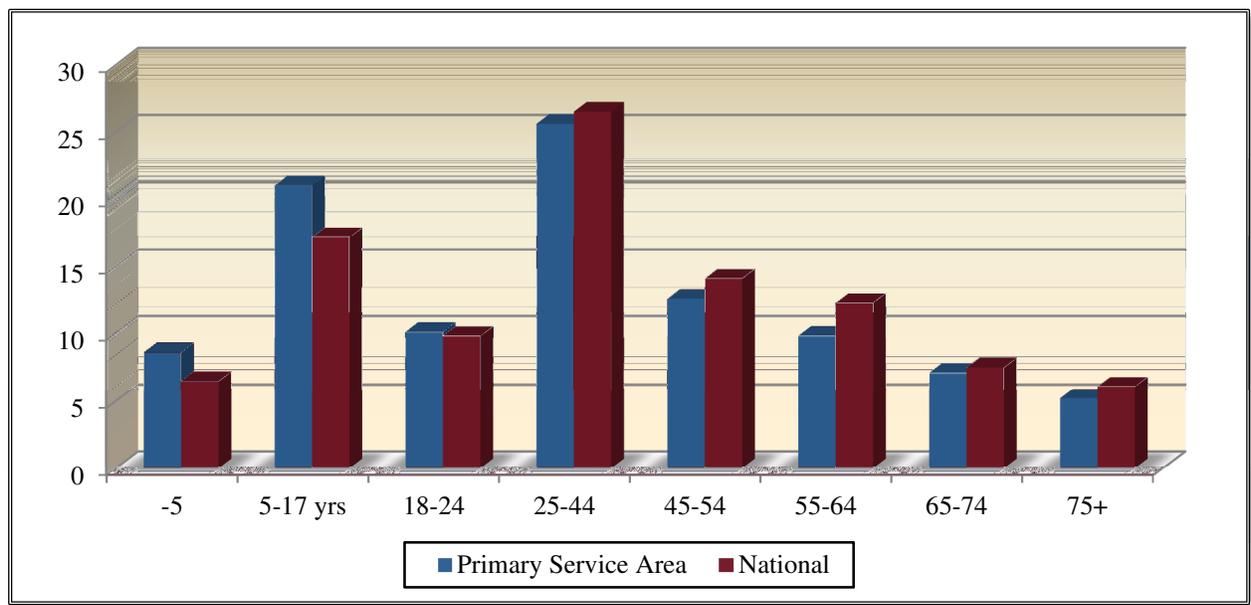
Table F – 2012 Primary Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	3,191	8.6%	6.5%	+2.1%
5-17	7,840	21.0%	17.2%	+3.8%
18-24	3,750	10.1%	9.8%	+0.3%
25-44	9,558	25.6%	26.5%	-0.9%
45-54	4,704	12.6%	14.1%	-1.5%
55-64	3,661	9.8%	12.3%	-2.5%
65-74	2,652	7.1%	7.5%	-0.4%
75+	1,943	5.2%	6.1%	-0.9%

- Population:** 2012 census estimates in the different age groups in the Primary Service Area.
- % of Total:** Percentage of the Primary Service Area population in the age group.
- National Population:** Percentage of the national population in the age group.
- Difference:** Percentage difference between the Primary Service Area population and the national population.

Chart E – 2012 Primary Service Area Age Group Distribution



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The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with an equal or larger population in the -5, 5-17 and 18-24 age groups and a smaller population in the 25-44, 45-54, 55-64, 65-74 and 75+ age groups. The largest positive variance is in the 5-17 age group with +3.8%, while the greatest negative variance is in the 55-64 age group with -2.5%.

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Population Distribution Comparison by Age: Utilizing census information from the Primary Service Area, the following comparisons are possible.

Table G – 2012 Primary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2012 Projection	2017 Projection	Percent Change	Percent Change Nat'l
-5	3,159	3,191	3,368	+6.6%	+4.7%
5-17	7,881	7,840	8,221	+4.3%	+1.8%
18-24	3,699	3,750	3,695	-0.1%	-2.4%
25-44	9,463	9,558	10,031	+6.0%	+10.4%
45-54	4,764	4,704	4,612	-3.2%	-6.2%
55-64	3,431	3,661	4,075	+18.8%	+13.7%
65-74	2,413	2,652	3,428	+42.1%	+32.9%
75+	1,852	1,943	2,226	+20.2%	+9.5%

Chart F – Primary Service Area Population Growth

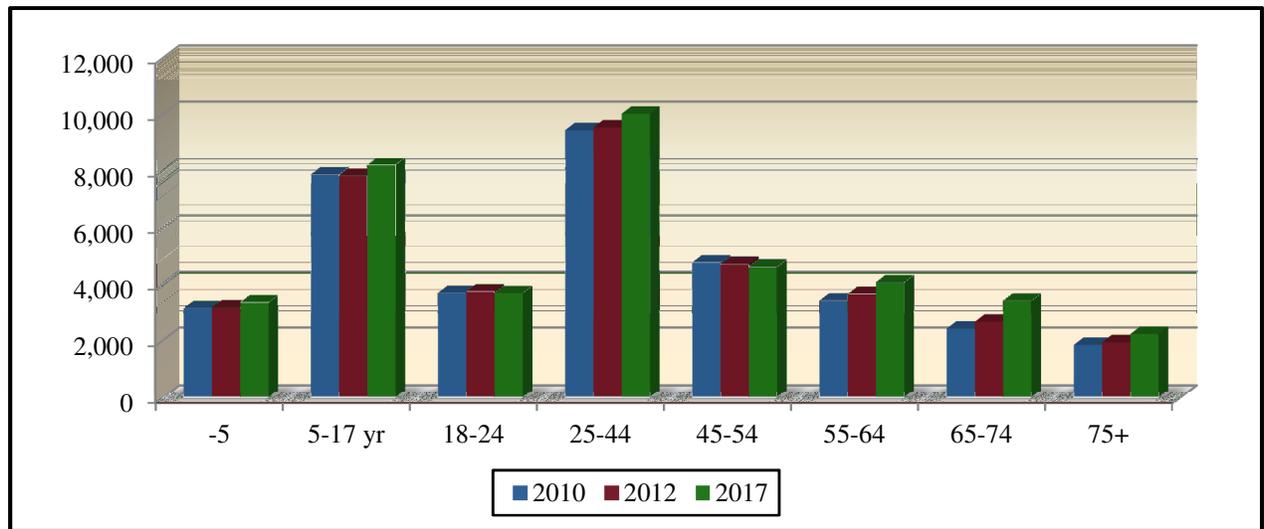


Table-G, illustrates the growth or decline in age group numbers from the 2010 census until the year 2017. It is projected that all of the age categories except 18-24 and 45-54 will see an increase in population or static growth. It must be remembered that the population of the United States as a whole is aging and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

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Race and Ethnicity

Listed below is the distribution of the population by race and ethnicity for the Primary Service Area for 2012 population projections. Those numbers were developed from 2010 Census Data.

Table H – Primary Service Area Ethnic Population and Median Age

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of California Population
Hispanic	20,922	24.1	56.1%	38.4%

Table I – Primary Service Area Population by Race and Median Age

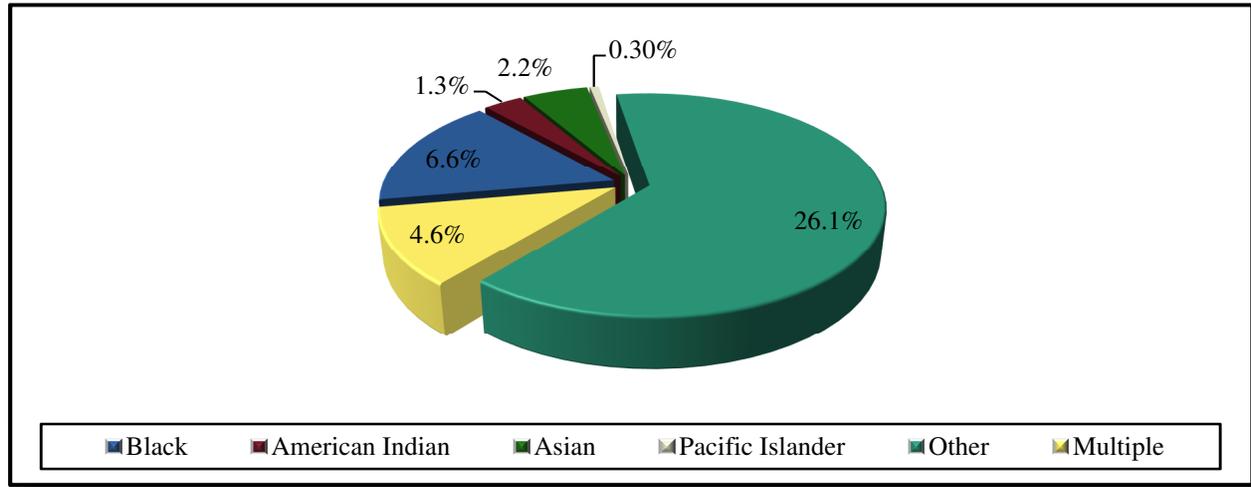
(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of California Population
White	21,975	40.5	58.9%	56.9%
Black	2,444	26.1	6.6%	6.1%
American Indian	491	27.6	1.3%	1.0%
Asian	828	41.1	2.2%	13.2%
Pacific Islander	100	26.7	0.3%	0.4%
Other	9,728	24.1	26.1%	17.3%
Multiple	1,731	20.0	4.6%	5.0%

2012 Primary Service Area Total Population: 37,297 Residents

Note: According to the United States Census Bureau, Hispanic is an ethnic group but not a race. Therefore Hispanics are also members of a race category as well. For this reason Hispanic is shown in a separate table and the totals for Table H and I will not add up to 100%.

Chart G – Primary Service Area Non-White Population by Race



Tapestry Segments: In addition to look at the age group distribution, population growth along with ethnicity and race of the service area B*K can further examine the service area by examining the various tapestry segments. The following table outlines the top 5 tapestry segments within the Primary Service Area Service Area and provides definitions for each of the tapestries.

Table J – Primary Service Area Tapestry Segment Comparison

(ESRI estimates)

	Primary Service Area		U.S. Households	
	Percent	Cumulative Percent	Percent	Cumulative Percent
Industrious Urban Fringe	33.4%	33.4%	1.5%	1.5%
City Dimensions	25.4%	58.8%	0.9%	2.4%
Midlife Junction	10.8%	69.6%	2.5%	4.9%
Southwestern Families	9.4%	79.0%	1.0%	5.8%
Rural Resort Dwellers	8.5%	87.4%	1.6%	7.5%

Industrious Urban Fringe (38) – Family is central with more than ½ of the households having children; 54% are married-couple families, 17% are single parents. Multi-generational households are common. Most work in the manufacturing, construction, retail trade and service industries.

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City Dimensions (60) – Diversity in household type and ethnicity characterizes these neighborhoods. Households are a mix of types; most are singles that live alone. Ethnic diversity is high.

Midlife Junction (33) – Nearly 20% of this group are aged 65 years or older. Households are a mix of family types and singles who live alone or share housing. Most of these residents are white.

Southwestern Families (59) – A mix of family types comprise 80% of the households. These young families form the foundation of Hispanic life in the Southwest. Children are the center of these households that are composed mainly of married couples with children and single-parent families. Ethnic diversity is high.

Rural Resort Dwellers (31) – These neighborhoods are found in pastoral settings in rural nonfarm areas throughout the U.S. Household types include empty-nester married couples, singles and married couples with children. Most residents are white.

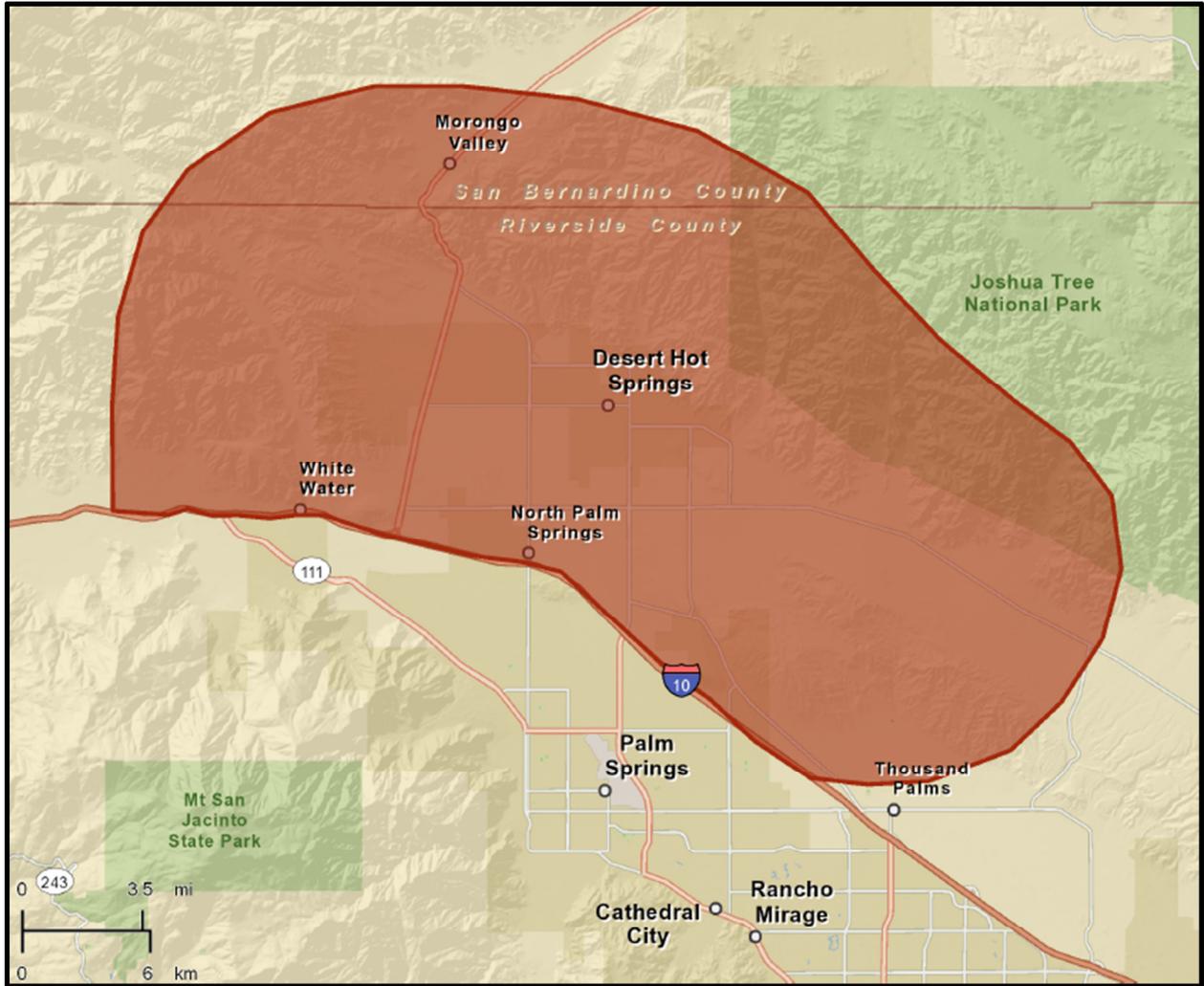
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Map E – Secondary Service Area Map



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Population Distribution by Age: Utilizing census information for the Secondary Service Area, the following comparisons are possible.

