

Roeland Park Feasibility and Operational Study

January 28, 2019



Project Team





Project Summary

Goals

- Comprehensive study of existing facility
- Collect community and user feedback
- Understand how to move closer to higher cost recovery
- Study future options for operation

Scope

- Existing facility assessment (physical and operational)
- Market analysis and benchmarking
- Alternate options and operations
- Marketing strategy
- Alternative funding
- Transition plan

A photograph of a young boy with his arms raised, splashing water in a fountain. He is wearing swim trunks and a yellow wristband. The water is spraying upwards and around him. The background is dark.

Today's Agenda

Facility Assessment

- Physical condition
- Service area & benchmarking
- Financial and Attendance

Public Engagement

- Survey

Alternative Options

- Potential Scenarios

Project Summary

- Recommendation

Physical Condition



Facility Assessment – Physical Condition

Physical Condition: Pools

- Pool basin condition - overall good
- Increasing maintenance
- Pool equipment is aged
(at 21 yrs. - approaching end of life)
- Water treatment systems aged and inefficient
- Pool piping – concerning
(on-going below-grade piping breaks)
- Lacks ADA accessibility
Lap pool, wading pool, vortex pool



Facility Assessment – Physical Condition

Physical Condition: Buildings

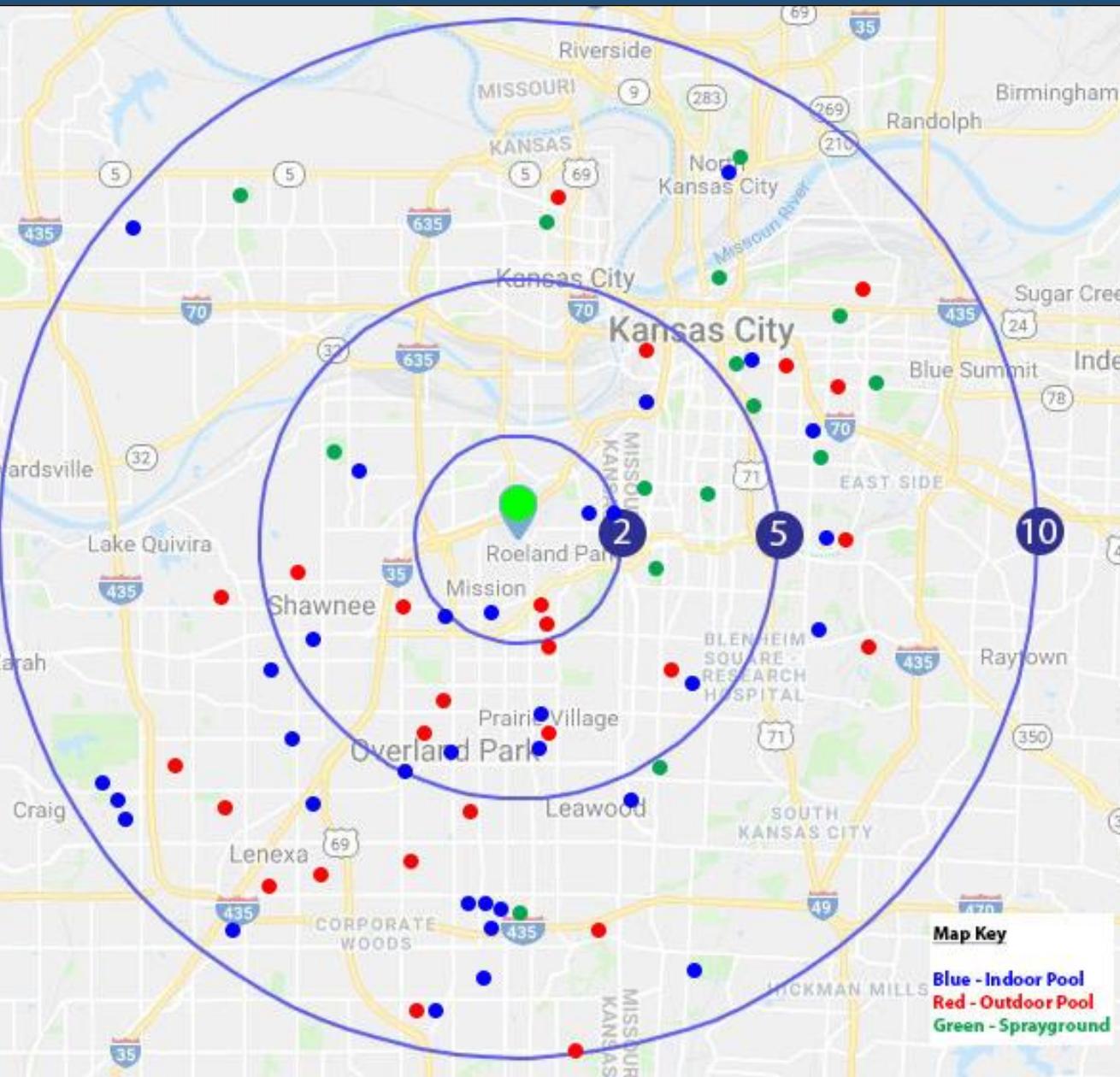
- Building condition - overall good
- Ventilation needed in locker rooms, pump room, chemical room and electrical room
- Corrosion throughout pump room
- Loose insulation
- Wood elements showing signs of damage and age
- Gutter damage, aged caulking
- Tuck pointing recommended on masonry walls
- Article 12 Non-Discrimination: Men's restroom non-compliant



Service Area & Operational Analysis



Service Area - Facility Inventory



Total # Facilities: 75

- 0 - City of Roeland Park
- 5 - within 2-mile radius
- 21 - within 5-mile radius
- 49 - within 10-mile radius

Population Size

- | |
|---------|
| 6,731 |
| 37,989 |
| 161,263 |
| 404,794 |

of Facilities & Drive Time:

- 0 - 0 to 4 minutes
- 8 - 5 to 10 minutes
- 59 - 11 to 20 minutes
- 8 - 21 to 29 minutes
- 0 - 30+ minutes

of Types of Facilities:

- 28 - indoor
- 26 - outdoor
- 15 - splashpads
- 5 - indoor/outdoor combination
- 1 - outdoor/splashpad combination

Service Area – Benchmarking



Outdoor Pool

8 Johnson County agencies were studied to understand how the Roeland Park Aquatic Center was performing against comparable, area facilities.

- **Average water space is 1.14 s.f. per capita**
- **Average cost recovery is 68%***
- **Typical goal is to be between 60 - 80%**

Indoor Pool

3 indoor pool agencies were studied to understand how the Roeland Park Aquatic Center was performing against comparable, area facilities.

- **Average water space is .54 s.f. per capita**
- **Average cost recovery is 58%***
- **Typical goal is to be between 40 - 60%**

CIP and maintenance expenditures are calculated in the Roeland Park numbers, whereas the benchmarked facilities may not include those.

Outdoor Financial Performance

Metro Area Comparison: 2017 – 2018

JOCO Facilities	Water Area (s.f.)	Est. Pop.	Water (s.f.) per capita	Revenue	Expenses	Cost Recovery
8 Johnson County Benchmarked Agencies: Outdoor Pools	14,415 to 43,400	3,957 to 135,473	.35 to 3.16	\$135,783 to \$481,536	\$183,66 to \$653,730	54% to 80%
	Average	1.14		Average	68%	

**WSA is based on all pools in the system, and Attendance, Revenue and Expenses are based on one pool within the system. Indoor pools not included.*

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			Average	1.14	Average	68%
Roeland Park	13,603	6,731	2.02	\$141,252	\$469,131	36%

**WSA is based on all pools in the system, and Attendance, Revenue and Expenses are based on one pool within the system. Indoor pools not included.*

Indoor Financial Performance

Facility Comparison: 2017 – 2018

Facilities	Water Area (s.f.)	Est. Pop.	Water (s.f.) per capita	Revenue	Expenses	Cost Recovery
3 Benchmarked Agencies: <i>Indoor Pools</i>	11,325 to 12,900	2,221 to 96,076	.13 to .65	\$54,000 to \$312,310	\$127,610 to \$424,597	44% to 74%
		Average	.54		Average	58%

*WSA is based on all pools in the system, and Attendance, Revenue and Expenses are based on one pool within the system.

**Averages 2013 – 2015 data .

Indoor Financial Performance

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Facilities	Water Area (s.f.)	Est. Pop.	Water (s.f.) per capita	Revenue	Expenses	Cost Recovery
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			Average	.54	Average	58%
Roeland Park**	13,603	6,731	2.02 / 1.72	\$96,571	\$278,821	35%

*WSA is based on all pools in the system, and Attendance, Revenue and Expenses are based on one pool within the system.

**Averages 2013 – 2015 data .

Financial Performance Summary

Year	Attendance*	Revenue**	Expenses**	Net Loss	Cost Recovery (Total)	Cost Recovery (Excl. transfers)
2013	N/A	\$232,961	\$622,739	\$(389,778)	37%	43%
2014	53,493	\$236,824	\$659,130	\$(422,306)	36%	43%
2015	52,958	\$245,694	\$616,746	\$(371,052)	40%	47%
2016	49,897	\$221,018	\$573,095	\$(352,077)	39%	44%
2017	33,130	\$197,443	\$570,621	\$(373,178)	35%	40%
2018	14,280	\$141,252	\$469,131	\$(327,879)	30%	36%

Analysis:

- Low cost recovery
- Large facility for the size of the population (in s.f.)
- Options to Improve Cost Recovery
 - Reduce expenses through decreased pool size and updated systems
 - Increase attendance and revenue by providing modern amenities and focus on family use

*Includes programs **Rounded to nearest dollar

Outdoor Attendance

Metro Area Comparison: 2017 – 2018

JOCO Facilities	Est. Pop.	Attendance	Visits per Capita
8 Johnson County Benchmarked Agencies: <i>Outdoor Pools*</i>	3,957 to 135,473	12,555 to 74,790	.49 To 9.86
Average		2.52	

**WSA is based on all pools in the system, and Attendance, Revenue and Expenses are based on one pool within the system. Indoor pools not included.*

Outdoor Attendance

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Average			2.52
Roeland Park	6,731	14,280**	2.12***

*WSA is based on all pools in the system, and Attendance, Revenue and Expenses are based on one pool within the system. Indoor pools not included.

