

CHEROKEE COUNTY

AQUATIC CENTER



Business Plan

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August 23, 2011

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1.0 Executive Summary

The Cherokee County Aquatic Center (CCAC) – a proposed 48,000 square foot indoor aquatic facility with an additional 18,000 square foot outdoor leisure pool and deck area– will serve Cherokee County families and provide an asset to the immediate surrounding community and Cherokee County as a whole. The center will add a new dimension of recreation opportunities; providing a full range of aquatic programming including competitive and recreational swimming opportunities, learn-to-swim programs, aqua therapy, aquatic exercise classes and more.

The CCAC will include the following amenities:

- Indoor 50-meter competition pool with spectator seating for 700
- Indoor 25-yard recreational pool (therapy, exercise & instruction with warmer water)
- Indoor poolside classrooms / party rooms
- Spacious lobby and seating areas with pool overlook
- Outdoor leisure pool with multiple features, large deck and pavilions
- Concession stand serving both indoor and outdoor components
- Generous locker rooms and family restrooms

This plan establishes a fee schedule, marketing plan, organizational structure and staffing plan as well as a financial plan for the facility. These elements are based on consultation with Robert McCallister, our operations consultant and comparisons to historical data from similar public and private facilities in the surrounding area. Initial projections indicated a cost recovery for the CCAC of approximately 89% through the first three years. In an effort to shift the burden from the tax digest to the end users, fees were raised to reflect a budget of nearly full cost recovery.

1.1 Mission Statement

The Cherokee County Aquatic Center will provide Cherokee County citizens quality aquatic and leisure opportunities in a safe and well-maintained facility that enhances their quality of life year-round.

1.2 Objectives

- Provide aquatic recreation and leisure opportunities through a variety of instructional programs, open swim opportunities, the outdoor leisure pool, therapeutic programs, facility rentals, water safety education and services designed to meet the citizens' desires and needs.
- Provide a safe and well-maintained facility with a variety of state of the art aquatic structures and amenities to meet the citizens' desires and needs.
- Provide aquatic and leisure opportunities throughout the year that enhance the lives of all citizens.

1.3 Keys to Success

- A variety of leisure opportunities are offered and expected service delivery is met.
- Facility hours and fees are comparable and competitive.
- Facility is well maintained, clean and aesthetically pleasing.
- Staff is experienced, well-trained and courteous; addresses citizen concerns in a timely manner.
- Start-up costs remain within budget.
- Citizens enjoy their experiences at the CCAC, tell their friends and return as regular patrons.

2.0 Cherokee County Aquatic Center Summary

2.1 Project Introduction

The CCAC will provide aquatic programs for citizens throughout the county and the surrounding communities year-round including aqua therapy programs, aquatic exercise classes, learn-to-swim classes as well as competitive swimming and recreational swimming opportunities.

The outdoor leisure pool will provide a fun, cost-effective alternative to other area water parks. Local residents will not have to travel outside Cherokee County to enjoy similar facilities. A facility of this stature will draw visitors from surrounding areas and attract residents and businesses to the county.

Project Team

Owner:	Cherokee County	MEP Engineers:	Johnson, Spellman & Associates
Architects:	Cooper Carry	Pool Consultants:	Water Technologies Inc.
Civil Engineers:	Ross Consulting Engineers, PC	General Contractor:	<i>To Be Determined from list of Prequalified Contractors.</i>
Structural Engineers:	Uzun & Case Engineers, LLC	Operations Consultant:	Robert McCallister

Project Budget – (Park Bond Funds)

Site Acquisition	\$1.67 Million
Project Design & Management	\$700,000
Building Construction	\$16.15 Million
FF&E	\$275,000
Other Costs	<u>\$980,000</u>
Total Project Cost	\$19.775 Million



Project Timeline

September 2011	Release of Documents to Prequalified General Contractors for Bidding
October 2011	Bid Proposals Due
Late October 2011	Board Approval & Notice to Proceed
November 2011	Groundbreaking Ceremony & Start of Construction
2011 – 2013	17 Month Construction & Commissioning Period
April 2013	Grand Opening

2.2 Facility Location

Situated only 30 minutes from Atlanta at the foot of the Appalachian Mountains, Cherokee County encompasses more than 433 square miles and includes the cities of Ball Ground, Canton, Holly Springs, Mountain Park, Nelson, Waleska and Woodstock. According to the 2010 U.S. Census it is home to more than 214,000 citizens. The population grew by more than 51% from 2000 to 2010 and the Atlanta Regional Commission projects Cherokee County will grow to over 400,000 residents by 2040.

The first of its kind in the county, the CCAC is centrally and conveniently located within Cherokee County on a 37 acre tract of land at the southern end of Gresham Mill Parkway. It is easily accessed from Sixes Road (Exit 11) just west of I-575, a major north-south thoroughfare through the county.

2.3 Program Summary

The CCAC will consist of indoor and outdoor components. Both areas are supported by generous locker rooms, family restrooms and concession and vending areas.

Entrance to the indoor components of the facility is through the main lobby which will include the front desk area, concession and vending areas, access to the spectator viewing area as well as the stairs and elevator down to the indoor pools and locker rooms. It will also lead to a unique aspect of this facility, the pool overlook. Accessed from the main lobby, this area will overlook the competition pool and provide a *skybox-like* feel to viewing swim events in the CCAC.

The facility will also include offices for full time staff, a life-guard locker room and treatment room, the mechanical rooms for all three pools and more than 2,000 square feet of storage. The facility is served by a parking lot with space for 300 cars.

Indoor Aquatics

Competition Pool (12,628 sq. ft.) – The competition pool is 50 meters in the long direction with an available 10 lanes. The pool is 25 yards wide with 20 available lanes in the short direction. The pool is 7 feet deep along the perimeter, sloping to 7 ½ feet at the drains. A movable bulkhead will allow for multiple configurations for competitive swim practices and meets. The pool is surrounded by more than 5,800 square feet of deck space. It will be used for swim team practices and meets, lap swimming by the general public as well as instructional classes and recreational swimming. It is supported by an electronic timing room, life guard room, two wet classrooms/party rooms (available for rent), men’s and women’s locker rooms, three family locker rooms and a hospitality room for coaches and officials during meets. Directly accessible from the main lobby there is seating for 700 spectators on the upper level overlooking this pool.

