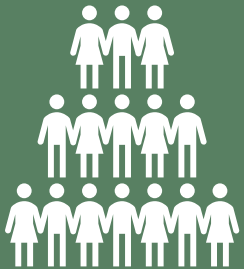


# SAN BRUNO RECREATION AND AQUATIC CENTER IMPLEMENTATION PLAN





# Agenda

Implementation Plan Objectives

Facility Program Areas

Schedule of Expanded and New Programs

Budgeting Methodology

Topline Expense to Revenue

Revenue Centers

Fitness, Aquatic, + Facility Fees

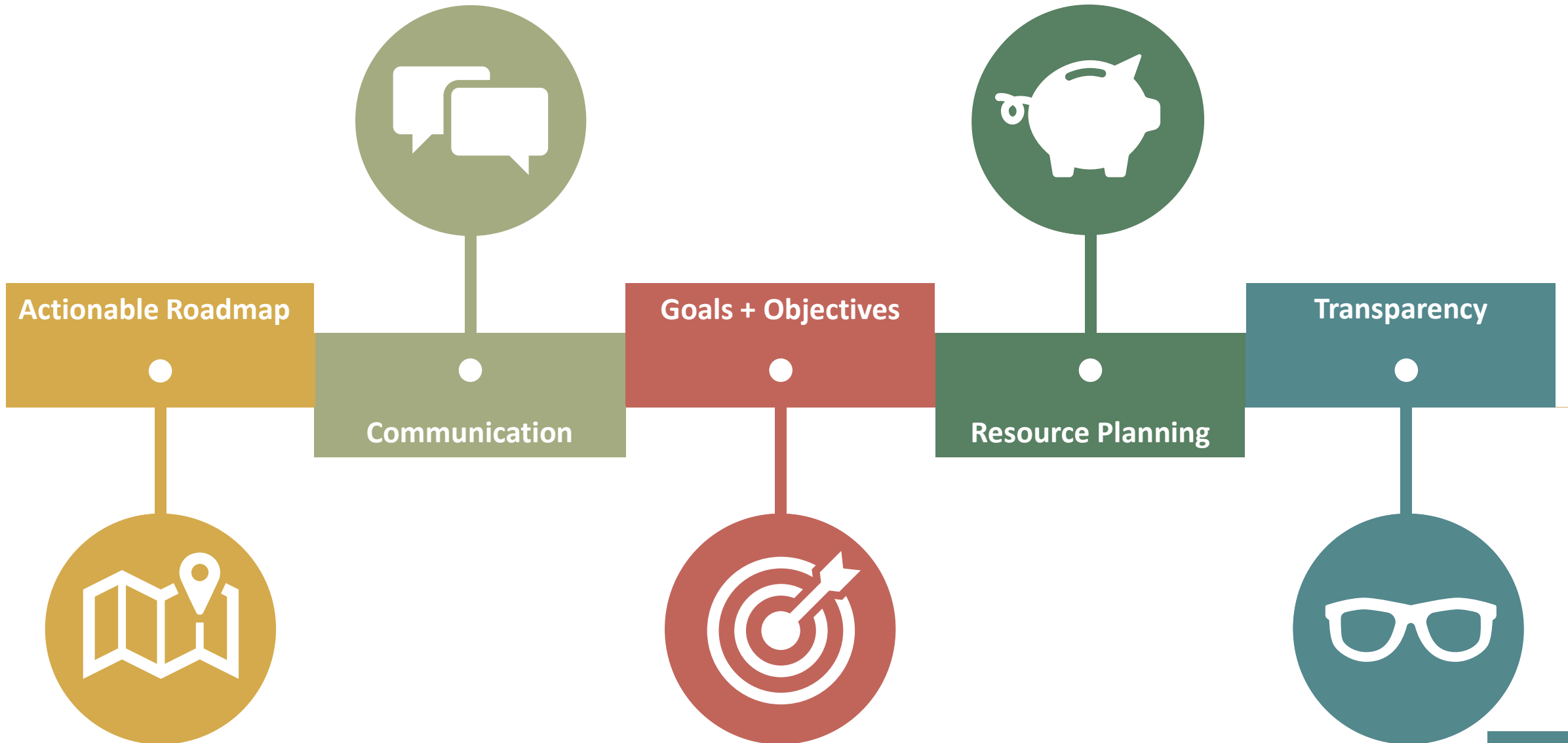
Staffing Requirements

Target Dates

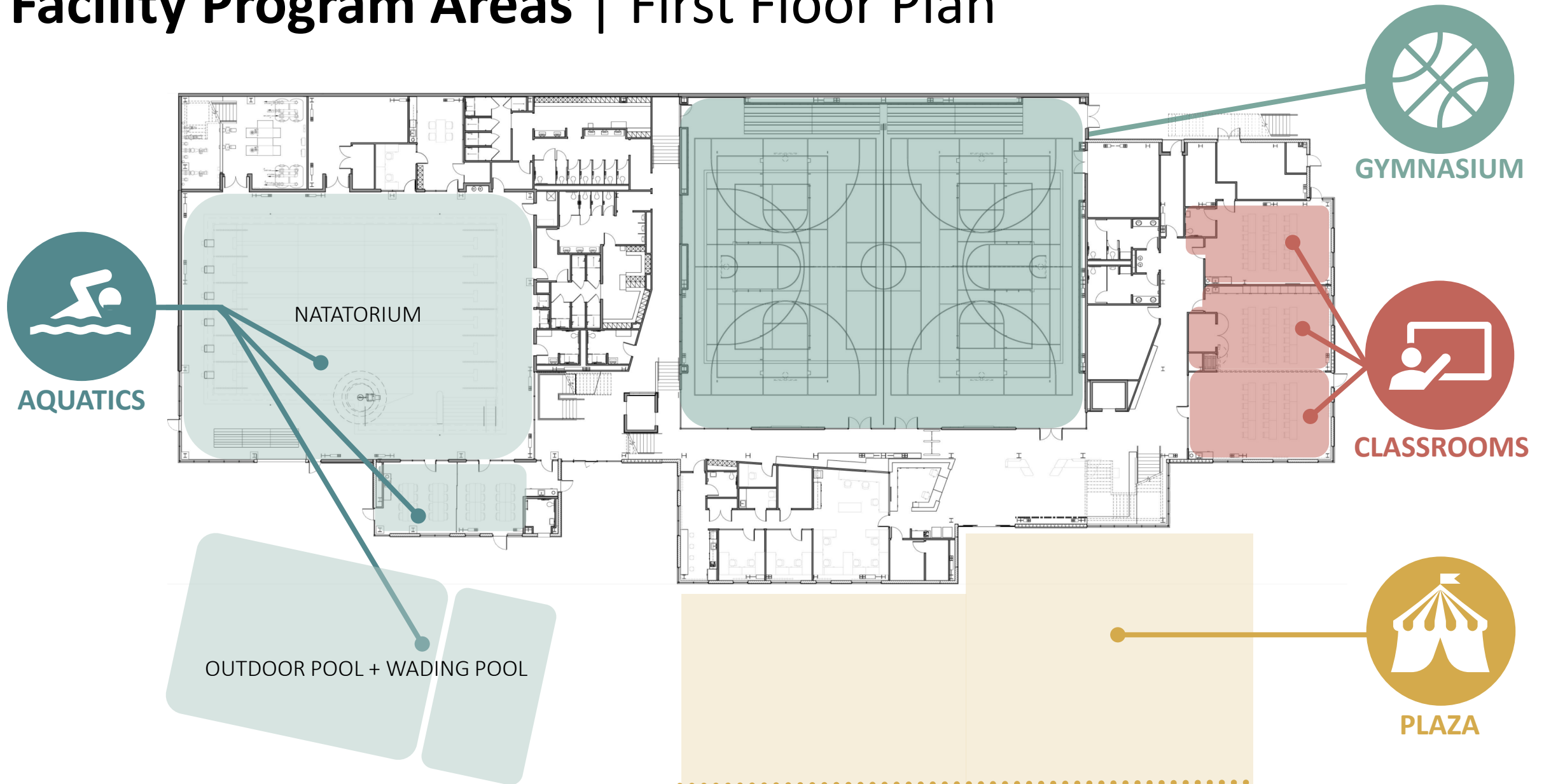
Team Action Plan

Next Steps

