



**Coronado Aquatics Facility Task Force
formed as a committee of the
Coronado Unified Governing Board**

**A Business Plan Developed
for the Continuing Operation of the
Brian Bent Memorial Aquatic Complex**

**FINAL REPORT
April 12, 2010**

Executive Summary

An Aquatics Facility Task Force was established by a resolution of the CUSD Governing Board at a Special Meeting on August 11, 2009. The resolution, in part, provided that “The goal of the Task Force shall be to produce a long term operating plan that will permit the BBMAC to operate with an operating deficit that is no greater than an amount that reasonably may be raised through annual fund raising. The long term plan was to be presented to the Board for approval prior to December 31, 2009.”

The Task Force provided the Governing Board in January 2010 with a status update, rather than a final report, because it determined that additional time was required to complete its work, specifically involving (1) refinement of its marketing plan deemed critical to the financial viability of the BBMAC; (2) changes in composition of the Task Force adding representatives of the Coronado Aquatic Club; Coronado Navy Swim Association, Coronado Masters Association, and Islander Sports Foundation; and (3) assessment of the capacity of the Coronado community to raise funds to meet operating deficits in the wake of the announced dissolution of the BBMAC Foundation, effective January 31, 2010.

The Task Force began its work on September 17, 2009, and has held ten meetings, the most recent on March 31, 2010. Five subcommittees were organized, which met between Task Force meetings: Business Products and Services, Management/Staffing, Financial, Marketing, and Fundraising.

As a first step the Task Force examined the unique characteristics and the various users of the two aquatics facilities serving the Coronado community, namely, the BBMAC and the Community aquatics complex. Their respective features and support facilities lend them to accommodate different programs serving different users. For example, the BBMAC is a state of the art aquatics facility for both training and competition in the sports of swimming and water polo and for utilizing techniques for physical therapy and rehabilitation. The BBMAC has the potential to be the premier aquatics training center in San Diego, hosting a variety of activities that improve physical performance, safety, as well as health and fitness.

With the objective of better serving the Coronado community, the staffs of the BBMAC and Community Pool jointly developed a “Cooperative Model” identifying the programs and services best suited for the two facilities and consistent fee schedules that would bring revenues more in line with operating costs.

The implementation of the new business plan for the BBMAC is predicated on approval by both public bodies. Both the City of Coronado City Council and the Coronado Unified School District Governing Board have approved the final Cooperative Model. As of this date, only the City Council has approved the new two-year phased-in fee schedule. It is expected that the Governing Board will approve the same fee schedule, so therefore the Task Force has built their financial projections upon that pending approval.

The Task Force believes that fulfillment of the financial plan for the BBMAC is dependent on two factors: 1) faithful adherence to the Cooperative Model by both the City and the District, and; 2) the success of its marketing plan. The marketing plan now being formulated becomes, in effect, the business plan. The BBMAC’s Director is responsible for management, administration and

marketing of the facility as well as maintenance and operations, risk management, aquatic education programs and staffing. Because of the criticality of the marketing function to the facility's viability, the Task Force believes that its staffing plan should provide professional marketing assistance to the Director.

The Task Force does not see enough profit in the foreseeable future to fund school physical education activities. The Task Force also does not see that fundraising will soon be a strong part of the general fund revenue. However, there is strong sentiment on the part of the Task Force to resume physical education and it is believed this same sentiment is also held by the community. Therefore, the Task Force believes that it is important to develop a strong fundraising effort with the sole purpose to bring aquatic physical education activities back to the BBMAC, especially for students in 6-12 grades.

Notwithstanding these challenges, preliminary financial projections show a significant decline in deficits and the possibility of breakeven over the next four years. Key assumptions are that expenses will remain relatively constant each year, the cooperative model will be adopted, energy efficiency upgrades will be completed, the District will continue its \$100,000 per year contribution from its deferred maintenance fund, and that all capital improvements and any major repairs will continue to be funded by the District, with no other contributions from the District's general fund.

The Task Force recommends that the Governing Board take the following actions:

- ❖ Continue to maintain operation of the pool under current conditions using the Pool Operation Reserve Fund (formerly termed "the endowment") to cover the deficit. Current conditions exclude District students from using the pool for physical education classes; allow interscholastic sports use as long as lifeguards are funded from outside sources, limited community use, and rental users as stated in the Cooperative Model using the recommended fee schedule.
- ❖ Approve the fee schedule as approved on March 16, 2010, by the Coronado City Council.
- ❖ Retain an individual or firm to perform marketing tasks for the BBMAC under the direction of its Facility Director.
- ❖ Promote the creation of an organization for fundraising opportunities in order to return aquatic physical education classes for 6-12 grade students.

