Community Recreation & Aquatic Center
BUSINESS PLAN
Rancho Murieta, Ca
July 15, 2011
Interim Release
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Overview and Purpose of Business Plan

The Rancho Murieta Association (RMA) is planning to build a Community Recreation & Aquatic Center (CR&AC) that would occupy at least four acres in an easily accessible location within Rancho Murieta. This facility would house a multi-sport gymnashium that includes a high school regulation size basketball court, a volleyball court and a badminton court with bleacher type seating along one side, multipurpose rooms for various activities, food serving/warming kitchen, offices, and restrooms also accessible to the exterior as well as an outdoor competition-sized swimming pool. The pre-design phase of the project, as defined by the CR&AC Ad Hoc Committee Charter (Appendix A), will be completed by December 31, 2011. When the project is approved by the RMA membership, it will take approximately 10-12 months to select an architect to prepare the design and construction documents, to obtain bids for the construction of the project, and to award the construction contract as well as to obtain a building permit. The construction is planned to begin in late 2012 or early 2013 with the grand opening of the facility projected to be in late 2013 or early 2014.

The purpose of this Business Plan is to provide guidance to the Rancho Murieta Association Board of Directors and support staff in major aspects of the proposed recreational facility. It is also intended to provide relevant demographics, recommend potential site locations, establish and document practices, methods and procedures to use for the design, building and operation of the proposed recreational facility. This business plan is intended to help identify and document strengths, weaknesses and key areas where we need to develop expertise and the financial risk involved. It represents the dynamic process of planning and reviewing the business agenda over time, and will be continually updated. This Business Plan is expected to be a fluid document that will change and adapt as the project evolves to meet the demands of reality. The final Business Plan will create performance measures that will be quantifiable evaluations of the Association’s performance on a pre-determined set of criteria measured over time. This will allow the RMA management and staff to judge its progress over time (internal benchmarking) and identify areas of strength and weakness. The accomplishment of these goals and objectives will affect the defined performance measures and the staff's performance evaluation.

The final Business Plan will detail how business will be conducted. In general, the final plan will:
• Be used for marketing and funding
• Describe core services
• Identify core competencies
• Include benchmarks and performance measures
• Include an operational performance method

Project Background and History

It’s no secret over the past ten years there has been increasing recreational demands placed on our community from both the young and old alike. Members of the Rancho Murieta Associations Board of Directors recognize that the community needs a center that could offer programs for the entire family. A place where Mom can take an aerobics class, while Tommy works on his hook-shot; while Dad takes Sarah to her swim meet at the pool; and at the same time Grandma is leaving a pottery class at the Senior Lounge and then heading for a dance class.

The current Rancho Murieta Association building was built in 1978 and has insufficient space available to serve the recreational and social needs of our Rancho Murieta citizens. A new recreation center is intended to meet these needs of the Rancho Murieta community.

Over the past twenty years there have been many leaders of our community who have attempted to bring a recreation center to Rancho Murieta by creating affordable recreation opportunities that would improve our real estate values, promote community wellness and combat juvenile delinquency and vandalism. Most of these attempts came to a standstill in their planning stages. In August of 2010 RMA launched a public involvement campaign to engage the community in gathering input for a new Community Recreation and Aquatic Center. Flyers were mailed or distributed with survey postcards to all of the RMA members in the summer of 2010.

The CR&AC Ad Hoc Committee, consisting of eight members, was constituted by the RMA Board of Directors to function as part of the team for this planning process. Applicants were recruited who had a broad understanding of community needs, community institutions, systems and services that are related to community recreation center operations.
The CR&AC Ad Hoc Committee was asked to review demographic and facility data, examine future trends that could impact this facility and engage the community in dialogue regarding the future direction of the recreational facility. The committee was also asked to formulate options to address facility amenities and then present recommendations to RMA Board of Directors. Several focus group meetings and community open houses were conducted. Community inputs from E-mails, questionnaires as well as input from the RMA staff were used in the evaluation process.

Over the six month planning process hundreds of RMA members participated in the information gathering and public input process. The team worked with the community to determine the needed and desired facility components based on budgetary goals and to validate previous analysis and survey work. The team also worked with the RMA staff to evaluate and assess current facilities and programs in addition to desired future activities. Based on the assessment, a design alternative with the proposed components and amenities along with corresponding staged capital investments will be developed by RMA. During the following design process, design concepts will be developed and finalized. Phasing and capital and operating funding viability will be included in the methodology for the final business plan. Upon completion of the public involvement process, and selection of a final viable design, the team will refine this initial preliminary business plan with updated operational cost estimates and implementation strategies. Educated assumptions have and will be made based on input from the community, staff, and the technical and architectural consultants.

**RMA Project Mission**

“To promote a healthier lifestyle by providing a recreational facility with quality recreation and leisure programs to the RMA Membership and do so in a fiscally responsible way”.

**RMA Project Goal**

Build a Community Recreation and Aquatic Center that can be efficiently operated and maintained as a multi-generational facility that serves people of all ages and abilities that will:

- Offer a wide range of activities that promote social interaction, culture, wellness and recreation for all age groups
- Create a multi-use facility through flexible scheduling and programs that respond to the present and changing interests of Rancho Murieta
- Reflect a character and identity that captures the qualities and spirit of Rancho Murieta
- Complement but not duplicate services available to the community
- Provide a facility plan that is financially feasible, affordable and sustainable
- Include an implementation plan and expansion strategy

**Rancho Murieta Life Style and Demographics Analysis**

In evaluating the needs of the Rancho Murieta residents as they relate to a Community Recreational and Aquatic Center a number of national and statewide trends are important to consider. These trends can be roughly divided under the headings of general demographics data, age distribution, educational attainment and annual household income. The Rancho Murieta population consists of mainly older, upper-class, college-educated professionals. In 2009 the Nielsen Claritas Company ¹, a leading global information and measurement company that provides market research, insights & data about what people watch and what people buy, classified Rancho Murieta’s overall lifestyle as Affluent Empty Nesters. These upscale empty-nesting couples enjoy the trappings of success including belonging to the Country Club, maintaining large investment portfolios, and spending freely on computer technology.
Recreational Demands

As our communities’ and our nation’s leisure time has been increasing our health habits have not which has placed demands on the RMA Staff and management to provide access to a more healthy style of living. These demands are being met nationally by the creation of recreational facilities around the nation. Recent data from Onboard Informatics \(^4\) reveals that the current national trend is toward a “one-stop” facility to serve all ages. According to the National Sporting Goods Association \(^3\) among sports and activities with 10 million or more participants, in 2010 the overall leader was exercise walking with 95.8 million participants, followed by exercising with equipment at 55.3 million participants followed by swimming with 51.9 million participants and then bicycle riding with 39.8 million, then aerobic exercising with 38.5 million participants, followed by hiking with 37.7 million, then running/jogging with 35.5 million followed by tennis with12.3 million participants.