# Implementation Plan Objectives



# Facility Program Areas | First Floor Plan



# Facility Program Areas | Second Floor Plan

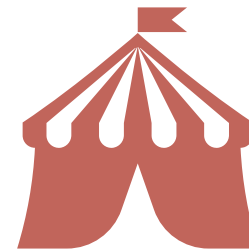
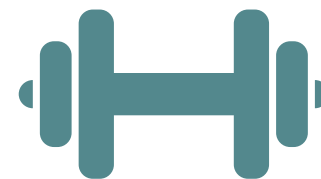
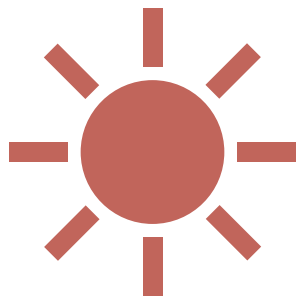




# Schedule of Programs

PROGRAM	EXPANDED	NEW
<b>AQUATICS</b>		
Lap Swim	•	
Recreational Swim	•	
Swim Camps	•	
Swim Center Party Room Rentals		•
Swim Center Pool Rentals		•
Swim Lessons	•	
Water Aerobics + Fitness	•	
<b>CITY RUN CAMPS</b>		
Summer Camp	•	
Winter + Spring School Break Camps	•	