Attachments:

1. List of Current Task Force Members
2. Business Products and Services Recommendation for the Cooperative Model
3. Coronado City Council approved fee schedule as of March 2010
4. Financial and Operational Recommendations and Assumptions
5. Graphic Chart of Financial Projections to 2014
6. Management/Staffing Recommendation
7. Marketing Recommendation
8. Fundraising Recommendation

Coronado Unified School District

Aquatics Facility Task Force

List of Members as of March 31, 2010

1. Doug Metz, CUSD, Chair
2. Kevin Lightner, CUSD, Vice Chair
3. Jeff Felix, CUSD, Secretary (ex-officio)
4. Carrie Fisher-Fernan, CUSD Aquatics Director (ex-officio)
5. Tom Ritter, City of Coronado (ex-officio)
6. Linda Rahn, City of Coronado (ex-officio)
7. Randy Burgess, Coronado Aquatics Club (CAC)
8. Ted Geer, Coronado Aquatics Club (CAC)
9. Cheryl Bauman, Coronado Navy Swim Association (CNSA)
10. Dave Landon, Community Member
11. Ken Ireland, Parent/Community Member
12. Kevin Foley, Community Member
13. Jeanne Daugherty, Businessperson
14. Joe Ochoa, Businessperson
15. Bettina Osborne, Businessperson
16. Scott Grimes, Parent/Businessperson
17. Mike Casey, Businessperson

Former Members of the Task Force

1. Joe Cook, former president BBMAC Foundation
2. Todd Shallan, Businessperson
3. Brian Ginnane, Parent/Community Member
4. Pete Toennies, Coronado Masters Association

Aquatics Facility Task Force

Business Products and Services Subcommittee Recommendations

Swimming Pool Operations: A Cooperative Model

Basic Concepts:

- Programs and scheduling will be coordinated to maximize the use of each pool
- Competitive programs, instruction and training will occur at BBMAC
- Recreational oriented swimming and beginning swim instruction will occur at the City pool
- Fees and charges will be developed in harmony, and will be based on required cost recovery rates whenever possible
- Hours of operation will be established to achieve community needs and maximize operational efficiencies
- Marketing and publicity information will be coordinated
- Flexibility will be maintained at both pools to adjust programming to accommodate special needs, events, and maximum capacity situations

Facility Features and Purpose:

- The features and support facilities of each pool lend themselves to accommodate different programs
- Program and patron needs will be matched with facility features in the assignment of programs to each facility in order to maximize service, safety, and efficiency

Hours of Operation:

- Operating hours will be established to meet community needs and maximize operational and fiscal efficiency at both pools
- Budgets will be developed based on needs; revenues will be developed to support those budgets and specified cost recovery levels

Fees:

- All users of the pools will be assessed fees
- Fees will be developed in harmony: same fees for same services
- Fees will be developed to recover program and staff costs, and may also include recovery of operational costs (City and District cost recovery standards may differ)
- Programs will be developed so there is no duplication, thus no competition of fees and rental rates

Programs:

- All competitive programs will be at BBMAC
- All team rentals will be at BBMAC
- All advanced swim instruction and training/coaching will be at BBMAC
- All family and recreational oriented swim will be at the City pool
- All “Learn to Swim” beginning –intermediate will be at the City pool
- All lap swim (open exercise) will be at the City pool

Proposed Assignment of Programming:

City Pool

Lap Swim (50 meter preferred)
“Learn to Swim” Water Aerobics instruction for 6 months to adults
 Low Intensity, shallow water
 High Intensity, deep water
 Arthritis Class
Diving Classes
Synchronized Swimming
Aquatics Camps (summer) Family Swim (increased times) Special Events
 Dive In Movies
 Teen Nights
 Water Carnival
Birthday Parties/Private Rentals

BBMAC

Competitive Swimming Training
Swim Teams
Water Polo
Personal Trainers
Rentals to teams, schools, colleges
Tournaments, Leagues, Swim Meets
Advanced Swim Instruction
Water Safety Instructor/Lifeguard Training
SCUBA Instruction
Clinics
Competitions
Distance Swimming training/coaching
Masters Swimming
Navy Training

Changes That Would Occur To Current Program Offerings If Enacted:

City Pool

Lap Swim (50 meter preferred)
“Learn to Swim” Water Aerobics instruction for 6 months to adults
 Low Intensity, shallow water
 High Intensity, deep water
 Arthritis Class
Diving Classes
Synchronized Swimming
Aquatics Camps (summer)
Family Swim
Special Community Events
 Dive In Movies
 Teen Nights
 Water Carnival
Birthday Parties/Private Rentals
~~Team Practices (rentals)~~
 Masters
 CNSA
 OMBAC Women’s Pole
 Navy Training

BBMAC

~~Lap Swim~~
Competitive Swimming Training Swim Teams
 Water Polo
 Personal Trainers
Rentals to teams, schools, colleges
Tournaments, Leagues, Swim Meets
~~Beginning Swim Instruction~~ Advanced Swim Instruction
Water Safety Instructor/Lifeguard Training
SCUBA Instruction
Clinics
Competitions
Distance Swimming training/coaching
Masters Swimming
Navy Training
~~Special Community Events~~
~~Water Aerobics~~
~~Aquatic Camps~~

Key:

New Programs: **Bold/Italicized**

Deleted Programs: ~~Strikethrough~~

Note:

Flexibility in program scheduling will be maintained at both pools in order to accommodate special circumstances and best meet the needs of the aquatic community in Coronado. “Cooperative” programming is to be the standard of care in making program and scheduling decisions