Other amenities that are becoming “typical” include:
• Multi-purpose, large regional centers for all ages/abilities with all amenities in one place.
• Basketball & Volleyball courts
• Interactive game rooms
• Indoor walking tracks
• Climbing wall
• Indoor Soccer

Recreational Use and Advantages

There are considerable positive health and economic impacts to our community that could be gained through the construction of this new recreational facility. Recreation promotes family and community bonds that last a lifetime. That's one of the many reasons that recreation contributes to our quality of life. It has numerous health and social benefits including improving physical fitness, reducing stress, increasing life satisfaction, and discouraging youth vandalism. Recreational space components include a Gymnasium with Multi-Purpose/Meeting areas, a Cardio-Fitness/Weight Room and an Aerobics/Dance Studio. Add a Community Hall, and Youth Activity Room with a Lobby and its understandable how this facility becomes the Communities’ key social and gathering center.

An aquatic center with a competition-sized swimming pool will further attract and encourage the entire family to promote healthy lifestyle habits while also serving as a learning resource for aquatic safety principles that can be applied to surrounding open bodies of water and confined swimming spaces alike, reducing the likelihood of drowning fatalities. With drowning as the second leading cause of death among children, a strong water safety and awareness program on a community level can help prevent needless tragedies.

United States and Rancho Murieta Population Growth and Aging Trends

Data from the 2010 Census\(^4\) depicted in the graph below shows that the population for Rancho Murieta in 2010 grew to 5,488 which represented a growth in population of about 31 % since the last Census was taken in 2000.
America and Rancho Murieta are growing but they are also aging. In 2010, the median age nationally was 37 years, and by 2030 the median age nationally will be 39 years. In the United States the current life expectancy at birth is 77.9 years and there is a growing body of evidence that indicates that aging has more to do with lifestyles and health behaviors than genetics. Seniors also are the fastest growing segment of health club memberships, according to the International Health, Racquet and Sports club Association (IHRSA). Data from a National Sporting Goods Association (NSGA) survey shows that the top three sports activities for persons 65 years and older in 2004 were: exercise walking, exercising with equipment, and swimming. Baby Boomers make up approximately 25% of the total population in the United States and according to IHRSA data for 2003, 91% of Boomers feel the need to take measures to ensure their future health. Boomers are using recreational facilities to stay in shape and accounted for 37.6% of all health club memberships. The National Sporting Goods Association Survey on sports participation found that the top five activities are: walking, swimming, bicycle riding, hiking, and fishing. Additionally, the following active, organized, or skill development activities still remain popular: field sports, skateboarding and inline skating, golf, aerobic exercise and working out, yoga, Tai Chi, Pilates, and Martial Arts.

The most current 2010 Census data shows that between the years of 2000 and 2010 the median age in Rancho Murieta increased from 49.4 to 50.1 years of age. The median age of 50.1 is approximately 14 years older than the National median age.

**Age Groups in Rancho Murieta**

The breakdown of Rancho Murieta by age groups in 2000 and 2010 is shown in the chart below since knowledge of these groups plays an important part of how a community center should be designed and therefore be explored. The graph shows the age group with the biggest increase between 2000 and 2010 was the group between the ages of 65 to 74 with the only decrease occurring in the 25 to 34 age groups. It must be remembered that the population of the United States as a whole is aging and it is common to find negative growth numbers in the younger age groups and net gains nearing 20% in the 45 plus age groupings in communities which are more stable in their population numbers.

The graph above depicts data from the 2010 Census and shows what the age breakdown of the Rancho Murieta residents was in 2000 and 2010. Key to note that in 2010 the age bracket of non-voters (typically in the 0 to 19 year age bracket) accounted for 1,213 of the community or 22.1% of the total population. Also key is that the 60 and over age brackets accounted for 1,904 of the community or 34.7% of the total population in 2010. This leaves 42.3% of the population or 2,371 individuals that would typically have small children living at home that would normally participate in any teen/young adult programs offered at a recreational facility. Assuming that there is an average of two adults per household in the 20 and over range it is plain to see that a very large number of both young adults and seniors are needed to support and vote for this project to become a reality.
The significance of various age groups relative to recreational activities is summarized below:

4.8% are under 5 years
This group represents users of preschool and tot programs and facilities, and as trails and open space users, are often in strollers. These individuals are the future participants in youth activities.

12.0% are between 5 to 14 years old
This group represents current youth program participants.

7.3% are between 15 to 24 years old
This group represents teen/young adult program participants moving out of the youth programs and into adult programs. Members of this age group are often seasonal employment seekers.

4.9% are between 25 to 34 years old
This group represents involvement in adult programming with characteristics of beginning long-term relationships and establishing families.

30.85% are between 35 to 54 years old
This group represents users of a wide range of adult programming and park facilities. Their characteristics extend from having children using preschool and youth programs to becoming empty nesters.

18.7% are between 55 to 64 years old
This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren.

24.1% are between 65 years plus
Nationally, this group will be increasing dramatically. Current population projections suggest that this group will grow almost 70% in the next 12 years. Health, wellness and social opportunities for this group should significantly impact the health of older adults. Recreation facilities and programs should serve as a significant link in the health care system. This group generally also ranges from very healthy active seniors to more physically inactive seniors.

Housing Demographics in Rancho Murieta

Rancho Murieta occupies an area of approximately 3,500 acres. The average household size in Rancho Murieta in 2010 was 2.39 people as compared to the California average household size in 2010 of 2.9 people. The table of household by type below shows that in Rancho Murieta a very large percentage of the households are occupied by individuals that are 65 years and over. This demographic suggests that a major thrust of the Recreation & Aquatics Center amenities should be aimed toward activities that would be equally beneficial to the 65 years and over age groups.

<table>
<thead>
<tr>
<th>HOUSEHOLDS BY TYPE</th>
<th>HOUSEHOLDS BY TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total housing units</td>
<td>2,436</td>
</tr>
<tr>
<td>Households with individuals under 18 years</td>
<td>617</td>
</tr>
<tr>
<td>Households with individuals 65 years and over</td>
<td>896</td>
</tr>
<tr>
<td>Average household size</td>
<td>2.39</td>
</tr>
<tr>
<td>Average family size</td>
<td>2.72</td>
</tr>
</tbody>
</table>

Note: The demographic data includes approximately 300 housing units in The Villas and The Villages which are not part of RMA and tend to skew the average age upward a very small amount.
Health Statistics and Advantages of Athletic Recreation