Recreational Pool (2,583 sq. ft.) – Separated from the competition pool by concrete columns and more than 25 feet of deck space, this 4 lane x 25 yard pool ranges in depth from 3 ½ feet to 5 feet. It is accessible by an ADA compliant ramp in addition to stairs and pool ladders. This pool will be maintained at a slightly warmer temperature than the competition pool and used for aqua therapy, aquatic exercise, instructional programs and recreational swimming. It is served by 2,400 square feet of deck space. It shares the life guard room, wet classrooms/party rooms, and locker rooms with the competition pool. It has two additional family restrooms in the immediate proximity. The room used for hospitality during meets will double as a family seating area during instructional classes.

Outdoor Aquatics

Outdoor Leisure Pool (**Name to be Determined*) – The 8,000 square foot outdoor leisure pool is accessible through a separate outdoor gated entrance. This free-formed pool with multiple features is designed for the enjoyment of guests of all ages. Surrounded by over 10,000 square feet of deck space with chaise lounges, dining tables, chairs and umbrellas for our patrons, the pool includes many fun features for their enjoyment such as a zero depth entry area with geysers and deck sprays, an aquatic play structure, water cannons, basketball hoops, a current channel with rapids and vortexes and two 2-story water slides. The outdoor pool is supported by two outdoor pavilions (available for rent), men’s and women’s locker rooms, two family restrooms and a concession stand that also serves the spectator area for the competition pool.

* As part of our marketing campaign during the lead-up to the grand opening, CRPA will conduct a contest for our elementary and middle school children to name the outdoor leisure pool, create a logo and a mascot. See the marketing plan for more details.

3.0 Market Analysis

The main customer base will be the citizens of Cherokee County and the surrounding counties who will benefit from the center’s location, quality and amenities. These customers will be looking for a safe, easily accessible, high quality facility and programs that can foster an environment of fun, learning, development and improvement. The center will meet the needs of the customer through the various pool components, hours of operation, reasonable prices, proposed staff and programs.

3.1 Market Study

Fees for Other Area Facilities

The following chart lists the aquatic center fees of four, similar metro-Atlanta facilities including Cobb County, Gwinnett County, City of Gainesville and the City of Cumming. The chart tracks daily and seasonal admissions, lane rentals, facility rentals and swim lessons. These comparisons were utilized in determining the fees for the CCAC.

Type of Fees	Cobb	Gwinnett	Gainesville	Cumming
<i>Daily Admission</i>				
Youth/Senior	\$2.50	\$3.00	\$2.00	\$4.00
Adult	\$3.50	\$5.00	\$4.00	\$5.00
<i>3-Month Pass</i>				
Youth/Senior	\$44.00	\$75.00	\$75.00	\$50.00
Adult	\$75.00	\$75.00	\$75.00	\$75.00
Family of 4	\$100.00	\$200.00	\$125.00	\$195.00
<i>Annual Pass</i>				
Youth/Senior	\$136.00	\$144.00	\$125.00	\$150.00
Adult	\$198.00	\$144.00	\$125.00	\$225.00
Family of 4	n/a	\$375.00	\$210.00	n/a
<i>Lane Rental/Hour</i>				
Swim Teams	\$6.00	\$8.00	\$20/member/month	\$10.00
Other	\$6.00	\$15.00	HS-\$5/lane/hour	\$10.00
<i>Facility Rental</i>				
Swim Meet 1/2 Day	\$500.00	\$600.00	\$600.00	\$600.00
Swim Meet Full Day	\$1,000.00	\$1,200.00	\$1,500.00	\$1,200.00
Leisure Pool 2 hours	\$200.00	\$360.00	n/a	\$500.00
Instructional Pool 2 hrs.	\$200.00	\$360.00	\$100.00	\$400.00
High School Swim Meets (4 hrs.)	\$250.00	\$320.00	\$600.00	\$600.00
<i>Swim Lessons</i>				
Youth/Adult 6 x 1 hour	\$64.00	\$37.50	\$60.00	undecided
Preschool 6 x 1/2 hour	\$32.00	\$18.75	\$30.00	undecided

Nearby Outdoor Leisure Pools and Water Parks

Cecil Pruett YMCA	Facility membership is required.
Bridgemill Athletic Club	Twelve month membership is required.
White Water Park	General Admission \$36.99; Children under 48" \$26.99; Under 2 Free Parking is \$12 per Vehicle
Lake Lanier Islands Water Park	Daily Admission \$31.95; Children under 42" \$17.99; Under 2 Free Parking is \$8 per Vehicle

3.2 Marketing Plan

The following plan is based on the marketable elements of the facility, relative to target market segment, the proposed timeline for completion and budget proposals. Decisions regarding implementation of the plan will depend on budget appropriations and management decisions regarding the extent of promotion.

Target Market Segments Relative to Major Elements

- **Competition Pool**
Cherokee County residents; residents of surrounding counties; local and surrounding county swim teams; year round swimmers; recreational swimmers; party rentals.
- **Recreational Pool**
Cherokee County residents; residents of surrounding counties; swim teams, recreational swimmers, party rentals; Northside Cherokee Hospital; physical therapists; medical practices; orthopedic surgeons; retirement communities.
- **Outdoor Leisure Pool**
Cherokee County residents; residents of surrounding counties; day care centers; preschools; day camps; mom's groups; church youth groups; party rentals.

Major Marketable Elements of the Facility

- **Competition Pool**
 - Great Spectator Viewing
 - Swim Meet Rentals
 - Year Round Lane Rentals
 - Lifeguard Training
 - Learn-To-Swim Classes
 - Fitness Classes
 - Wet Classrooms/Party Rooms
 - Available Wi-Fi
- **Recreational Pool**
 - Rentals
 - Recreational Swimming
 - Learn-To -Swim Classes
 - Fitness Classes
 - Therapeutic Programs
 - Fully Accessible Pool
 - Wet Classrooms/Party Rooms
 - Available Wi-Fi
- **Outdoor Leisure Pool**
 - Zero Depth Entry
 - Play Structure
 - Two 2-Story Slides
 - Current Channel
 - Facility Rentals
 - Pavilion Rentals
 - Concession Stand
 - Ample Deck Space
 - Low Cost
 - Available Wi-Fi

Marketing Distribution Channels

- CRPA *Leisure Pursuit* Brochure
- CRPA website
- Agency Facebook page
- Email blasts
- Flyer distribution
- Local Media
- Press releases
- Public service announcements
- Area churches
- Chamber of Commerce member list
- School system



Additional Marketing During the Lead-up to the Grand Opening

Naming contest for Outdoor Leisure Pool – As we prepare for the opening of the facility, we want to engage the community and create excitement for the Grand Opening by hosting a naming contest for the Outdoor Leisure Pool in our elementary and middle schools. Children will create a name, logo and mascot for the outdoor portion of the facility. The goals are to create a buzz within our target audience, capture free advertising through media coverage and generate excitement within the community about the new facility.