City of Coronado Approved Fees as of March 2010 for Coronado Community Aquatics Program and Facilities

Pool Rental Rates

	Calculated Cost of Service	Proposed Standard Rate	Rates Long Term Rate**	Current Rate	Market Range
50 meter lane	12.00/hr/lane	15.00/hr/lane	12.00/hr/lane	No per lane rate established	5.00 – 12.00
25 yard lane	7.00/hr/lane	10.00 /hr/lane	7.00/hr/lane	No per lane rate established	5.00 – 32.00
Water polo course (30m)	75.00/hr per course	85.00/hr per course	75.00/hr per course	No water polo rate established	
Competition Pool (50m)	120.00/hr	140.00/hr	120.00/hr	\$18-\$120 \$36/hr Masters	54.00 – 290.00
Instructional Pool –City	56.00/hr	65.00 /hr	55.00/hr	\$18-\$75/hr	
Extra Lifeguard	16.00/hr	18.00 /hr per guard	15.00/hr per guard	\$15/hr per guard	10.00 – 40.00

*Note: pool rental rate includes 1 lifeguard

**Long Term rates are for those teams using the pool for a period of six months or more.

Recreational and Swim Instruction Rates

	Calculated Cost of Service	Proposed Coronado Resident	Rates Nonresident	Current Rates Res/Nonres	Market Range
Adult admission	15.00/person	4.00	10.00	2.00/5.00	1.50 – 10.00
Youth admission	15.00/person	2.00	4.00	1.00/3.00	1.50 – 3.00
Senior/Disabled admission	15.00/person	3.00	7.00	2.00/3.00	1.50 – 5.00
Water Aerobics	8.00/person	4.00	10.00	3.00/5.00	3.00 – 10.00
Group Lessons (5 hours)	71.00/person	50.00	65.00	35.00/45.00	30.00 – 120.00
Private Lessons (2 hours)	100.00/person	85.00	100.00	80.00/90.00	35.00 – 180.00

Pool rental before 7:00 am or after 8:00 pm will be discounted 20%.

Pool capacity is 10 lanes at 50 meters; 18 lanes at 25 yards; 2 water polo courses at 25 yards x 25 yards; 1 water polo course at 25 yards x 25/30 meters (CIF/NCAA).

Cost of Service includes all direct costs of pool operations, staff, maintenance, and equipment, and includes Aquatics administrative staff only. Recreation Department administration and City administration expenses were not included in this study.

**Aquatics Facility Task Force
Finance Subcommittee Recommendations
Financial and Operational Assumptions**

BBMAC RENTAL TEAMS REVENUE PREDICTIONS UNDER MARKET PRICES

	08/09 FY Actual	09/10 FY Projected	Phase-In Projected FY 10/11	Full Rates: Projected FY 11/12	Projected FY 12/13	Projected FY 13/14	
Different Strokes Swim Team	\$11,263	\$9,506	\$12,600	\$12,600	\$12,600	\$12,600	(based on 168 hours of pool time a year)
Performance Elite	\$5,138	\$11,368	\$14,960	\$14,640	\$14,640	\$14,640	(based on 102.75 hours of pool time a year requesting the full 50 meter pool)
ISF Water Polo	\$2,527	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	(Based on 8 Lanes for WP use)
Coronado Aquatics Club	\$52,620	\$52,620	\$52,604	\$52,604	\$52,604	\$52,604	Based on varying hours and seasons for a total 882 hours
Heartland	\$3,516	\$5,600	\$5,600	\$5,600	\$5,600	\$5,600	(46 hours of use clocked last summer, spread over two FY)
Mission Valley YMCA	\$3,480	\$1,400	\$1,500	\$1,500	\$1,500	\$1,500	Mission Valley YMCA has reduced the number of lanes and hours they have requested from their first rental year
Coronado Masters	\$2,980	\$300	\$300	\$300	\$300	\$300	This assumes Coronado Masters Association will only utilize the BBMCA while the City pool is closed for Maintenance.
Coronado Navy Swim Association	N/A	\$3,200	\$22,752	\$45,058	\$45,058	\$45,058	(based on 10 short course lanes and 2 long course lanes in the am with 36 weeks of use and 12 weeks with 8 Long Course Lanes in the PM)
OMBAC	N/A	\$0	\$3,900	\$7,650	\$10,200	\$10,200	(based on 30 weeks of practice with 4 hours per week)
Various Short Term Rentals	\$27,760	\$49,464	\$70,000	\$80,000	\$90,000	\$100,000	These rates need to stay at top dollar of \$25 LCM and \$12.50 SCY to help carry the other users, this assumes we will bring in a minimum of \$10,000 dollars more of rental groups each Fiscal Year as we progress and grow.
Total Immersion:	\$1,562	\$2,765	\$4,800	\$5,270	\$7,000	\$7,000	Assuming Total Immersion will increase their number of clinics ran per year.
Water & Sports Physical Therapy	\$13,437	\$13,571	\$14,880	\$14,880	\$19,000	\$19,000	Figured at increasing their number of rental days by one by this Fiscal Year
Various Navy Groups	\$0	\$10,805	\$12,000	\$12,000	\$12,000	\$12,000	Assuming we will have various small Navy Rentals throughout the year in our open AM water times.
Various Scuba Groups	\$1,630	\$168	\$1,050	\$1,050	\$1,500	\$1,500	This assumes we can bring the Scuba Groups back in.
CABC: Coronado Aquatics Boosters Club	\$0	\$6,100	\$17,300	\$17,300	\$17,300	\$17,300	Assuming CABC will reimburse the lifeguard expenses for Aquatics Sports practices, meets, and tournaments.
Totals:	\$125,912	\$169,866	\$237,246	\$273,451	\$292,301	\$302,301	