Based upon data collected through the Behavioral Risk Factor Surveillance System (BRFSS)\(^6\) the prevalence of obesity in California is estimated to increase from the current level of 28.80% obese to 41.30% obese in 2018. The BRFSS is a collaborative project of the Centers for Disease Control and Prevention (CDC) and U.S. states and territories. Administered by the CDC, the survey is designed to measure behavioral risk factors for the adult population (18 years of age or older) living in households. According to the United Health Foundation\(^7\) obesity has increased 132 percent from 11.6 percent of the population in the 1990 to 26.9 percent in 2010; meaning today, more than one in four Americans are considered obese. If current trends continue, 103 million American adults will be considered obese by 2018. Obesity is growing faster than any previous public health issue our nation has faced. With California ranking 23rd in the obesity rating in 2009; it was 24th in 2008. Obesity continues to be one of the fastest growing health issues in our nation and America is spending billions in direct health care costs associated with poor diet and physical inactivity. If rates continue to increase at their current levels the U.S. is expected to spend $344 billion on health care costs attributable to obesity in 2018. Obesity-related direct expenditures are expected to account for more than 21 percent of the nation’s direct health care spending in 2018. If obesity levels were held at their current rates, the U.S. could save an estimated $820 per adult in health care costs by 2018 - a savings of almost $200 billion dollars. Today, it is estimated that $8.6 billion dollars is spent due to obesity in the California. With the projected increase in obesity levels, this will increase to $344 billion dollars in 2018 or about $1,348 dollars per adult in California. Since data shows that the adult obesity rate in Rancho Murieta was 25.0% as compared to the California average of 21.3% in 2006 one could hypothesize that in 2018 Rancho Murieta citizens could save about $1,582 dollars in health care costs annually by exercising and losing weight.

Additional Advantages of Athletic Recreation to Rancho Murieta

According to data published by the “White House Office of National Drug Control”\(^8\) the top five reasons kids 9 to 17 Say “No” to Drugs are:

1. Sports = 30%
2. Hobbies = 16%
3. Family and Friends = 14%
4. Arts = 12%
5. Music = 11%

Over half of teens surveyed (54%) said they wouldn’t spend so much screen time if they had other things to do. The same number indicated they wished there were more community or neighborhood based programs and two-thirds said they’d participate, if they were available (Penn, Schoen & Bertrand)\(^9\).

Income and Recreational Activities

Americans spend more than $300 billion on recreation annually and the greater the household income, the more likely that members started a new recreational activity in the last year, and patronized public parks and recreation services. The most socially and politically active group in the United States is also the most recreationally active. The expenditures and household expenses of Rancho Murieta, California and the United States are shown in the table below. Note that the data shows that Rancho Murieta households spent 145% of the National average for Health Care in 2008.
Education in Rancho Murieta

In much of the published recreation related research there appears to be a correlation between educational attainment levels and participation in recreational activities. In a recent report it was determined that persons with a college degree or greater reported significantly higher recreational participation rates than those with a high school diploma or less. This study reported that 44 percent of adults with less than a high school education were inactive while only 15 percent of college graduates were inactive. As the following table shows, Rancho Murieta has a greater percentage than both the State and National averages for attaining greater than a high school diploma. According to the U.S Census Bureau Rancho Murieta has higher percentages of residents with some college and/or Associates degrees compared with both the County and State, and higher percentages of residents with Bachelor’s or higher degrees.

Household Income

Recreation Participation Patterns\(^1\) notes that households with more than $50,000 in annual income were far more likely to participate in recreational activities than households with incomes ranging between $20,000 and $50,000. Similarly, those households with less than $20,000 in annual income were less likely to participate in recreational activities than households with annual incomes ranging between $20,000 and $50,000. This and other studies point to the conclusion that affordability of any recreational activity is a key issue. According to U.S. News, the 2010 median household income for Rancho Murieta was $109,537 which is significantly higher than the California median household of $58,931 and the United States median of $50,221. The median household income level must be balanced against the cost of living for the area to determine possible discretionary income available for recreation purposes. While the income level for Rancho Murieta was significantly higher than the national average in 2010, the relative cost of living for the area was only 103.2\(^%\)\(^1\) of the national average. These two factors should make the level of discretionary income available for recreation purposes in Rancho Murieta very strong.
Employment in Rancho Murieta

According to CLRSearch.com in 2010 of the employed work force in Rancho Murieta, approximately 75.27% are engaged in white collar professions such as management, business, financial and sales, and the blue collar workforce comprises (24.73%). The graph below shows that California has a slightly higher percentage of people engaged in white collar occupations (78.88%) compared with Rancho Murieta.

Workers Travel in Rancho Murieta

As shown in the graph below a smaller percentage of the workers in Rancho Murieta walk or bike to work as compared to workers in both California and the United States thus decreasing the average daily exercise of our Rancho Murieta workforce.
RMA Member Involvement Process

Since the inception of the Community Recreation and Aquatic Center Ad Hoc Committee in August of 2010, committee members have been holding regular monthly meetings, while gathering and formatting pertinent information which would be necessary to design and build a recreation and aquatic facility. Their efforts have resulted in the belief that there is widespread support for the project, although it is reportedly tinged with a degree of skepticism. The skepticism stems from the fact that community members have been discussing building a Recreation and Aquatic facility for a number of years with no success to date. However, up to this point, no concentrated effort had been made to evaluate the overall level of public support. To better gauge the level of public support the Ad Hoc Committee developed an on-line survey to better gauge the needs and desires of the Rancho Murieta Community. The Ad Hoc Committee toured several recreational and aquatic centers in the area to better understand the type of amenities that they were providing and to get a sense of how they were or were not meeting the needs of their users. Based on committee member inputs and the facility tours a list of possible recreation and aquatic center amenities was compiled. This list was then voted upon by the Ad Hoc Committee to establish a tailored list of amenities that may be desired by the majority of the RMA members. This tailored list was used to make up the survey form shown below.

Between May 18, 2011 and July 1, 2011 an online survey was conducted via the RMA website where members could vote on which amenities they wanted to be supplied by the Community Recreation & Aquatic Center. The existence of this survey was publicized on RanchoMurietaweb.org, RanchoMurieta.com, the local channel 5 TV station and in the River Valley Times Newspaper. During this six week period 288 of the 2,319 Rancho Murieta households responded which equates to a response rate of almost twelve and a half percent. This response rate is not generally considered statistically significant, but is not considered a poor rate of response for a survey of this type.

Below is a copy of the survey form followed by a summary of the results of the survey. It must be noted that not all of the RMA members frequent the RMA or RanchoMurieta.com websites or have access to the questionnaire. Because of the lack of comprehensive questionnaire response, there are obvious limitations with the results of this survey. The survey should and will remain open over the next several months to gather further community inputs.

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**Community Recreation & Aquatic Center Survey**

(One Vote per Lot Number Please)

Enter your RMA Lot Number:

**Amenities.**

Please rank your desired elements by putting an (X) in only one of the six boxes in each horizontal row below.