High priority and start up funds will be dedicated to the marketing and promotion of the center’s Grand Opening. Promotion will include, but is not limited to, direct mail invitations to dignitaries, direct mail to specific target markets (i.e. day cares, preschools, churches, etc.), media buy-in, press releases, email blasts, newspaper advertisements, and preview tours.

4.0 Service Description

4.1 Hours of Operation

Indoor Aquatic Center

School Year	Monday-Friday	6:00am to 9:00pm
	Saturday	8:00am to 6:00pm
	Sunday	12:00pm to 6:00pm
Summer	Monday-Friday	6:00am to 8:00pm
	Saturday	8:00am to 6:00pm
	Sunday	12:00pm to 6:00pm

Outdoor Leisure Pool

Monday-Saturday	10:00am to 8:00pm
Sunday	12:00pm to 8:00pm



The Outdoor Leisure Pool will open the second weekend of May operating on weekends *only* until Cherokee County Schools are out. It will open seven days/week during the summer returning to weekends *only* when school begins in August. During the fall school break it will again open for the full week and officially close for the season after the break.

Holiday Hours:

New Year's Day	Closed	Veterans Day	Normal
Martin Luther King	Normal	Thanksgiving Day	Closed
Easter	Closed		<i>(Open on Following Friday)</i>
Memorial Day	Normal	Christmas Eve	Closed
Independence Day	Normal	Christmas Day	Closed
Labor Day	Normal	New Years Eve	Closed

4.2 Fee Schedule

Based on market research and the projected attendance figures the following fee schedule is necessary to recover the expected operational costs of the Cherokee County Aquatic Center. Initial fee schedules and attendance projections, while more conservative, showed cost recovery between 77% and 89%. In order to increase cost recovery and shift the expense to the end user, admission fees were increased approximately 22%. Other fees for lane rentals, pool rentals and instructional classes were not raised because we believe they are currently at the level that the market will bear.

Admission for Open Swim & Outdoor Leisure Pool:

Daily Pass		3-Month Pass		Annual Pass	
Under 2	Free	Ages 2 to 17	\$60	Ages 2 to 17	\$195
Ages 2 to 17	\$5	Ages 18 to 54	\$90	Ages 18 to 54	\$295
Ages 18 to 54	\$6	Ages 55 +	\$60	Ages 55 +	\$195
Ages 55 +	\$5	Family of 4	\$195	Family of 4	\$425

Swim Teams

Lane Rental	\$10/25 yard lane/hour \$20/50 meter lane/hour (Summer Long Course Season Only)
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Pool Rentals

Competition Pool	\$200/hour
Recreational Pool	\$400/2 hours
Outdoor Leisure Pool	\$500/2 hours <i>(Available for rent only after hours)</i>

Facility Rental

Swim Meets	\$1,000/day
High School Meets	\$600/4 hours

Pavilion/Room Party Rental

Up to 20 People	\$200
<i>(Includes room or pavilion for two hours and admission to the pools)</i>	
Each Additional Person	\$5

Instructional Classes

Preschool Learn to Swim	\$45
Youth/Adult Learn to Swim	\$70
Aquatic Exercise	\$50
Aqua Therapy	\$75
Lifeguard Training	\$200



5.0 Management Summary

The following pages provide a recommended hiring plan, job synopses and organizational chart for the Cherokee County Aquatic Center. The last two months of construction will include a commissioning period for the building during which our staff will need to be on-hand to learn about mechanical systems for the building and pools. Additionally, certain key staff will be involved in the pre-planning for the programming and operation of the facility. Therefore, it will be necessary to bring on certain staff before the opening of the facility which the table below indicates.

5.1 Hiring Schedule and Position Synopses

POSITION	PAY GRADE	START DATE
Aquatics Manager	137 Non-Exempt	January 2013
Aquatics Coordinator	133 Non-Exempt	February 2013
Pool Mechanic	130 Non-Exempt	January 2013
Receptionist/Registrar	123 Non-Exempt	March 2013
Maintenance Worker	121 Non-Exempt	March 2013
Part Time Supervisor	Part Time I	March 2013
Head Lifeguard	Part Time I	March 2013
Part Time Year-round & Seasonal	Part Time I	March & May 2013

Position Synopses

Aquatics Manager: Responsible for the daily operations of the center including supervisory duties over staff. Plan and implement goals, objectives and strategies for the center. Responsible for administrative and budgetary duties such as developing and implementing center budget, training, scheduling, public relations, marketing, customer service and purchasing; prepares reports for financials, registration, and attendance. Accountable for daily monies collected. Maintain communication with user groups, other divisions and the general public to assure effective operations. Receive and deal with requests, complaints and concerns of the public. Must possess and maintain Aquatic Facility Operator and/or Certified Pool Operator and CPR/First Aid certifications. Prefer Lifeguard Instructor and/or Water Safety Instructor.

Aquatics Coordinator: Assist in the development, administration and operation of the aquatic center. Duties and responsibilities include, but are not limited to, program development and implementation, supervising instructors and part-time staff, implementing program marketing, preparing and managing program budgets, planning and developing program goals and objectives, coordinating and reporting program data. Must possess and maintain Aquatic Facility Operator and/or Certified Pool Operator and CPR/First Aid certifications. Prefer Lifeguard Instructor and/or Water Safety Instructor.

Pool Mechanic: Responsible for operation of all pools in the aquatic center including maintaining, servicing and cleaning pools; maintaining and servicing all related equipment and machinery. In addition, perform custodial duties as necessary. Supervise full-time maintenance staff. Must possess and maintain Aquatic Facility Operator and/or Certified Pool Operator certification.

Receptionist/Registrar: Perform responsible and varied secretarial and administrative tasks for the facility; provide support for individuals in managerial positions; perform program registrations and facility reservations; handle routine complaints, inquiries and requests while performing front desk and reception responsibilities for incoming patrons. Supervise part-time front desk staff.