PROGRAM	EXPANDED	NEW
<b>CONTRACT PROGRAMS</b>	•	
<b>FACILITY RENTALS</b>	•	
<b>FITNESS + GYMNASIUM PROGRAMS</b>		
Fitness Center Membership		•
Group X Classes		•
Gymnasium Drop In Programs	•	
Gymnasium Rentals	•	
<b>SPECIAL EVENTS</b>	•	
<b>YOUTH + ADULT SPORTS</b>		
Adult Sports	•	
Youth Sports	•	



# Budget Methodology + Cost Recovery

## Recreation + Aquatic Center Business Plan

### Conclusions + Recommendations

- Recreation industry standard is to offer programs and services that provide a community benefit and programs and services that provide an individual benefit, as such Recreation Departments operate at a subsidy
- Comparable agencies demonstrate average cost recovery range of **41% - 68%**
- The new facility allows San Bruno's Recreation Division to offer an increased range of programs and services
- San Bruno projected at **66%** cost recovery

## Past Recreation Division Cost Recovery

### Cost Recovery

- Fully burdened cost recovery (5-year average) **64%**

**Cost Recovery Target: 66%**



# Budget Methodology + Cost Recovery

## City Council Adopted Cost Recovery Policy

### Full Cost Recovery or Near Full Cost Recovery (80 - 100%)

- Provides a special benefit to easily identified individuals or groups.

### Medium Cost Recovery (40-79%)

- Promotes healthy activities and educational enrichment to the community.
- Provides a balanced individual and community benefit and should be priced accordingly. Due to a strong connection between fee amounts and participation levels common for fees in this range, market considerations and usage characteristics are key factors to consider.

### Low Cost Recovery (0-39%)

- There is no intended relationship between the amount paid and the benefit received.
- There is no reason to limit the service.
- The activity benefits the community at large even if they are not the direct users of the service.





# Topline Expense to Revenue | Direct + Overhead

	FY 2022-23 Adopted Budget	* FY 2022-23 Proposed Revised	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected
<b>EXPENSES</b>					
ADMINISTRATION + OVERHEAD	1,904,598	2,050,172	1,208,454	1,288,481	1,301,470
AQUATICS			567,561	926,886	932,812
CITY-RUN CAMPS			239,437	251,548	256,393
CONTRACT PROGRAMS	196,280	196,280	311,788	337,953	342,308
FACILITY RENTALS + OPERATIONS	24,160	24,160	274,766	312,266	316,477
FITNESS + GYMNASIUM PROGRAMS			371,580	431,485	432,327
SPECIAL EVENTS	33,000	33,000	219,869	228,231	232,607
YOUTH + ADULT SPORTS			186,963	190,317	192,467
OTHER CITY DEPARTMENT OVERHEAD – DIRECT			181,213	281,215	281,215
<b>TOTAL EXPENSE RECREATION DIVISION</b>	<b>2,158,038</b>	<b>2,303,612</b>	<b>3,561,631</b>	<b>4,248,382</b>	<b>4,288,076</b>
<b>REVENUES</b>					
AQUATICS			220,902	493,631	494,159
CITY-RUN CAMPS			113,000	241,020	248,251
CONTRACT PROGRAMS			264,800	296,600	296,600
FACILITY RENTALS + OPERATIONS			235,150	650,640	650,640
FITNESS + GYMNASIUM PROGRAMS			377,245	704,900	704,900
SPECIAL EVENTS			102,962	131,462	131,462
YOUTH + ADULT SPORTS			47,167	47,657	48,161
OTHER DIVISION REVENUES			189,725	217,015	220,918
<b>TOTAL REVENUE RECREATION DIVISION</b>	<b>(508,498)</b>	<b>(508,498)</b>	<b>(1,550,951)</b>	<b>(2,782,925)</b>	<b>(2,795,091)</b>
<b>NET GENERAL FUND SUBSIDY</b>	<b>1,649,540</b>	<b>1,795,114</b>	<b>2,010,680</b>	<b>1,465,457</b>	<b>1,492,985</b>
<b>COST RECOVERY DIRECT + DIRECT OVERHEAD</b>	<b>24%</b>	<b>22%</b>	<b>44%</b>	<b>66%</b>	<b>65%</b>

\* Recommended budget adjustment/augmentation in January 2023 to fund program staff ramp up for program development and facility operations readiness.