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Amenities</th>
<th>Should Have</th>
<th>Yes, if within budget</th>
<th>May Be Added Later</th>
<th>Not Practical in near future</th>
<th>Not Practical</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>25 yard pool, 6-50 lane pool, 1 foot depth minimum</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Easy entry - sloping shallow area/mechanical chair assist</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Separate tennis courts/ping pong tables</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Separate pool facility/water park area of youth activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Water slide/inside main pool</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>6</td>
<td>Hot tub/spa</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>7</td>
<td>Outdoor shower area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>8</td>
<td>Covered area for fishing/lounge activity only</td>
<td></td>
<td></td>
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<tr>
<td>9</td>
<td>Open (sun/shade) lounge area/cush, hard cap, or artificial turf</td>
<td></td>
<td></td>
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<tr>
<td>10</td>
<td>Snack-bar serving both cold and hot foods</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>11</td>
<td>Adjacent multi-use area, picnic area, changing area where food can be prepared</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>12</td>
<td>Solar/thermal system for water heating</td>
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<tr>
<td>13</td>
<td>Solar Photovoltaic panels to reduce electric demands</td>
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<tr>
<td>14</td>
<td>Standard NTF v. 90, nine-volleyball, basketball/volleyball, multi-purpose room. Possible stage and/or drop-down screen for community event presentations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Complementing, non-competitive sports against those that already exist in the community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Separate multi-purpose/office room with ability to provide food/chair areas. Permanent or temporary, more flexible/rooms</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Fitness/wellness rooms/work-out rooms; exercise machine centers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Non-athletic multi-purpose meeting room(s). Larger, flexible space room, edit partitions for meetings, board, and classes, etc</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Staff of Pool/online/greeting check-in area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Game/teen rooms, billiards, racquetball</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Food and/laundry facilities (kitchen)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Racquetball/handball courts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Centralized women's changing room facilities to serve both outdoor and indoor activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Locker</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Parent Supervised F.O.S. Activity Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
RMA On-Line Survey Results

These survey results collected as of June 30, 2011 were used to get a better understanding as to which amenities the community wanted as well as to select a recommended building site which the committee believed would best accommodate the majority of the highest desired amenities. The top eight amenities desired by the members taking the survey are graphically displayed in the eight charts below. The top three primary amenities along with their accompanying amenities can be summarized as being highly desired are:

1. A 25 yard swimming pool with a solar thermal system for heating water and outdoor showers
2. A gymnasium with a centralized restroom and changing area.
3. Shaded and un-shaded lounging areas
RMA On-Line Survey Result Summary Breakdown

The results of this survey as of June 30, 2011 showed strong support (72.2%) for the two basic facilities (Pool and Gymnasium) required for a Community Recreation & Aquatic Center.

Facility Operating Efficiencies and Opportunities

The existing RMA Building is an old structure and staff has maximized programming opportunities and keeps the facility functional but due to its size it has limited recreational use. It would be beneficial to keep the existing RMA building in use as an administrative facility however it is recommended that the best investment for Rancho Murieta is to build a completely new recreational facility with new technologies, energy efficient materials, and mechanical systems as opposed to a major renovation and retrofit. Opportunities to improve level of service include:

- Multi-generational facility
- American with Disabilities Act compliance
- Building Code compliance
- Fire Code compliance
- Operational efficiencies
- Safer operations with a controlled and monitored point of access
- Combined facility offering a wide-range of drop-in and programmed activities

Land Use and/or Site Improvements

Most of the proposed sites are not owned by RMA and could possibly be donated, purchased and/or land exchanged for RMA owned property within the community. Costs for any additional required grading or site improvements beyond the estimates will be included into the final proposal. Some of the general and usual needs that are being considered include:

- Any Facilities or non-existent infrastructure construction
- Outdoor Restrooms
- Roads or Street improvements
- Maintenance to Specified Standards
- Utility Improvements (phone, cable, storm drainage, electricity, water, propane, sewer, etc.)
- Site preparation work
- Parking
- Lighting
Potential Locations of Recreation & Aquatics Center

At the inception of the Ad Hoc Committee there were seven site location options being considered for the construction of the facility. At the March 17, 2011 Ad Hoc Committee meeting an eighth option was added (North Murieta Parkway @ De La Cruz) prior to going through a more formal and structured down select process.

<table>
<thead>
<tr>
<th>Initial List of Potential Site Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Murieta Parkway next to existing RMA Building</td>
</tr>
<tr>
<td>Escuela Drive across from Stonehouse Park</td>
</tr>
<tr>
<td>Beyond Stonehouse Park near the RMA maintenance yard</td>
</tr>
<tr>
<td>Camino Del Lago across from Chesboro Lake</td>
</tr>
<tr>
<td>Parking Lot of Lake Clementia</td>
</tr>
<tr>
<td>Riverview Park</td>
</tr>
<tr>
<td>Near Country Club tennis courts</td>
</tr>
<tr>
<td>North Murieta Parkway and De La Cruz</td>
</tr>
</tbody>
</table>

These eight options shown above were initially identified as potential site locations. For various logistical and cost reasons this list was subsequently reduced down to the five options below midway through the site evaluation process. Below is a brief summary of the attributes of each of the five sites that were selected for further evaluation.

**Option # 1 (North Murieta Parkway & De La Cruz Blvd.)**
- Approximately 11 Acres of which approximately 5 acres could have a boundary line adjustment
- Relatively flat site
- Fronts onto Murieta Parkway, and De La Cruz Boulevard
- Located on major roadway (Murieta Parkway)
- Fairly Central location (From South via wooden Bridge)
- Convenient access
- Potential negative impact to surrounding residential neighborhood (increased traffic, noise)
- Current property owner is in negotiations for sale and does not appear to be interested in a trade or sale at this time

**Option # 2 (Escuela Drive next to Stonehouse Park)**
- Approximately 14 Acres
- Relatively flat site
- Space for future growth
- Longer access routes from South population center
- Much of the existing 58 parking spaces could be utilized
- Not on a main roadway
- Possible future access from Stonehouse Road
- Potential negative impact to surrounding residential neighborhood (increased traffic, noise)
- Current property owner has shown an interest in selling

**Option # 3 (Near the Country Club tennis courts)**
- Approximately 10 Acres
- Sloping site
- The site is mostly land locked to internal space with a small frontage off of Alameda Drive through Country Club driving range
- Some of the existing 160 parking spaces could be utilized
- Surrounded by tennis courts
- The irregular shape of the site and isolated portions of the park makes development difficult
- Current property owner is in negotiations for sale and does not appear to be interested in a trade or sale at this time
- Access through Country Club property would take coordination with the Country Club
- Coordination with Country Club (tennis courts, cart path, joint use of facilities, etc.) would require a Memorandum of Agreement with the Country Club
Option # 4 (Near the Restrooms at Riverview Park)
- Approximately 6 Acres
- Relatively flat site
- Sits next to an existing park
- Some of the existing 25 parking spaces could be utilized
- Limited development area
- Longer access routes from North population center
- Potential negative impact to surrounding residential neighborhood (increased traffic, noise)
- Located on major street Reynosa, good access

Option # 5 (Camino Del Lago Across from Chesboro Lake)
- Approximately 11 Acres presently owned by RMA-Land exchange for 3 acres on corner could be explored
- Sloping terrain
- Several Oak trees on property
- Relatively centrally located
- Potential negative impact to surrounding residential neighborhood (increased traffic, noise)
- Located on major street, good access

The aerial view of Rancho Murieta below shows the general locations of the five site options presently under consideration for the Community Recreational and Aquatic Center. A more detailed aerial view of the individual locations is included in the appendices.
Logistics

• How much space is required? What type of space?
• What is our proposed timeline?
• What are our projected hours of operations?
• What are our initial staffing projections?
• Are there any mutually-beneficial cooperative marketing benefits?
• What types of additional insurance will be needed?
• What is our organization’s experience in providing this type of facility/program?