KEY:
SCY: SHORT COURSE YARDS
LCM: LONG COURSE METERS

Revenue Not Included in above totals: Private Swim Lessons and After School Kids Lessons or any income from fundraising and donations.

Fiscal Year 2009-10

Aquatics Task Force

Finance Subcommittee

Description	Type	2008-09	2009-10		2009-10	2009-10	2009-10	2009-10	%
		Actuals	%	Q1 Actuals July - Sept	Q2 Actuals Oct - Dec	Q3 Proj Jan - March	Q4 Proj April - June	Annual Total	
Revenue									
Admissions-Community		40,018	17.55%	7,031	275	375	0	7,681	3.68%
Program - Community		35,160	15.42%	7,112	189	1,200	3,600	12,101	5.80%
Club Contract Rentals		125,912	55.22%	40,302	35,933	47,872	47,781	171,887	82.41%
Special Events & Snack Bar		18,504	8.11%	13,309	2,439	1,151	0	16,899	8.10%
Abatements		8,440	3.70%	0	0	0	0	0	0.00%
Total Revenue	*	228,034	100%	67,754	38,835	50,598	51,381	208,568	100%
Expense									
Director	F	81,834	15.02%	22,417	22,627	22,983	22,983	91,011	20.29%
Chemicals	F	29,717	5.45%	11,135	8,716	6,856	7,800	34,508	7.69%
Facilities & Equipment		16,666	3.06%	3,703	7,913	7,917	5,665	25,197	5.62%
Insurance		25,314	4.65%	4,731	6,393	1,231	880	13,236	2.95%
Staffing	V	246,479	45.23%	69,375	25,693	27,203	25,009	147,280	32.84%
Accounting Services		13,076	2.40%	2,406	2,850	700	2,738	8,694	1.94%
Utilities	F	101,052	18.54%	21,090	18,719	42,106	15,649	97,563	21.76%
Supplies	V	21,450	3.94%	13,009	3,434	2,682	1,950	24,028	5.36%
Snack Bar & Special Events	V	9,373	1.72%	5,797	900	242	0	6,940	1.55%
Total Expense		544,961	100%	153,664	97,245	111,920	82,674	448,457	100%
Profit/(Loss)		(316,927)		(85,911)	(58,410)	(61,322)	(31,293)	(239,889)	
District Contribution		0		4,801	31,620	31,620	31,620	99,661	
Net Profit/(Loss)		(316,927)		(81,110)	(26,790)	(29,702)	327	(140,228)	
Pool Operation Reserve Fund		690,000						573,534	

*This budget does not include any potential income from fundraising.

Fiscal Year 2010-11
Aquatics Task Force
 Finance Subcommittee

Description	Type	2009-10		2010-11	2010-11	2010-11	2010-11	2010-11	
		Projected	%	Q1 Proj July - Sept	Q2 Proj Oct - Dec	Q3 Proj Jan - March	Q4 Proj April - June	Annual Total	%
Revenue									
Admissions-Community		7,681	3.68%	0	0	0	0	0	0.00%
Program - Community		12,101	5.80%	4,727	700	1,400	2,600	9,427	3.17%
Club Contract Rentals		171,887	82.41%	55,493	65,434	80,537	85,782	287,246	96.66%
Special Events & Snack Bar		16,899	8.10%	0	0	0	0	0	0.00%
Abatements		0	0.00%	500	0	0	0	500	0.17%
Total Revenue	*	208,568	100%	60,720	66,134	81,937	88,382	297,173	100%
Expense									
Director	F	91,011	20.29%	22,627	22,627	22,627	22,627	90,510	19.23%
Chemicals	F	34,508	7.69%	9,586	7,816	8,716	7,693	33,811	7.18%
Facilities & Equipment		25,197	5.62%	17,006	9,465	9,465	5,465	41,401	8.80%
Insurance		13,236	2.95%	887	1,104	1,280	1,197	4,468	0.95%
Staffing	V	147,280	32.84%	25,209	31,367	36,363	34,006	126,945	26.98%
Marketing		8,694	1.94%	21,250	21,250	21,250	21,250	85,000	18.06%
Utilities	F	97,563	21.76%	14,481	16,537	32,326	15,649	78,992	16.79%
Supplies	V	24,028	5.36%	2,454	2,372	2,350	2,300	9,476	2.01%
Snack Bar & Special Events	V	6,940	1.55%	0	0	0	0	0	0.00%
Total Expense		448,457	100%	113,499	112,539	134,377	110,188	470,603	100%
Profit/(Loss)		(239,889)		(52,779)	(46,405)	(52,440)	(21,806)	(173,431)	
District Contribution		99,661		24,915	24,915	24,915	24,915	99,661	
Net Profit/(Loss)		(140,228)		(27,864)	(21,490)	(27,525)	3,109	(73,770)	
Pool Operation Reserve Fund		573,534						499,764	

*This budget does not include any potential income from fundraising.