Maintenance Worker: Maintain and clean the aquatic center and all structures for public use by assuring necessary custodial and maintenance tasks are completed on a daily basis and in a timely manner.

Part Time Year-round & Seasonal Staff: These positions will include the following roles.

Part Time Supervisor: Responsible for the safety and security of all staff, patrons, and aquatic facility functions in the absence of Aquatics Manager or Coordinator. Perform supervisory duties for lifeguards. Must possess and maintain current certification in Lifeguard Training, CPR and First Aid. Prefer Lifeguard Instructor and/or Water Safety Instructor.

Head Lifeguard: Assist in overseeing lifeguard staff, pool operations, safety and facility cleanliness. Ensure that all regulations and policies are enforced. Must possess and maintain current certification in Lifeguard Training, CPR and First Aid.

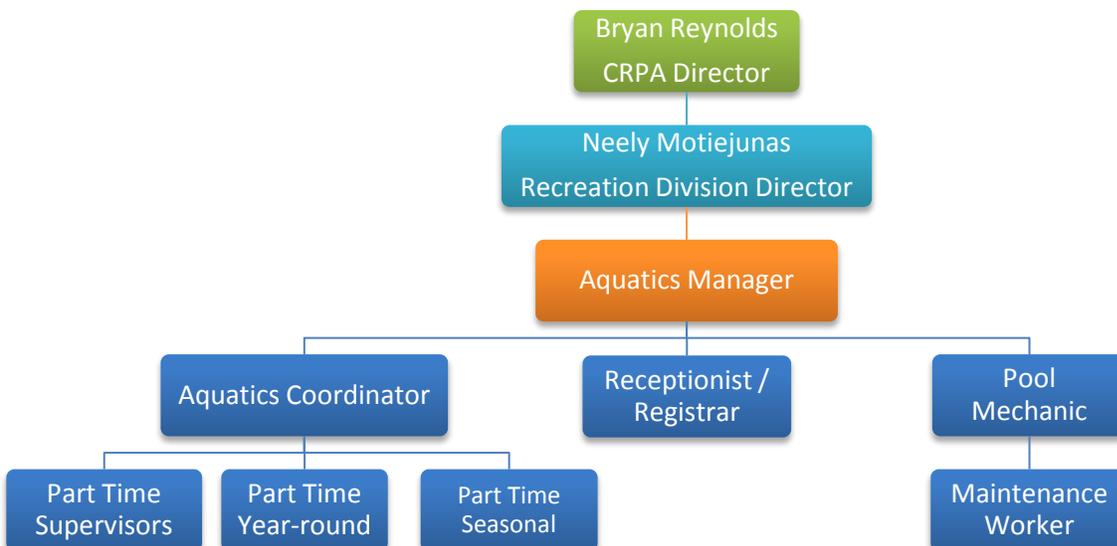
Lifeguards: Responsible for the safety and health of all patrons and enforcement of all facility and agency regulations and policies. Must possess and maintain current certification in Lifeguard Training, CPR and First Aid.

Water Safety Instructor: Responsible for instruction of learn to swim classes as assigned and in accordance with American Red Cross standards. Must possess and maintain Water Safety Instructor certification.

Front Desk: Responsible for providing a point of contact for walk-in traffic, incoming telephone calls, granting access to the facility, and supporting the highest levels of customer service for participants, staff and visitors. Performs program registrations and facility reservations; handles routine complaints, inquiries and requests while performing front desk, reception responsibilities for incoming patrons.

Part Time Concessionaire: Responsible for all aspects of concession operations to include preparation and sales of concession items to patrons, cleaning and collection of monies. Positive customer and staff relations are essential.

5.2 Organizational Structure



6.0 Financial Plan

6.1 Start Up Budget

The following items represent the initial equipment purchases and expenses prior to opening the CCAC. In order to show a true operational cost in the first year of operations, these necessary costs are shown in a separate budget.

Safety Equipment <i>(Example: Life Jackets, AED's, Radios, etc.)</i>	\$ 25,000
Recreation Equipment <i>(Example: Kick Boards, Exercise Belts, Pace Clocks, etc.)</i>	12,000
Pool Cleaning Equipment <i>(Example: Brushes, Skimmers, Rakes, etc.)</i>	4,000
Janitorial Equipment <i>(Example: Janitor's Cart, Trash Cans, Mops & Brooms, etc.)</i>	3,000
Other Equipment <i>(Example: AV Cart, Utility Carts, etc.)</i>	3,000
Grand Opening / Marketing <i>(Example: Invitations, Hospitality, Tents, Promotional Items, etc.)</i>	5,500
Initial Lifeguard Training	<u>2,500</u>
 Total Start Up Costs	 <u>\$ 55,000</u>

6.2 Three Year Revenue & Expenditure Projections

The following is a projection of the first three years of revenues and expenses associated with operating the CCAC. With an anticipated opening date of April 2013, the first budget cycle impacted by the CCAC is FY2013. With some staff hired and expenses incurred prior to opening the facility, we anticipate approximately nine months of expenses and six months of revenue in the first fiscal year. We will be open for the entire summer season in FY2013 which will have a positive effect on revenue.

Expenses and revenues increase from the partial year in FY2013 to a full 12 month operation in FY2014. We anticipate some growth in revenue during the second year with the facility reaching maturity and its full potential in the third year of operation.

	FY2013	FY2014	FY2015
	Jan '13 – Sep '13	2nd Year	3rd Year
Revenues:			
Admission Fees	\$ 275,090	\$ 392,985	\$ 436,650
Facility Rental Fees	31,500	45,000	50,000
Lane Rental Fees	189,000	270,000	300,000
Instructional Classes	94,500	135,000	150,000
Concessions/Resale	<u>\$75,600</u>	<u>108,000</u>	<u>120,000</u>
 Total Revenue	 <u>\$665,690</u>	 <u>\$950,985</u>	 <u>\$1,056,500</u>