**Includes all program attendance. Excluding program attendance, visit total is 10,212.

***Includes all program attendance. Excluding program attendance, visits per capita is 1.52.

Outdoor Attendance

Metro Area Comparison: 2017 – 2018

JOCO Facilities	Est. Pop.	Attendance	Visits per Capita
8 Johnson County Benchmarked Agencies: <i>Outdoor Pools*</i>	3,957 to 135,473	12,555 to 74,790	.49 To 9.86
		Average	2.52
Roeland Park	6,731	14,280**	2.12***

Analysis:

- Attendance is lower than expected for the size of the community. It is substantially lower if program attendance is not included.
- We would project a total of 16,962 visits per year during the outdoor season at Roeland Park.

*WSA is based on all pools in the system, and Attendance, Revenue and Expenses are based on one pool within the system. Indoor pools not included.

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***Includes all program attendance. Excluding program attendance, visits per capita is 1.52.

Indoor Attendance

Facility Comparison: 2017 – 2018

JOCO Facilities	Est. Pop.	Attendance	Visits per Capita
3 Benchmarked Agencies: <i>Indoor Pools*</i>	2,221 to 96,076	13,173 To 31,000	.32 To .75
Average			.54

**WSA is based on all pools in the system, and Attendance, Revenue and Expenses are based on one pool within the system. Indoor pools not included.*

Indoor Attendance

Facility Comparison: 2017 – 2018

JOCO Facilities	Est. Pop.	Attendance	Visits per Capita
3 Benchmarked Agencies: <i>Indoor Pools*</i>	2,221 to 96,076	13,173 To 31,000	.32 To .75
Average			.54
Roeland Park	6,731	28,161**	4.18***

*WSA is based on all pools in the system, and Attendance, Revenue and Expenses are based on one pool within the system. Indoor pools not included.

**Includes all program attendance. Excluding program attendance, visit total is 11,590.

***Includes all program attendance. Excluding program attendance, visits per capita is 1.70.

Indoor Attendance

Facility Comparison: 2017 – 2018

JOCO Facilities	Est. Pop.	Attendance	Visits per Capita
3 Benchmarked Agencies: <i>Indoor Pools*</i>	2,221 to 96,076	13,173 To 31,000	.32 To .75
Average			.54
Roeland Park	6,731	28,161**	4.18***

Analysis:

- Attendance is higher than expected for the size of the community.
- Based on the most comparable facility in a metro area, we would project a total of 5,048 visits per year at an indoor facility.

*WSA is based on all pools in the system, and Attendance, Revenue and Expenses are based on one pool within the system. Indoor pools not included.

**Includes all program attendance. Excluding program attendance, visit total is 11,590.

***Includes all program attendance. Excluding program attendance, visits per capita is 1.70.

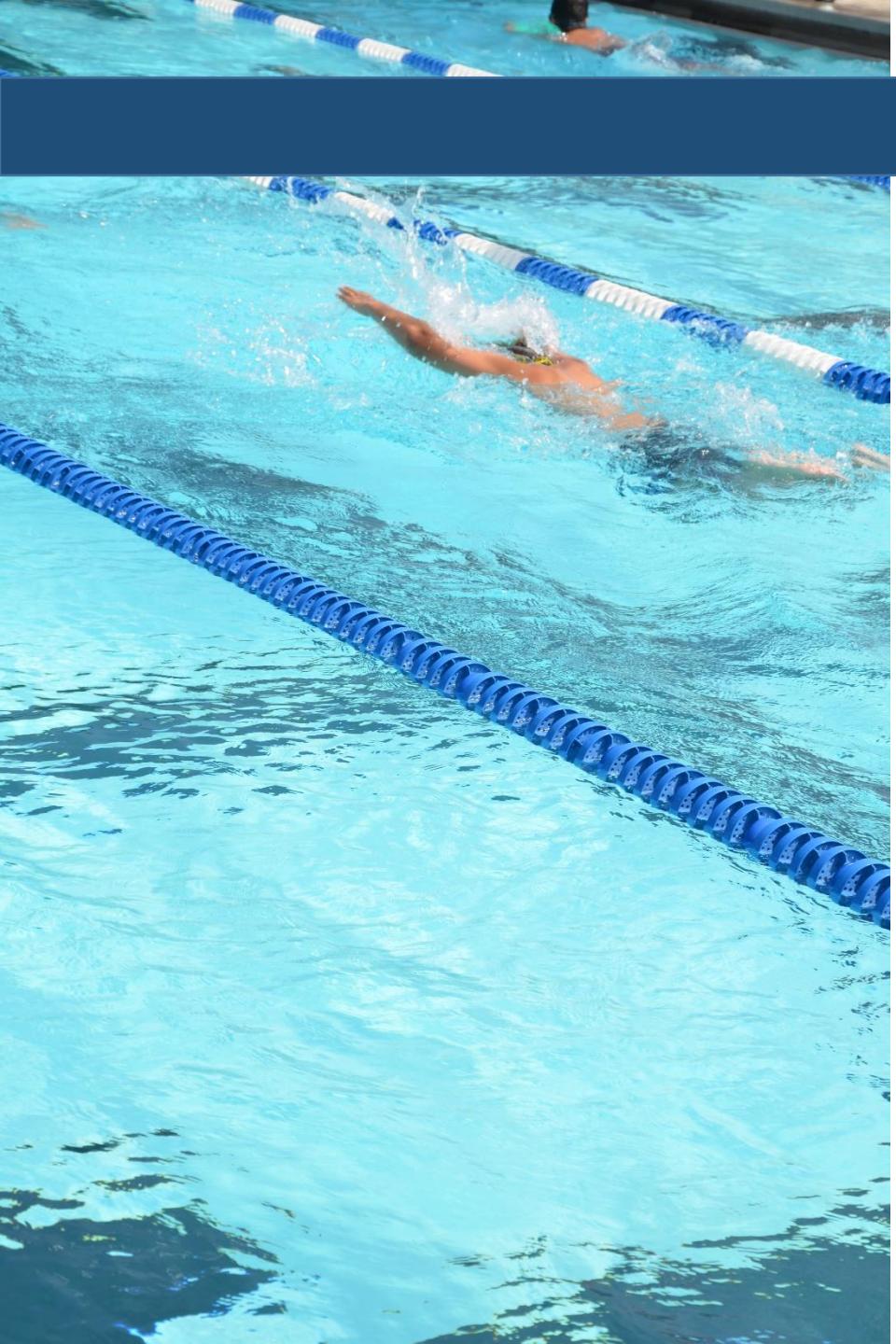
A photograph of a man with a beard and sunglasses, wearing a red swim cap, swimming in a blue-tinted pool. The water is slightly rippled.

Facility Assessment – Attendance

Year	Attendance*	% Indoor	% Outdoor
2013	N/A	N/A	N/A
2014	53,493	51%	49%
2015	52,958	54%	46%
2016	49,897	54%	46%
2017	33,130	33%	67%
2018	14,280	0	100%

Analysis:

- Attendance - going down prior to dome removal
- Attendance indoor (8-mo) vs. outdoor (4-mo) - comparable

A photograph of a swimming pool showing several swimmers in lanes. The water is clear blue, and the lane lines are white and blue. The perspective is from the side of the pool, looking down the length of the lanes.

Facility Assessment – Attendance

	Indoor			Outdoor		
	RP Res	JOCO Res	NonRes	RP Res	JOCO Res	NonRes
2013	N/A	N/A	N/A	N/A	N/A	N/A
2014	9%	69%	22%	28%	53%	19%
2015	8%	69%	23%	25%	50%	25%
2016	9%	72%	20%	29%	45%	26%
2017	9%	81%	10%	19%	67%	14%
2018	N/A	N/A	N/A	35%	16%	49%

Analysis:

- Indoor - Predominately non-resident usage
- Outdoor - Approx. 1/3 of users are Roeland Park Residents and 1/2 are non-residents



Facility Assessment – Attendance Usage Breakdown

Other Johnson County Facilities (Outdoor)*		Roeland Park (Outdoor)**	
City Resident	Non-Resident	RP Resident	Non-Resident
40 – 90%	10 – 60%	19 – 35%	65 – 81%

Analysis:

- In comparison to other Johnson County aquatics facilities, the Roeland Park Aquatic Center serves more non-residents
- 2018 showed the highest Roeland Park Resident usage in the last five years

**Based on the 2017 Ad Hoc Aquatics Committee Report, average of 2015-2016 data.*

***Ranges from 2014 – 2018.*

Facility Assessment – Attendance

	% Program Attendance Indoor	% Program Attendance Outdoor
2013	N/A	N/A
2014	74%	35%
2015	72%	33%
2016	74%	33%
2017	73%	35%
2018	N/A	44%

Programs Include:

- Stingrays Swim Team
- Swimming Lessons
- Competitive Swim Teams:
Blazers, Bishop Miege, Horizons, SMN Special Education, Swim Academy

Analysis:

- Primary function – regional pool due to location and programming focused on competitive swimming
- Indoor - majority of visits for program attendees
- Outdoor - majority of visits for passes and memberships

Competitive Swim Team Impact - Outdoor

All estimated attendance, revenues and expenditures

City	Pools	Water Area (sf)	Est. Pop.	Water (sf) per capita	Attendance	Revenue	Expenses	Cost Recovery
Roeland Park	1	13,603	6,731	2.02	14,280	\$141,252	\$469,131	36%

Competitive swim team removed from attendance and revenue

City	Pools	Water Area (sf)	Est. Pop.	Water (sf) per capita	Attendance	Revenue	Expenses	Cost Recovery
Roeland Park	1	13,603	6,731	2.02	10,212	\$136,408	\$469,131	29%

- 28% of attendance from competitive swim team
- 3% of revenue from competitive swim team
- Incorporating competitive swim team into the operation is an important consideration for the outdoor season to increase cost recovery

Competitive Swim Team Impact - Indoor

All estimated attendance, revenues and expenditures

City	Pools	Water Area (sf)	Est. Pop.	Water (sf) per capita	Attendance	Revenue	Expenses	Cost Recovery
Roeland Park**	1	13,603	6,731	2.02 / 1.72	28,161	\$96,571	\$278,821	35%

Competitive swim team removed from attendance and revenue

City	Pools	Water Area (sf)	Est. Pop.	Water (sf) per capita	Attendance	Revenue	Expenses	Cost Recovery
Roeland Park**	1	13,603	6,731	2.02 / 1.72	11,460	\$87,164	\$281,725	31%

- 58% of attendance from competitive swim team
- 9% of revenue from competitive swim team
- The competitive swim team utilizes the indoor facility more than any other group and does not help with cost recovery in a significant way.