# Revenue Centers | Based on FY 2024-25 – 1st Full Year of Operations

37.3%

COST RECOVERY

DIRECT COST	926,886
OVERHEAD	398,109
<b>TOTAL COST</b>	<b>1,324,995</b>
REVENUE	(493,631)
<b>GF IMPACT</b>	<b>831,364</b>

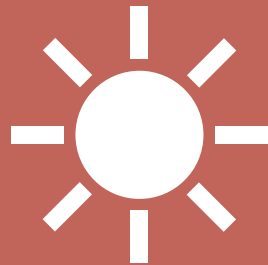


AQUATICS

74.4%

COST RECOVERY

DIRECT COST	251,548
OVERHEAD	72,383
<b>TOTAL COST</b>	<b>323,932</b>
REVENUE	(241,020)
<b>GF IMPACT</b>	<b>82,912</b>



CAMPS

71.0%

COST RECOVERY

DIRECT COST	337,953
OVERHEAD	79,622
<b>TOTAL COST</b>	<b>417,575</b>
REVENUE	(296,600)
<b>GF IMPACT</b>	<b>120,975</b>



CONTRACT PROGRAMS

89.8%

COST RECOVERY

DIRECT COST	312,266
OVERHEAD	412,585
<b>TOTAL COST</b>	<b>724,851</b>
REVENUE	(650,640)
<b>GF IMPACT</b>	<b>74,211</b>



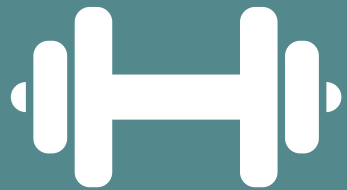
FACILITY RENTALS

# Revenue Centers | Based on FY 2024-25 – 1st Full Year of Operations

## 83.5%

COST RECOVERY

DIRECT COST	431,485
OVERHEAD	412,585
<b>TOTAL COST</b>	<b>844,070</b>
REVENUE	(704,900)
<b>GF IMPACT</b>	<b>139,170</b>

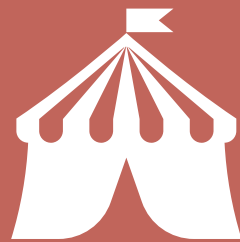


FITNESS + GYM

## 49.7%

COST RECOVERY

DIRECT COST	228,231
OVERHEAD	36,192
<b>TOTAL COST</b>	<b>264,423</b>
REVENUE	(131,462)
<b>GF IMPACT</b>	<b>132,961</b>



SPECIAL EVENTS

## 21.0%

COST RECOVERY

DIRECT COST	190,317
OVERHEAD	36,192
<b>TOTAL COST</b>	<b>226,509</b>
REVENUE	(45,657)
<b>GF IMPACT</b>	<b>178,853</b>



YOUTH + ADULT SPORTS



# Fees | Fitness Center + Track Membership

**\$25**

**MONTHLY  
MEMBERSHIP**

*Primary or 1st Person in  
Household*

**\$20**

**MONTHLY  
MEMBERSHIP**

*Additional Member of  
Same Household*

**\$10**

**DAILY  
DROP IN FEE**

*Adult*

**\$8**

**DAILY  
DROP IN FEE**

*Teen + Seniors*

## Membership Includes:

- Unlimited access to the **Fitness Room**
- Unlimited access to the **Walking Track**
- Access to **Group Exercise Room** when other programs are not taking place
- Access to **Gymnasium** when other programs are not taking place
- **Monthly Membership** only available to San Bruno Residents for the first FY of operation
- **Non-Resident Fee – \$2** additional fee on all Drop Ins
- *Additional fees will be charged for exercise classes offered by Contract Instructors*

# Fees | Lap Swim, Aqua-Fit + Water Aerobics, Rec Swim

\$104 PUNCH	\$8 LAP SWIM Adult	\$6 LAP SWIM Teen + Seniors	\$78 PUNCH
\$130 PUNCH	\$10 AQUA-FIT + WATER AEROBICS Adult	\$8 AQUA-FIT + WATER AEROBICS Teen + Seniors	\$104 PUNCH
\$78 PUNCH	\$6 REC SWIM Adult	\$4 REC SWIM Youth + Seniors	\$52 PUNCH

## DROP IN FEES

- **Per Use** fees for the specific program
- **Non-Resident Fee – \$2** additional fee on all Drop Ins

## PUNCH PASSES

- **Punch Passes** allow for purchase of 15 visits for the price of 13 visits
- **Non-Resident Fee – \$26** additional fee on all Punch Passes
- **No Expiration**

# Fees | Gymnasium Rentals

	HOURLY BASE RATE	* WITH 20% DISCOUNT	COMMERCIAL
WEEKDAY			
Full Gym	\$200	\$160	\$250
Half Gym	\$100	\$80	N/A
WEEKEND			
Full Gym	\$225	\$180	\$281 <sup>25</sup>
Half Gym	\$112 <sup>50</sup>	\$90	N/A