	FY2013	FY2014	FY2015
	Jan '13 – Sep '13	2nd Year	3rd Year
Expenditures:			
Full Time Staff			
1 Aquatics Manager	\$ 36,000	\$ 48,000	\$ 49,440
1 Aquatics Coordinator	26,000	39,000	40,170
1 Receptionist/Registrar	14,583	25,000	25,750
1 Pool Mechanic	26,250	35,000	36,050
1 Maintenance Worker	12,250	21,000	21,630
Retirement (6%)	6,905	10,080	10,383
Benefits & FICA (26%)	29,922	43,680	44,990
Worker's Compensation Insurance (FT & PT)	<u>16,500</u>	<u>22,000</u>	<u>22,660</u>
Full Time Staff Subtotal	\$ 168,410	\$ 243,760	\$ 251,073
Part Time Staff			
2 PT Supervisors	\$ 21,000	\$ 36,000	\$ 37,080
2 PT Head Lifeguards	17,500	30,000	30,900
23 PT Lifeguards	117,396	201,250	207,288
15 PT Seasonal Lifeguards	59,400	59,400	61,182
4 PT Concessionaires	10,560	10,560	10,877
FICA & Medicare (7.5%)	<u>16,939</u>	<u>25,291</u>	<u>20,840</u>
Part Time Staff Subtotal	\$ 242,795	\$ 362,501	\$ 368,167
Operations & Supplies			
Liability Insurance	\$ 8,000	\$ 10,000	\$ 10,500
Marketing	3,500	5,000	5,000
Office Supplies	1,500	2,500	2,625
Computer Supplies	300	500	525
Janitorial Supplies	3,500	6,000	6,300
Recreational Supplies	9,500	16,000	16,800
Program Materials and Supplies	3,000	5,000	5,250
Uniforms	4,500	7,500	7,875
Safety Supplies	1,500	2,500	2,625
Chemicals	15,000	25,000	26,250
Small Equipment	2,500	4,000	4,200
Concession Inventory	40,000	50,000	60,000
Contracted Services	24,000	40,000	42,000
Travel/Training	1,200	2,000	2,100
General Printing	600	1,000	1,050
Repairs/Maintenance (Outside Warranty)	<u>8,750</u>	<u>15,000</u>	<u>15,750</u>
Operations & Supplies Subtotal	\$ 127,350	\$ 192,000	\$ 208,850

	FY2013 Jan '13 – Sep '13	FY2014 2nd Year	FY2015 3rd Year
Utilities			
Communications (Phone, Internet, Security)	\$ 4,500	\$ 7,500	\$ 7,875
Electricity	90,000	150,000	157,500
Natural Gas	18,000	30,000	31,500
Water/Sewer	<u>12,000</u>	<u>20,000</u>	<u>21,000</u>
Utilities Subtotal	\$ 124,500	\$ 207,500	\$ 217,875
Total Operating Expenditures	<u>\$ 663,055</u>	<u>\$ 1,005,761</u>	<u>\$ 1,045,965</u>
Start Up Expenses	<u>\$ 55,000</u>		
Total Expenditures	<u>\$718,055</u>	<u>\$ 1,005,761</u>	<u>\$ 1,045,965</u>
Net Income (Loss)	<u>(\$ 52,365)</u>	<u>(\$ 54,776)</u>	<u>\$10,685</u>
Cost Recovery	93%	95%	101%

6.3 Projected Revenue Breakdowns

By comparing historical data from established programs and facilities similar to the Cherokee County Aquatic Center and applying the proposed fee schedule we projected revenues in each of the various categories. These figures represent a full year of a mature operation and are reflected in year three (FY2015).

Admission Fees

Admission fees are the combined total of daily, 3-month, and annual passes to both the indoor pools for lap/open swim and the outdoor leisure pool. Projections were based on the 2009 totals taken from the Mountain View Aquatic Center in Cobb County for indoor pools and the Frances Meadows Aquatic Center in Gainesville for the Outdoor Leisure Pool as well as early operations in the City of Cumming. Mountain View has a very similar indoor program with a 50 meter pool and a warm water instructional/therapy pool but lacks the outdoor component proposed for CCAC. Frances Meadows has a similar outdoor component but does not have a 50 meter pool. The City of Cumming's facility is very similar to the CCAC.

Average Daily Pass Fees:	\$5.50 x 63,000 admissions	\$346,500
Average 3-month Pass Fees:	\$75 x 320 passes	24,000
Average Annual Pass Fees:	\$245 x 270 passes	<u>66,150</u>
Total Admission Fees		\$436,650

Facility Rental Fees

Pool rental fees were based on actual fees collected in one year at the Mountain View Aquatic Center for swim meets. Pavilion/Room party rentals were projected based on data from Francis Meadows Aquatic Center in Gainesville.

Average Pool Rental Fee:	\$750 x 40 rentals	\$30,000
Pavilion/ Room Party Rental:	\$200 x 100 rentals	<u>20,000</u>
Total Facility Rental Fees		\$50,000

Lane Rental Fees

Based on the average number of lane rentals for a similar facility (Mountain View Aquatic Center) and the anticipated hourly fee, we estimated the annual lane rental fees accordingly.

Lane Rentals Fee:	\$10/hr/lane x 30,000 hours	<u>\$300,000</u>
Total Lane Rentals Fees		\$300,000

Instructional Classes

Instructional fees were based on Cobb County's 2008 number of students and fees collected due to the similarities in the recreational pool.

Instructional Class Fees:	\$60/6 sessions x 2,500 students	<u>\$150,000</u>
Total Instructional Class Fees		\$150,000

Concession/Resale

Concession revenue was based on 2010 concession operations at Frances Meadows Aquatic Center. The center collected gross sales twice their inventory costs. This is also consistent with operations at other CRPA concession stands.

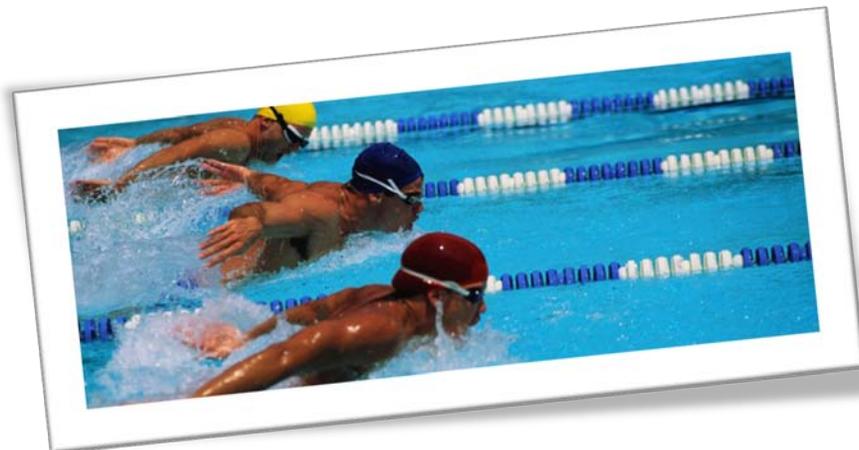
Concession Inventory Cost:	\$60,000 x a factor of 2	<u>\$120,000</u>
Total Concession Fees		\$120,000

7.0 Conclusion

The Cherokee County Aquatic Center will be a state of the art facility offering a new facet of recreation opportunities to Cherokee County citizens. The centralized location, quality program plan, unique features and amenities will meet the needs of our customers including families, competitive swimmers, recreational swimmers, learn-to-swim students, therapeutic patients, aqua exercisers and more.