Table K – 2012 Secondary Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	3,763	7.8%	6.5%	+1.3%
5-17	9,253	19.2%	17.2%	+2.0%
18-24	4,449	9.2%	9.8%	-0.6%
25-44	11,618	24.0%	26.5%	-2.5%
45-54	6,284	13.0%	14.1%	-1.1%
55-64	5,359	11.1%	12.3%	-1.2%
65-74	4,313	8.9%	7.5%	+1.4%
75+	3,269	6.8%	6.1%	+0.7%

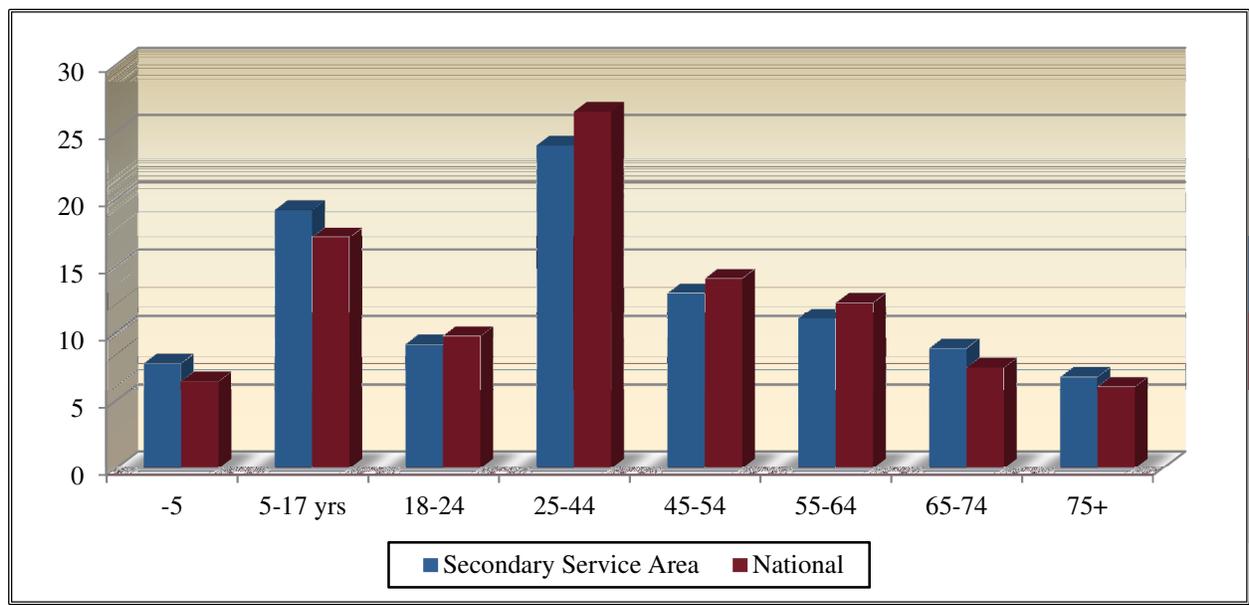
Population: 2012 census estimates in the different age groups in the Secondary Service Area.

% of Total: Percentage of the Secondary Service Area population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between the Secondary Service Area population and the national population.

Chart H – 2012 Secondary Service Area Age Group Distribution



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The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with an equal or larger population in the -5, 5-17, 65-74 and 75+ age groups and a smaller population in the 18-24, 25-44, 45-54 and 55-64 age groups. The largest positive variance is in the 5-17 age groups with +2.0%, while the greatest negative variance is in the 25-44 age groups with -2.5%.

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Population Distribution Comparison by Age: Utilizing census information from the Secondary Service Area, the following comparisons are possible.

Table L – 2012 Secondary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2012 Projection	2017 Projection	Percent Change	Percent Change Nat'l
-5	3,733	3,763	3,960	+6.1%	+4.7%
5-17	9,323	9,253	9,667	+3.7%	+1.8%
18-24	4,397	4,449	4,372	-0.6%	-2.4%
25-44	11,525	11,618	12,148	+5.4%	+10.4%
45-54	6,375	6,284	6,134	-3.8%	-6.2%
55-64	5,042	5,359	5,922	+17.5%	+13.7%
65-74	3,954	4,313	5,504	+39.2%	+32.9%
75+	3,144	3,269	3,686	+17.2%	+9.5%

Chart I – Secondary Service Area Population Growth

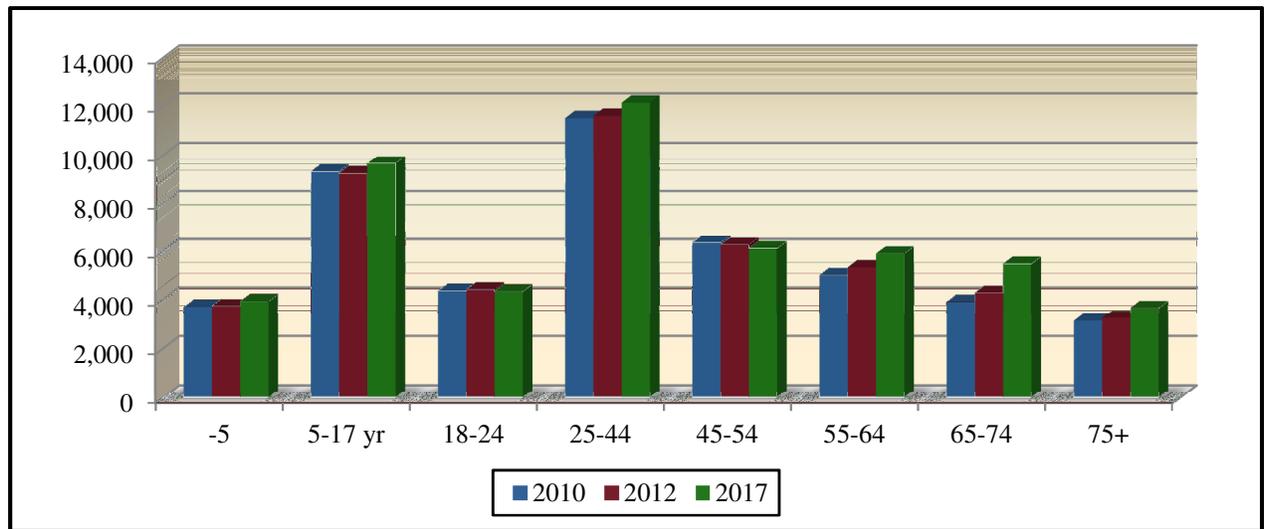


Table-L, illustrates the growth or decline in age group numbers from the 2010 census until the year 2017. It is projected that all of the age categories except 18-24 and 45-54 will see an increase in population or static growth. It must be remembered that the population of the United States as a whole is aging and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

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Race and Ethnicity

Listed below is the distribution of the population by race and ethnicity for the Secondary Service Area for 2012 population projections. Those numbers were developed from 2010 Census Data.

Table M – Secondary Service Area Ethnic Population and Median Age

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of California Population
Hispanic	24,540	24.7	50.8%	38.4

Table N – Secondary Service Area Population by Race and Median Age

(Source – U.S. Census Bureau and ESRI)

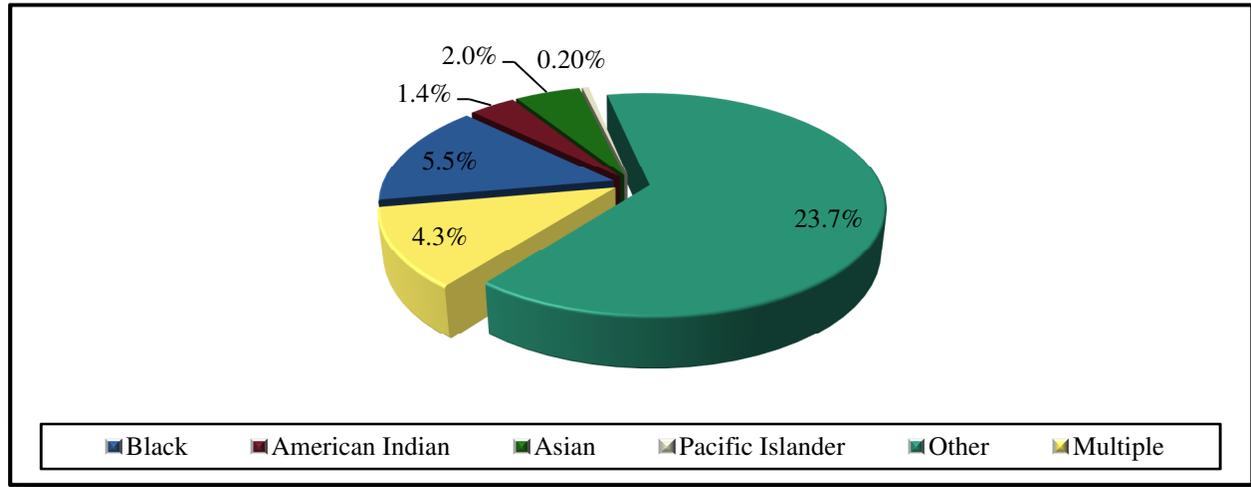
Ethnicity	Total Population	Median Age	% of Population	% of California Population
White	30,384	45.2	62.9%	56.9%
Black	2,642	27.1	5.5%	6.1%
American Indian	653	30.8	1.4%	1.0%
Asian	960	42.4	2.0%	13.2%
Pacific Islander	107	26.8	0.2%	0.4%
Other	11,470	24.5	23.7%	17.3%
Multiple	2,092	21.3	4.3%	5.0%

2012 Secondary Service Area Total Population: 48,308 Residents

Note: According to the United States Census Bureau, Hispanic is an ethnic group but not a race. Therefore Hispanics are also members of a race category as well. For this reason Hispanic is shown in a separate table and the totals for Table H and I will not add up to 100%.



Chart J – Secondary Service Area Non-White Population by Race



Tapestry Segments: In addition to look at the age group distribution, population growth along with ethnicity and race of the service area B*K can further examine the service area by examining the various tapestry segments. The following table outlines the top 5 tapestry segments within the Secondary Service Area and provides definitions for each of the tapestries.

Table O – Secondary Service Area Tapestry Segment Comparison
 (ESRI estimates)

	Secondary Service Area		U.S. Households	
	Percent	Cumulative Percent	Percent	Cumulative Percent
Industrious Urban Fringe	25.3%	25.3%	1.5%	1.5%
Senior Sun Seekers	23.6%	48.9%	1.2%	2.7%
City Dimensions	18.0%	66.9%	0.9%	3.6%
Midlife Junction	7.7%	74.6%	2.5%	6.1%
Southwestern Families	6.6%	81.2%	1.0%	7.0%

Industrious Urban Fringe (38) – Family is central with more than ½ of the households having children; 54% are married-couple families, 17% are single parents. Multi-generational households are common. Most work in the manufacturing, construction, retail trade and service industries.

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Senior Sun Seekers (49) – Growing at a rate of 2.2% annually, these neighborhoods are among the fastest growing in the nation. Married couples without children and singles comprise 70% of all households. Most of these residents are white.

City Dimensions (60) – Diversity in household type and ethnicity characterizes these neighborhoods. Households are a mix of types; most are singles that live alone. Ethnic diversity is high.

Midlife Junction (33) – Nearly 20% of this group are aged 65 years or older. Households are a mix of family types and singles who live alone or share housing. Most of these residents are white.

Southwestern Families (59) – A mix of family types comprise 80% of the households. These young families form the foundation of Hispanic life in the Southwest. Children are the center of these households that are composed mainly of married couples with children and single-parent families. Ethnic diversity is high.

Demographic Summary

The following summarizes the demographic characteristics of the different service areas.

- The Primary Service Area at 37,297 individuals (2012 estimate) is adequate to support a significant new aquatic facility. If the Secondary Service Area population is added in, then the total market is 48,308 (2012 estimate).
- The population in each of the service areas is expected to increase significantly in the next five years which will add additional swimmers to the market.
- The population of the service areas is younger than the national number and there are expected to be strong growth numbers in the youth age groups in the coming years as well as most other age categories. Both of these factors have a positive impact on participation in swimming.
- There is a reasonably low median household income level in both service areas and the household expenditures for Entertainment & Recreation are only 54% of the levels for the State of California. In addition, the Recreational Spending Index is only approximately 50% of the state. This low level of discretionary income will have a negative impact on the rate of participation in swimming activities.

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- There is a significant Hispanic population in the area and this will have a bearing on the rate of participation in swimming activities (see the next section on swimming participation).

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Swimming Participation

On an annual basis the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay rate of participation onto the Primary Service Area to determine market potential.

Comparison With National Statistics: Utilizing information from the National Sporting Goods Association 2011 Survey and comparing them with the demographics from the Primary Service Area, the following participation projections can be made (statistics were compared based on age, household income, regional population and national population).

Table P – Swimming Participation Rates for Primary Service Area

Activity	Age	Income	Region	Nation	Average
Swimming	17.4%	11.3%	14.5%	16.4%	14.9%

- Age:** Participation based on individuals ages 7 & Up of the Primary Service Area.
- Income:** Participation based on the 2012 estimated median household income in the Primary Service Area.
- Region:** Participation based on regional statistics (Pacific).
- National:** Participation based on national statistics.
- Average:** Average of the four columns.

Anticipated Participation Numbers for Swimming: Utilizing the average percentage from Table-P above plus the 2010 census information and census estimates for 2012 and 2017 (over age 7) the following comparisons can be made.

Table Q – Participation Rates Primary Service Area

Activity	Average	2010 Part.	2012 Part.	2017 Part.	Difference
Swimming	14.9%	4,808	4,896	5,211	+402

Note: The estimated participation numbers indicated above are for swimming activities and do not translate into attendance figures for a new outdoor aquatic center within the Primary Service Area. However, these figures do indicate the total number of people participating in swimming within the Primary Service Area.

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Anticipated Annual Swimmer Days: Utilizing NSGA’s 2011 survey information B*K can determine the average number of times each of the groups listed below participated in swimming. Once that average has been determined it can be applied to the participation numbers from Table-Q to provide an anticipated number of swimmer days within the service area. Anticipated number of swimmer days can be defined as the number of times all of the individuals within the service area will swim during a year, regardless of location or duration.