*Includes a salary freeze for the Aquatics Director effective 7/1/2010

Aquatics Facility Task Force: April 12, 2010

*2008-09 Revenue does not include \$30,500 interest

*These numbers do not include the expense of having any Aquatics PE During the year

**Fiscal Year 2011-12
Aquatics Task Force
Finance Subcommittee**

Description	Type	2010-11		2011-12		2011-12		2011-12		2011-12	
		Projected	%	Q1 Proj July - Sept	Q2 Proj Oct - Dec	Q3 Proj Jan - March	Q4 Proj April - June	Annual Total	%		
Revenue											
Admissions-Community		0	0.00%	0	0	0	0	0	0	0	0.00%
Program - Community		9,427	3.17%	5,300	700	2,800	3,600	12,400			3.64%
Club Contract Rentals		287,246	96.66%	79,323	66,356	88,539	93,734	327,951			96.22%
Special Events & Snack Bar		0	0.00%	0	0	0	0	0			0.00%
Abatements		500	0.17%	500	0	0	0	500			0.15%
Total Revenue	*	297,173	100%	85,123	67,056	91,339	97,334	340,851			100%
Expense											
Director	F	90,510	19.23%	22,627	22,627	22,627	22,627	90,510			19.47%
Chemicals	F	33,811	7.18%	9,586	7,816	8,716	7,693	33,811			7.27%
Facilities & Equipment		41,401	8.80%	15,506	9,265	10,465	4,465	39,701			8.54%
Insurance		4,468	0.95%	1,092	1,104	1,280	1,197	4,673			1.01%
Staffing	V	126,945	26.98%	31,015	31,367	36,363	34,006	132,751			28.56%
Marketing		85,000	18.06%	18,750	18,750	18,750	18,750	75,000			16.13%
Utilities	F	78,992	16.79%	14,481	16,537	32,326	15,649	78,992			16.99%
Supplies	V	9,476	2.01%	2,454	2,307	2,350	2,300	9,411			2.02%
Snack Bar & Special Events	V	0	0.00%	0	0	0	0	0			0.00%
Total Expense		470,603	100%	115,510	109,774	132,877	106,688	464,849			100%
Profit/(Loss)		(173,431)		(30,387)	(42,718)	(41,538)	(9,354)	(123,997)			
District Contribution		99,661		24,915	24,915	24,915	24,915	99,661			
Net Profit/(Loss)		(73,770)		(5,472)	(17,803)	(16,623)	15,561	(24,336)			
Pool Operation Reserve Fund		499,764						475,428			

*This budget does not include any potential income from fundraising.

*Includes a salary freeze for the Aquatics Director effective 7/1/2010

Aquatics Facility Task Force: April 12, 2010

*2008-09 Revenue does not include \$30,500 interest

*These numbers do not include the expense of having any Aquatics PE During the year

Fiscal Year 2012-13
Aquatics Task Force
 Finance Subcommittee

Description	Type	2011-12 Projected	%	2012-13 Q1 Proj July - Sept	2012-13 Q2 Proj Oct - Dec	2012-13 Q3 Proj Jan - March	2012-13 Q4 Proj April - June	2012-13 Annual Total	%
Revenue									
Admissions-Community Program - Community		0	0.00%	0	0	0	0	0	0.00%
Club Contract Rentals		12,400	3.64%	6,200	1,000	2,800	3,100	13,100	3.65%
Special Events & Snack Bar		327,951	96.22%	86,673	75,106	88,939	94,584	345,301	96.21%
Abatements		0	0.00%	0	0	0	0	0	0.00%
		500	0.15%	500	0	0	0	500	0.14%
Total Revenue	*	340,851	100%	93,373	76,106	91,739	97,684	358,901	100%
Expense									
Director	F	90,510	19.47%	22,627	22,627	22,627	22,627	90,510	21.50%
Chemicals	F	33,811	7.27%	9,586	7,816	8,716	7,693	33,811	8.03%
Facilities & Equipment		39,701	8.54%	15,811	9,465	9,465	5,465	40,206	9.55%
Insurance		4,673	1.01%	1,206	1,150	1,385	1,197	4,938	1.17%
Staffing	V	132,751	28.56%	34,267	32,683	39,339	34,006	140,294	33.32%
Marketing		75,000	16.13%	6,250	6,250	6,250	6,250	25,000	5.94%
Utilities	F	78,992	16.99%	14,481	16,537	31,326	15,649	77,992	18.53%
Supplies	V	9,411	2.02%	2,454	1,872	1,550	2,365	8,241	1.96%
Snack Bar & Special Events	V	0	0.00%	0	0	0	0	0	0.00%
Total Expense		464,849	100%	106,681	98,401	120,658	95,253	420,992	100%
Profit/(Loss)		(123,997)		(13,308)	(22,295)	(28,919)	2,431	(62,091)	
District Contribution		99,661		24,915	24,915	24,915	24,915	99,661	
Net Profit/(Loss)		(24,336)		11,607	2,620	(4,004)	27,346	37,570	
Pool Operation Reserve Fund		475,428						512,997	

*This budget does not include any potential income from fundraising.