***Averages 2013 – 2015 data .*

Public Engagement



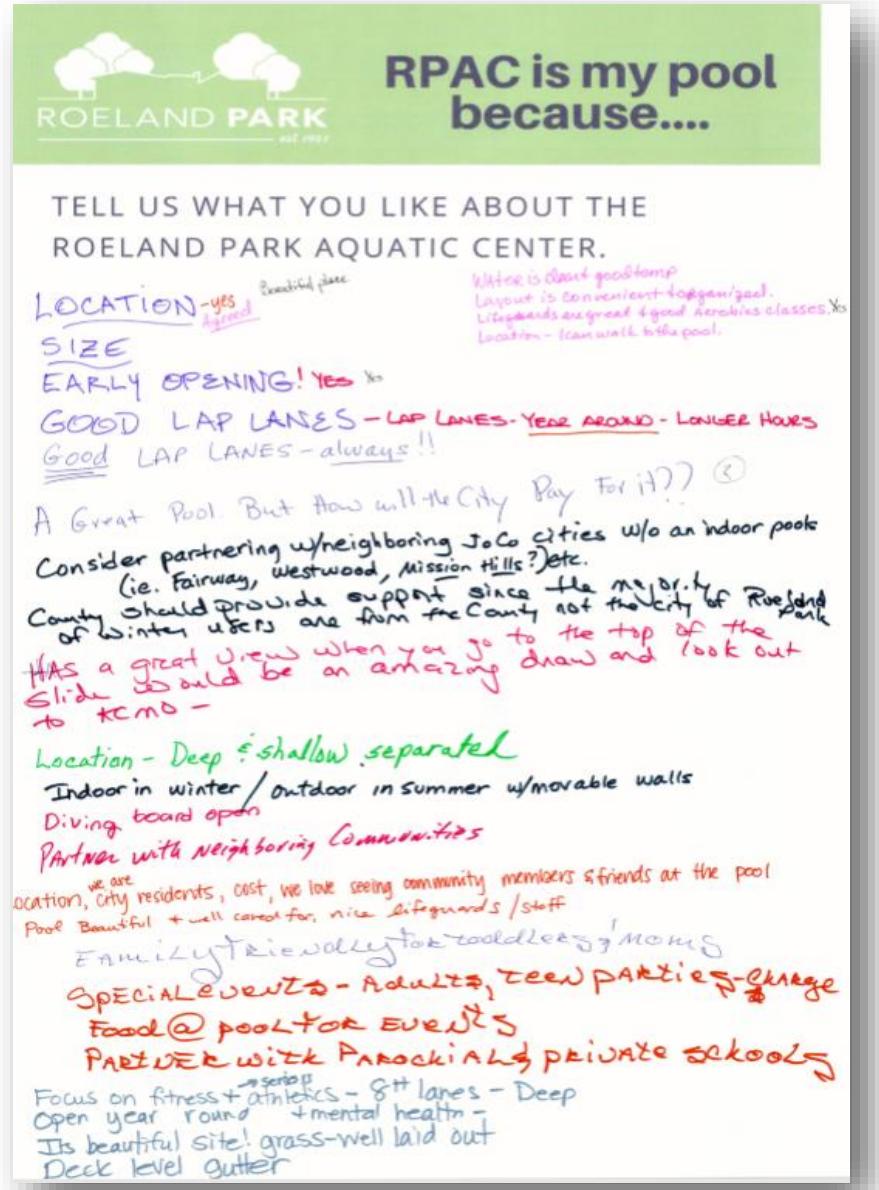
Methods: Survey, Open House, User Group Meetings

Themes

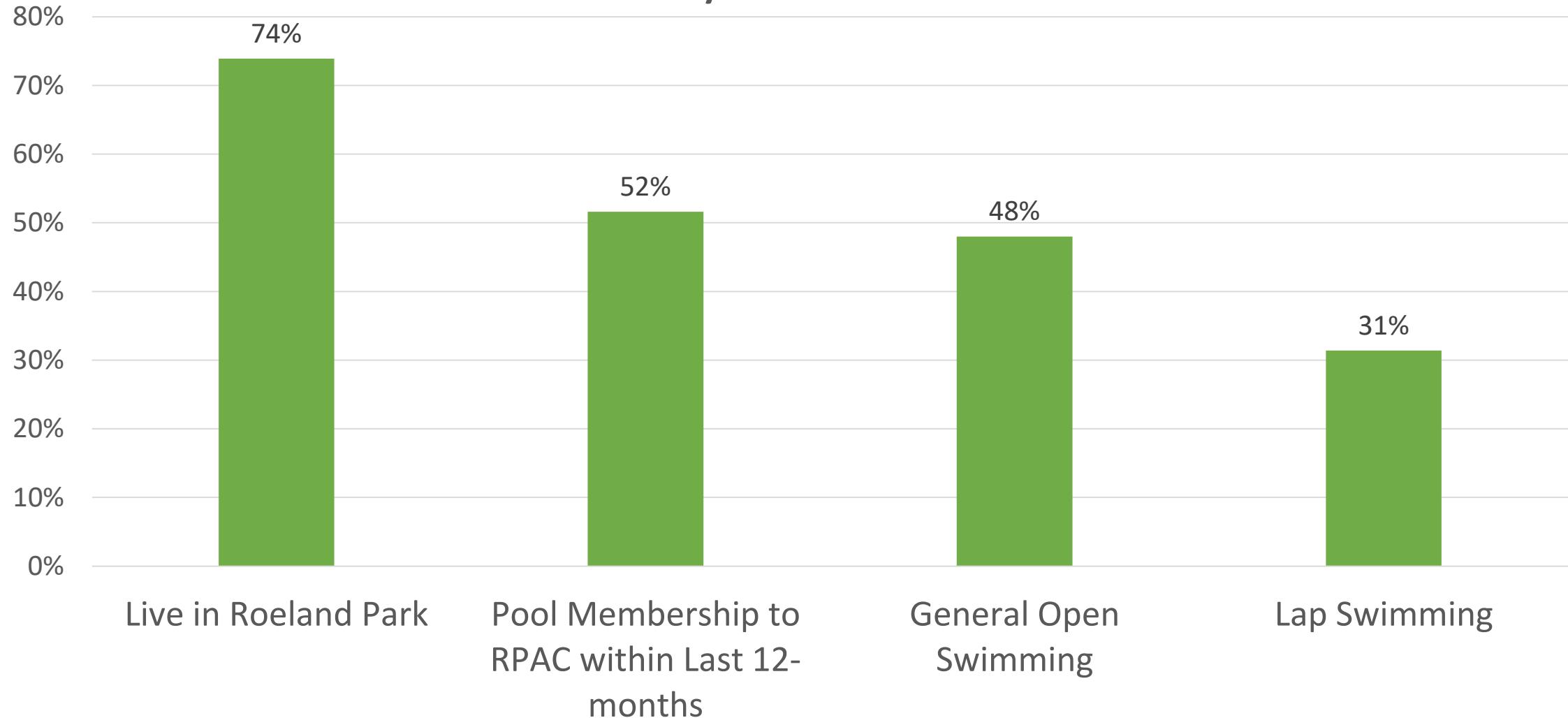
- General support for RPAC
- Interest from general and fitness communities
- Good location & inviting park setting
- Amenity pools minimally used & lacking fun features

Dome-related design outcomes

- Amenity pools far from main pool, separate users and interests
- No shade near main pool
- No slides or play structure in main pool
- Competitive swim/lap focus
- Lights far from main pool, reduce lighting effectiveness in summer
- Diving boards, guard stands, deck equipment removed twice year