Table R – Anticipated Annual Swimmer Days Primary Service Area

National	Male	Female	Region	Income	Average
39.65	38.93	40.23	42.05	39.16	40.00

Average	2010 Part.	2012 Part.	2017 Part.	Difference
40.00	192,357	195,874	208,450	+16,093

This is an average number of swimmer days that are available in the Primary Service Area.

In addition to developing a unique participation percentage for the Primary Service Area and looking at the number of swimmer days, B*K also examines the frequency of participation in swimming activities according to the 2011 NSGA Survey. The chart below outlines that data.

Table S – Participation Frequency

	Frequent	Occasional	Infrequent
Swimming Frequency	110+	25-109	6-24
Swimming Percentage of Population	5.6%	46.1%	48.4%

In the chart above one can look at each activity and how it is defined with respect to visits being Frequent, Occasional or Infrequent and then the percentage of population that participates.

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Table T – Participation Numbers

	Frequent	Occasional	Infrequent	Total
Swimming	112	67	15	
Population	274	2,257	2,370	
Visits	30,688	151,219	35,550	217,457

The table above takes the frequency information one step further and identifies the number of times an individual may participate in swimming, applies the percentage from Table-S to the population in Table-Q and then gives a total number of aquatic facility visits. Those visits are not specific to one facility, but rather specific to the Primary Service Area population.

Participation by Ethnicity and Race: Participation in sports activities is also tracked by ethnicity and race. The table below compares the overall rate of participation in swimming nationally with the rate for Hispanics and African Americans. Utilizing information provided by the National Sporting Goods Association's 2011 survey, the following comparisons are possible.

Table U – Comparison of National, African American and Hispanic Participation Rates

	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Swimming	14.9%	16.4%	6.8%	12.9%

Primary Service Part: The unique participation percentage developed for the Primary Service Area.

National Rate: The national percentage of individuals who participate in the given activity.

African American Rate: The percentage of African Americans who participate in the given activity.

Hispanic Rate: The percentage of Hispanics who participate in the given activity.

Based on the fact that there is a significant Hispanic population in the Primary Service Area those participation rates become more relevant to the impact on overall participation percentages.

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Summary of Sports Participation: The following chart summarizes participation in both indoor and outdoor activities utilizing information from the 2011 National Sporting Goods Association survey.

Table V – Sports Participation Summary

Sport	Nat'l Rank ⁴	Nat'l Participation (in millions)	Primary Service Area	Primary Service Area % Participation
Exercise Walking	1	95.8	1	28.5%
Exercising w/ Equipment	2	55.3	2	18.4%
Swimming	3	51.9	3	14.9%
Aerobic Exercising	5	38.5	4	13.9%
Running/Jogging	8	36.3	5	13.5%
Workout @ Club	10	35.5	6	11.2%
Weightlifting	12	31.5	7	9.9%
Basketball	14	26.9	8	8.6%
Yoga	15	20.2	9	7.6%
Billiards/Pool	17	21.6	10	6.5%
Volleyball	29	20.0	11	3.4%

Nat'l Rank: Popularity of sport based on national survey.

Nat'l Participation: Percent of population that participate in this sport on national survey.

Primary Service %: Ranking of activities based upon average for each sport.

Primary Service Rank: The rank of the activity within the Primary Service Area.

It is significant that swimming is ranked 3rd in the rate of participation compared to other sports both nationally and within the Primary Service Area.

⁴ This rank is based upon the 51 activities reported on by NSGA in their 2010 survey instrument.

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Comparison of State Statistics with National Statistics: Utilizing information from the National Sporting Goods Association, the following charts illustrate the participation numbers in selected sports in the State of California.

State of California participation numbers in selected indoor and outdoor sports - As reported by the National Sporting Goods Association in 2011.

Table W – California Participation Rates

Sport	California Participation (in thousands)	Age Group	Largest Number
Exercise Walking	11,384	65-74	45-54
Exercising w/ Equipment	5,905	25-34	25-34
Swimming	4,707	7-11	7-11
Aerobic Exercising	4,934	35-44	25-34
Running/Jogging	5,167	12-17	25-34
Workout @ Club	4,224	25-34	25-34
Weightlifting	3,488	25-34	25-34
Basketball	2,893	7-11	12-17
Yoga	2,726	25-34	25-34
Billiards/Pool	1,771	25-34	25-34
Volleyball	1,078	12-17	12-17

CA Participation: The number of people (in thousands) in California who participated more than once in the activity in 2012 and are at least 7 years of age.

Age Group: The age group in which the sport is most popular or in other words, where the highest percentage of the age group participates in the activity. (Example: The highest percent of an age group that participates in exercise walking is 55-64.) **This is a national statistic.**

Largest Number: The age group with the highest number of participants. Example: The greatest number of exercise walkers is in the 45-54 age group. (Note: This statistic is driven more by the sheer number of people in the age group than by the popularity of the sport in the age span.) **This is a national statistic.**

Within the State of California swimming is the fifth most popular activity compared to its ranking of third nationally and within the Pacific region of the country.

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California sport percentage of participation compared with the population percentage of the United States:

California's population represents 12.0% of the population of the United States (based on 2012 Estimates).

Table X – California Participation Correlation

Sport	Participation Percentages
Running/Jogging	13.4%
Yoga	12.6%
Workout @ Club	12.2%
Weightlifting	12.0%
Exercise Walking	11.7%
Aerobic Exercising	11.7%
Basketball	11.1%
Volleyball	10.7%
Exercising w/ Equipment	10.6%
Swimming	10.2%
Billiards/Pool	8.9%

Note: Sports participation percentages refer to the total percent of the national population that participates in a sport that comes from the State of California's population. It is important to realize that the rate of swimming participation is lower than the percentage of the national population indicating that this is not as popular a sport as in other areas of the country.

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In addition to examining the participation numbers for swimming through the NSGA 2011 Survey and the Spending Potential Index for Entertainment & Recreation B*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in various activities in the Primary Service Area.

Table Y – Market Potential Index for Adult Participation in Activities

Primary Service Area Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Swimming	4,644	17.8%	91

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity.

Percent of Population: Percent of the service area that participates in the activity.

MPI: Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in the various activities listed is lower than the MPI number of 100.

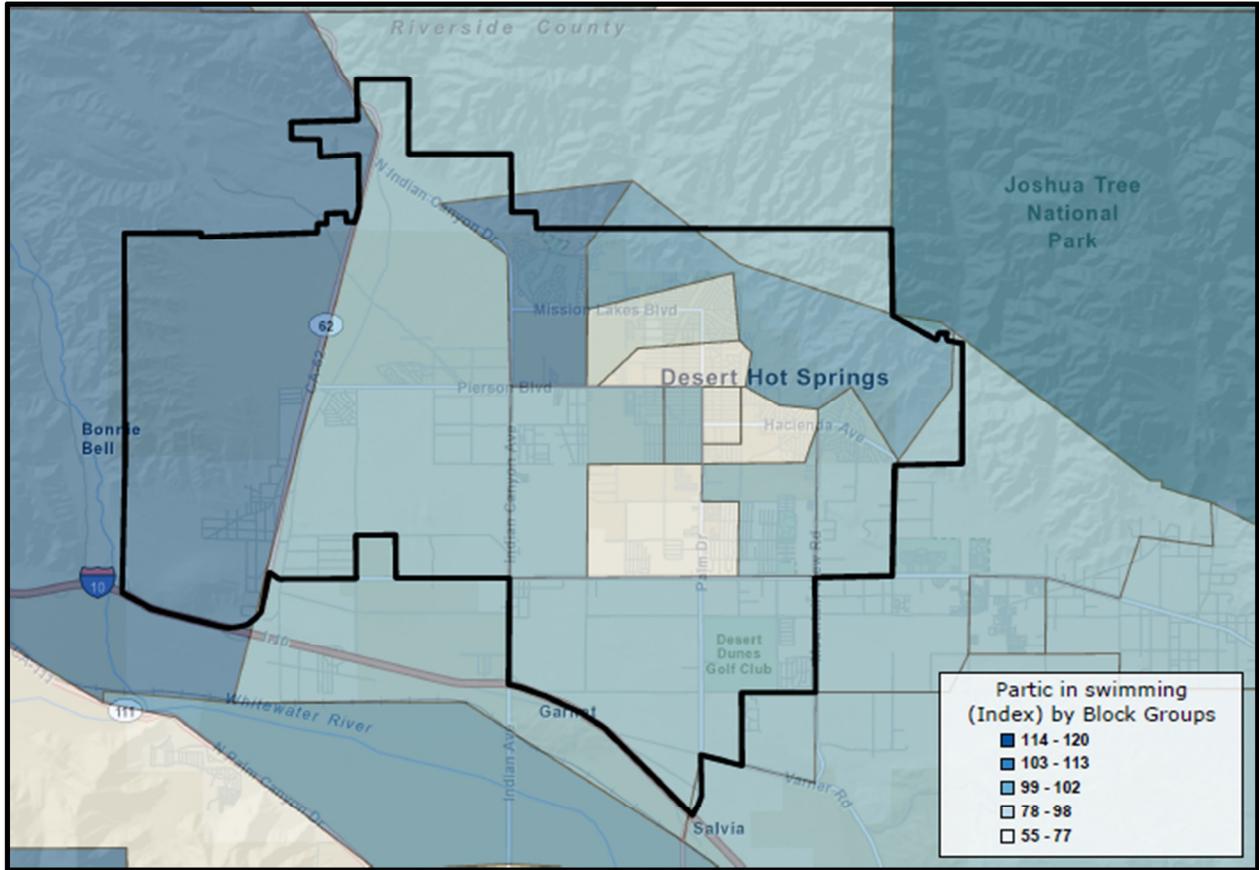
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Map F – Adult Swimming Participation



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Below are listed selected sports activities and the percentage of growth or decline that each has experienced nationally over the last 10 years (2002-2011).

Table Z – National Activity Trend (in millions)

Sport/Activity	2011 Participation	2002 Participation	Percent Change
Lacrosse ⁵	2.7	1.2	125.0%
Yoga ⁶	21.6	10.7	101.9%
Running/Jogging	38.7	24.7	56.7%
Aerobic Exercising	42.0	29.0	44.8%
Workout @ Club	34.5	28.9	19.4%
Tennis	13.1	11.0	19.1%
Exercising w/ Equipment	55.5	46.8	18.6%
Exercise Walking	97.1	82.2	18.1%
Weightlifting	29.1	25.1	15.9%
Football (tackle)	9.0	7.8	15.4%
Soccer	13.9	13.7	1.5%
Basketball	26.1	28.9	-9.7%
Volleyball	10.1	11.5	-12.2%
<i>Swimming</i>	<i>46.0</i>	<i>53.1</i>	<i>-13.4%</i>
Baseball	12.3	15.6	-21.2%
Softball	10.4	13.6	-23.5%
Skateboarding	6.6	9.7	-32.0%

2011 Participation: The number of participants per year in the activity (in millions) in the United States.

2002 Participation: The number of participants per year in the activity (in millions) in the United States.

Percent Change: The percent change in the level of participation from 2002 to 2011.

While a decrease in National Swimming Participation is not consistent with the positive growth USA Swimming has experienced in the past 5-10 years it must be remembered that these numbers provide a national perspective.

⁵ For Lacrosse the NSGA only has statistical data dating back to 2007, so the increase of 125% is from 2007-2011.

⁶ For Yoga the NSGA only has statistical data dating back to 2007, so the increase of 101.9% is from 2007-2011.

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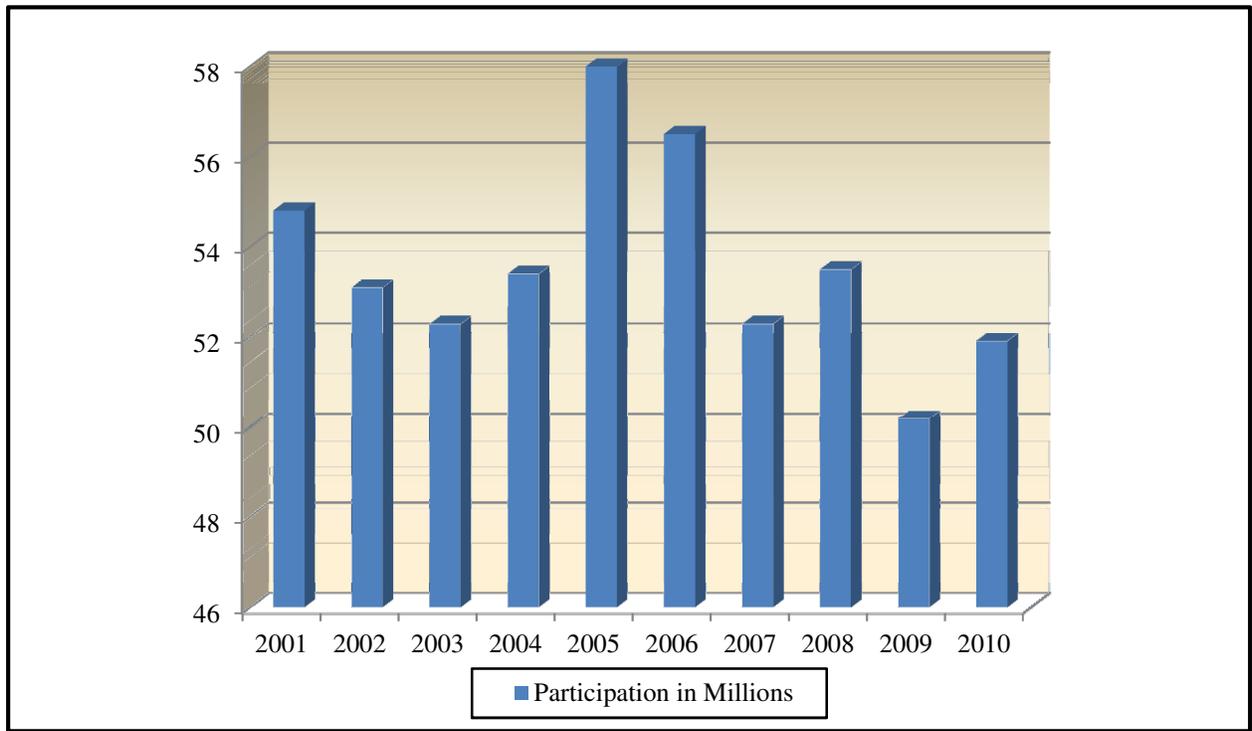


Below is listed the growth or decline in swimming that has occurred nationally from 2001-2010.