*Includes a salary freeze for the Aquatics Director effective 7/1/2010

Aquatics Facility Task Force: April 12, 2010

*2008-09 Revenue does not include \$30,500 interest

*These numbers do not include the expense of having any Aquatics PE During the year

Fiscal Year 2013-14
Aquatics Task Force
 Finance Subcommittee

Description	Type	2012-13	2013-14		2013-14	2013-14	2013-14	2013-14	2013-14
		Projected	%	Q1 Proj July - Sept	Q2 Proj Oct - Dec	Q3 Proj Jan - March	Q4 Proj April - June	Annual Total	%
Revenue									
Admissions-Community		13,100	3.64%	0	0	0	0	0	0.00%
Program - Community		345,301	96.08%	6,200	1,000	2,800	3,100	13,100	3.49%
Club Contract Rentals		0	0.00%	94,173	78,106	89,939	99,584	361,801	96.38%
Special Events & Snack Bar		500	0.14%	0	0	0	0	0	0.00%
Abatements		500	0.14%	500	0	0	0	500	0.13%
Total Revenue	*	359,401	100%	100,873	79,106	92,739	102,684	375,401	100%
Expense									
Director	F	90,510	21.50%	22,627	22,627	22,627	22,627	90,510	22.35%
Chemicals	F	33,811	8.03%	9,601	8,716	8,716	7,693	34,726	8.58%
Facilities & Equipment		40,206	9.55%	12,937	7,265	7,265	5,465	32,932	8.13%
Insurance		4,938	1.17%	1,206	1,197	1,385	1,280	5,068	1.25%
Staffing	V	140,294	33.32%	34,267	33,998	39,339	36,363	143,966	35.55%
Marketing		25,000	5.94%	0	0	0	0	0	0.00%
Utilities	F	77,992	18.53%	14,481	16,537	31,326	15,649	77,992	19.26%
Supplies	V	8,241	1.96%	5,554	4,372	4,974	4,865	19,765	4.88%
Snack Bar & Special Events	V	0	0.00%	0	0	0	0	0	0.00%
Total Expense		420,992	100%	100,672	94,713	115,632	93,942	404,959	100%
Profit/(Loss)		(61,591)		200	(15,607)	(22,893)	8,741	(29,558)	
District Contribution		99,661		0	0	0	0	0	
Net Profit/(Loss)		38,070		200	(15,607)	(22,893)	8,741	(29,558)	
Pool Operation Reserve Fund		512,997						483,440	

*This budget does not include any potential income from fundraising.

*Includes a salary freeze for the Aquatics Director effective 7/1/2010

Aquatics Facility Task Force: April 12, 2010

*2008-09 Revenue does not include \$30,500 interest

*These numbers do not include the expense of having any Aquatics PE During the year

Aquatics Facility Task Force Management/Staffing Recommendations

Strategic Vision

It is imperative for the success of the BBMAC facility that the management of the facility be focused on several important aspects. However, the marketing of the facility is of the utmost importance, and should be considered the top priority.

Director of Pool Facilities

The Director of Pool Facilities position involves the management, administration, and marketing of the Brian Bent Memorial Aquatic Center. The management and administrative duties include responsibility for plant maintenance, cleaning, plant operations, risk management, Occupation Health and Safety, aquatic education program, lifeguard and duty manager teams. The position requires the ability to co-ordinate a range of work requirements, rather than a full time 'hands on' approach. The primary focus will be to serve as the marketing strategist and leader in supporting BBMAC's business model and future development. To that end, the Director of Pool Facilities should:

1. Identify and pursue strategic opportunities that will provide new revenue streams, optimize revenue generation, and establish financial self-sufficiency.
2. Recommend strategies that grow BBMAC's client base.
3. Communicate BBMAC's service and product values to clients in building sustainable relationships.
4. Support and enhance the breadth, depth, and delivery of services.
5. Develop and cultivate relationships with the Coronado Aquatic Center, aquatic clubs, community aquatic programs, and others to build credibility, awareness, and business opportunities for BBMAC.

Senior Lifeguard/Operations Supervisor

The Senior Lifeguard/Operations supervisor will serve as an assistant to the Director of Pool Facilities and assumes responsibility for the pool facility when the Director is absent, unavailable or otherwise unable to act for any reason. As an assistant, the Senior Lifeguard will:

1. Be responsible for assisting in managing daily pool operations including, but not limited to, supervising lifeguard staff, in service training, maintaining the facility, performing lifeguard duties and planning and organizing workloads and staff assignments.
2. Oversee the maintenance of the pool including coordinating repair work with contractors and follow-up upon work completion.
3. Assist in preparation of line item expenditure budget; make recommendations for capital equipment and capital improvement expenditures.