*\* 20% Discount for San Bruno Residents + San Bruno-based Non-Profits*





# Fees | Community Rooms Rentals

ROOM	HOURLY BASE RATE	* WITH 20% DISCOUNT	COMMERCIAL
PEAK USE (Friday PM + Saturday)			
Community Hall (Full Hall)	\$550	\$440	\$687 <sup>50</sup>
Community Hall Room A	\$275	\$220	\$343 <sup>75</sup>
Community Hall Room B	\$275	\$220	\$343 <sup>75</sup>
Classroom 1	\$190	\$152	\$237 <sup>50</sup>
Classroom 2	\$190	\$152	\$237 <sup>50</sup>
Small Classroom	\$150	\$120	\$187 <sup>50</sup>
NON-PEAK USE			
Community Hall (Full Hall)	\$310	\$248	\$387 <sup>50</sup>
Community Hall Room A	\$155	\$124	\$193 <sup>75</sup>
Community Hall Room B	\$155	\$124	\$193 <sup>75</sup>
Classroom 1	\$125	\$100	\$156 <sup>25</sup>
Classroom 2	\$125	\$100	\$156 <sup>25</sup>
Small Classroom	\$95	\$76	\$118 <sup>75</sup>

\* 20% Discount for San Bruno Residents + San Bruno-based Non-Profits



# Staffing | Recreation FTE's

POSITION	APPROVED FY 2022-23	MID-YEAR REQUEST FY 2022-23	NET CHANGE @ MIDYEAR FY 2022-23	BUDGET REQUEST FY 2023-24	NET CHANGE	TOTAL NET CHANGE
Community Services Director	.40	.40		.30	- .10	- .10
Community Services Deputy Director	.50	.50		.50		
Community Services Superintendent	.65	.65			- .65	- .65
Business Manager (Supervisor)				.50	+ .50	+ .50
Recreation Services Supervisor		.60	+ .60	2.00	+ 1.40	+ 2.00
Recreation Services Coordinator	3.00	3.60	+ .60	5.00	+ 1.40	+ 2.00
Executive Assistant	.50	.50			- .50	- .50
Accounting + Customer Svc Rep III				1.20	+ 1.20	+ 1.20
<b>TOTAL RECREATION FTE's</b>	<b>5.05</b>	<b>6.25</b>	<b>+ 1.20</b>	<b>9.50</b>	<b>+ 3.25</b>	<b>+ 4.45</b>