In planning for the operation of this facility, our staff engaged an aquatics consultant with more than 30 years of experience in operating public pools. Working together, we studied the operations of similar public facilities in the metro area including their programs, fee schedules, revenues and expenses. We evaluated the many options with the intent to find a balance between cost recovery and service delivery. Based on these findings, the experience of our consultant and the proposed program for the CCAC we have recommended this plan because we feel it has the greatest potential to recover operational costs while providing competitive prices and quality services for our customers.

The Cherokee County Aquatic Center will be a community asset and unique selling point that may attract potential residents and businesses to the county. Similar facilities have made significant economic impacts in other communities. The CCAC will become a crown jewel for our community and help Cherokee County continue to reach our goal of preserving the Beauty, Unique Character, and Desirability of the Community where we live, work and play.



Appendix

**Cherokee County Aquatic Center
Comparison of Fees to Other Area Facilities**

Type of Fees	Cherokee		Cobb	Gwinnett	Gainesville	Cumming
	Initial	Revised				
<u>Daily Admission</u>						
Youth/Senior	\$4.00	\$5.00	\$2.50	\$3.00	\$2.00	\$4.00
Adult	\$5.00	\$6.00	\$3.50	\$5.00	\$4.00	\$5.00
<u>3-Month Pass</u>						
Youth/Senior	\$50	\$60	\$44	\$75	\$75	\$50
Adult	\$75	\$90	\$75	\$75	\$75	\$75
Family of 4	\$150	\$195	\$100	\$200	\$125	\$195
<u>Annual Pass</u>						
Youth/Senior	\$150	\$195	\$136	\$144	\$125	\$150
Adult	\$250	\$295	\$198	\$144	\$125	\$225
Family of 4	\$350	\$425	NA	\$375	\$210	NA
<u>Lane Rental/Hour</u>						
Swim Teams	\$10	\$10	\$6	\$8	\$20/member/month	\$10
Other	\$10	\$10	\$6	\$15	HS-\$5/lane/hour	\$10
<u>Facility Rental</u>						
Swim Meet 1/2 Day	\$600	\$600	\$500	\$600	\$600	\$600
Swim Meet Full Day	\$1,000	\$1,000	\$1,000	\$1,200	\$1,500	\$1,200
Leisure Pool 2 hours	\$500	\$500	\$200	\$360	n/a	\$500
Instructional Pool 2 hrs.	\$500	\$500	\$200	\$360	\$100	\$400
High School Swim Meets (4 hrs.)	\$600	\$600	\$250	\$320	\$600	\$600
<u>Swim Lessons</u>						
Youth/Adult 6 x 1 hour	\$70	\$70	\$64	\$38	\$60	Not Yet Offered
Preschool 6 x 1/2 hour	\$45	\$45	\$32	\$19	\$30	Not Yet Offered

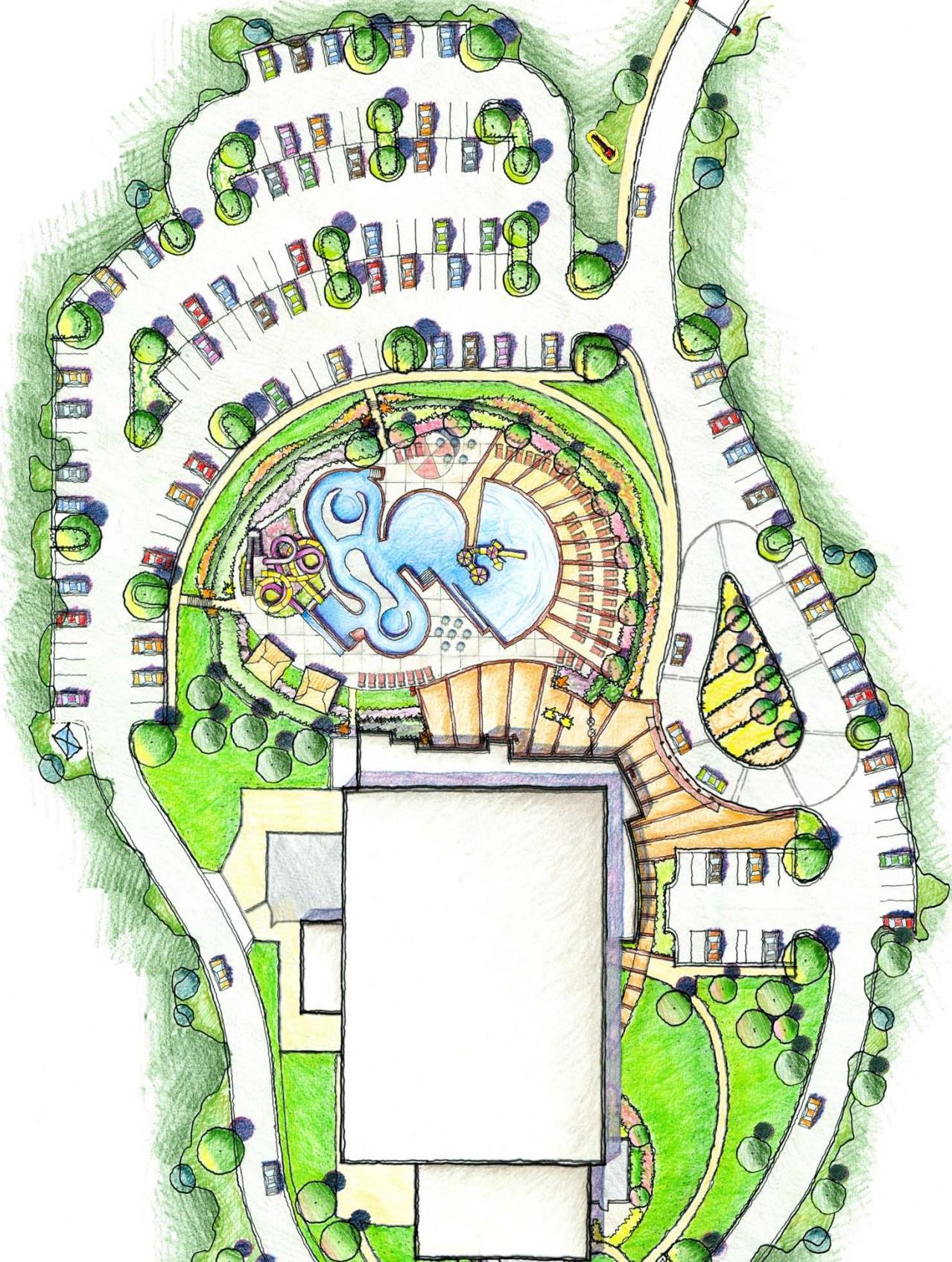
Budget Revisions to Achieve Full Cost Recovery