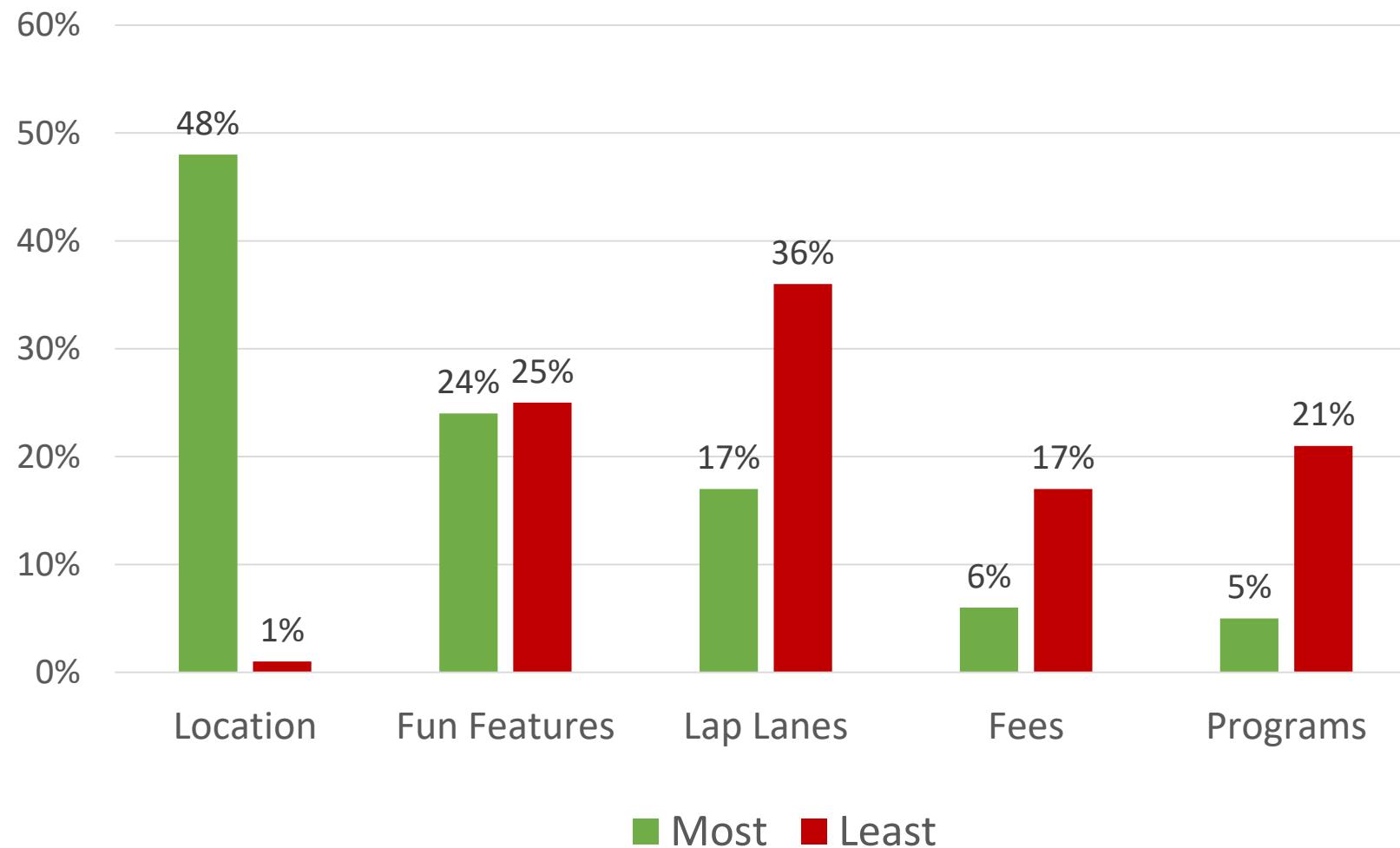


Survey Feedback



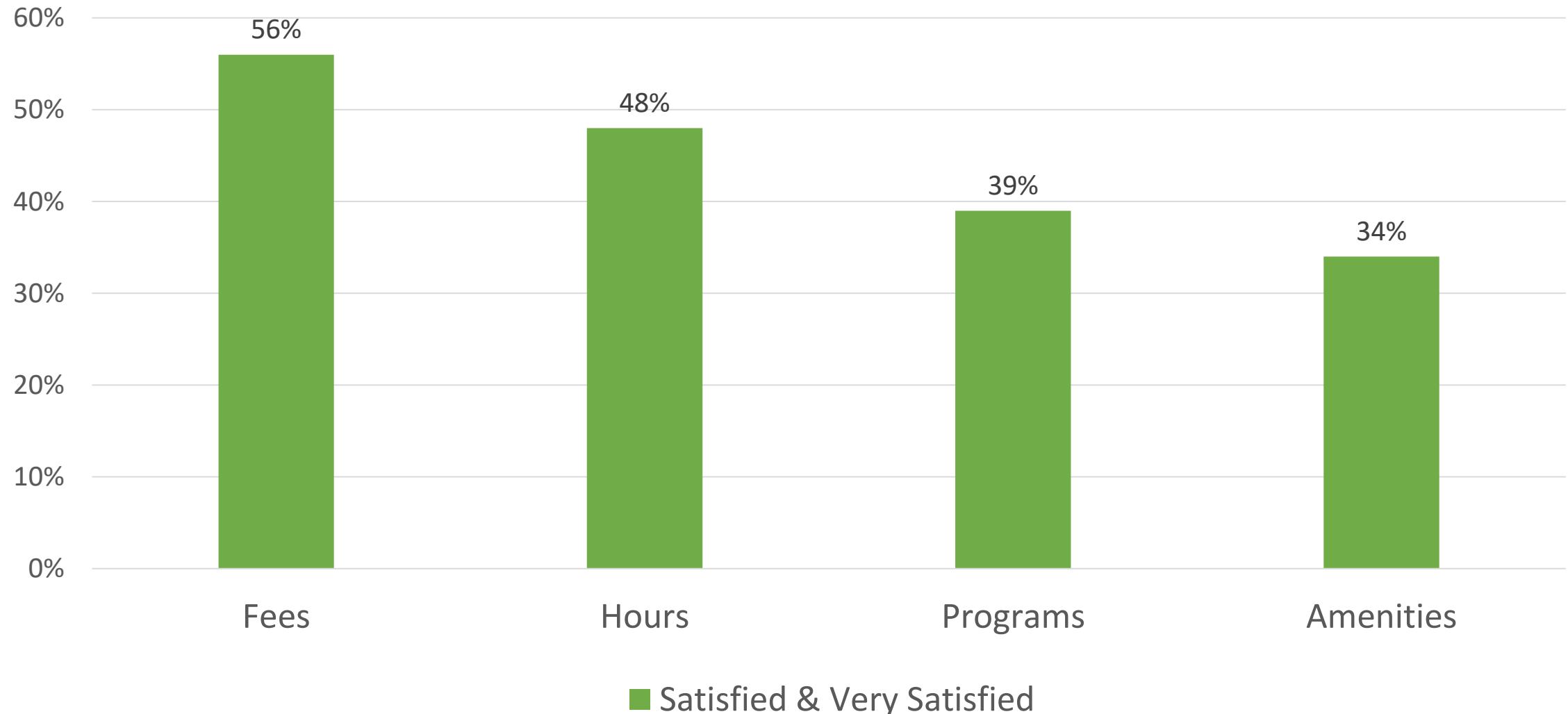
Public Engagement- Survey

15. Please rank what you **care most** about when **deciding where to go** to meet your swimming needs.



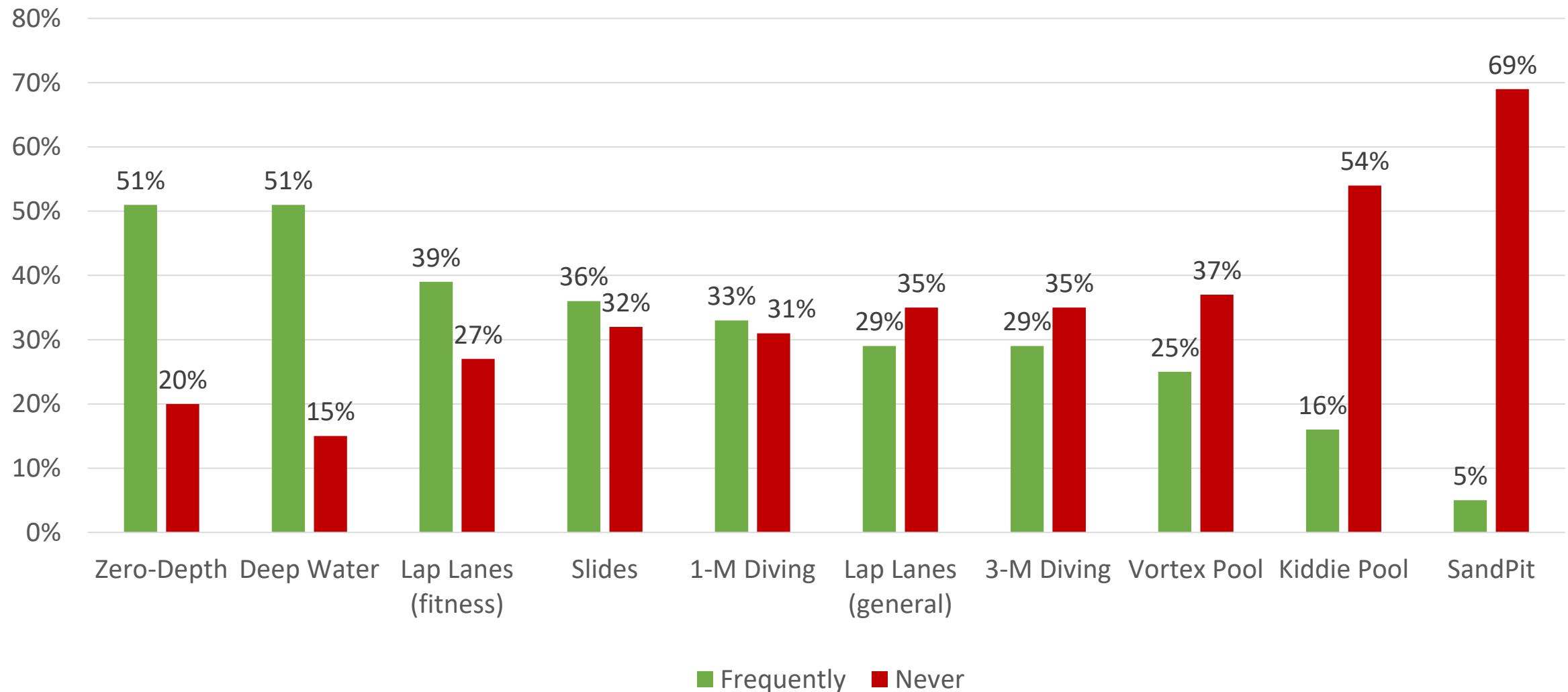
Public Engagement- Survey

16. **How satisfied** are you with the following at the Roeland Park Aquatic Center?