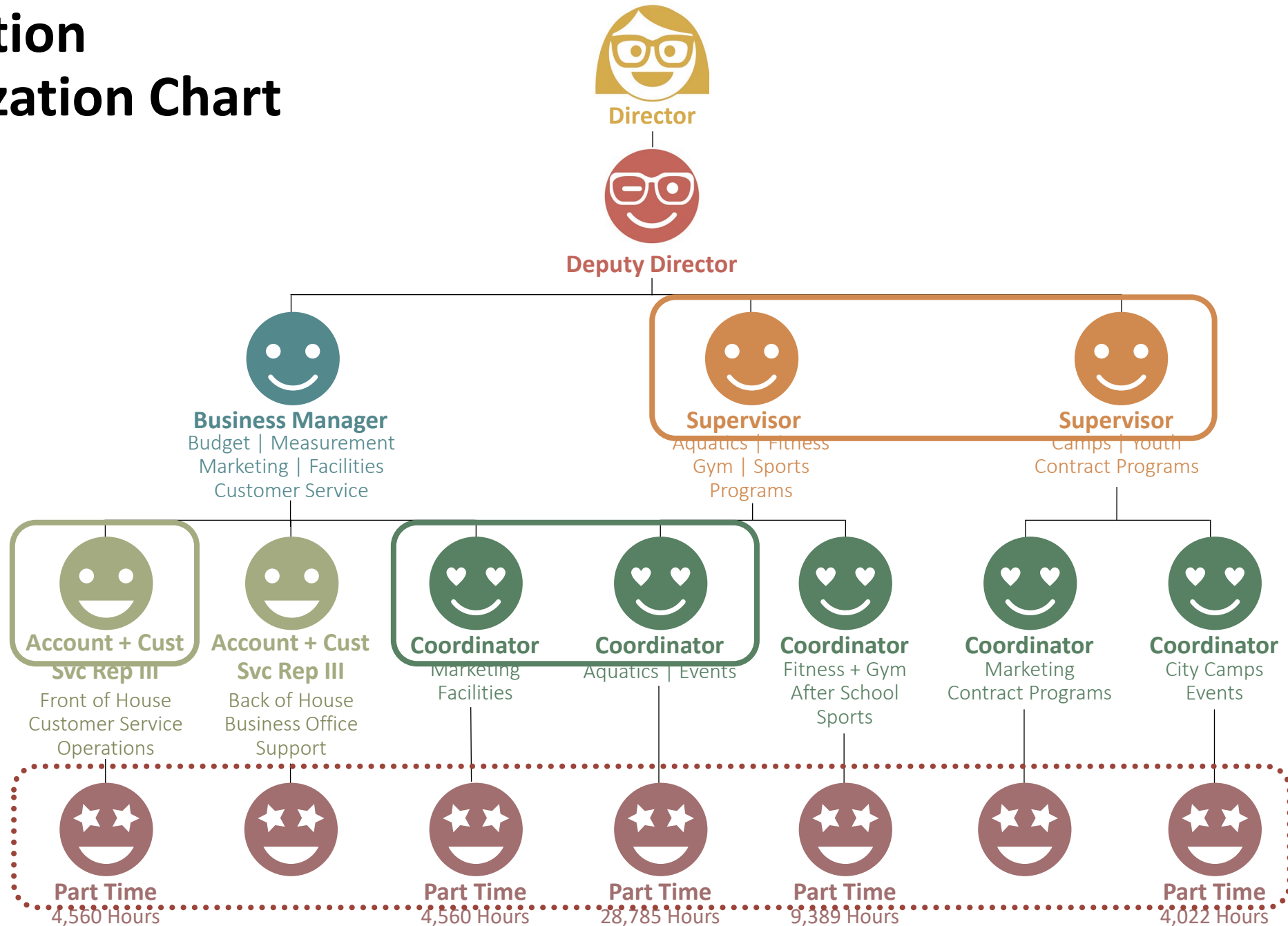
  
Supervisor  
**+2**

  
Coordinator  
**+2**

  
ACSR III  
**+1**

**+4.45 FTE's** to Support Recreation Program Expansion

# Recreation Organization Chart

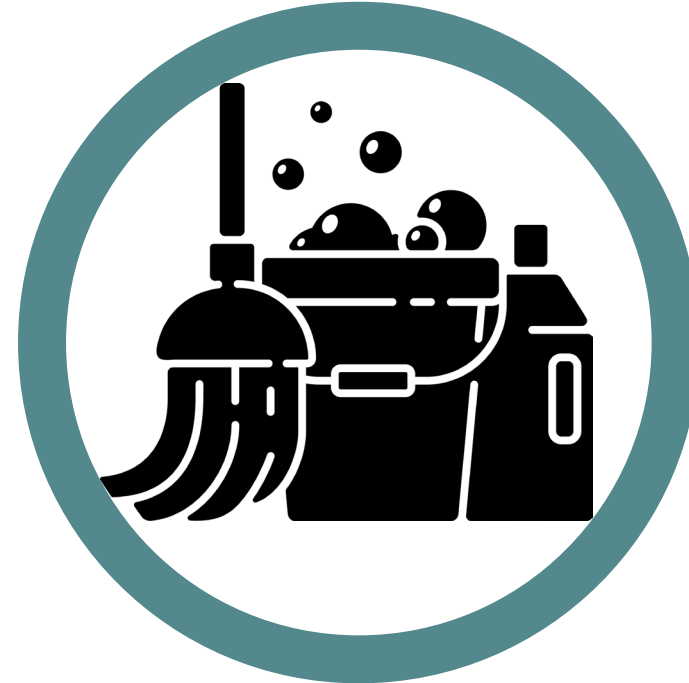


# Staffing | Other City Departments



## HUMAN RESOURCES

- Funding for 30% **Human Resources Analyst I/II**
- Support ongoing Part-Time Staff recruitments that will increase due to year-round operation of new and expanded program.



## PUBLIC WORKS | FACILITIES

- Funding for 1 **Facility Maintenance Technician II**
- Supports Facilities Division of Public Works in their effort to appropriately develop a Facilities Team to maintain the City's building assets.

# Topline Expense to Revenue | Direct + Overhead

	FY 2022-23 Adopted Budget	* FY 2022-23 Proposed Revised	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected
<b>EXPENSES</b>					
ADMINISTRATION + OVERHEAD	1,904,598	2,050,172	1,208,454	1,288,481	1,301,470
AQUATICS			567,561	926,886	932,812
CITY-RUN CAMPS			239,437	251,548	256,393
CONTRACT PROGRAMS	196,280	196,280	311,788	337,953	342,308
FACILITY RENTALS + OPERATIONS	24,160	24,160	274,766	312,266	316,477
FITNESS + GYMNASIUM PROGRAMS			371,580	431,485	432,327
SPECIAL EVENTS	33,000	33,000	219,869	228,231	232,607
YOUTH + ADULT SPORTS			186,963	190,317	192,467
OTHER CITY DEPARTMENT OVERHEAD – DIRECT			181,213	281,215	281,215
<b>TOTAL EXPENSE RECREATION DIVISION</b>	<b>2,158,038</b>	<b>2,303,612</b>	<b>3,561,631</b>	<b>4,248,382</b>	<b>4,288,076</b>
<b>REVENUES</b>					
AQUATICS			220,902	493,631	494,159
CITY-RUN CAMPS			113,000	241,020	248,251
CONTRACT PROGRAMS			264,800	296,600	296,600
FACILITY RENTALS + OPERATIONS			235,150	650,640	650,640
FITNESS + GYMNASIUM PROGRAMS			377,245	704,900	704,900
SPECIAL EVENTS			102,962	131,462	131,462
YOUTH + ADULT SPORTS			47,167	47,657	48,161
OTHER DIVISION REVENUES			189,725	217,015	220,918
<b>TOTAL REVENUE RECREATION DIVISION</b>	<b>(508,498)</b>	<b>(508,498)</b>	<b>(1,550,951)</b>	<b>(2,782,925)</b>	<b>(2,795,091)</b>
<b>NET GENERAL FUND SUBSIDY</b>	<b>1,649,540</b>	<b>1,795,114</b>	<b>2,010,680</b>	<b>1,465,457</b>	<b>1,492,985</b>
<b>COST RECOVERY DIRECT + DIRECT OVERHEAD</b>	<b>24%</b>	<b>22%</b>	<b>44%</b>	<b>66%</b>	<b>65%</b>