Operational Recommendations

The following operational recommendations should begin immediately and be tackled as the Community moves forward to establish phases for funding, design and construction:
• Refine this Business plan.
• Review all rental agreements and pricing structures.
• Review all contracts to be sure that the rights and best interests of the Rancho Murieta Community are incorporated into the documents.
• Create a fee waiver policy that is objective, equitable and manageable.
• Consider fundraising to underwrite the subsidized the operational costs.
• Create different rental fee categories for resident, private, non-profit, and non-resident user groups.
• Create partnership and sponsorship policies.

Partnerships Opportunities

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. The following potential strategic alliance partnerships where missions run parallel and mutually beneficial relationships can be fostered may include:
• Rancho Murieta Country Club
• Cosumnes River Elementary School
• Summerfest
• Rancho Murieta Kiwanis, Optimists, Rotary and other service and civic organizations
• Youth Sports Associations
• Nearby neighboring towns and communities
• Private alternative providers, such Murieta Athletic Club
• Churches

Potential Economic Impact of the Community Recreation Center

A direct positive economic impact of the Community Recreation Center is anticipated through the creation of jobs, special events and rentals, admission and use fees, as well as through local users, event participants and spectators and visitors, making use of community services and food and beverage venues. Indirect positive economic impact is also anticipated from this facility through attracting business location or relocation, attracting persons to move to or retire in the area, and enhancing real estate values.

Expected Community Use

Based on the demographic data within Rancho Murieta, national and statewide aquatic and recreational participation trends and comparisons with aquatic facility user rates in other markets, it can be estimated that an average of five percent of the local population from Rancho Murieta is likely to use an aquatic facility on a weekly basis. Using 2010 Census population numbers, this translates into an average of 280 weekly users. To be conservative, one should subtract the weeks surrounding the Thanksgiving and Christmas holidays. These figures result in up to 13,440 annual visitors to the Recreation and Aquatic Center. These figures are estimates and do not guarantee a certain level of visitation, but can be used for planning purposes if the following factors are adequately addressed. The presence of complimentary features and services such as a day care, indoor walking paths, cardiovascular and weight training equipment and others could add a substantial boost to user rates.
Assumptions for the Community Recreation & Aquatic Center

Facility Plan- Items listed may change as the program is developed

The Business Plan’s estimated building costs and annual operating expenses are based on the facility amenities and assumptions described below.

The building program includes approximately 12,800 square feet of inside space with the following amenities:

- **Gymnasium (with 23’ clear ceiling height)**
  - Basketball Court
  - Volleyball Court
  - Walk/Jog Track
- **Multi-purpose room (capable of being divided Subdivided into 3 separate rooms. i.e.)**
  - Small Meeting Room
  - Arts & Crafts Room
  - Card & Game Room
- **Aerobics/ Dance Room**
- **Workout Room with Cardiovascular Equipment**
- **Locker Rooms**
- **Manager’s Office/Front Desk**
- **Kitchen/Vending Area**
- **Utility room & storage areas**

### Total Area of Recreational Building

<table>
<thead>
<tr>
<th>Amenity</th>
<th>Width</th>
<th>Length</th>
<th>Square Feet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gymnasium 50’ x 84’ court ( 8 perimeter on 3 sides &amp; 20’ on fourth side)</td>
<td>70</td>
<td>90</td>
<td>7,290</td>
</tr>
<tr>
<td>Multi-purpose room</td>
<td>25</td>
<td>50</td>
<td>1,250</td>
</tr>
<tr>
<td>Aerobics/ Dance Room</td>
<td>20</td>
<td>30</td>
<td>600</td>
</tr>
<tr>
<td>Weight Room</td>
<td>20</td>
<td>30</td>
<td>600</td>
</tr>
<tr>
<td>Youth/Teen Activity Center</td>
<td>15</td>
<td>20</td>
<td>300</td>
</tr>
<tr>
<td>TOTS Activity Center</td>
<td>12</td>
<td>15</td>
<td>180</td>
</tr>
<tr>
<td>Locker Rooms</td>
<td>15</td>
<td>20</td>
<td>300</td>
</tr>
<tr>
<td>Manager’s Office/Front Desk</td>
<td>12</td>
<td>20</td>
<td>240</td>
</tr>
<tr>
<td>Kitchen/Vending Area</td>
<td>15</td>
<td>15</td>
<td>225</td>
</tr>
<tr>
<td>Utility room</td>
<td>12</td>
<td>20</td>
<td>240</td>
</tr>
<tr>
<td>2(14’ x 14’) Storage areas</td>
<td>28</td>
<td>14</td>
<td>302</td>
</tr>
<tr>
<td>Interior circulation &amp; exterior walls</td>
<td>8</td>
<td>145</td>
<td>1,180</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>12,783</strong></td>
</tr>
</tbody>
</table>

### Aquatics and Outdoor Facility Plan

The Aquatics and Outdoor facility program will occupy approximately 1 acre of land with the following amenities:

- **Competition Sized 75’ x 82 swimming pool**
  - 8 - 10 Lanes
  - Heated by Solar Panels
  - Shaded Lounge Area
  - Un-shaded Lounge Area
  - Outdoor Showers
  - Spectator Seating
- **15,000 sq. ft. of other outdoor amenities**
  - Shaded Picnic Area
  - Bicycle Parking
  - Sidewalks
  - Landscaping