Table AA – Swimming Participation (in millions)

Year	Total Participation
2001	54.8
2002	53.1
2003	52.3
2004	53.4
2005	58.0
2006	56.5
2007	52.3
2008	53.5
2009	50.2
2010	51.9

Chart K – Swimming Participation (in millions)



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Aquatic Participation Trends: Without doubt the hottest trend in aquatics is the leisure pool concept. This idea of incorporating slides, lazy rivers (or current channels), fountains, zero depth entry and other water features into a pool's design has proved to be extremely popular for the recreational user. The age of the conventional pool in most recreational settings is virtually obsolete. Leisure pools appeal to the younger kids (who are the largest segment of the population that swims) and to families. These types of facilities are able to attract and draw larger crowds and people tend to come from a further distance and stay longer to utilize such pools. This all translates into the potential to sell more admissions and increase revenues. It is estimated conservatively that a leisure pool can generate up to 30% more revenue than a comparable conventional pool and the cost of operation while being higher, has been offset through increased revenues. Of note is the fact that patrons seem willing to pay a higher user fee with this type of pool than a conventional aquatics facility. However, most all indoor leisure pools still cannot cover their cost of operation from user fees.

Despite the recent emphasis on recreational swimming the more traditional aspects of aquatics (including competitive swimming, water polo, synchronized swimming, diving, lessons/instruction, and aqua fitness) remain as a part of most aquatic centers. The life safety issues associated with teaching children how to swim is a critical concern in most communities and competitive aquatic programs continue to be important.

The family oriented outdoor water park concept of delivering aquatics services continues to grow in acceptance with the idea of providing for a variety of interactive aquatics activities and programs in a park like setting that features a lot of grass, shade structures, sand play areas and natural landscapes. This idea has proven to be financially successful by centralizing pool operations for communities and through increased generation of revenues from patrons willing to pay for an aquatics experience that is new and exciting. These outdoor water parks have become identifiable centers for communities and have promoted "family" recreation values. The keys to success for this type of center revolve around the concept of intergenerational use in a quality facility that has an exciting and vibrant feel in a park like setting.

A new concept is the spray ground, where a number of water spray features are placed in a playground setting where there is no standing water but the water is treated and recirculated much like a pool. This provides a fun, yet safe, environment where drowning is not a concern and lifeguards are not necessary.

Also changing is the orientation of aquatic centers from stand alone facilities that only have aquatic features to more of a full-service recreation center that has fitness, sports and community based amenities. This change has allowed for a better rate of cost recovery and stronger rates of use of the aquatic portion of the facility as well as the other "dry side" amenities.

Swimming is third only to walking and exercising with equipment in popularity of sports and leisure activities, meaning that there is a significant market for aquatic pursuits. Approximately 14.5% of the population in the Pacific region of the country participates in aquatic activities. This indicates that there is a large segment of the population that participates in aquatics activities. Within the state of California, swimming is the number four most participated in sports activity.

Aquatic Facilities Market Orientation

Based on the aquatic trends and typical aquatic needs within a community, there are specific market areas that need to be addressed with aquatic facilities. These include:

1. Leisure/recreation aquatic activities - This includes a variety of activities found at leisure pools with zero depth entry, warm water, play apparatus, slides, seating areas and deck space. These are often combined with other non-aquatic areas such as concessions and birthday party or other group event areas.

2. Instructional programming - The primary emphasis is on teaching swimming and lifesaving skills to many different age groups. These activities have traditionally taken place in more conventional pool configurations but should not be confined to just these spaces. Reasonably warm water, shallow depth with deeper water (4 ft. or more), and open expanses of water are necessary for instructional activities. Easy pool access, a viewing area for parents, and deck space for instructors is also crucial.

3. Fitness programming - These types of activities continue to grow in popularity among a large segment of the population. From aqua exercise classes, to lap swimming times, these programs take place in more traditional settings that have lap lanes and large open expanses of water available at a 3 1/2 to 5 ft. depth.

4. Competitive swimming/diving - Swim team competition and training for youth, adults and seniors requires a traditional 6 to 10 lane pool with a 1 and/or 3 meter diving boards at a length of 25 yards or 50 meters. Ideally, the pool depth should be no less than 4 ft. deep (7 is preferred). Spectator seating and deck space for staging meets is necessary. This market is usually relatively small in number but very vocal on the demands for competitive pool space and time.

5. Specialized uses – Activities such as water polo and synchronized swimming can also take place in competitive pool areas as long as the pool is deep enough (7 ft. minimum) and the pool area is large enough. However these are activities that have small participant numbers and require relatively large pool areas. As a result it may be difficult to meet the needs of all specialized uses on a regular basis.

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6. Social/relaxation - The appeal of using an aquatics area for relaxation has become a primary focus of many aquatic facilities. This concept has been very effective in drawing non-swimmers to aquatic facilities and expanding the market beyond the traditional swimming boundaries. The use of natural landscapes and creative pool designs that integrate the social elements with swimming activities has been most effective in reaching this market segment.

7. Special events/rentals - There is a market for special events including kids birthday parties, corporate events, community organization functions, and general rentals to outside groups. The development of this market will aid in the generation of additional revenues and these events/rentals can often be planned for after or before regular hours or during slow use times. It is important that special events or rentals not adversely affect daily operations or overall center use.

Specific market segments include:

1. Families - Within almost any market, an orientation towards family activities is essential. The ability to have family members of different ages participate in a fun and vibrant facility is essential.

2. Pre-school children - The needs of pre-school age children need to be met with very shallow water which is warm and has play apparatus designed for their use. Interactive programming involving parents and toddlers can also be conducted in more traditional aquatic areas as well.

3. School age youth - A major focus should be to meet the needs of this age group from recreational swimming to competitive aquatics. The leisure components such as slides, fountains, lazy rivers and zero depth will help to bring these individuals to the pool on a regular basis for drop-in recreational swimming. The lap lanes provide the opportunity and space necessary for instructional programs and aquatic team use.

4. Teens - Another aspect should be meeting the needs of the teenage population. Serving the needs of this age group will require leisure pool amenities that will keep their interest (slides) as well as the designation of certain “teen” times of use.

5. Seniors - As the population of the United States and the Desert Hot Springs area continues to age, meeting the needs of an older senior population will be essential. A more active and physically oriented senior is now demanding services to ensure their continued health. Aqua exercise, lap swimming, therapeutic conditioning and even learn to swim classes have proven to be popular with this age group.

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6. Special needs population - This is a secondary market, but with the A.D.A. requirements and the probable existence of shallow warm water and other components, the amenities are present to develop programs for this population segment. Association with a hospital and other therapeutic and social service agencies will be necessary to enhance this market.

7. Special interest groups - This is a market that needs to be explored to determine the use potential from a variety of groups. These could include swim teams (and other aquatic teams), school district teams, day care centers and social service organizations.

8. Visitors/Seasonal residents – The Coachella Valley and the greater Desert Hot Springs area attracts a large number of annual visitors as well as seasonal residents. Attracting these individuals to the aquatic center will be essential. This group has a variety of needs from recreational swimming to fitness.

Aquatics Participation Summary:

The following is a brief summary of the possible aquatic participation rates for swimming.

- Swimming is the number 3 most popular sport nationally as well as in the service areas.
- The overall popularity of swimming has declined by approximately 13% in the last 10 years.
- The age group with the highest rate of participation in swimming is 7-11.
- The rate of participation in swimming is approximately 14.9% of the population over age 7 in the Primary Service Area.
- There are estimated to be approximately 195,874 swimmer days available in the Primary Service Area (in 2012) and the rate is expected to grow at a steady in the coming years.
- Slightly more than 46% of all swimmers swim more than 24 times a year but only 5.6% swim 110 times or more. This means that most swimmers are recreational swimmers rather than competitive.
- California has a slightly lower rate of participation in swimming than other states.

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Outdoor Aquatic Facilities Inventory: There are a variety of outdoor aquatic facilities that currently serve the greater Desert Hot Springs market area but virtually none of these facilities are located in the Primary or Secondary Service Areas. These facilities vary from municipal pools to school facilities, country clubs, HOA's, private water parks, resort hotels, and backyard pools.

Public Sector Providers – These facilities will be the primary “competition” for the new John H. Furbee Aquatic Center as they have a similar market focus. It is significant that there are only four such pools in the area. They include:

Palm Springs Swim Center – This is a 50 meter pool that is owned and operated by the City of Palm Springs. This is one of two true public competitive pools in the area but it does not have any recreational amenities. The pool is open year round, is in good condition, and the user rates are very affordable. The Piranha's Swim Team utilizes the pool for practices and meets.



Palm Desert Aquatic Center – This center is owned by the City of Palm Desert but operated by the Family YMCA of the Desert. The facility opened in 2011 and features three pools, a 50 meter by 25 yard competition pool; a 25 yard recreation pool with shallow, warm water, and two slides; and a splash playground. The center is open year round and is the most comprehensive public pool in the Coachella Valley.



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Pawley Aquatic Complex – Located well outside of the Desert Hot Springs area in Indio, this small facility features a 6 lane pool with two drop slides at one end, a wading pool, and a small spray pad. It is owned and operated by the Desert Recreation District. The complex is generally a seasonal facility but is used year round by the Desert Terrapins Aquatic Club for practices. The complex is older but has been renovated. The rates are very affordable.



Fritz Burns Community Pool – This is a six lane pool that is a seasonally operated facility that is owned by the City of La Quinta but operated by the YMCA. It is a small pool that has no recreational amenities.



School Pools – Three high schools in the immediate area have competitive pools but these are not generally utilized by outside groups due to the high cost of rentals. There is also no open public use. The local high school pools include Palm Desert High School, La Quinta, and Shadow Hills.

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Private Sector Providers – The other major provider of aquatic facilities is the private sector and there is a wide range of pools in the Coachella Valley but most are not located in the Desert Hot Springs market. With limited access and facilities that focus on residents of a development or visitors to the area, these are not aquatic centers that will be direct competition for the John H. Furbee Aquatic Center. The private pools can be put into five basic categories.

Home Owners Associations – These tend to be smaller and more conventional pools that are designed to serve a very specific housing area or development. As a result they have a very different market appeal than a public center.

Country Clubs – These are pools that have been developed to support members of private clubs and their guests. Most of these pools are also traditional rectangular pools with limited appeal to the recreational swimmer.

Resort Hotels – There are a variety of resort hotels in the Coachella Valley and all of them have some type of outdoor pool. Many are smaller conventional pools but several larger and more sophisticated aquatic facilities are also present that have a strong appeal to the recreational swimmer and more specifically visitors to the area. These pools are only available to hotel guests.

Water Parks – There is one major water park in the area. Soak City is located in Palm Springs and is a large facility that caters to the recreational swimmer with slides, lazy rivers, wave pool, and other recreational amenities. Such facilities have very expensive user fees and most individuals only visit this type of facility a handful of times during a season. This facility serves both locals and visitors to the Coachella Valley. This facility also has a very different market focus than a public aquatic center.



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Backyard Pools – Many residents of the area have pools in their back yards but the vast majority of these are small, with very limited uses and amenities. Most of the homes in Desert Hot Springs do not have their own pools however.

Market Opportunities - Based on the other aquatic facilities located in the Coachella Valley, the following are market opportunities for the John H. Furbee Aquatic Center.

- The existing Wardman Park Pool is in need of being replaced. It is limited in size and lacks the appeal of new aquatic facilities.
- There are really no other public pools in the market area and very limited private sector providers.
- The new aquatic center can serve a variety of competitive aquatic needs.
- The new aquatic center is a beautiful facility that will be very attractive to users.
- Operating the aquatic center in conjunction with the Health & Wellness Center and Boys & Girls Club will provide additional markets for the pool.
- With the conventional nature of the facility, it will need to serve more as a program based pool. It will be critical to attract other user groups outside of Desert Hot Springs proper (swim teams, etc.) that will be willing to pay for use.
- Marketing the aquatic center to the larger market area, visitors to the community as well as the second homeowner will increase the use and potential revenue for the facility.

Market Constraints – In addition to the market opportunities, it is also important to analyze possible market constraints. These include.

- Despite a very limited competitive swimming and water polo market in Desert Hot Springs, a pool to serve these needs is the primary focus of the facility. With deep water and a very conventional shape, there is limited appeal to recreational swimmers (even with the splash pad).
- It will be very difficult to draw users from beyond the Secondary Service Area, especially with the number of other aquatic opportunities that are available in the Coachella Valley.

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- Summer weather can be too hot for people to even use a pool during afternoon times especially. This problem is exacerbated by the lack of a cooling system for the pool water itself.
- The Primary Service Area has only an adequate number of inhabitants with a lower household income rate, and a significant Hispanic population. These characteristics contribute to a reduced rate of aquatic use and the need for a greater focus on recreational swimming to attract the more casual user than what the facility currently has to offer.

To be financially viable the John H. Furbee Aquatic Center will need to have a focus not only on traditional aquatic activities (lap swimming, competitive swimming, lessons and fitness) but also on recreational swimming (as best it can). There will also need to be a high level of aquatic programming offered as well.

As has been noted earlier, there are estimated to be 195,874 swimmer days in the Primary Service Area and if the new aquatic center were able to attract 20% of these available swimmer days (a reasonable figure) this would convert to 39,175 swimmer days (this includes all types of swimming activities, not just paid admissions). This is a reasonably low number of swimmer days that could be augmented by further participation from outside the Primary Service Area as well as from visitors and second homeowners.

Project Recommendations: Realizing that the John H. Furbee Aquatic Center is nearing completion, the basic amenities and configuration of the facility has already been determined. However to maximize the market opportunities noted above while at the same time minimizing the constraints, the following recommendations are recommended.

- The facility should not open to the general public until Memorial Day 2013.
- A management and operations contract needs to be signed as soon as possible with an agency that has experience operating public pools in the Coachella Valley.
- The aquatic center should be open to the general public on a seasonal basis only (Memorial Day to Labor Day) and any organizational use beyond this season should require the payment of a market driven user fee.
- The Palm Springs Unified School District should be charged for any use of the aquatic center based on the established fee schedule.
- The existing Wardman Park Pool should be permanently shut down once the John Furbee Aquatic Center opens.

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- The access and use of the playground during the time that the aquatic center is open will need to be determined.
- A “learn to swim” program for all 4th graders in the City should be established with funding from an outside agency or grant.
- The City will need to plan for the possible addition of more shade to the pool deck, the establishment of an area for birthday parties, and the addition of a possible cooling system for pool water. A temporary system to raise the level of the shallow end of the pool to less than 3 feet should be explored to enhance recreational swimming and provide an area for beginner swim lessons (the current pool is too deep to be effective for these uses).
- All aquatic center promotional and marketing information should be published in both English and Spanish.

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Section II – Benchmark Facilities

In order to better understand not only the market for the new John Furbee Aquatic Center but also the characteristics that make for a successful outdoor swimming center, a benchmark study of four aquatic centers in southern California has been undertaken. These four facilities were chosen with input from City of Desert Hot Springs staff and represent three key existing facilities in the Coachella Valley, as well as one other aquatic center that is well outside of the market area. The four benchmark aquatic facilities are:

- Palm Springs Swim Center
- Pawley Aquatic Complex
- Valley-Wide Aquatic Center
- Palm Desert Aquatic Center

It should be noted that three of these facilities are larger than the John Furbee Aquatic Center and more diverse in their amenities. Only the Pawley Aquatic Complex is similar in nature.