Public Engagement- Survey

18. Please rank **how often** someone in your household **uses** the following **amenities** at the Roeland Park Aquatic Center.



Public Engagement- Survey

19. Please rank how **interested** someone in your household would be to use the following **amenities**.

25M/Y Lap Lanes



Most Least

20% 8%

Toddler Features



Most Least

11% 40%

Large Slides



Most Least

8% 5%

Zero-Depth



17% 2%

Lazy River



11% 4%

1M/3M diving



7% 7%

50M Lap Lanes



13% 15%

Deep Water



9% 6%

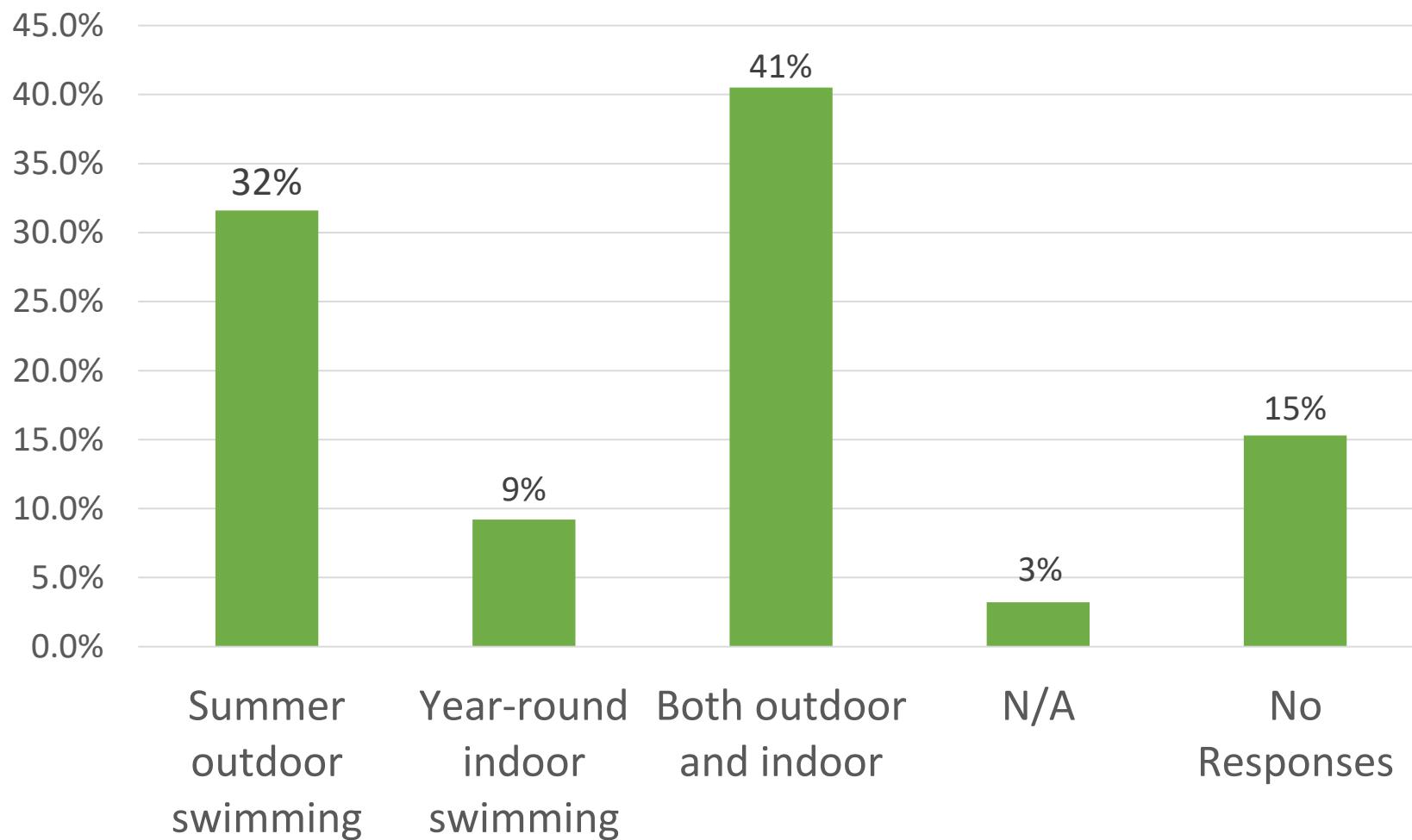
Active Features



4% 13%

Public Engagement- Survey

20. Please select the **swimming need** that most applies to your household.

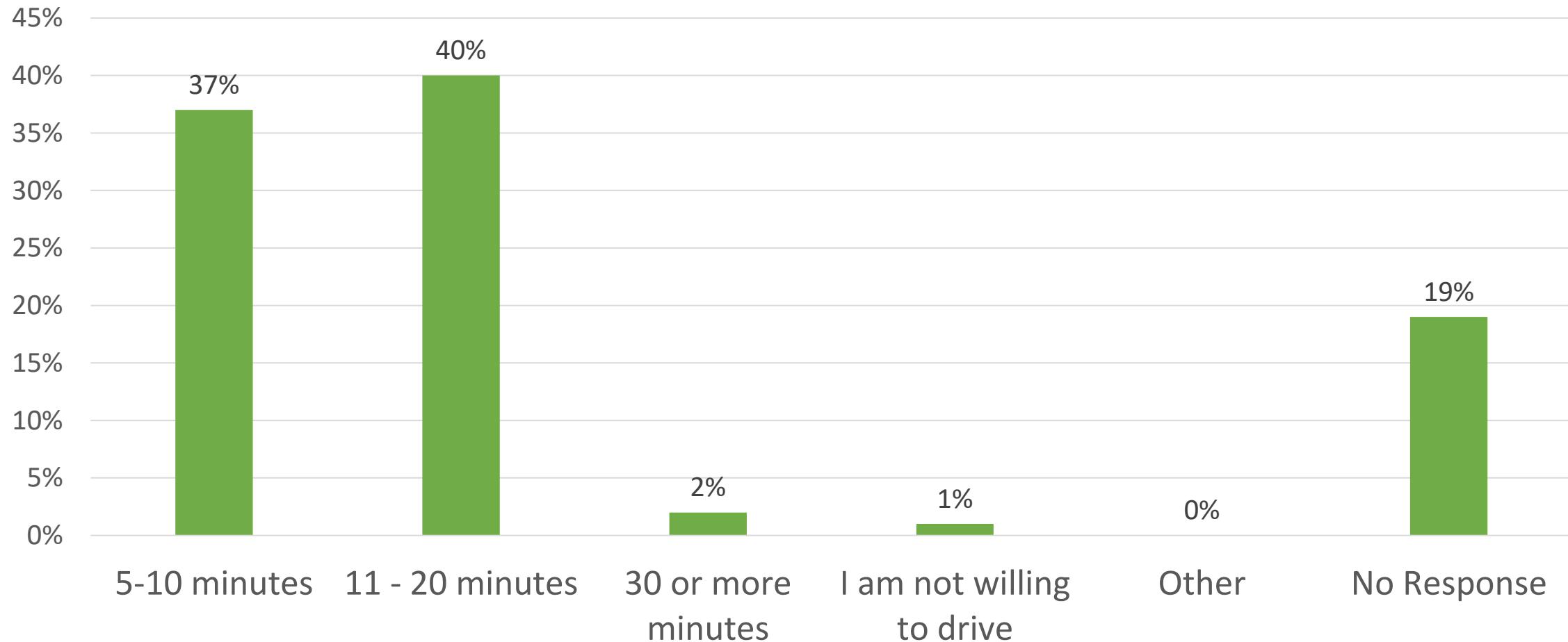


Two trends:
(survey and comments)

1. Indoor pool needed/desired
 2. Indoor pool opposition, neutrality or acceptable only if financially sustainable
- OR**

Public Engagement- Survey

19. How far are you **willing to drive** to participate in a swimming activity?



Public Engagement- Survey Summary

Survey Summary Points of Interest

- Outdoor swimming is important
- Indoor swimming level of importance varies
 - High need from fitness and competitive swimming users
 - Some interest from general public and leisure users, but would need to be financially sustainable
 - Other ideas were submitted in lieu of subsidizing an indoor operation
- Most important factor for choosing where to swim - location
- Community is happy with fees but least happy with amenities, fun features is important when selecting where to swim
- Most used pool - Main pool is utilized most regularly (zero-depth, lap lanes and deep water)
- Least used pool - Kiddie pool and sand pit
- 77% are willing to drive up to 10 minutes to swim, and 40% of respondents are willing to drive up to 20 minutes
- Over 50% had a Roeland Park Aquatic Center membership, and nearly 50% participated in programs
- Over 50% also visited other aquatics facilities for open swim, but only 30% visited others facilities for programs

Alternate Options



Option 1- Year-Round + dome



Pool Size (s.f)

11,590

Capital Costs

Est. Project Cost: \$1.2M

Operations

- Est. Expenditures: \$707,000
- Est. Revenue: \$227,000 - \$426,000
- Est. Cost Recovery: 32% - 60%
- Est. Annual Loss: \$281,000 - \$480,000
- Actual Loss (avg. '13-'15) \$394,379 (City now pays 100%)

Benefits:

- Year-round
- Lower construction cost (than brick and mortar)

Challenges:

- Capital investment
- Higher utility cost (than brick and mortar)
- Financial sustainability + resident use
- Ongoing maintenance of dome structure + utilities

Option 2- Year-Round + fixed structure



Pool Size (s.f.)