### Aquatic & Outdoor Facilities

<table>
<thead>
<tr>
<th>Sq. Ft. /unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 yard pool, 8-10 lanes wide, 4 foot deep</td>
</tr>
<tr>
<td>20’ x 30’ TOT Pool</td>
</tr>
<tr>
<td>Solar thermal system for water heating</td>
</tr>
<tr>
<td>Covered patio</td>
</tr>
<tr>
<td>Sundeck- Open (un-shaded) lounge area</td>
</tr>
<tr>
<td>Spectator Seating</td>
</tr>
<tr>
<td>Outdoor showers</td>
</tr>
<tr>
<td>Aquatics Office</td>
</tr>
<tr>
<td>Equipment Room</td>
</tr>
<tr>
<td>Adjacent (outside the fenced area) picnic/lounging areas where food can be prepared and consumed</td>
</tr>
<tr>
<td>Allowance for Bicycle Parking spaces</td>
</tr>
<tr>
<td>Allowance for Side Walks</td>
</tr>
<tr>
<td>Turfed and general site landscaping</td>
</tr>
</tbody>
</table>

Total Square Feet Reqd. for Outdoor Facility = 41,630 

Acres = 0.96
Parking Plan

Northridge California’s Spectrum Fitness Center sized and designed their facilities parking lot using parking lot sizing criteria specifically tailored for a sports facility with a basketball court, pool and other lower-use areas. The City of Northridge allowed Spectrum to reduce from the City’s standard commercial building requirement of one parking spot for every 100 square feet of commercial building space to one parking spot for every 161 square feet of sports complex building space. Applying that 161 number to just the proposed 12,783 square foot gymnasium equates to 79 parking spots. If one were to apply the same rule to the 6,000 square foot swimming pool the numbers of parking spots would grow to 116. It is estimated that the parking lot will occupy approximately .6 acres of land. Since all of the proposed sites provide easy access for walkers, bicyclists and golf carts this estimated number parking spots required has been lowered to 100 and may be lowered further by up to 30% depending on the final site location.

Estimated Cost of Project

Facility Design and Building Costs

The cost to build a Recreational building with a gymnasium depends upon the location, project scope, specific components used and current market conditions. The following estimate of the costs to build the recreation building are based on the data below obtained from architectural and construction experts in the field and MeansCostWorks.com.

<table>
<thead>
<tr>
<th>Square Foot Cost Estimate</th>
<th>% of Total</th>
<th>Cost Per SF</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gymnasium cost for 7883 sq. ft.</td>
<td></td>
<td>$114.50</td>
<td>$902,604</td>
</tr>
<tr>
<td>5200 sq. ft. of surrounding room costs</td>
<td>Basic Building Cost</td>
<td>68%</td>
<td>$129.80</td>
</tr>
<tr>
<td>Contractor Fees (GC, Overhead, Profit)</td>
<td>24%</td>
<td>$45.86</td>
<td>$600,000</td>
</tr>
<tr>
<td>Architectural Fees</td>
<td>8%</td>
<td>$15.29</td>
<td>$200,000</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>$190.95</td>
<td>$2,498,204</td>
</tr>
</tbody>
</table>

Building costs are estimated at an average of $190.95 per square foot based on inputs from several experts in the architectural and construction field and Means Cost Works.

Competition-size Pool Cost Estimate

A competition-sized swimming pool sized pool is 75 feet long by approximately 65 to 82 feet (4,875 to 6,150 sq. ft.) and would cost approximately $252,000 (about $41 per sq ft.) to build with gunite (cement) based on data from several pool builders in the state of California. Solar heating & panels for pool heating is estimated at $28,000 @ $7.00 sq. ft. for 4,000 sq. ft. of panels. An additional $15,000 has been estimated for the Aquatics Office, spectator seating, storage and showers in the pool area.

TOT Pool Cost Estimate

A shallow TOT swimming pool approximately 20˚x 30” (600 sq. ft.) would cost approximately $12,000 to build with gunite (cement) based on data from several pool builders in the state of California.
Site Prep & Parking Lot Costs

- 100 parking spots with 24ft width aisles
- 242.25 sq. ft. per parking spot requiring 24,250 sq. ft. (.55 acres)
- Four Acre Land Prep Costs @ $200,000 per improved acre = $800,000
  based on several experts in the land development and construction field

Total Estimated Cost of Project - All costs subject to change

The cost estimate to design, build and equip the Rancho Murieta Community Recreation and Aquatics Center, not including any special site improvement costs is $4,490,494 broken down as follows:

Permit expenses are estimated at $42,000 based on typical county fee structures and equipment expenses are estimated at $200,000 based on similar sized physical fitness centers. Another $80,000 is allocated for Community Service District (CSD) water and sewer permits based on the approximately of 15 Equivalent Dwelling Units (EDUs) which is a water use factor. In Rancho Murieta an EDU is based on an estate lot that uses 750 gallons of water per day.

<table>
<thead>
<tr>
<th>Total Estimated Project Cost</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation Center Building Costs</td>
<td>2,498,204</td>
</tr>
<tr>
<td>Competition Size Pool Costs</td>
<td>252,000</td>
</tr>
<tr>
<td>TOT Pool Costs</td>
<td>12,000</td>
</tr>
<tr>
<td>Solar Thermal Heating System</td>
<td>28,000</td>
</tr>
<tr>
<td>Aquatics Office &amp; Misc.</td>
<td>15,000</td>
</tr>
<tr>
<td>Exercise &amp; Misc Equip. Cost</td>
<td>200,000</td>
</tr>
<tr>
<td>Misc. permits</td>
<td>42,000</td>
</tr>
<tr>
<td>CSD Water &amp; Sewer permits</td>
<td>80,000</td>
</tr>
<tr>
<td>Land Acquisition Costs</td>
<td>250,000</td>
</tr>
<tr>
<td>Land Prep Costs of four acres @ $200,000/acre</td>
<td>800,000</td>
</tr>
<tr>
<td>7.5% Contingency Allowance</td>
<td>313,290</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,490,494</strong></td>
</tr>
</tbody>
</table>

Note: * Special or unusual grading and/or site improvement costs are not included and, if required, will be incorporated after final site selection.
Annual Operational Cost Projections

In order to complete operational budget planning, assumptions must be made regarding a variety of projections. The typical projections use an approach to estimating expenses and projecting revenues which may either be moderately aggressive or conservative. Plans can be based on a basic understanding of the conceptual project, operational and the best information available regarding the market area and current practices used in the existing RMA buildings. The estimates are made in 2013 dollars. While we utilize all techniques available to help with accuracy in creating projections, there are many variables that cannot be completely accurately determined during this conceptual planning stage, and/or are subject to change during the actual design and implementation process; therefore, there can be no guarantee that the estimates and projections will be met. Projections are based on the square footage and design of components included in the facility, and a comparison to other facilities with similar components in California and others from around the country. Actual figures will vary based on the final design of the facility and the activity spaces included, any changes in the market at the time of opening, the designated facility operating philosophy, and use policies adopted. Expenditures estimates are based on the type and size of the activity and support spaces in the center, and the anticipated hours of operation. Where possible and available, calculations are based on actual practice or methodology, and other expenses are estimated based on experience at similar facilities.