Palm Springs Swim Center

Owner/Operator: City of Palm Springs

Contact: Athena Huss

Address: 405 S. Pavilion Way, Palm Springs, CA 92262

Website: <http://www.palmsprings-ca.gov/index.aspx?page=786>

Phone Number: (760) 323-8278

E-Mail(s): Athena.huss@palmsprings-ca.gov

Season/Hours of Operation: Year round operation
Adult Lap Swim Mon-Fri; 5:30-8:30A, 11:00A-6:30P
Sat & Sun; 7:00A-3:00P
Recreational Swim Periods Mon-Fri; 11:00A-5:00P
Sat-Sun; 11:00A-3:00P

Facility Description:

Number of pools; 1, 50M x 25Y pool, heated
Amenities; locker rooms, diving boards
Concession; yes and self-operated

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User Fees:

Daily;	Resident:	\$4.00 (adult), \$3.00 (4-12), free (under 3)
	Non-Resident:	\$5.00 (adult)
Punch Card;	Resident:	\$60
	Non-Resident:	\$70
Rentals;		\$43/hr plus \$1.00/adult 13 & Up, \$.50/child 4-12

Operations Budget:

Expenditures; 2008-2009 Actual - \$181,072

Note: This only includes 1 full time professional staff member, 2 full time lifeguards and a heating cost estimate. It does not include part time lifeguards or additional operating expenses. Thus, it is safe to assume this number is significantly greater.

Staffing plan and wages; Aquatic Supervisor (1) - \$64,160
Full Time Lifeguards (2) - \$104,912

Revenues; 2008-2009 Actual - \$91,847

Programs and Services Offered:

Lap Swim, Family Swim, Aquatic Exercise Program, Swim Classes (contracted through AB Splash), Over-Night Camping, Adult Fitness Swim

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Pawley Pool Family Aquatic Complex

Owner/Operator: Desert Recreation District

Contact: Jeff Ronci, Aquatics Coordinator

Address: 46350 Jackson St., Indio, CA 92201

Website: <http://www.myrecreationdistrict.com/activities/swim-and-the-water-activities>

Phone Number: (760) 775-1945

E-mail: jronci@drd.us.com

Season/Hours of Operation: Lap Pool, Year round operation

Adult Lap Swim;	Mon, Wed, Fri	5:45A-7:30A
	Tue, Thu	7:30-8:30A
	Sat	9:00-11:00A

Open Swim (seasonal);	(Spring Break)	Noon-3:30P
	April 17-June 5	Noon-3:30P

Facility Description:

Number of pools; 1, 6 lane 25Y lap pool (heated); 1, 50' x 40' instructional pool (not heated), splash pad w/various water features (not heated)

Amenities; locker rooms, 2 water slides

Concession; yes, self-operated

Bather load; 325-350 per day

User Fees:

Open Swim; \$4.00/adult, \$3.00/child, seasonal pass \$25.00/person

Lap Swim; \$3.00/adult, \$50 for 25 visits, \$75 for 50 visits, \$100 for 100 visits

Pool Parties; Small Party, 1-10 Kids, \$35/hr + \$4/child

Medium Party, 11-17 Kids, \$45/hr + 3/child

Large Party, 18-25 Kids (MAX), \$55/hr +\$2/child

Pool Rentals; 2 Hour Minimum for All; 1-40 People \$80/hr, 41-60 People \$90/hr, 61-80 People \$100/hr, 81-100 People \$110/hr, 101 & Over \$125/hr

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Operations Budget: (expenses take into account a portion of full time salary which is spread throughout all facilities)

Expenses:	FY 08/09, Actual	\$283,252.40
	FY 09/10, Projected	\$353,422.00
Revenues:	FY 08/09, Actual	\$107,632.00
	FY 09/10, Projected	\$125,532.00
Cashier:	\$10.23-11.84/hr	
Lifeguard:	\$10.25-12.05/hr	
Instructor:	\$12.25-13.25/hr	
Pool Manager:	\$12.10-15.50/hr	

Programs and Services Offered:

Lap Swimming, Private Swim Lessons, Swim School, Recreational Swimming, Pool Rentals, Basic Water Rescue, Lifeguard Training, Adult Swim Lessons

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Valley-Wide Aquatic Center

Owner/Operator: Valley Wide Recreation & Park District

Contact: Missy Galloway

Address: 1810 Searl Parkway, Hemet, CA 92544

Website: www.vwrpd.org/hemet-aquatic-center.cfm

Phone Number: (951) 929-0047

Season/Hours of Operation: Seasonal Operation

Month of May, weekends only
 11:00A-Noon Lap Swim
 Noon-5:00P Open Swim
 June 15th through end of season, 7 days a week
 12:30P-4:30P Open Swim
 Pre-Noon Swim Lessons & Other Programming
 Post-5:00P Swim Lessons & Other Programming

Facility Description:

Number of pools; 1, 25Y heated pool,
 Amenities; zero depth entry, water fountain sprayers
 Concession; yes and self-operated
 Bather Load; 376

User Fees:

Daily; \$7.00/Adult (ages 3-55), \$6.00/Seniors, \$2.00/Kids (under 2)
 Lap Swim; \$2.00/Person

Operations Budget:

<i>Expenditures:</i>	08/09 Actual	\$398,463.79
	09/10 Partial	\$297,528.00
<i>Staffing plan and wages;</i>	Lifeguards	\$8.50/hr
	WSI Certification	\$10.00/hr
	Pool Manager	\$12.00-17.00/hr
<i>Revenues;</i>	08/09 Actual	\$308,017.08
	09/10 Partial	\$211,148.00

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Programs and Services Offered:

Group Swim Lessons, Private Swim Lessons, Junior Lifeguard Program, Come Swim w/ Me (8 & Under), Little Swimmers, Movie Night at the Aquatic Center, Water Polo, Family Fun Night/Ice Cream Social, 4th of July Party, Labor Day Party

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Palm Desert Aquatic Center

Owner: City of Palm Desert

Operator: YMCA of the Desert

Contact: Karen Creasey, Aquatic Supervisor (YMCA)

Address: 73751 Magnesia Falls Dr., Palm Desert, CA 92260

Website: www.pdpool.com
www.cityofpalmdesert.org/index.aspx?page=611

Phone Number: (760) 565-7467

E-Mail(s): kcreasey@desertymca.org

Season/Hours of Operation: Year round operation

<i>Spring:</i>	Mon-Fri: 5:30A-8:00P Sat: 7:00A-5:00P Sun: 8:00A-5:00P	<i>Summer:</i>	Mon-Fri: 5:30A-8:00P Sat: 7:00A-8:00P Sun: 8:00A-8:00P
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Facility Description:

Number of pools; 1, 50M x 25Y pool, heated; 25 yard recreation pool; Splash Playground
Amenities; locker rooms, diving boards, multi-use room
Concession; yes and self-operated

<i>User Fees:</i>	Resident	Non-Resident
Adult (13-59)	\$4.00	\$6.00
Youth/Senior (6-12 & 60+)	\$3.00	\$4.50
Junior (2-5)	\$2.50	\$3.75
Adult Punch Card 25	\$94.00	\$142.00
Youth Punch Card 25	\$65.00	\$98.00
Adult 3 Month Pass	\$150.00	\$225.00
Youth 3 Month Pass	\$110.00	\$165.00
Adult Annual Pass	\$550.00	\$825.00
Youth Annual Pass	\$420.00	\$630.00
Monthly Fitness Pass	\$75.00	\$100.00

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<i>Facility Rental Rates:</i>	Resident	Non-Resident
\$7.00/lane hour 25Y short course		
\$9.00/lane hour 50M long course		
Slides	\$75/hr	\$100/hr
Lap Lanes & Zero Depth	\$75/hr	\$100/hr
Entire Recreation Pool w/ Slides		
Less than 50	\$150/hr	\$175/hr
51-75	\$175/hr	\$200/hr
76-100	\$200/hr	\$225/hr
101-125	\$225/hr	\$250/hr
Multi-Use Room ⁷	\$75/hr	\$100/hr
50M Pool (shallow end only)	\$30/hr	\$40/hr
50M Pool (diving board only)	\$75/hr	\$100/hr
50M Pool (without/boards or blocks)	\$325/hr	\$425/hr
50M Pool (exclusive use all pool)	\$375/hr	\$500/hr
Splash Playground	\$75/hr	\$100/hr

Operations Budget:

Lifeguards:	\$9.00-11.00/hr
Lead Lifeguards:	\$11.00-15.00/hr
Water X Instructor:	\$14.00-20.00/hr
Swim Instructor:	\$9.00-10.00/hr
Front Desk:	\$8.50-10.00/hr

Full time aquatic staff: \$38,000-\$40,000 (if position is filled)

Revenue 2012/2013:	\$620,450
Expenses 2012/2013:	\$1,274,871.38
Staffing:	\$765,991.38
Other:	\$508,880.00

Programs and Services Offered:

Youth Swim Lessons, Adult Swim Lessons, Private Swim Lessons, Semi-Private Swim Lessons, Recreational Swim Team, Water Polo, Diving, Master Swim, Water Aerobics, Safety Training, Competitive Swim Team, Personal Fitness Training,

⁷ \$150 security deposit due upon rental of the room.

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Benchmark Facilities Fee Matrix:

Palm Springs Swim Center	Pawley Pool Family Aquatic Center	Valley-Wide Aquatic Center	Palm Desert Aquatic Center
<p>Daily Admission: Resident Adult: \$4.00 4-12: \$3.00 Under 3: free Non-Resident Adult: \$5.00</p>	<p>Daily Admission: Open Swim Adult: \$4.00 Child: \$3.00 Lap Swim Adult: \$3.00</p>	<p>Daily Admission: Adult (age 3-55): \$7.00 Seniors (over 55): \$6.00 Kids (under 2): \$2.00</p>	<p>Daily Admission: Resident: Adult (13-59): \$4.00 Youth(6-12): \$3.00 Senior (60+): \$3.00 Junior (2-5): \$2.50 Non Resident: Adult (13-59): \$6.00 Youth(6-12): \$4.50 Senior (60+): \$4.50 Junior (2-5): \$3.75</p>
<p>Punch Card: Resident: \$60 Non-Resident: \$70</p>	<p>Season Pass: Open Swim: \$25.00/person Lap Swim 25 visits, \$50 50 visits, \$75 100 visits, \$100</p>	<p>Lap Swim: \$2.00/person</p>	<p>Passes/Membership: Resident Punch Card (25) Adult: \$94.00 Youth: \$65.00 Non-Res Punch Card (25) Adult: \$142.00 Youth: \$98.00 Resident 3-Month Pass: Adult: \$150.00 Youth: \$110.00 Non-Res 3-Month Pass: Adult: \$225.00 Youth \$165.00 Annual Pass Resident: Adult:\$550.00 Youth: \$420.00 Annual Pass Non-Res: Adult: \$825.00 Youth: \$630.00 Monthly Fitness Pass: Resident: \$75.00 Non-Res: \$100.00</p>
<p>Pool Rental: \$43/hr plus \$1.00/adult 13 & up \$.50/child 4-12</p>	<p>Pool Rental, 2 Hour Min. 1-40 people, \$80/hr 41-60 people, \$90/hr 61-80 people, \$100/hr 81-100 people, \$110/hr 101 & Over, \$125/hr</p>		<p>Pool Rental (res. Rates only) \$7.00/hr/lane 25Y \$9.00/hr/lane 50M Slides: \$75.00/hr Lap & Zero Depth: \$75/hr Entire Rec. Pool w/ Slides: Less than 50: \$150/hr 51-75: \$175/hr 76-100: \$200/hr 101-125: \$25/hr Multi-use Room: \$75/hr 50M Pool</p>

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			Shallow Only: \$30/hr Diving Only: \$75/hr W/out Boards/Blocks: \$325/hr Exclusive: \$375/hr
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Benchmark Facilities Expense/Revenue Matrix:

Palm Springs Swim Center	Pawley Pool Family Aquatic Center	Valley-Wide Aquatic Center	Palm Desert Aquatic Center
Expenditures	Expenditures	Expenditures	Expenditures
\$181,072 (08/09 Actual)	\$283,252 (08/09 Actual) \$353,422 (09/10 Projected)	\$398,464 (08/09 Actual) \$297,528 (09/10 Partial)	
\$210,044 (12/13 Projected)	\$328,572 (12/13 Projected)	\$462,218 (12/13 Projected)	\$1,274,871 (12/13 Projected)
Revenues	Revenues	Revenues	Revenues
\$91,847 (08/09 Actual)	\$107,632 (08/09 Actual) \$125,532 (09/10 Projected)	\$308,017 (08/09 Actual) \$211,148 (09/10 Partial)	
\$99,195 (12/13 Projected)	\$116,243 (12/13 Projected)	\$332,658 (12/13 Projected)	\$620,450 (12/13 Projected)

Benchmark Facilities Fee Matrix Notes:

- All fees have been updated with latest available promotional materials.
- There have been slight changes (increases) to the rate structures since the original study was conducted in 2010.

Benchmark Facilities Expense/Revenue Matrix Notes:

- It was difficult to gather current information on the current operations budgets as some facilities were non-responsive while others indicated that the approval process for the request would take considerable time.
- As a point of comparison projections were built off of the 08/09 Actual budget numbers to provide 12/13 Projected budget numbers:
 - For expenditures a 4% increase was factored over 4 years.
 - For revenues a 2% increase was factored over 4 years.

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Section III – Operations Analysis

The following operations analysis has been completed for the John Furbee Aquatic Center. The following are the parameters for the project.

- The summer of 2013 will be the first season of operation. This budget represents the first full year of operation.
- The center will be operated and maintained by the City of Desert Hot Springs. The operations plan has been developed with this concept in mind.
- This will be a facility that is utilized by both residents of Desert Hot Springs and non-residents.
- Two different operations scenarios have been developed:
 - *Seasonal* - The aquatic center will operate on a seasonal basis (April 1 to Labor Day) with limited use by high school swim teams and other organizations during the balance of the year. The pool will be maintained and water circulated year round.
 - *Year Round* – The aquatic center will operate year round with limited hours from Labor Day to April 1.

In addition to these two options two other possible operations scenarios have been explored:

- *Year Round – Weekends* - A basic narrative has been included regarding the feasibility of operating the aquatic center on a daily basis from April 1 to Labor Day with limited swim team use during the week days and public use during the weekends for the balance of the year.
 - *Wardman Park Pool Remaining Open* – A narrative regarding the possible impact on the John Furbee Aquatic Center (seasonal and year round operation), if the Wardman Park Pool remains open and is operated on its current schedule.
- Swim lessons, aqua exercise programs and other water based activities will be offered at the facility.
 - Concessions will not be provided but vending will be available.