11,590

Capital Costs

Est. Project Cost: \$3M - \$4.8M

Operations

- Est. Expenditures: \$707,000
- Est. Revenue: \$227,000 - \$426,000
- Est. Cost Recovery: \$32% - 60%
- Est. Annual Loss: \$281,000 - \$480,000
- Actual Loss (avg. '13-'15) \$394,379 (City now pays 100%)

Benefits:

- Year-round
- Lower construction cost (than brick and mortar)
- Aesthetically more inviting than an air-inflated dome

Challenges:

- Capital investment
- Higher utility cost (than brick and mortar)
- Financial sustainability
- Utilities

Option 3- 6-mo. Outdoor Season + improvements

Pool Size (s.f)	13,603
Capital Costs	\$390,000
Operations	
• Est. Expenditures:	\$491,000
• Est. Revenue:	\$158,000 - \$345,000
• Est. Cost Recovery:	32% - 70%
• Est. Annual Loss:	\$333,000 - \$146,000
• Actual Loss (avg. '13-'15)	\$394,379 (City now pays 100%)
Benefits:	
• It is what you've always done	
• Program participants serviced - rentals	
Challenges:	
• Ongoing and increasing maintenance	
• Heater costs (est. based on total 90 days use)	
• Decreasing attendance = decreasing revenue	
• High staffing costs	



Option 4- Summer Season + improvements



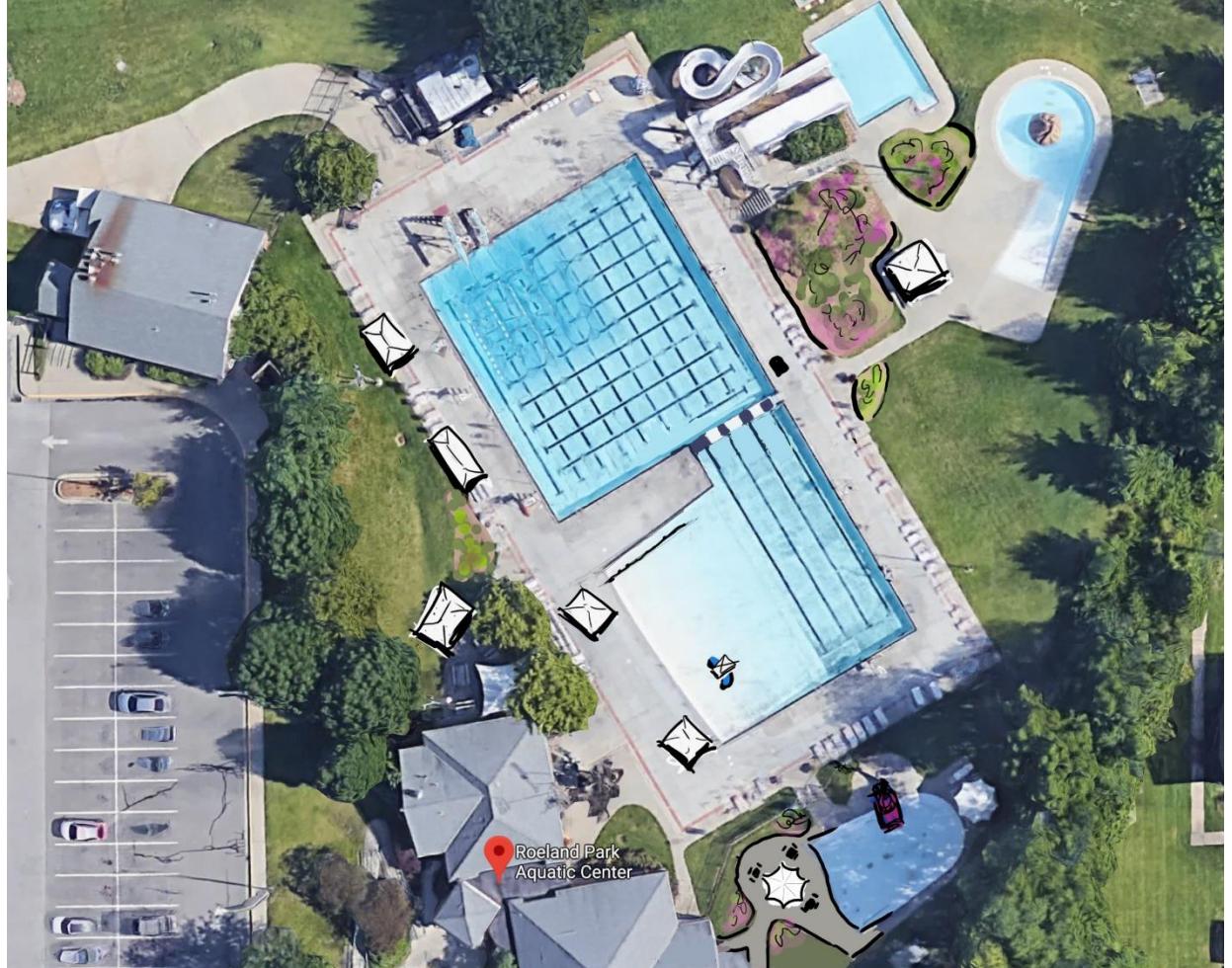
Pool Size (s.f.)	13,603
Capital Costs	\$390,000
Operations	
• Est. Expenditures:	\$337,7500
• Est. Revenue:	\$142,500 - \$237,000
• Est. Cost Recovery:	42% - 70%
• Est. Annual Loss:	\$195,250 - \$100,750
• Actual Loss (avg. '13-'15)	\$394,379 (City now pays 100%)
Benefits:	
• It is what you've always done	
Challenges:	
• Ongoing and increasing maintenance	
• Decreasing attendance = decreasing revenue	
• High staffing costs	