Aquatics Facility Task Force

Marketing Subcommittee Recommendations

Summary

The Marketing sub committee recommends that the CUSD will need to aggressively pursue all aspects of running the pool as a Business. Up until now they have tried various “band aid” remedies that have not worked. First the Islander Sports Foundation, and then the BBMAC Foundation. These were both volunteer organizations left to running, managing, marketing, and overseeing the business of the pool. While the BBMAC Foundation was successful at stopping the financial bleed, they were not able to successfully run the business of the pool from a volunteer position, with an extremely tight budget, and fiduciary duty to what was then known, as the endowment. We believe CUSD will need to take what they have in finances, and use that money to push hard and pump marketing money into the business. Otherwise it is our opinion; the status quo will lead to a slow bleed over the next three years. The only known financial resource we can point to for doing this is the, Pool Operational Reserve Fund (PORF), formally known as the endowment. In doing this, we believe it will revive all business aspects of the pool, and help with the fundraising efforts to close the operational gap.

Recommendations

1. The pool needs to be thought of and managed as a sole and separate business (unlike other District sports assets like the football field, gym, etc.)
2. There needs to be more structure and management overseeing the business and marketing of the pool.
3. We recommend hiring an **Executive Director** for the BBMAC at a salary of **\$50,000 year including benefits**. This person would oversee all Business, Marketing, Sales, Finances, Website, and Community Relations. We recommend a business/marketing person who is well known, established, credible, and respected in either the San Diego aquatics community or the Coronado community. This person would answer to the CUSD Superintendent on all aspects of the business of the pool, including oversight and progress on fundraising development. This person would not manage or be responsible for any fundraising efforts.
4. Executive Director would oversee two unpaid interns, one intern in marketing and one intern in sales. Their focus and goal would be to find local and national users to fill all available pool time, and follow up on all marketing and sales leads.
5. 50% of their time would be spent on nurturing existing clients to develop them as marketing voices for the BBMAC, and 50% on existing untapped business and new untapped marketing opportunities (listed below).
6. The Executive Director position would be an additional line item not in the current proposed BBMAC budget. We believe the addition of this position over time would be revenue neutral at the very least, and potentially bring in revenue to the BBMAC that has never been seen or developed before.
7. Carrie Fernan would remain the Operational Director for the BBMAC, and would work hand in hand with the Executive Director. Carrie would oversee all facility operations, customer service, maintenance, team and monthly user management, pool scheduling, life guards, college teams, etc.
8. This structure is similar to what is used at the Coronado Community Pool.

Recommended Expenditures

We recommend a budget and line item for Marketing that does not exist in the current proposed budget of the following:

- 2010-2011- **\$35,000** marketing budget
- 2011-2012- **\$25,000** marketing budget
- 2012-2013- **\$25,000** marketing budget
- 2013-2014- **\$15,000** marketing budget

We recommend the first-year Marketing Budget be spent in the following way:

1. **\$35,000** marketing budget in the first year 2010/2011.
2. **\$10-15,000:** Hire a professional company experienced in website design to redesign the current BBMAC website. The website needs to be fully integrated into the business of the pool, and used as a major marketing and advertising tool, including selling advertising space to local and national businesses. Executive Director should explore implementing social media into the website and business.
3. **\$5,000:** Once the website is designed, it will need to be maintained on a regular basis.
4. **\$5,000+:** Purchase digital signage for the facility to be placed on 6th Street. It should be used to advertise events, recognize sporting accomplishments for all monthly users, and post upcoming competitions, and activities. This will help to expose the facility to locals and visitors and create location visibility.
5. **\$5,000:** On PR/Advertising Campaign to rebuild credibility, good will, and create community value in the greater Coronado community as well as expose other San Diego communities to the BBMAC pool. This will also help with the fundraising efforts.
6. **\$5,000:** Advertising and Marketing to outside Coronado aquatic newspapers, articles, magazines, trade shows, brochures, and mailers, etc.

BBMAC Untapped Marketing Opportunities:

- Work with local hotels/business to create marketing materials promoting Coronado.
- Develop and maintain an email and database for all users of the BBMAC.
- Develop electronic promotions to all current and perspective clients.
- Sell advertising space on new website.
- Have a closer working relationship with the Coronado Chamber of Commerce.
- Promote to Local and San Diego Hospitals and physical rehabilitation centers.
- Set up meeting with all user groups to develop a combined and cooperative marketing plan. Develop a marketing piece listing all programs offered at the BBMAC.
- Develop individual pages on BBMAC website advertising all programs.
- Develop closer marketing/advertising relationship with the Navy Seals.
- Develop local/national advertising campaign for Junior Olympics in Coronado.
- Promote pool to other local sports teams for cross training (football, lacrosse teams, etc).
- Water safety training day with local Police and Firefighters.
- Special Warfare/Cross-Fit Challenge. Distance swimming training/coaching.
- Competitive Swimming Training, Water Polo Clinics, and Competitions
- Solicit to off-island Swim Teams and Water Polo Teams.
- Rentals to teams, schools, colleges for tournaments, leagues, and swim meets.
- Develop Water Safety Instructor/Lifeguard Training and SCUBA Instruction.
- Develop and support CNSA and the Masters Swimming Program.
- Help to develop and promote CNSA as the BBMAC home swim team.
- Develop more Professional Training e.g., Navy, Coronado Fire & Police Depts.
- Pursue San Diego summer camps to fill open afternoon swim times.