\* Recommended budget adjustment/augmentation in January 2023 to fund program staff ramp up for program development and facility operations readiness.

# Topline Expense to Revenue | Direct + Overhead **and Indirect**

	FY 2022-23 Adopted Budget	* FY 2022-23 Proposed Revised	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected
<b>EXPENSES</b>					
ADMINISTRATION + OVERHEAD	1,904,598	2,050,172	1,208,454	1,288,481	1,301,470
AQUATICS			567,561	926,886	932,812
CITY-RUN CAMPS			239,437	251,548	256,393
CONTRACT PROGRAMS	196,280	196,280	311,788	337,953	342,308
FACILITY RENTALS + OPERATIONS	24,160	24,160	274,766	312,266	316,477
FITNESS + GYMNASIUM PROGRAMS			371,580	431,485	432,327
SPECIAL EVENTS	33,000	33,000	219,869	228,231	232,607
YOUTH + ADULT SPORTS			186,963	190,317	192,467
OTHER CITY DEPARTMENT OVERHEAD – DIRECT			181,213	281,215	281,215
OTHER CITY DEPARTMENT OVERHEAD – INDIRECT			204,612	210,751	217,073
<b>TOTAL EXPENSE RECREATION DIVISION</b>	<b>2,158,038</b>	<b>2,303,612</b>	<b>3,766,244</b>	<b>4,459,132</b>	<b>4,505,150</b>
<b>REVENUES</b>					
AQUATICS			220,902	493,631	494,159
CITY-RUN CAMPS			113,000	241,020	248,251
CONTRACT PROGRAMS			264,800	296,600	296,600
FACILITY RENTALS + OPERATIONS			235,150	650,640	650,640
FITNESS + GYMNASIUM PROGRAMS			377,245	704,900	704,900
SPECIAL EVENTS			102,962	131,462	131,462
YOUTH + ADULT SPORTS			47,167	47,657	48,161
OTHER DIVISION REVENUES			189,725	217,015	220,918
<b>TOTAL REVENUE RECREATION DIVISION</b>	<b>(508,498)</b>	<b>(508,498)</b>	<b>(1,550,951)</b>	<b>(2,782,925)</b>	<b>(2,795,091)</b>
<b>NET GENERAL FUND SUBSIDY</b>	<b>1,649,540</b>	<b>1,795,114</b>	<b>2,215,293</b>	<b>1,676,208</b>	<b>1,710,058</b>
<b>COST RECOVERY DIRECT + OVERHEAD <b>and</b> INDIRECT</b>	<b>24%</b>	<b>22%</b>	<b>41%</b>	<b>62%</b>	<b>62%</b>

\* Recommended budget adjustment/augmentation in January 2023 to fund program staff ramp up for program development and facility operations readiness.











# Target Dates

- ✓ **January 24, 2023** – Approval of New Staff Positions
- ✓ **February 1, 2023** – Open Recruitments for New Full Time Staff
- ✓ **March 13, 2023** – Full Time Interview + Assessment Processes
- ✓ **April 24, 2023** – Start Dates for New Full Time Hires
- ✓ **June 30, 2023** – Open Recruitments for Part Time Staff
- ✓ **August 14, 2023** – Part Time Interview + Assessment Processes
- ✓ **October 2, 2023** – Start Dates for New Part Time Hires











- *Meeting this timeline allows staff adequate time to complete preparation for opening of the new facility by Fall 2023.*
- *Timing of facility opening, and programming implementation start is dependent on approval of January 2023 Budget Augmentation for new positions and June 2023 approval of first year Recreation Division facility budget for FY 2023-24.*