Option 4a- Summer Season + Basic Upgrades

Existing

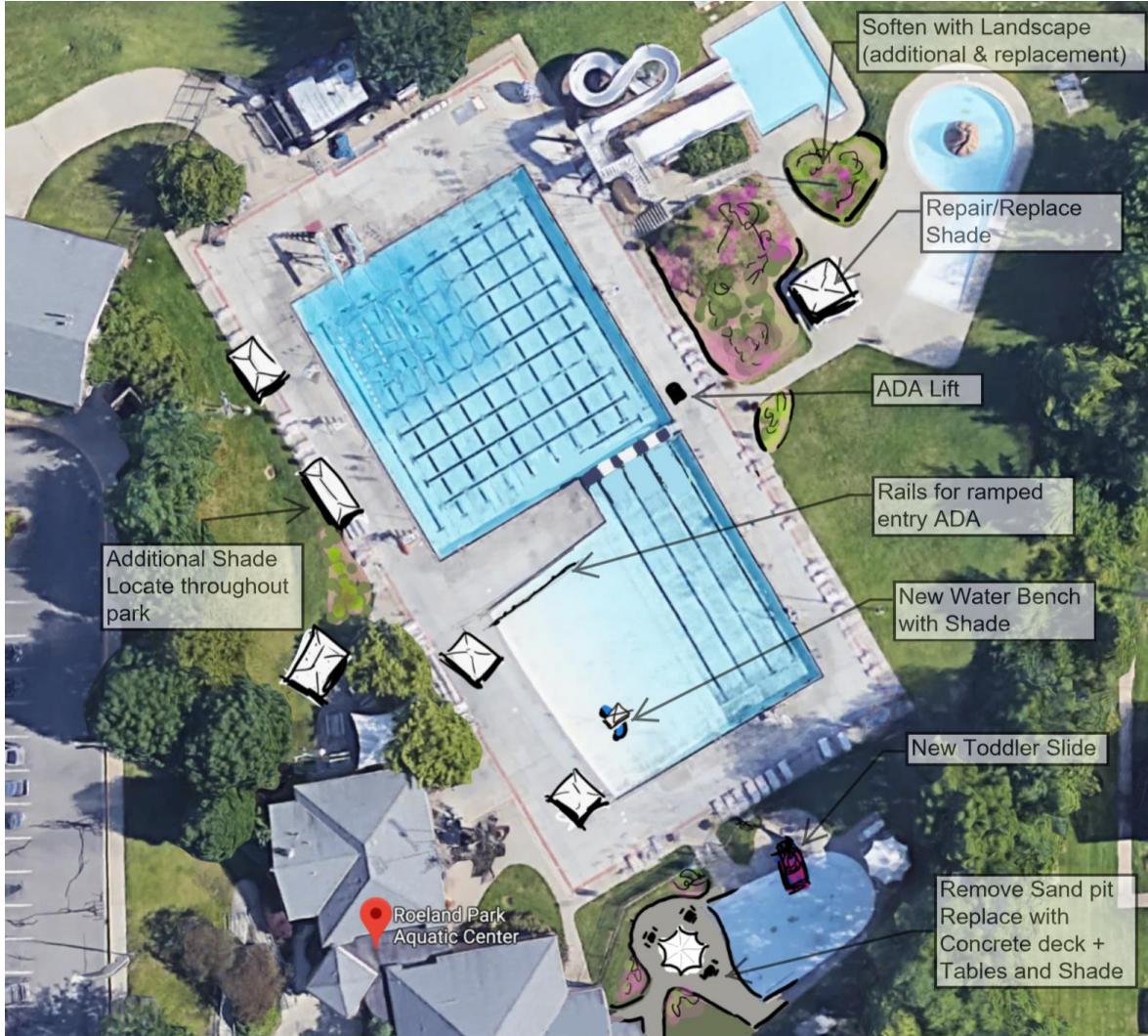


Upgrades



Option 4a- Summer Season + Basic Upgrades

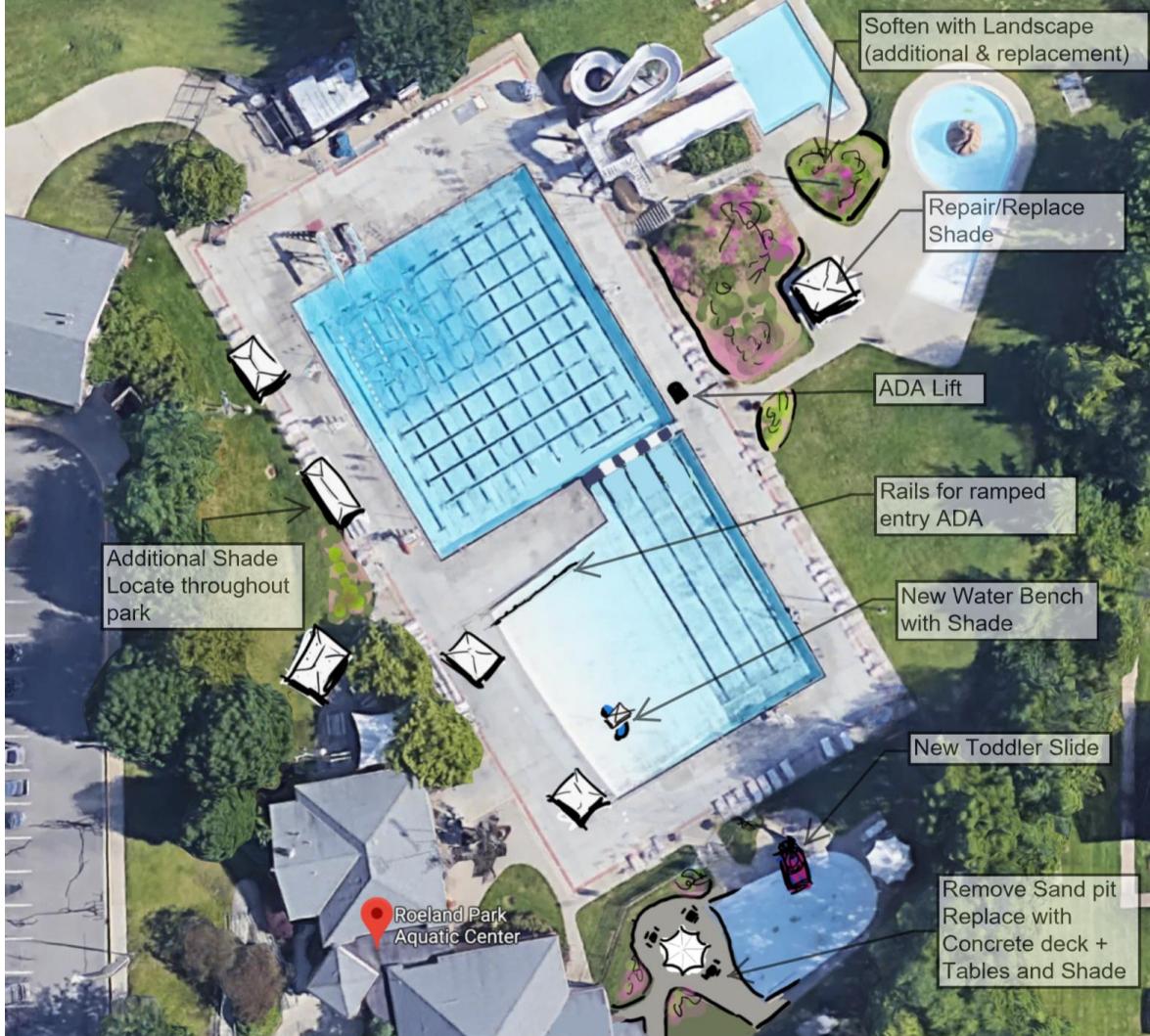
Upgrades



- Water filtrations improvements
- Basic mechanical room improvements
- Shade structures
- Remove sand pit + replace with concrete and shade
- Replace toddler slide to kiddie pool
- In-water bench + shade in zero-depth
- ADA ramp into zero-depth
- ADA chair in deep lap area
- Soften with landscape
- Lighting

Option 4a- Summer Season + Basic Upgrades

Upgrades



Pool Size (s.f.)

13,603

Capital Costs

Est. Project Cost: \$680,000

Operations

- Est. Expenditures: \$337,750
- Est. Revenue: \$152,500 - \$237,000
- Est. Cost Recovery: 45% - 70%
- Est. Annual Loss: \$185,250 - \$100,750
- Actual Loss (avg. '13-'15) \$394,379 (City now pays 100%)

Benefits:

- Reduce maintenance
- Increase operations efficiency
- Address basic public feedback

Challenges:

- Capital investment
- High staffing costs
- No year-round swimming

Option 4b- Summer Season + Family Aquatic Center

Existing

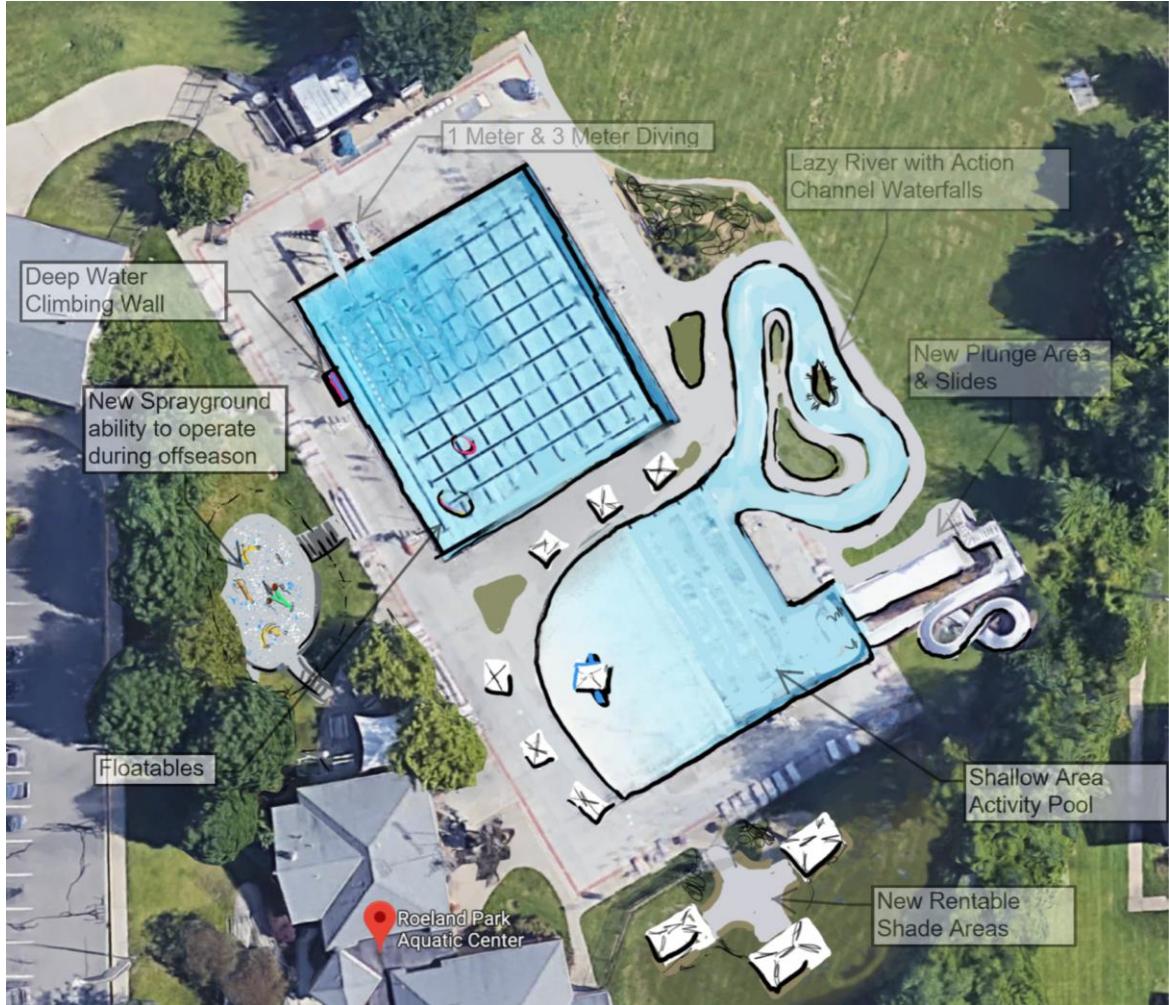


Upgrades



Option 4b- Summer Season + Family Aquatic Center

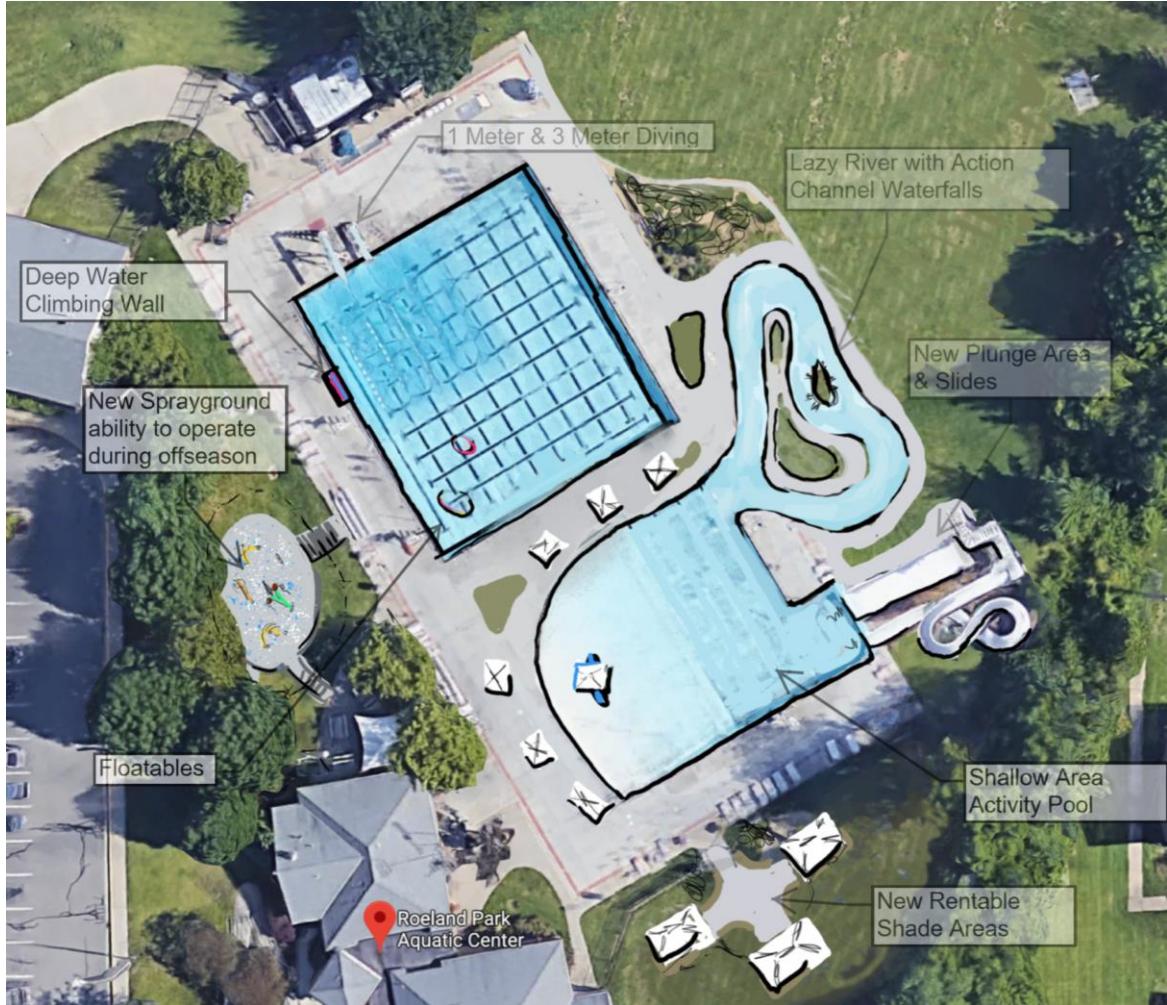
Upgrades



- Separate lap and leisure pools
- New mechanical and piping
- Maintain diving + climbing wall and floatables
- Replace & relocate slides
- Add lazy river
- Replace kiddie pool with rentable shade/cabanas
- Sprayground – (use in off season?)
- Lighting

Option 4b- Summer Season + Family Aquatic Center

Upgrades



Pool Size (s.f.)	11,000 – 13,000
Capital Costs	Est. Project Cost: \$4.7M

Operations

• Est. Expenditures:	\$316,500
• Est. Revenue:	\$168,500 - \$222,500
• Est. Cost Recovery:	53% - 70%
• Est. Annual Loss:	\$148,000 - \$94,000
• Actual Loss (avg. '13-'15)	\$394,379 (City now pays 100%)

Benefits:

- Increase cost recovery
- Increase operations efficiency
- Address feedback, improve amenities

Challenges:

- Capital investment
- No year-round swimming

Overall Summary



History: Annual Net Loss

Starting in 2019, the full net loss will be paid by the City.

Year	Revenue**	Expenses**	Net Loss/Subsidy	50% City Responsibility
2013	\$232,961	\$622,739	\$(389,778)	\$197,889
2014	\$236,824	\$659,130	\$(422,306)	\$211,153
2015	\$245,694	\$616,746	\$(371,052)	\$185,526
2016 <i>(partial dome closure)</i>	\$221,018	\$573,095	\$(352,077)	\$176,039
2017 <i>(dome early 2017 only)</i>	\$197,443	\$570,621	\$(373,178)	\$186,589
2018 <i>(no dome)</i>	\$141,252	\$469,131	\$(327,879)	\$163,940

**Rounded to nearest dollar

Minimum Recommended Improvements

	Improvements Estimate	Operating Revenue**	Operating Expenses**	Net Loss/Subsidy	100% City Responsibility
Facility As-Is (4) Minimum recommended improvements	\$390,000	\$142,500 - \$237,000	\$337,750	≤ \$195,250	\$195,250

Immediate Improvements

- ADA access to vortex pool and lap pool
- Repair slide cracks
- Replace deck caulking
- Install lighting
- Remove electrical junction boxes and dome support track
- New flow meters and pressure gauges
- Improve UV support structure
- Replace backwash piping with larger piping to meet needed rate
- Repair damaged deck areas

Long Term Improvements

- Remove sand pit
- Replace corroded slide structure hardware with S/S
- Revise auxiliary pits recirculation method
- Provide fiberglass doors and frames
- Rebuild water treatment to individual treatment per pool
- Replace recirculation pumps with larger equipment

Amount Borrowed in 1996 to Construct Aquatic Center: \$3 million

Does not include the dome or bulkhead

Annual Debt Service Rule of Thumb

Borrowing \$1 million at 5% interest paid back over 20 years requires \$80,000 in annual debt service payments

Over the course of that 20 years, borrowing will pay \$1.6 million to the lender or 60% over the original borrowing amount

Summary

Option	Revenue	Expenditures	Subsidy	Cost Recovery	Capital Cost
Option 1: year-round + dome	\$227,000 - \$426,000	\$707,000	≤ \$480,000	32% - 60%	\$1.2M
Option 2: year-round + fixed	\$227,000 - \$426,000	\$707,000	≤ \$480,000	32% - 60%	\$3M - \$4.8M
Option 3: 6-mo. season	\$158,000 - \$345,000	\$491,000	≤ \$333,000	32% - 70%	\$390,000
Option 4: 3-mo + no updates	\$142,500 - \$237,000	\$337,750	≤ \$195,250	42% - 70%	\$390,000
Option 4a: 3-mo + basic upgrades	\$152,500 - \$237,000	\$337,750	≤ \$185,250	45% - 70%	\$680,000
Option 4b: 3-mo + aquatic center	\$168,500 - \$222,500	\$316,500	≤ \$148,000	53 – 70%	\$4.7M



Overall themes:

- Community support
- Currently low cost recovery
- Ongoing and increasing maintenance
- Improvements needed (pool, building, ADA)

Summary

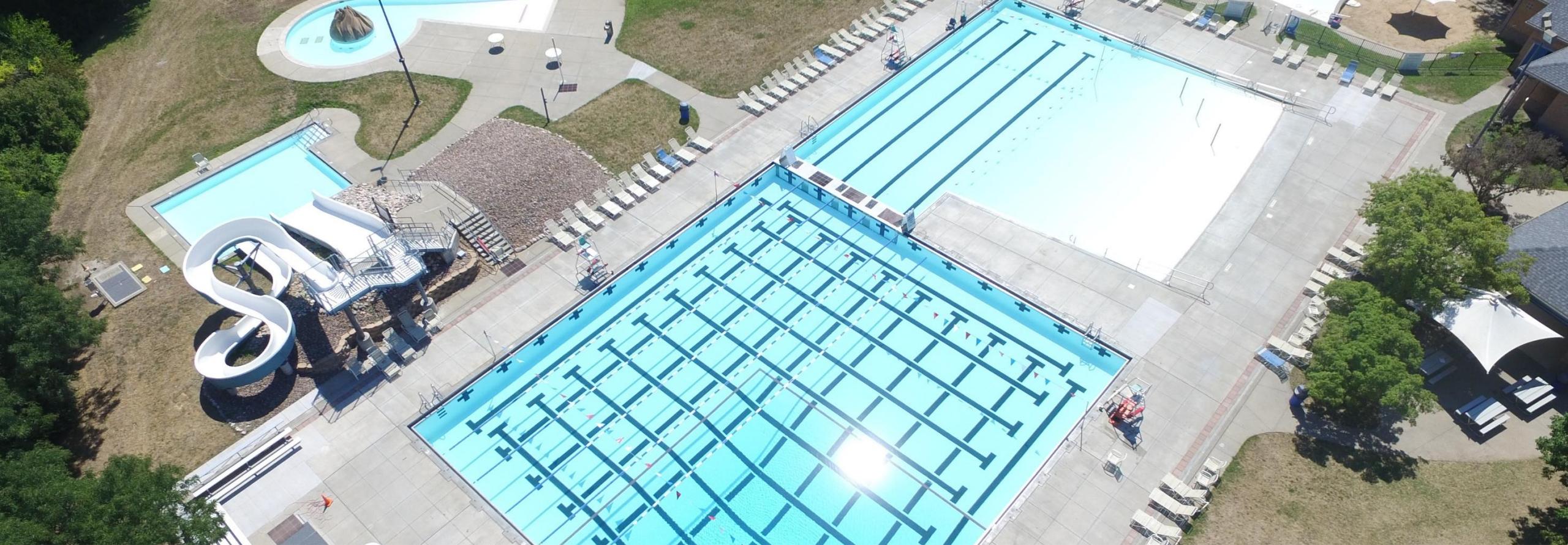
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Option 2: year-round + fixed	\$227,000 - \$426,000	\$707,000	≤ \$480,000	32% - 60%	\$3M - \$4.8M
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Option 4b: 3-mo + aquatic center	\$168,500 - \$222,500	\$316,500	≤ \$148,000	53 – 70%	\$4.7M

Priorities in options:

Service leisure and fitness and improve cost recovery

Recommendation:

3-month outdoor season as a family aquatic center (4b). Option 4 should be considered if a family aquatics center is not feasible within the next few years.



Thank You