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- All users of the pool will be paying market rates for use.
- The existing Wardman Park Pool will be closed.
- A reasonably aggressive approach to estimating use and revenues for the facility has been used for this pro-forma.

OPERATIONS ANALYSIS

City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Operating Expenditures

Expenditures have been formulated based on the costs that are normally included in the operating budget for such a facility. The figures are based on the size of the center, the specific components of the facility and the projected hours of operation. Actual costs were utilized wherever possible and estimates for other expenses were based on similar facilities in other areas of the country. All expenses were calculated as accurately as possible but the actual costs may be more or less based on operational philosophy, and programming considerations adopted by staff.

Aquatic Center – An outdoor aquatic center with a 25 yard by 25 meter pool, small splash pad, bath house, office area and other support spaces.

Operation Cost Models:

Personnel	Seasonal	Year Round
Full-Time	\$16,738	\$78,131
Part-Time	\$130,532	\$151,193
TOTAL	\$147,269	\$229,324

Commodities	Seasonal	Year Round
Office Supplies (forms, paper)	\$2,000	\$3,000
Chemicals (provided by Knorr)	\$76,000	\$94,000
Maint./Repair/Mat.	\$3,000	\$4,000
Janitor Supplies	\$11,000	\$16,000
Rec. Supplies (program)	\$2,000	\$3,000
Uniforms	\$2,500	\$3,500
Printing/Postage	\$5,000	\$6,000
Resale Items	\$2,000	\$3,000
Other	\$1,000	\$1,500
TOTAL	\$104,500	\$134,000

OPERATIONS ANALYSIS

City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Contractual	Seasonal	Year Round
Utilities ⁸ (gas & electric)	\$80,000	\$140,000
Water/Sewer	\$10,000	\$12,500
Insurance (Prop. & Liab.)	\$21,000	\$25,000
Communications (phone)	\$1,000	\$1,000
Contract Services ⁹	\$22,000	\$25,000
Rental Equipment	\$1,000	\$1,000
Advertising	\$5,000	\$8,000
Training	\$1,000	\$1,500
Conference	\$500	\$500
Membership/Dues/Subscriptions	\$500	\$500
Trash Pickup	\$2,000	\$3,500
Bank Charges	\$500	\$1,000
Other	\$2,000	\$3,000
TOTAL	\$146,500	\$222,500

Capital	Seasonal	Year Round
Replacement Fund ¹⁰	\$3,000	\$5,000
TOTAL	\$3,000	\$5,000

Summary

All Categories	Seasonal	Year Round
Personnel	\$147,269	\$229,324
Commodities	\$104,500	\$134,000
Contractual	\$146,500	\$222,500
Capital	\$3,000	\$5,000
Administrative Overhead ¹¹	\$53,289	\$78,461
GRAND TOTAL	\$454,558	\$669,285

Note: Line items not included in this budget are any vehicle costs.

⁸ It should be noted that at the time of this report utility rates were very volatile and could result in a higher energy rate for the aquatic center once it opens.

⁹ Contract services cover security \$5,000, mechanical systems work \$6,000 and the Knorr preventative maintenance contract \$9,000. Year Round operating costs will be higher.

¹⁰ This is yearly capital funding for equipment replacement and other similar items. This funding will not cover major capital improvements.

¹¹ Administrative Overhead is based on 13.28% of gross expenses.

OPERATIONS ANALYSIS

City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Staffing Levels:

Full-Time Positions	Seasonal		Year Round	
	Positions	Total	Positions	Total
Facility Coordinator \$51,500	.25	\$12,875	.25	\$12,875
Aquatic Center Manager \$45,000	0	\$0	1	\$45,000
Benefits (35%)		\$3,863		\$20,256
TOTAL	.25 F.T.E.	\$16,738	1.25 F.T.E.	\$78,131

Key Staff Qualifications:

Facility Coordinator – This individual will have the responsibility for the overall coordination of the entire complex during its first year to two years of operation. Key qualifications would be a background in project management, organizational planning, and business operations.

Aquatic Center Manager – This individual should have a minimum of 3 years of experience managing an indoor or outdoor aquatic center, would be a Certified Pool Operator/Aquatic Facility Operator, Red Cross Lifeguard Instructor, Water Safety Instructor-Trainer, and have certifications in (Oxygen Administration, AED, CPR, Blood Borne Pathogens, etc.).

Head Lifeguard - This individual should have a minimum of 2 years full-time lifeguarding experience at an indoor or outdoor aquatic center, would be a Certified Pool Operator, Red Cross Lifeguard, Water Safety Instructor, and have certifications in CPR and Blood Borne Pathogens, etc.

Lifeguard - This individual must be a certified Red Cross Lifeguard, Water Safety Instructor, and have certifications in CPR and Blood Borne Pathogens.

OPERATIONS ANALYSIS

City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Part-Time Positions	Seasonal		Year Round	
	Hours	Weeks	Hours	Weeks
Center Manager \$17.00				
Winter/Fall (off-season)	23	30	10	30
Summer (high season)	40	10	41	10
Spring/Summer (low season)	40	12	12	12
Lead Lifeguard \$13.00				
Winter/Fall (off-season)	18	30	35	30
Summer (high season)	83	10	83	10
Spring/Summer (low season)	40	12	40	12
Lifeguard \$10.00				
Winter/Fall (off-season)	18	30	45	30
Summer (high season)	204	10	204	10
Spring/Summer (low season)	80	12	80	12
Cashier \$9.50				
Winter/Fall (off-season)	0	30	35	30
Summer (high season)	83	10	83	10
Spring/Summer (low season)	40	12	40	12
Custodian/Grounds \$10.00				
Winter/Fall (off-season)	6	30	9	30
Summer (high season)	14	10	14	10
Spring/Summer (low season)	9	12	9	12
Program Instructors ¹²				
Aquatics	Variable	\$15,800	Variable	\$21,150
Salaries		\$118,665		\$137,448
Benefits (10%)		\$11,867		\$13,448
TOTAL		\$130,532		\$151,193

Note: Pay rates were determined based on comparable wage scales in the area. The positions listed are necessary to ensure proper staffing for the center's operation as well as provide for basic programming for the facility. **The wage scales for the part-time staff positions reflect an anticipated wage for 2013.**

¹² Program instructors are paid at several different pay rates and some are also paid per class or in other ways. This makes an hourly breakdown difficult. Aquatic programs consist of learn to swim, fitness, CPR, and other activities.

OPERATIONS ANALYSIS

City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Revenues

The following revenue projections were formulated from information on the specifics of the project and the demographics of the service area as well as comparing them to local statistics, other similar facilities and the competition for aquatic services in the area. Actual figures will vary based on market stratification, philosophy of operation, fees and charges policy, and priorities of use.

Revenue Projection Models:

Fees	Seasonal	Year Round
Daily Admissions	\$18,720	\$31,080
10 Admissions	\$7,375	\$9,050
Summer/3 Month Passes	\$17,750	\$21,300
Season/5 Month Passes ¹³	\$5,975	\$0
Annual Passes	\$0	\$17,000
Corporate/Group	\$5,000	\$7,000
Rentals ¹⁴	\$15,500	\$22,250
School District Rental ¹⁵	\$8,520	\$8,520
TOTAL	\$78,840	\$116,200

Programs ¹⁶	Seasonal	Year Round
Aquatics	\$33,260	\$47,030
Contract	\$600	\$900
TOTAL	\$33,860	\$47,930

¹³ Figures are based on an active program to promote the sale of 3-5 month, summer, and annual passes.

¹⁴ Rentals

Seasonal

Splash Pool –

\$30 /hr x 22hrs = \$660

Compt. Pool –

Other organizations (masters, club, etc.) 6 lanes x \$6/lane x 8hrs/wk x 36 wks = \$10,368

Meets 3 meets x \$500/Day x 3 Days = \$4,500

Year Round

Splash Pool –

\$30 /hr x 30hrs = \$900

Compt. Pool –

Other organizations (masters, club, etc.) 6 lanes x \$6/lane x 8hrs/wk x 48 wks = \$13,824

Meets 5 meets x \$500/Day x 3 Days = \$7,500

¹⁵ School District Rental – 2hrs/day x 5days/wk x 17wks/yr x \$6lane/hr x 6 lanes = \$6,120

Meets 8 x 4hrs x \$75/hr. = \$2,400

¹⁶ Figures are based on assessing fees that are listed later in the report.

OPERATIONS ANALYSIS

City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Other	Seasonal	Year Round
Resale Items (150% of cost)	\$3,000	\$4,500
Special Events	\$1,000	\$1,000
Vending	\$3,300	\$4,500
TOTAL	\$7,300	\$10,000

Revenue Summary

All Categories	Seasonal	Year Round
Fees	\$78,840	\$116,200
Programs	\$33,860	\$47,930
Other	\$7,300	\$10,000
GRAND TOTAL	\$120,000	\$174,130

OPERATIONS ANALYSIS

City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Expenditure - Revenue Comparisons

Category	Seasonal	Year Round
Expenditures	\$454,558	\$669,285
Revenues	\$120,000	\$174,130
Difference	(334,558)	(495,155)
Recovery %	26%	26%

It should be noted that the financial performance of an outdoor aquatic center is directly related to the weather.

This operations pro-forma was completed based on the best information available, and a visit to the new facility, and a basic understanding of the project. As a result there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.

Future Years: Expenditure - Revenue Comparison: Expenses for the first year of operation of the pool should be slightly lower than projected with the facilities being under warranty and new. Revenue growth in the first three years is attributed to increased market penetration and in the remaining years to continued population growth. In most aquatic facilities the first three years show tremendous growth from increasing the market share of patrons who use such facilities, but at the end of this time period revenue growth begins to flatten out. Additional revenue growth is then spurred through increases in the population within the market area, a specific marketing plan to develop alternative markets, the addition of new amenities or by increasing user fees.

Exponential Percent Increase from Year to Year:

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Expenditures	0%	1%	3%	3%	3%
Revenues	0%	7%	7%	5%	3%

OPERATIONS ANALYSIS

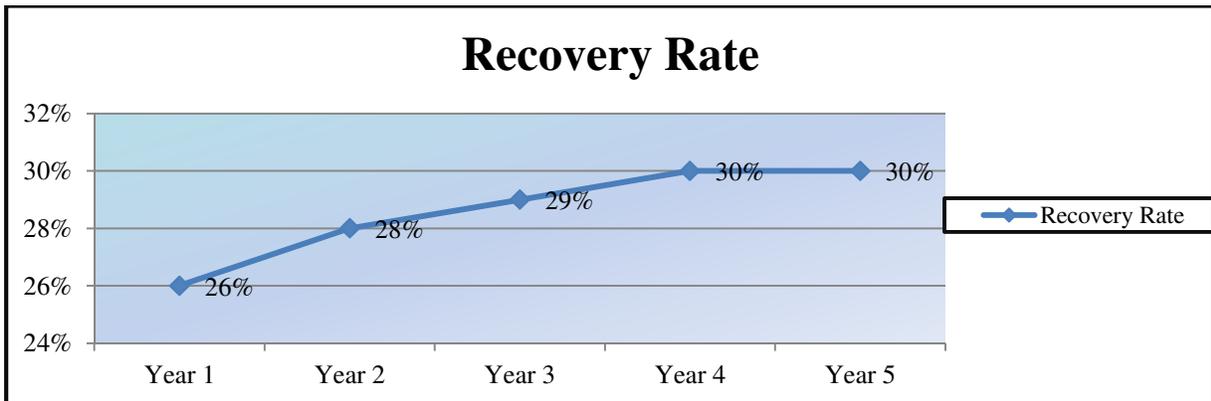
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5 Year Comparison

Seasonal

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Expenditures	\$454,558	\$459,104	\$472,877	\$487,063	\$501,675
Revenues	\$120,000	\$128,400	\$137,388	\$144,257	\$151,470
Difference	(\$334,558)	(\$330,704)	(\$335,489)	(\$342,806)	(\$350,205)
Recovery %	26%	28%	29%	30%	30%

Percent Recovery Rate



OPERATIONS ANALYSIS

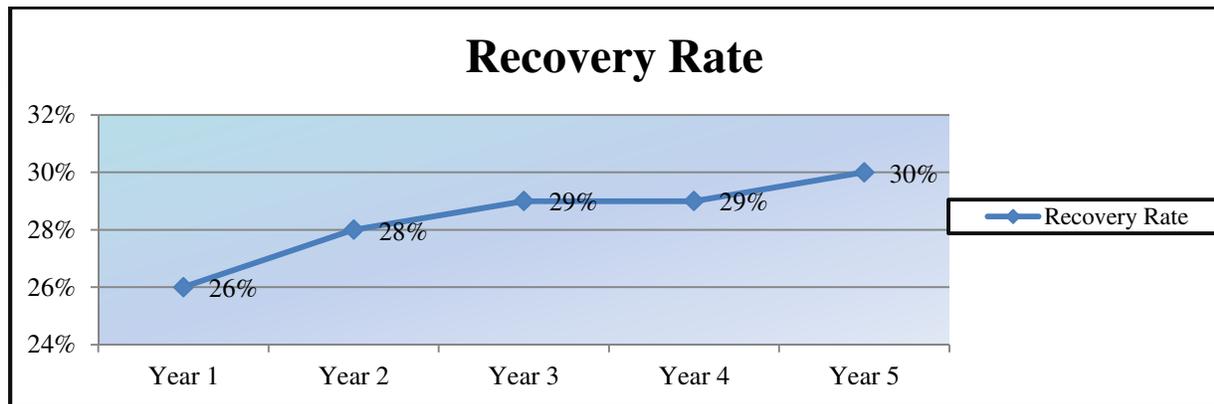
City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Year Round

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Expenditures	\$669,285	\$675,978	\$696,257	\$717,145	\$738,659
Revenues	\$174,130	\$186,319	\$199,361	\$209,330	\$219,796
Difference	(\$495,155)	(\$489,659)	(\$496,896)	(\$507,815)	(\$518,863)
Recovery %	26%	28%	29%	29%	30%

Percent Recovery Rate



Additional Operations Option: In addition to the two options for operations that have been outlined above, a third option is seasonal operation from Memorial Day to Labor Day then weekends only during the rest of the year. This option is not recommended for the following reasons:

- To serve the needs of the school district and the swim teams the aquatic center will have to have some operational hours during the week in the off-season. Opening the aquatic center to the general public (on a limited basis) will be easier to accomplish during these time frames as some level of staffing will already be present.
- Fee options are limited beyond the traditional swim season. Annual passes and other extended use options will not be valid during the off season. This will severely limit the revenue sources during this time of year.
- It is difficult to open and close a facility for weekend use. It is also challenging to attract and keep staff with limited hours and days of employment.