Description	Original Projections (Conservative Attendance Figures & Moderate Prices)			Revised Projections (Increased Participation Only)			Revised Projections (Increased Participation & Higher Prices)		
	FY2013	FY2014	FY2015	FY2013	FY2014	FY2015	FY2013	FY2014	FY2015
	Admissions	\$ 150,000	\$ 215,000	\$ 250,000	\$ 225,225	\$ 321,750	\$ 357,500	\$ 275,090	\$ 392,985
Pool / Party Rentals	\$ 23,000	\$ 37,500	\$ 42,000	\$ 31,500	\$ 45,000	\$ 50,000	\$ 31,500	\$ 45,000	\$ 50,000
Lane Rental	\$ 145,000	\$ 267,500	\$ 300,000	\$ 189,000	\$ 270,000	\$ 300,000	\$ 189,000	\$ 270,000	\$ 300,000
Instructional Classes	\$ 72,000	\$ 135,000	\$ 150,000	\$ 94,500	\$ 135,000	\$ 150,000	\$ 94,500	\$ 135,000	\$ 150,000
Concessions	\$ 80,000	\$ 105,000	\$ 120,000	\$ 75,600	\$ 108,000	\$ 120,000	\$ 75,600	\$ 108,000	\$ 120,000
Total Revenue	\$ 470,000	\$ 760,000	\$ 862,000	\$ 615,825	\$ 879,750	\$ 977,500	\$ 665,690	\$ 950,985	\$ 1,056,650
Total Expenditures <i>(Includes Yr. 1 Startup)</i>	\$ 718,055	\$ 1,005,761	\$ 1,045,965	\$ 718,055	\$ 1,005,761	\$ 1,045,965	\$ 718,055	\$ 1,005,761	\$ 1,045,965
Net Income (Loss)	\$ (248,055)	\$ (245,761)	\$ (183,965)	\$ (102,230)	\$ (126,011)	\$ (68,465)	\$ (52,366)	\$ (54,776)	\$ 10,685
Annual Cost Recovery	65%	76%	82%	86%	87%	93%	93%	95%	101%
Average Cost Recovery <i>(Over First 3 Years)</i>		76%			89%			97%	

Note: Participation was increased based on data from Francis Meadows Aquatic Center in Gainesville and the City of Cumming.

Note: In order to achieve the additional cost recovery desired, admission fees were increased by approximately 22%.