# Team Action Plan | Beginning April 2023

TASK   ACTION ITEM								
<b>ADMINISTRATIVE PROCESS</b>								
Develop protocol for P-Drive document filing + storage								●
Develop cash handling + daily reconciliation/deposit policy								●
Update Facility Rental Application				●				●
Update Contract Class Instructor application + contract			●					●
Input program information to the recreation software database (CivicRec)	●	●	●	●	●	●	●	
Input all facility use information to CivicRec	●	●	●	●	●	●	●	
Create admin operational documents + procedures for Registration Desk								●
Develop program liability waivers	●	●	●	●	●	●	●	●
Identify + create RFP's and open PO's for programs, services, and supplies	●	●	●	●	●	●	●	
Create Part Time Staff scheduling template	●	●	●	●	●	●	●	●
Identify payroll process for the increased number of Part-Time Staff								●
<b>STAFF RECRUITMENT + ONBOARDING</b>								
Develop staffing plan + estimate target number part time hires	●	●	●	●	●	●	●	●
Develop Assessment process for Part Time Staff recruitments	●	●	●	●	●	●	●	●
Schedule recruitment in coordination with other program areas	●	●	●	●	●	●	●	●
Develop Part Time Staff Handbook + Section Inserts	●	●	●	●	●	●	●	●
Develop Part Time Training curriculum	●	●	●	●	●	●	●	●
Create Swim Lesson Instructor Training Program	●							
Create Customer Service Training Program								●
Begin training of all Part Time Staff	●	●	●	●	●	●	●	●

# Team Action Plan | Beginning April 2023

TASK   ACTION ITEM								
<b>MARKETING</b>								
Develop 6-month + 12-month editorial calendar for Department/Divisions	●	●	●	●	●	●	●	●
Develop 6-month + 12-month dynamic content calendar for website	●	●	●	●	●	●	●	●
Develop campaign for July – National Parks + Recreation Month	●	●	●	●	●	●	●	●
Develop campaign for May – National Water Safety Month	●							●
Create rental brochures by market (corporate/private events/weddings)	●			●				●
Create Fitness Membership promo kit					●		●	●
Create Aquatics Drop + Punch Programs promo kit	●							●
Create Camp Brochure	●	●	●					●
<b>PROGRAM DEVELOPMENT + OPERATIONS</b>								
Create program/operations plan	●	●	●	●	●	●	●	
Develop facility-wide 12-month program schedule	●	●	●	●	●	●	●	
Develop program curriculum	●	●						
Program partner recruitment	●		●		●		●	
Recruit Contract Class Instructors	●		●		●			
Recruit contract exercise instructors (water and dry rec)	●							
Develop participant communication templates	●	●	●	●	●		●	
Create Participant Survey for each program + activity	●	●	●	●	●	●	●	●
Create Quality Assurance Program	●	●	●	●	●	●	●	●
Develop Lost + Found plan								●
Create Grand Opening plan (agenda, speakers, swag, activities)						●		●

# Team Action Plan | Beginning April 2023

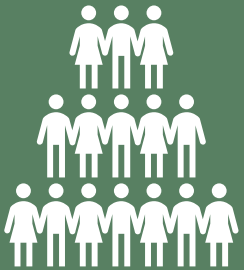
TASK   ACTION ITEM								
FACILITY OPERATIONS								
Set up offices + workspaces	●	●	●	●	●	●	●	●
Develop program-specific storage assignment plans	●	●	●	●	●	●	●	●
Set up safety equipment + review safety procedures	●	●	●	●	●	●	●	●
Review + adjust operational documents based on facility evaluation	●	●	●	●	●	●	●	●
Create process to collect input for ops adjustments once facility is activated	●	●	●	●	●	●	●	●
Create Aquatics + “Dry Rec” operational documents + procedures	●	●	●	●	●	●	●	●
Create Safety Team Training Program	●	●	●	●	●	●	●	●
Create Program Specific Emergency Action Plans	●	●	●	●	●	●	●	●
Create Pool Surveillance Charts (Zone Validation, Zones of Responsibility)	●							
Create amenity safety procedures + operational standards	●	●	●	●	●	●	●	●
			●	●		●		●
		●		●	●	●	●	●
			●	●	●	●	●	●
				●	●	●	●	●
	●	●		●	●	●	●	●
	●	●	●	●	●	●	●	●

# Next Steps

- ✓ **January 24, 2023** – Approval of New Staff Positions
- ✓ **February 1, 2023** – Open Recruitments for New Full Time Staff
- ✓ **March 13, 2023** – Full Time Interview + Assessment Processes
- ✓ **April 24, 2023** – Start Dates for New Full Time Hires
- ✓ **June 30, 2023** – Open Recruitments for Part Time Staff
- ✓ **August 14, 2023** – Part Time Interview + Assessment Processes
- ✓ **October 2, 2023** – Start Dates for New Part Time Hires



READY TO LAUNCH – SOFT OPEN FALL 2023



# QUESTIONS?