OPERATIONS ANALYSIS

City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



- Aquatics programming will be very limited with only weekend hours available.
- During the off-season most aquatic center users are primarily fitness and competitive swimmers who are looking for almost daily availability of pool time. Weekend only hours will virtually eliminate this use (and revenue).

If this option were to be seriously considered, the operational performance would require higher expenditures for operations than the seasonal option but lower than the year round option. Overall revenues would be slightly higher than the seasonal option but considerably lower than the year round version. In the end the net loss would be the highest of the three operations options being considered.

Wardman Park Pool Remaining Open: Another option is the possibility of keeping the existing Wardman Park Pool open even with the new John Furbee Aquatic Center in place. If the pool continues to operate with its current fee structure, hours, and season of operation, the possible impact on the John Furbee Aquatic Center would be as follows.

John Furbee Aquatic Center - Seasonal Operation

Expenses – It is expected that operating expenses would only be reduced by \$5,000.

Revenues – It is estimated that revenues associated with the summer season would be reduced by at least 50%. This would mean that overall park revenues could drop by approximately \$50,000.

Net Impact – **(\$45,000)**

John Furbee Aquatic Center – Year Round Operation

Expenses – It is expected that operating expenses would only be reduced by \$5,000.

Revenues – It is estimated that revenues associated with the summer season would be reduced by at least 50%. This would mean that overall park revenues could drop by approximately \$55,000.

Net Impact – **(\$50,000)**

It also must be realized that the revenues generated by Wardman Park Pool would also be reduced by approximately 50% a year as well.

OPERATIONS ANALYSIS

City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Fees and Attendance

Projected Fee Schedules: The following fee schedules have been figured without utilizing a resident/non-resident fee differential for non-residents of Desert Hot Springs on the admission rates. Revenue projections and attendance numbers were calculated from these fee models.

Seasonal

Admissions	Rate
Adult Daily	\$3.00
Youth Daily (3-17)	\$2.00
Adult 10 Admiss.	\$25.00
Youth 10 Admiss.	\$17.00
Adult Summer/3 Mon. Pass	\$50.00
Youth Summer/3 Mon. Pass	\$45.00
Family Summer/3 Mon. Pass	\$95.00
Adult Season/5 Mon. Pass	\$85.00
Youth Season/5 Mon. Pass	\$75.00
Family Season/5 Mon. Pass	\$160.00

Year Round

Admissions	Rate
Adult Daily	\$3.00
Youth Daily (3-17)	\$2.00
Adult 10 Admiss.	\$25.00
Youth 10 Admiss.	\$17.00
Adult Summer/3 Mon. Pass	\$50.00
Youth Summer/3 Mon. Pass	\$45.00
Family Summer/3 Mon. Pass	\$95.00
Adult Annual Pass	\$180.00
Youth Annual Pass	\$160.00
Family Annual Pass	\$340.00

Note: 10 admission rates are based on an approximate 15% discount on the daily admission rate.

Rentals	Rate
<i>Competitive Pool</i>	
25 yard/per lane	\$6/hr.
Full Pool	\$75/hr.
<i>Splash Pool</i>	\$30/hr.

OPERATIONS ANALYSIS

City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Admission Rate Comparisons: The above rates were determined based on the rates paid at similar facilities in the Coachella Valley (2012).

Wardman Park Pool

Category	Daily	Season Pass
Adults	\$2.00	\$40.00
Youth (3-17)	\$1.00	\$35.00
Family	N/A	\$80.00

Palm Desert Aquatic Center

Category	Daily	25 Visits	3 Month	Annual
	Res./N. Res.	Res./N. Res.	Res./N. Res.	Res./N. Res.
Adults	\$4.00/\$6.00	\$94/\$142	\$150/\$225	\$550/\$825
Youth/Senior	\$3.00/\$4.50	\$65/\$98	\$110/\$165	\$420/\$630
Junior (2-5)	\$2.50/\$3.75	N/A	N/A	N/A

Palm Springs Swim Center

Category	Daily	25 Visits
	Res./N. Res.	Res./N. Res.
Adults	\$4.00/\$5.00	\$60/\$75
Youth (4-12)	\$3.00/\$3.00	\$60/\$75

Pawley Aquatic Center

Category	Daily
Adults	\$4.00
Youth (2-17)	\$3.00

Fritz Burns Community Pool

Category	Daily
Adults (13 & older)	\$3.00
Youth (under 13)	\$2.00

OPERATIONS ANALYSIS

City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Attendance Projections: The following attendance projections are the basis for the revenue figures that were identified earlier in this report. The admission numbers are affected by the rates being charged, the facilities available for use, and the competition within the service area. These are averages only and are based on 90 days of operation for the seasonal option and a total of 350 days for the year round option.

Seasonal

	Paid Admissions
Summer Daily – 90 Days x 70 a Day	6,300
Spring Daily – 54 Days x 35 a Day	1,890
10 Admissions – 375 Sold x 10 Admissions	3,750
Summer/3 Mon. Passes – 250 Sold x 20 Admissions ¹⁷	5,000
Season/5 Mon. Passes – 50 Sold x 35 Admissions ¹⁸	1,750
Total Yearly	18,690

Year Round

	Paid Admissions
Summer Daily – 90 Days x 70 a Day	6,300
Spring Daily – 54 Days x 35 a Day	1,890
Fall, Winter Daily – 206 x 25 Admissions	5,150
10 Admissions – 450 Sold x 10 Admissions	4,500
Summer/3 Mon. Passes – 300 Sold x 20 Admissions ¹⁹	6,000
Annual Passes – 75 Sold x 100 Admissions ²⁰	7,500
Total Yearly	31,340

¹⁷ Family passes are counted as a single admission.

¹⁸ Family passes are counted as a single admission.

¹⁹ Family passes are counted as a single admission.

²⁰ Family passes are counted as a single admission.

OPERATIONS ANALYSIS

City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Hours of Operation: The projected hours of operation of the aquatic center are as follows:

Seasonal

Spring – April 1 to Memorial Day (8 weeks)

Days	Hours
Monday-Friday	2:00pm-8:00pm
Saturday-Sunday	Noon-5:00pm
Hours per Week	40

Summer (high season) – Mid June thru Mid August (10 weeks)

Days	Hours
Monday-Friday	7:00am-8:00pm
Saturday-Sunday	8:00am-5:00pm
Hours per Week	83

Summer (low season) – Memorial Day to Mid June and Mid August to Labor Day (4 weeks)

Days	Hours
Monday-Friday	2:00pm-8:00pm
Saturday-Sunday	Noon-5:00pm
Hours per Week	40

The aquatic center will not be open to the general public during the rest of the year but will be available for group use (swim teams, water polo teams, etc.) plus other special programs (school swim lessons, etc.) It is expected that any off-season use will be on a pay for use basis.

Year Round

Spring – April 1 to Memorial Day (8 weeks)

Days	Hours
Monday-Friday	2:00pm-8:00pm
Saturday-Sunday	Noon-5:00pm
Hours per Week	40

OPERATIONS ANALYSIS

City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Summer (high season) – Mid June thru Mid August (10 weeks)

Days	Hours
Monday-Friday	7:00am-8:00pm
Saturday-Sunday	8:00am-5:00pm
Hours per Week	83

Summer (low season) – Memorial Day to Mid June and Mid August to Labor Day (4 weeks)

Days	Hours
Monday-Friday	2:00pm-8:00pm
Saturday-Sunday	Noon-5:00pm
Hours per Week	40

Fall and Winter – Labor Day to April 1 (30 weeks)

Days	Hours
Monday-Friday	1:00pm-6:00pm
Saturday-Sunday	Noon-5:00pm
Hours per Week	35

Note: Seasons and hours will be adjusted based on use and demand as well as resources available to subsidize the operation.

Section IV - Appendix

Part-Time Staff Hours

Program Staffing

Program Revenue

Revenue Worksheets

APPENDIX
City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Part-Time Staff Hours:

Seasonal

Fall, Winter – September thru March (30 weeks)

Title	Days	Hours	Employees	Days	Total/Wk
Center Manager (38 weeks)	Mon-Fri	4	1	5	20
	Sat.	3	1	1	3
TOTAL					23

Title	Days	Hours	Employees	Days	Total/Wk
Lead Lifeguard (38 weeks)	Mon-Fri	3	1	5	15
	Sat.	3	1	1	3
TOTAL					18

Title	Days	Hours	Employees	Days	Total/Wk
Custodian/Grounds (38 weeks)	Mon & Thurs	3	1	2	6
TOTAL					6

Title	Days	Hours	Employees	Days	Total/Wk
Lifeguard (38 weeks)	Mon-Fri	3	1	5	15
	Sat.	3	1	1	3
TOTAL					18

Spring – April 1-Memorial Day (8 weeks)

and

*Summer (low season) –Memorial Day thru Mid June and Mid August thru Labor Day
 (4 weeks)*

Title	Days	Time	Hours	Employees	Days	Total/Wk
Center Manager (4 weeks)	Mon-Fri	2:00P-8:00P	6	1	5	30
	Sat-Sun	Noon-5:00P	5	1	2	10
TOTAL						40

Title	Days	Time	Hours	Employees	Days	Total/Wk
Lead Lifeguard (4 weeks)	Mon-Fri	2:00P-8:00P	6	1	5	30
	Sat-Sun	Noon-5:00P	5	1	2	10
TOTAL						40

APPENDIX
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John Furbee Aquatic Center Operations Study



Title	Days	Time	Hours	Employees	Days	Total/Wk
Cashier (4 weeks)	Mon-Fri	2:00P-8:00P	6	1	5	30
	Sat-Sun	Noon-5:00P	5	1	2	10
TOTAL						40

Title	Days	Time	Hours	Employees	Days	Total/Wk
Custodian/Grounds (4 weeks)	Mon, Thurs, Sat	1:00P-4:00P	3	1	3	9
TOTAL						9

Title	Days	Time	Hours	Employees	Days	Total/Wk
Lifeguard (4 weeks)	Mon-Fri	2:00P-8:00P	6	2	5	60
	Sat-Sun	Noon-5:00P	5	2	2	20
TOTAL						80

Summer – Mid June thru Mid August (10 weeks)

Title	Days	Time	Hours	Employees	Days	Total/Wk
Center Manager (10 weeks)	Tue-Fri	1:00P-8:00P	7	1	4	28
	Sat-Sun	11:00A- 5:00P	6	1	2	12
TOTAL						40

Title	Days	Time	Hours	Employees	Days	Total/Wk
Lead Lifeguard (10 weeks)	Mon-Fri	7:00A-1:00P	6	1	5	30
	Mon-Fri	1:00P-8:00P	7	1	5	35
	Sat-Sun	8:00A-5:00P	9	1	2	18
TOTAL						83

Title	Days	Time	Hours	Employees	Days	Total/Wk
Cashier (10 weeks)	Mon-Fri	7:00A-1:00P	6	1	5	30
	Mon-Fri	1:00P-8:00P	7	1	5	35
	Sat-Sun	8:00A-Noon	4	1	2	8
	Sat-Sun	Noon-5:00P	5	1	2	10
TOTAL						83

Title	Days	Time	Hours	Employees	Days	Total/Wk
Custodian/Grounds (10 weeks)	Mon-Sun	8:00P- 10:00P	2	1	7	14
TOTAL						14

APPENDIX
City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Title	Days	Time	Hours	Employees	Days	Total/Wk
Lifeguard (10 weeks)	Mon-Fri	7:00A-Noon	5	2	5	50
	Mon-Fri	Noon-6:00P	6	3	5	90
	Mon-Fri	6:00P-8:00P	2	2	5	20
	Sat-Sun	8:00A-Noon	5	2	2	20
	Sat-Sun	Noon-5:00P	4	3	2	24
TOTAL						204

Year Round

Fall, Winter – September thru March (30 weeks)

Note: The full-time Aquatic Center Manager will work Wednesday through Sunday, year round.

Title	Days	Time	Hours	Employees	Days	Total/Wk
Center Manager (38 weeks)	Mon-Tue	1:00P-6:00P	5	1	2	10
TOTAL						10

Title	Days	Time	Hours	Employees	Days	Total/Wk
Lead Lifeguard (38 weeks)	Mon-Fri	1:00P-6:00P	5	1	5	25
	Sat-Sun	Noon-5:00P	5	1	2	10
TOTAL						35

Title	Days	Time	Hours	Employees	Days	Total/Wk
Cashier (38 weeks)	Mon-Fri	1:00P-6:00P	5	1	5	25
	Sat-Sun	Noon-5:00P	5	1	2	10
TOTAL						35

Title	Days	Time	Hours	Employees	Days	Total/Wk
Custodian/Grounds (38 weeks)	Mon.Thur	9:00A-Noon	3	1	3	9
	Sat.				3	
TOTAL						9

Title	Days	Time	Hours	Employees	Days	Total/Wk
Lifeguard (38 weeks)	Mon-Fri	1:00P-6:00P	5	1	5	25
	Sat-Sun	Noon-5:00P	5	2	2	20
TOTAL						45

APPENDIX
City of Desert Hot Springs
John Furbee Aquatic Center Operations Study



Spring – April 1-Memorial Day (8 weeks)
and

Summer (low season) –Memorial Day thru Mid June and Mid August thru Labor Day
(4 weeks)

Title	Days	Time	Hours	Employees	Days	Total/Wk
Center Manager (4 weeks)	Mon-Tue	2:00P-8:00P	6	1	2	12
TOTAL						12

Title	Days	Time	Hours	Employees	Days	Total/Wk
Lead Lifeguard (4 weeks)	Mon-Fri	2:00P-8:00P	6	1	5	30
	Sat-Sun	Noon-5:00P	5	1	2	10
TOTAL						40

Title	Days	Time	Hours	Employees	Days	Total/Wk
Cashier (4 weeks)	Mon-Fri	2:00P-8:00P	6	1	5	30
	Sat-Sun	Noon-5:00P	5	1	2	10
TOTAL						40

Title	Days	Time	Hours	Employees	Days	Total/Wk
Custodian/Grounds (4 weeks)	Mon, Thurs, Sat	1:00P-4:00P	3	1	3	9
TOTAL						9

Title	Days	Time	Hours	Employees	Days	Total/Wk
Lifeguard (4 weeks)	Mon-Fri	2:00P-8:00P	6	2	5	60
	Sat-Sun	Noon-5:00P	5	2	2	20
TOTAL						80

Summer – Mid June thru Mid August (10 weeks)

Title	Days	Time	Hours	Employees	Days	Total/Wk
Center Manager (10 weeks)	Mon-Tue	7:00P-8:00P	13	1	2	26
	Wed-Fri	3:00P-8:00P	5	1	3	15
TOTAL						41