Annual Maintenance Cost Estimates

The estimated $238,645 annual cost to operate and maintain the Rancho Murieta Community Recreation and Aquatics Center shown in the table below are based on typical facilities around the country and similar feasibility studies. The pool utility costs are calculated at $2.75/SF and the building utility cost is calculated at $2.50/SF. The utility cost estimates include, electric, propane, and water/sewer that are based on existing CSD rates. The current RMA building utility costs are $1.56 per SF per year which is very low; however, the facility does not have a pool, locker rooms, or high use. Supplies are estimated at 13% of the operating budget and services are estimated at 13% of the operating budget. The added annual insurance costs, based on a recent quote from our insurance carrier would account for 1% of the operating budget. An equipment replacement/reserve fund is included in the budget at 3%. This includes a reserve fund as well as funds to purchase replacement or new fitness equipment for the facility when necessary, Maintenance costs are at 4% and the annual Staffing costs are estimated at 45% of the operating budget.

Staffing Level Assumptions

Although typical staffing levels may be different around the nation, the RC & AC staffing levels may be adjusted to reflect the evolving community demands.
- There will be one front desk employee on duty during open hours engaging in duties including but not limited to building monitoring, registrations, and clerical assistance.
- Lifeguards schedules are based on peak and non-peak hours, bather loads, and amenities
- Lifeguard staffing at prime time could go up to two guards depending on swimmer load; and at non-prime time
- Instructional staff as necessary for the special programs is assumed to be covered by fees paid by users
- Child Watch or babysitting staff are assumed to be covered by fees paid by users
- Overtime is required after 40 hours of work

Full Time Staffing Plan
- Assistant Aquatic Manager (Recreation Specialist level)
- Pool Technician
- Janitorial staff will set up and tear down the rooms, keep building clean and keep all equipment clean during the operational hours of the facility

Intermittent Staff (part time, non-benefited)
- Front Desk $15/hr
- Lifeguards $10/hr
- Pool Instructors/WSI (included in direct program costs) fee paid by users
- Personal Trainers as required fee paid by users
- Fitness Instructors as required fee paid by users
Potential Staffing Plan

<table>
<thead>
<tr>
<th>Potential Staffing Plan</th>
<th>Annual Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aquatic Manager (Recreation Specialist level) 1 FTE</td>
<td>$38,000</td>
</tr>
<tr>
<td>Pool Technician (CPO) 1 FTE</td>
<td>$36,000</td>
</tr>
<tr>
<td>Life Guards (new – 1FTE - $10/hr. - 100%)</td>
<td>$10,400</td>
</tr>
<tr>
<td>.5 FTE Janitorial staff</td>
<td>$15,000</td>
</tr>
<tr>
<td>Front Desk $15/hr .5FTE</td>
<td>$7,500</td>
</tr>
<tr>
<td>Pool Instructors/WSI (included in direct program costs) fee paid by users</td>
<td>$ -</td>
</tr>
<tr>
<td>Personal Trainers as required fee paid by users</td>
<td>$ -</td>
</tr>
<tr>
<td>Fitness Instructors as required fee paid by users</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Estimated Total Annual Staffing Expense</strong></td>
<td><strong>$106,900</strong></td>
</tr>
</tbody>
</table>

Estimated Annual Operating Expenses

<table>
<thead>
<tr>
<th>Estimated Annual Operating Expenses</th>
<th>Annual Budget Item</th>
<th>Element</th>
<th>Number of square feet</th>
<th>Annual Costs</th>
<th>% of Annual Operating Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pool Utility costs per SF</td>
<td>$</td>
<td>2.75</td>
<td>6700</td>
<td>$18,425</td>
<td>8%</td>
</tr>
<tr>
<td>Building Utility costs per SF</td>
<td>$</td>
<td>2.50</td>
<td>12500</td>
<td>$31,250</td>
<td>13%</td>
</tr>
<tr>
<td>Supplies</td>
<td>$</td>
<td>32,000</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional insurance coverage cost</td>
<td>$</td>
<td>2,670</td>
<td>1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td>$</td>
<td>32,000</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance costs</td>
<td>$</td>
<td>8,400</td>
<td>4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment replacement cost/Reserve Funding</td>
<td>$</td>
<td>7,000</td>
<td>3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staffing Costs not covered by user fees</td>
<td>$</td>
<td>106,900</td>
<td>45%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>$</td>
<td>238,845</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Project Funding Options- Currently the following two funding/financing options are being considered:

**Funding Option 1**
A Special Assessment would be levied and based on the present RMA membership of 2,319 it would be levied for approximately $1,440 per membership that could be paid for by any of the three payment plans:

1. Payment plan A would collect $40 per month for 36 months, totaling $1,440
2. Payment plan B would collect $120 per month for 12 months totaling $1,440
3. Payment plan C would collect a one-time payment of $1,400
4. Establish Capital Fund from Operating Fund = $300,000
   Appropriate Reserves = $250,000
   Park Fund Matching Contribution Reserves = $610,000
   Special Assessment = $3,340,000
   $4,500,000

Note: Operating expenses projected at approximately $8.58 per month would replace the Special Assessment at the end of the payment period chosen above.
Funding Option 2

A 9 year loan would be obtained in the amount of $3,340,000 at 6% with a monthly payment of $40,100. Based on the present RMA membership of 2,319 the cost would be $17.30 per month for 9 years.
- Not including the $ 8.58 per month for operating costs.

The proposed funding sources are shown below:

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish Capital Fund from Operating Fund</td>
<td>$300,000</td>
</tr>
<tr>
<td>Appropriate Reserves</td>
<td>$250,000</td>
</tr>
<tr>
<td>Park Fund Matching Contribution Reserves</td>
<td>$610,000</td>
</tr>
<tr>
<td>Loan</td>
<td>$3,340,000</td>
</tr>
<tr>
<td></td>
<td>$4,500,000</td>
</tr>
</tbody>
</table>

Note: Operating expenses projected at approximately $8.58 per month would replace the Loan and maintenance cost payments of $25.88 at the end of 9 years.