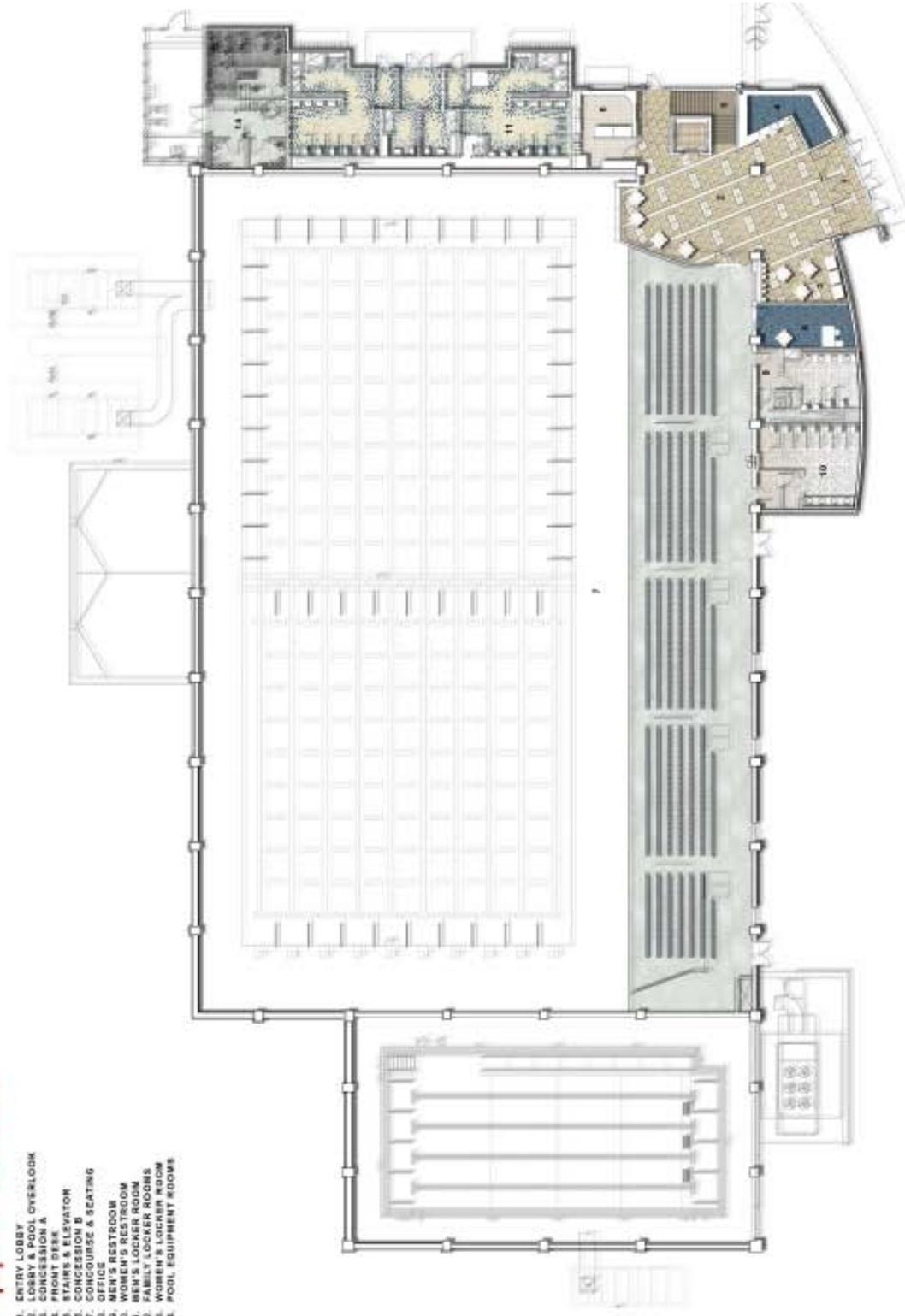
Outdoor Leisure Pool Site Plan



Upper Level Floor Plan

Upper Level

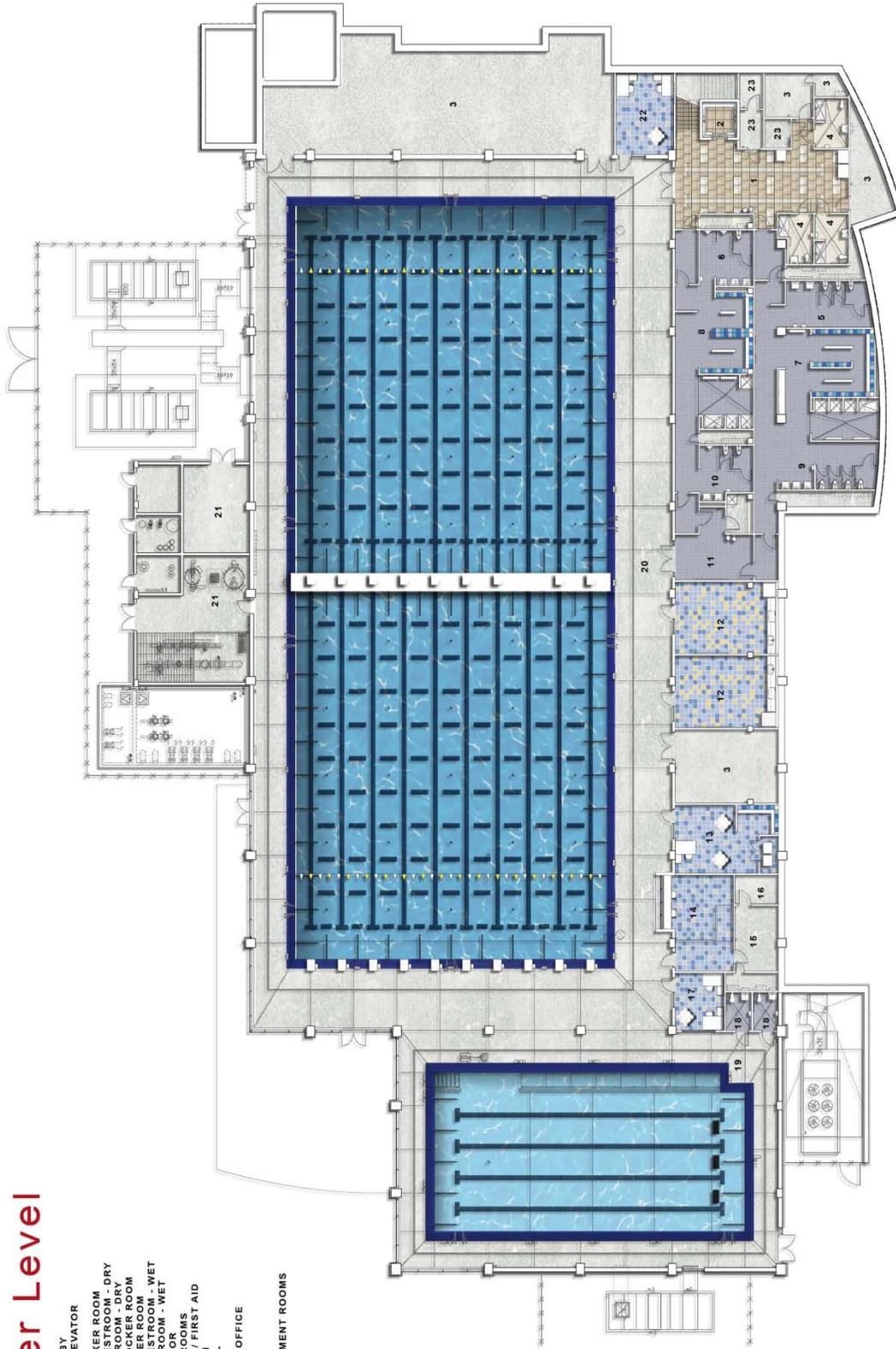
- 1. ENTRY LOBBY
- 2. LOBBY & POOL OVERLOOK
- 3. CONCESSION A
- 4. FRONT DECK
- 5. MEN'S RESTROOM
- 6. CONCESSION B
- 7. CONCOURSE & SEATING
- 8. OFFICE
- 9. MEN'S RESTROOM
- 10. WOMEN'S RESTROOM
- 11. MEN'S LOCKER ROOMS
- 12. WOMEN'S LOCKER ROOMS
- 13. FAMILY LOCKER ROOMS
- 14. POOL EQUIPMENT ROOMS



Lower Level Floor Plan

Lower Level

- 1. LOWER LOBBY
- 2. STAIRS & ELEVATOR
- 3. STORAGE
- 4. FAMILY LOCKER ROOM
- 5. WOMEN'S RESTROOM - DRY
- 6. MEN'S RESTROOM - DRY
- 7. WOMEN'S LOCKER ROOM
- 8. MEN'S LOCKER ROOM
- 9. WOMEN'S RESTROOM - WET
- 10. MEN'S RESTROOM - WET
- 11. MEN'S LOCKER ROOM
- 12. WET CLASSROOMS
- 13. LIFE GUARD / FIRST AID
- 14. TIMING ROOM
- 15. MECHANICAL
- 16. ELECTRICAL
- 17. PROGRAMS OFFICE
- 18. RESTROOM
- 19. 25YD POOL
- 20. 50M POOL
- 21. OFFICE
- 22. OFFICE
- 23. UTILITY



CHEROKEE COUNTY
AQUATIC CENTER

JERRY, INC.

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