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Title	Days	Time	Hours	Employees	Days	Total/Wk
Lead Lifeguard (10 weeks)	Mon-Fri	7:00A-1:00P	6	1	5	30
	Mon-Fri	1:00P-8:00P	7	1	5	35
	Sat-Sun	8:00A-5:00P	9	1	2	18
TOTAL						83

Title	Days	Time	Hours	Employees	Days	Total/Wk
Cashier (10 weeks)	Mon-Fri	7:00A-1:00P	6	1	5	30
	Mon-Fri	1:00P-8:00P	7	1	5	35
	Sat-Sun	8:00A-Noon	4	1	2	8
	Sat-Sun	Noon-5:00P	5	1	2	10
TOTAL						83

Title	Days	Time	Hours	Employees	Days	Total/Wk
Custodian/Grounds (10 weeks)	Mon-Sun	8:00P-10:00P	2	1	7	14
TOTAL						14

Title	Days	Time	Hours	Employees	Days	Total/Wk
Lifeguard (10 weeks)	Mon-Fri	7:00A-Noon	5	2	5	50
	Mon-Fri	Noon-6:00P	6	3	5	90
	Mon-Fri	6:00P-8:00P	2	2	5	20
	Sat-Sun	8:00A-Noon	5	2	2	20
	Sat-Sun	Noon-5:00P	4	3	2	24
TOTAL						204



Program Staffing Costs

Seasonal

Spring

Swim Lessons

Title	Classes	Staff Pay	Sessions/ Weeks	Total Cost
<i>School Learn to Swim Mon.-Wed.</i>	5 classes/8 days 2 weeks	\$10.00/cl.	5 sessions	\$2,000
TOTAL				\$2,000

Swim Lessons (weekday classes meet two days a week for four weeks)

Title	Classes	Staff Pay	Sessions/ Weeks	Total Cost
<i>Infant & Preschool Mon.&Wed.</i>	3 classes/8 days	\$10.00/cl.	1 session	\$240
<i>Learn to Swim Tue.&Thurs.</i>	4 classes/8 days	\$10.00/cl.	1 session	\$320
<i>Private Lessons</i>	1 classes/wk	\$10.00/cl.	8 weeks	\$80
TOTAL				\$640

Other

Title	Classes	Staff Pay	Sessions/ Weeks	Total Cost
<i>Water Exercise</i>	2 classes/3 days	\$15.00/cl.	8 weeks	\$720
<i>Birthday Parties</i>	2 week	\$15.00/hr.	8 weeks	\$240
<i>Misc.</i>	2 classes/3 days	\$15.00/cl.	8 weeks	\$720
TOTAL				\$1,680

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Summer

Swim Lessons (weekday classes meet four days a week for two weeks)

Title	Classes	Staff Pay	Sessions/ Weeks	Total Cost
<i>Infant & Preschool Mon.-Thurs.</i>	5 classes/8 days	\$10.00/cl.	4 sessions	\$1,600
<i>Learn to Swim Mon.-Thurs</i>	8 classes/8 days	\$10.00/cl.	4 sessions	\$2,560
<i>Private Lessons</i>	2 classes/wk	\$10.00/cl.	14 weeks	\$280
TOTAL				\$4,440

Other

Title	Classes	Staff Pay	Sessions/ Weeks	Total Cost
<i>Water Exercise</i>	4 classes/3 days	\$15.00/cl.	14 weeks	\$2,520
<i>Youth Water Polo</i>	1class/8 days	\$20.00/cl.	2 sessions	\$320
<i>Jr. Lifeguard</i>	1class/8 days	\$15.00/cl.	2 sessions	\$240
<i>Lifeguard Training</i>	33hours	\$15.00/hr.	1 session	\$495
<i>CPR Training</i>	5hours	\$15.00/hr.	1 session	\$75
<i>Birthday Parties</i>	5 week	\$15.00/hr.	14 weeks	\$1,050
<i>Special Events</i>	6 hours	\$10.00/hr. 6 staff	3 events	\$1,080
<i>Misc.</i>	2 classes/3 days	\$15.00/cl.	14 weeks	\$1,260
TOTAL				\$7,040

Total Aquatics Programs

\$15,800

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Year Round

Spring & Fall

Swim Lessons

Title	Classes	Staff Pay	Sessions/ Weeks	Total Cost
<i>School Learn to Swim Mon.-Wed.</i>	5 classes/8 days 2 weeks	\$10.00/cl.	5 sessions	\$2,000
TOTAL				\$2,000

Swim Lessons (weekday classes meet two days a week for four weeks)

Title	Classes	Staff Pay	Sessions/ Weeks	Total Cost
<i>Infant & Preschool Mon.&Wed.</i>	3 classes/8 days	\$10.00/cl.	2 sessions	\$480
<i>Learn to Swim Tue.&Thurs.</i>	4 classes/8 days	\$10.00/cl.	2 sessions	\$640
<i>Private Lessons</i>	2 classes/wk	\$10.00/cl.	8 weeks	\$160
TOTAL				\$1,280

Other

Title	Classes	Staff Pay	Sessions/ Weeks	Total Cost
<i>Water Exercise</i>	2 classes/3 days	\$15.00/cl.	38 weeks	\$3,420
<i>Lifeguard Training</i>	33hours	\$15.00/hr.	1 session	\$495
<i>CPR Training</i>	5hours	\$15.00/hr.	1 session	\$75
<i>Birthday Parties</i>	2 week	\$15.00/hr.	20 weeks	\$600
<i>Misc.</i>	2 classes/3 days	\$15.00/cl.	20 weeks	\$1,800
TOTAL				\$6,390

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Summer

Swim Lessons (weekday classes meet four days a week for two weeks)

Title	Classes	Staff Pay	Sessions/ Weeks	Total Cost
<i>Infant & Preschool Mon.-Thurs.</i>	5 classes/8 days	\$10.00/cl.	4 sessions	\$1,600
<i>Learn to Swim Mon.-Thurs</i>	8 classes/8 days	\$10.00/cl.	4 sessions	\$2,560
<i>Private Lessons</i>	2 classes/wk	\$10.00/cl.	14 weeks	\$280
TOTAL				\$4,440

Other

Title	Classes	Staff Pay	Sessions/ Weeks	Total Cost
<i>Water Exercise</i>	4 classes/3 days	\$15.00/cl.	14 weeks	\$2,520
<i>Youth Water Polo</i>	1class/8 days	\$20.00/cl.	2 sessions	\$320
<i>Jr. Lifeguard</i>	1class/8 days	\$15.00/cl.	2 sessions	\$240
<i>Lifeguard Training</i>	33hours	\$15.00/hr.	1 session	\$495
<i>CPR Training</i>	5hours	\$15.00/hr.	1 session	\$75
<i>Birthday Parties</i>	5 week	\$15.00/hr.	14 weeks	\$1,050
<i>Special Events</i>	6 hours	\$10.00/hr. 6 staff	3 events	\$1,080
<i>Misc.</i>	2 classes/3 days	\$15.00/cl.	14 weeks	\$1,260
TOTAL				\$7,040

Total Aquatics Programs

\$21,150



Program Revenues

Seasonal

Spring

Swim Lessons

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>School Learn to Swim</i>	5 classes/6 per class	\$20.00	5 sessions	\$3,000
TOTAL				\$3,000

Swim Lessons (weekday classes meet two days a week for four weeks)

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Infant & Preschool</i>	3 classes/4 per class	\$35.00	1 session	\$420
<i>Learn to Swim</i>	4 classes/4 per class	\$35.00	1 session	\$560
<i>Private Lessons</i>	1 classes/wk	\$15.00/cl.	8 weeks	\$120
TOTAL				\$1,100

Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Water Exercise</i>	6 classes/8 per class	\$5.00/cl.	8 weeks	\$1,920
<i>Birthday Parties</i>	2 week	\$90.00	8 weeks	\$1,440
<i>Misc.</i>	6 classes/5 per class	\$5.00/cl.	8 weeks	\$1,200
TOTAL				\$4,560

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Summer

Swim Lessons (weekday classes meet four days a week for two weeks)

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Infant & Preschool</i>	5 classes/4 per class	\$35.00	4 sessions	\$2,800
<i>Learn to Swim</i>	8 classes/4 per class	\$35.00	4 sessions	\$4,480
<i>Private Lessons</i>	2 classes/wk	\$15.00/cl.	14 weeks	\$420
TOTAL				\$7,700

Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Water Exercise</i>	12 classes/8 per class	\$5.00/cl.	10 weeks	\$4,800
<i>Youth Water Polo</i>	1 class/15 per class	\$40.00	2 sessions	\$1,200
<i>Jr. Lifeguard</i>	1 class/5 per class	\$40.00	2 sessions	\$400
<i>Lifeguard Training</i>	1 class/10 per class	\$150.00	1 session	\$1,500
<i>CPR Training</i>	1 class/5 per class	\$30.00	1 session	\$150
<i>Birthday Parties</i>	5 week	\$90.00	14 weeks	\$6,300
<i>Special Events</i>	30 per event	\$5.00	3 events	\$450
<i>Misc.</i>	6 classes/5 per class	\$5.00/cl.	14 weeks	\$2,100
TOTAL				\$16,900

Total Aquatics Program Revenue

\$33,260

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Year Round

Spring & Fall

Swim Lessons

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>School Learn to Swim</i>	5 classes/6 per class	\$20.00	5 sessions	\$3,000
TOTAL				\$3,000

Swim Lessons (weekday classes meet two days a week for four weeks)

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Infant & Preschool</i>	3 classes/4 per class	\$35.00	2 sessions	\$840
<i>Learn to Swim</i>	4 classes/4 per class	\$35.00	2 sessions	\$1,120
<i>Private Lessons</i>	2 classes/wk	\$15.00/cl.	8 weeks	\$240
TOTAL				\$2,200

Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Water Exercise</i>	6 classes/8 per class	\$5.00/cl.	38 weeks	\$9,120
<i>Lifeguard Training</i>	1 class/10 per class	\$150.00	1 session	\$1,500
<i>CPR Training</i>	1class/5 per class	\$30.00	1 session	\$150
<i>Birthday Parties</i>	2 week	\$90.00	20 weeks	\$3,600
<i>Misc.</i>	6 classes/5 per class	\$5.00/cl.	20 weeks	\$3,000
TOTAL				\$17,370

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Summer

Swim Lessons (weekday classes meet four days a week for two weeks)

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Infant & Preschool</i>	5 classes/4 per class	\$35.00	4 sessions	\$2,800
<i>Learn to Swim</i>	8 classes/4 per class	\$35.00	4 sessions	\$4,480
<i>Private Lessons</i>	2 classes/wk	\$10.00/cl.	14 weeks	\$280
TOTAL				\$7,560

Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Water Exercise</i>	12 classes/8 per class	\$5.00/cl.	10 weeks	\$4,800
<i>Youth Water Polo</i>	1 class/15 per class	\$40.00	2 sessions	\$1,200
<i>Jr. Lifeguard</i>	1 class/5 per class	\$40.00	2 sessions	\$400
<i>Lifeguard Training</i>	1 class/10 per class	\$150.00	1 session	\$1,500
<i>CPR Training</i>	1 class/5 per class	\$30.00	1 session	\$150
<i>Birthday Parties</i>	5 week	\$90.00	14 weeks	\$6,300
<i>Special Events</i>	30 per event	\$5.00	3 events	\$450
<i>Misc.</i>	6 classes/5 per class	\$5.00/cl.	14 weeks	\$2,100
TOTAL				\$16,900

Total Aquatics Program Revenue

\$47,030



Admission Revenue

Seasonal

Summer Daily Fees (14 weeks)

Category	Daily Fee	# per Day	Revenue
Adult	\$3.00	20	\$60
Youth	\$2.00	50	\$100
TOTAL		70	\$160
DAYS per SEASON			90
GRAND TOTAL			\$14,400

Spring Daily Fees (8 weeks)

Category	Daily Fee	# per Day	Revenue
Adult	\$3.00	10	\$30
Youth	\$2.00	25	\$50
TOTAL		35	\$80
DAYS per SEASON			54
GRAND TOTAL			\$4,320

10 Admissions

Category	10 Admissions	# Sold	Revenue
Adult	\$25.00	125	\$3,125
Youth	\$17.00	250	\$4,250
TOTAL		375	
GRAND TOTAL			\$7,375

Summer Passes

Category	Season Passes	# Sold	Revenue
Adult	\$50.00	50	\$2,500
Youth	\$45.00	75	\$3,375
Family	\$95.00	125	\$11,875
TOTAL		250	
GRAND TOTAL			\$17,750



Season Passes

Category	Season Passes	# Sold	Revenue
Adult	\$85.00	10	\$850
Youth	\$75.00	15	\$1,125
Family	\$160.00	25	\$4,000
TOTAL		50	
GRAND TOTAL			\$5,975

Total Admission Revenue

Category	Revenue
Daily	\$18,720
10 Admission	\$7,375
Summer Passes	\$17,750
Season Passes	\$5,975
GRAND TOTAL	\$49,820

Year Round

Summer Daily Fees (14 weeks)

Category	Daily Fee	# per Day	Revenue
Adult	\$3.00	20	\$60
Youth	\$2.00	50	\$100
TOTAL		70	\$160
DAYS per SEASON			90
GRAND TOTAL			\$14,400

Spring Daily Fees (8 weeks)

Category	Daily Fee	# per Day	Revenue
Adult	\$3.00	10	\$30
Youth	\$2.00	25	\$50
TOTAL		35	\$80
DAYS per SEASON			54
GRAND TOTAL			\$4,320

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Fall/Winter Daily Fees (30 weeks)

Category	Daily Fee	# per Day	Revenue
Adult	\$3.00	10	\$30
Youth	\$2.00	15	\$30
TOTAL		25	\$60
DAYS per SEASON			206
GRAND TOTAL			\$12,360

10 Admissions

Category	10 Admissions	# Sold	Revenue
Adult	\$25.00	175	\$4,375
Youth	\$17.00	275	\$4,675
TOTAL		450	
GRAND TOTAL			\$9,050

Summer/3 Month Passes

Category	Season Passes	# Sold	Revenue
Adult	\$50.00	60	\$3,000
Youth	\$45.00	90	\$4,050
Family	\$95.00	150	\$14,250
TOTAL		300	
GRAND TOTAL			\$21,300

Annual Passes

Category	Season Passes	# Sold	Revenue
Adult	\$180.00	25	\$4,500
Youth	\$160.00	25	\$4,000
Family	\$340.00	25	\$8,500
TOTAL		75	
GRAND TOTAL			\$17,000



Total Admission Revenue

Category	Revenue
Daily	\$31,080
10 Admission	\$9,050
Summer/3 Mon. Passes	\$21,300
Annual Passes	\$17,000
GRAND TOTAL	\$78,430

Note: These work sheets were used to project possible revenue sources and amounts. These figures are estimates only, based on very basic market information and should not be considered as guaranteed absolutes. This information should be utilized as a representative revenue scenario only and to provide possible revenue target ranges.