Aquatics Facility Task Force Fundraising Subcommittee Recommendations

Because the capacity of the Coronado community to donate to the BBMAC is limited due to the enormity of the financial gap and the current controversy over the viability of the BBMAC, we do not believe that fundraising can be counted on as a reliable source of revenue. Most fundraising activity associated with the BBMAC will be aimed at providing aquatics education to CUSD students. Fundraising should not be an element of the operating plan, so therefore the Financial and Operational Assumptions include no fundraising to support operations.

The Task Force believes that there is a strong community sentiment for bringing back physical education and water safety classes to the BBMAC. Given this educational orientation for fundraising, we believe the Coronado community can be expected to have a significant capacity to donate to the BBMAC for this cause. We estimate that an organized, consistent fundraising effort can raise between \$20k and \$25k per school year with a volunteer force of 5 to 10 core personnel, with 10 to 15 more brought in for specific fundraising projects.

Since the Islander Sports Foundation and the BBMAC Foundation both failed to find the funds necessary to meet their goals, the expectation for another group to be successful in this same effort is insubstantial. If a new group is formed or if a current group takes on the mantle, the aquatics community rather than the general community is the most suitable source for BBMAC fundraising volunteer effort. For the purposes of this discussion, the term “aquatics community” includes the families involved in the Coronado Aquatics Club (CAC), which is the youth water polo club, and the Coronado Aquatics Booster Club (CABC), which is the high school’s ISF-affiliated booster club for water polo, swimming and diving. Given time, we believe that the families of the Coronado Navy Swim Association (CNSA), the youth swimming club, will also add to the capacity of volunteers.

In 2009, the BBMAC Foundation developed a fundraising strategy, which with some subsequent changes, applies to the BBMAC’s educational fundraising mission (see chart below). This strategy no longer includes PR & Marketing (see the Marketing Subcommittee Plan & Recommendations) or Programs (see the Cooperative Model section), leaving the following four areas: Grants, Sponsors, Events, and Alumni & Students. These areas can be addressed with a volunteer staff of 5 to 10 core personnel, with 10 to 15 more brought in for specific fundraising projects.

BBMAC Sustainable Fundraising Plan

Creating a Legacy of Stewardship and Cultivating a New Generation of Volunteers.

Grants	Sponsors	Events <small>Building community exposure & value</small>	Programs	Alumni & Students	PR & Marketing
<ul style="list-style-type: none"> -MS Swim PE -Village Swim PE -Red Cross Training. -Disabled -Elderly -Lifeguard training camps -Military families -Military training -Health education & Obesity 	<ul style="list-style-type: none"> -Title sponsor -Booth space -Snack bar sold -Concessions expanded -Website space -Tile Program -Scoreboard -Lane lines -General & In-Kind Donations -On deck vending machines -Banner sales 	<ul style="list-style-type: none"> -Swim a thon -Movie Nights -Family nights -Teen nights -Private parties for kids -Cocktail Parties -Large Party Fun-Raiser -Membership Drives -Afghanistan Project -Alumni Events 	<ul style="list-style-type: none"> Charge fees @ registration -Elderly/Disabled -WP Clinics -Swim Clinics -Local & National Swim Meets -Junior Olympic's -Cal State games -Fit & Swim classes -Water Aerobics -Physical Therapy -Membership fees 	<ul style="list-style-type: none"> -Consistant contact w Alumni -Leadership fr Alumni -Alumni events -Student Rep for pool fr all schools -Student driven fundraisers -Student Parties -Out reach to all four schools. -Student volunteers 	<ul style="list-style-type: none"> -Branding -New signage on complex -Constant contact email base -Website design -Monthly newsletters -Constant advertising -Brochure distribution -Seasonal brochure -BBMAC page in City program -Expand water aerobics -Elderly programs -New Navy families -Hotels,Shores -CUSD weekly emails to parents -Coronado businesses -UseCUSD database for info distribution.

Our vision for the group to execute the new fundraising plan is for a fundraising committee which reports to a CUSD-appointed oversight board, task force, or committee. The District's oversight committee should meet on a quarterly basis to track fundraising against projections. Neither committee exists today and must be established. We recommend drawing the oversight committee membership from the existing Aquatics Task Force, and drawing the fundraising committee's membership entirely from the aquatics community. As part of the Aquatics Task Force's Fundraising subcommittee effort, we have solicited initial volunteer staffs for each of the four fundraising areas. An initial plan for each area will be presented orally to the CUSD Governing Board at the April 12th School Board meeting.

In summary, the primary fundraising objective is to provide aquatics education to CUSD students. Donors to BBMAC will be buying pool time for CUSD students to learn about water safety, fitness, and elements of aquatics competition. A donation to the BBMAC pays for CUSD students to become safer in the water, to learn about swimming's lifelong fitness benefits, and potentially to become interested in aquatics as a competitive sport.