Recommendations

The general conclusion of the committee's work to date is that RMA should take the next steps to build a Community Recreation & Aquatics Center. The specific ten recommendations for the next five months are:

2. Authorize an ALTA Site Survey (American Land Title Association).
3. Contract an architect to prepare preliminary schematics of the exterior and interior of the facility and to provide projected construction and operation and maintenance costs.
4. Consult with construction contractors and potential business partners. (Physical therapists, massage therapists, etc.)
5. Authorize appraisal funds.
6. Based on the appraisal authorize a contingent offer for the Escuela property contingent that the RMA Membership subsequently approves the complete project.
7. Update Business Plan based on community and technical expert’s inputs and send out Request for Proposal (RFP) to at least three potential bidders.
8. Send out ballots for a membership vote.
9. If the voters don’t approve, learn, improve and try again. If the voters approve, hire a construction oversight contractor to ensure the facility is built in a manner deemed most appropriate.
10. Develop policies and protocol before the facility opens

The above recommendations are intended to provide the Rancho Murieta Board of Directors with guidance regarding how to proceed. However, the single most important item to successfully developing a community recreational and aquatics facility is not a task but an attribute. There is no substitute for a board of directors that provides effective leadership to a community project. The board must be willing to commit time and lots of energy to the project.
Summary

The CR&AC Ad Hoc Committee has determined that there is indeed a need and a desire for a community center and based on the demographic information and level of community support shown to date, it appears very feasible to fund, develop and operate a Recreational and Aquatic facility in Rancho Murieta within the next three years. Rancho Murieta has a sizeable population of active older residents that would both contribute to and utilize the facility if desirable features and programs were made available. If a vote is to be taken, it will be important to demonstrate to the RMA Membership that it will provide for the healthy and safe recreational needs of the entire population. The results of the recent website survey and inputs from numerous RMA members all indicate that the facility should provide features and programs that include a competition sized pool, and a gymnasium with exercising rooms. The presence of complimentary features and services such as a TOT activity center, indoor or outdoor walking paths, cardiovascular and weight training equipment and others would also be desirable and could provide a substantial boost to user participation. Landscaping is necessary to make the facility attractive and shade, provided by trees or a canopy, is essential on hot summer days since the pool facility is outdoors. During summer afternoons when the number of visitors to an aquatic facility is likely to be greatest the potential for parking lot overuse would be minimized if the parking area is shared with existing facilities as would be the case with the sites at the Country Club Tennis courts, Riverview Park and Stonehouse Park (Escuela) locations.

Our future vision includes providing swim lessons to young children in cooperation with the school system through physical education programs. Programming will provide additional attractions by allowing participation in organized activities as well as year round availability. Aquatic programming primarily centers on the needs of various age groups and family dynamics as they change with time. Special programs will be offered during the day when seniors are not likely to be working and the pools are available. This allows seniors an opportunity to enjoy the facility offerings at quieter times of the day. Exercise classes, in addition to those mentioned above will be added for seniors who want or need the support of low impact water exercise programs to increase mobility. The types and physical range of these classes will vary based on individual needs. Social aspects of swim programs will be emphasized for seniors as well as staff dedicated to providing quality service.

The CR&AC Ad Hoc Committee has identified five parcels of land as potentially viable sites for the Community Recreation and Aquatic Center. In an effort to carry out a quantitative evaluation of each of the five sites an evaluation matrix was developed and subsequently individually filled out by 7 of the 9 committee members. The matrix shown below was separately filled out by each committee member with each assigning their own weights from 1 to 3 and scores ranging from 1 to 10 to the sixteen parameters. The completed site selection matrix below represents the averages of the weights and scores assigned by all 7 of the participating committee members. Based on the results of this evaluation matrix it appears that the CR&AC Ad Hoc Committee believes that Option #2 (Escuela Drive by Stonehouse Park) may best meet the requirements for a Recreation & Aquatic facility. Although the distance from the South and existing sewer service infrastructure is a minor issue with this location it still may be the best overall choice. The synergy with the existing Stonehouse facility would allow the use of the existing 58 parking spaces and restroom and it’s relatively large flat acreage has the most potential for growth in the future.
Over the past twenty years there have been many leaders of our community who have attempted to bring a recreation center to Rancho Murieta that would improve our real estate values, promote community wellness and combat juvenile delinquency and vandalism. Most of these attempts came to a standstill in their planning stages. Rancho Murieta has the unique opportunity to fund and operate a new Community Recreation and Aquatics Center and the CR&AC Ad Hoc Committee believes that as a result of building this facility it will also contribute to Rancho Murieta's revitalization and economic development.
REFERENCES

1. Nielsen Claritas Company Demographics- 2009 Nielsen is the pre-eminent source of accurate, up-to-date market research analysis and target marketing research about the population, consumer behavior, consumer spending, households and businesses in the United States.


5. National Health and Nutrition Examination Survey (NHANES)-2010 “Telephone Health Survey”.


8. The White House Office of National Drug Control Policy (ONDCP), a component of the Executive Office of the President, was established by the Anti-Drug Abuse Act of 1988 to establish policies, priorities, and objectives for the Nation’s drug control program. The goals of the program are to reduce illicit drug use, manufacturing, and trafficking, drug-related crime and violence, and drug-related health consequences.

9. Penn, Schoen & Bertrand “Online survey poll”.

10. Recreation Participation Patterns.


Appendices

Appendix A- CR&AC Ad Hoc Committee Charter
Appendix B- Aerial view of Option #1 (North Murieta Parkway and De La Cruz Drive)
Appendix C- Aerial view of Option #2 (Escuela Drive across from Stonehouse Park)
Appendix D- Aerial view of Option #3 (Near the Country Club tennis courts)
Appendix E- Aerial view of Option #4 (Near the Restrooms at Riverview Park)
Appendix F- Aerial view of Option #5 (Camino Del Lago across from Chesboro Lake)
Ad Hoc Committee Charter

The purpose of the 2011 Community Recreation and Aquatic Center Committee is to research, study and analyze the potential feasibility of building and operating a community recreation and aquatic center (CR&AC) in Rancho Murieta, and present conclusions and recommendations to the Rancho Murieta Association Board of Directors. Specifically, the committee will provide to the Rancho Murieta Association Board of Directors:

1. A recommendation of a suitable location of the CR&AC and the necessary steps to acquire the subject location;
2. An estimate regarding the planning, land use entitlement, design and construction costs of the CR&AC;
3. An estimate of annual facility operations, management and maintenance costs of the CR&AC;
4. An estimate of annual reserve funding requirements for the CR&AC;
5. Research and outline the potential land use entitlement process, and schedule of completion;
6. Identify community and County planning documents that require modification;
7. Research and identity potential outside agency involvement, and define the needed approach and liaison(s);
8. Research and provide analysis of funding and the cost of the CR&AC and options and recommendations pertaining to the financing of the CR&AC;
9. Recommend an implementation plan, including a potential project schedule; and

The Community Recreational and Aquatic Center AD Hoc Committee Members are:

Scott Adams
Nick Arthur
Les Clark
Paul Gumbinger
Randy Jenco (Chairperson)
Chelle Kaiser
Martin Pohll
Clint Souza

Appendix A
Appendix B
Option # 1 (North Murieta Parkway & De La Cruz Blvd.
Shape & location on site for display purposes only
Appendix C
Option # 2 (Escuela Drive next to Stonehouse Park)
Shape & location on site for display purposes only
Appendix D
Option # 3 (Near the Country Club tennis courts)
Shape & location on site for display purposes only
Appendix E
Option # 4 (Near the Restrooms at Riverview Park)
Shape & location on site for display purposes only
Appendix F
Option # 5 (Camino Del Lago across from Chesboro Lake)
Shape & location on site for display purposes only