

# Aquatics Strategic Plan for the Morgan Hill Community



**Developed by**

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# Executive Summary

## Introduction

Morgan Hill has long valued the role that aquatics services plays in enhancing the community's quality of life. As a testament to the importance of these services, the community has invested significant public dollars by building or renovating four major aquatics facilities since 2004. In total, the Morgan Hill community has over 1.7 million gallons of water specifically built for aquatics programs. This commitment reflected the vision to build upon the community's proud aquatics history so that future generations will continue to be provided with high quality and effective aquatics services.

Now that the facilities are operating, the next step is to better understand how service delivery could be coordinated between the City of Morgan Hill, the Morgan Hill Unified School District, and other community service providers to maximize programming in a cost-effective and sustainable manner. To accomplish this, a community engagement process was initiated in an effort to ensure that any decisions reflected the community's values. To lead this effort, the Morgan Hill Community Aquatics Committee (Committee) was established. Members of the community representing various interests worked together for the majority of 2009 to develop the Aquatics Services Strategic Plan (Plan). The Committee followed a *possibilities approach* focused on creating a vision that was broad based and satisfied the needs of the entire aquatics community. Using values that were identified during an aquatics services community meeting in February 2009, a value statement was created to serve as a foundation for the plan.

## Value Statement

To promote participation in aquatics as a lifetime activity which creates community through improved physical health and wellness, economic development, water safety, and youth development while emphasizing respect, responsibility, caring, and honesty.

## Planning Process

An analysis of the strengths, weaknesses, opportunities, and threats (SWOT) associated with current aquatics facilities and programs was performed to assist in understanding aquatics today and opportunities for the future. As a result of the analysis, 26 specific components were defined. These components provided a starting point to develop the strategies used to meet the goals of the Plan as defined below:

- **To provide an optimum mix of programming that provides for all the community's aquatics needs**
- **To utilize an integrated service delivery model that creates and sustains a base of users that drives program attendance and improves staffing**
- **To maximize cost-recovery by creating stable and sustainable revenue sources to offset the cost of operating the aquatics facilities**
- **To actively promote diversity in the programs and facility usage**

Following the development of the goals, a model was developed to articulate how the goals would be accomplished. As part of this process, the Committee reviewed the operations of other successful aquatics organizations in California and relied on the experiences and expertise of committee members. In the end, it was decided that the Community Aquatics Model for Morgan Hill would define specific program areas, address how a swimmer moves through the program areas, and describe the relationships between different program areas.

Four strategic initiatives were developed to help guide a transition in aquatics operations from the existing singular systems to the newly developed Community Aquatics Model. The Initiatives include:

- **Facility Operations Partnership Opportunities**
- **Building the Base**
- **Community Needs Based Facility Scheduling**
- **Maintaining the Core & Promoting Enhancement Opportunities**

Moving forward, an annual work plan will be developed to actively pursue the strategic initiatives in a coordinated manner. The work plan establishes priorities for the year and will be developed jointly by the staff at the Morgan Hill Unified School District and City of Morgan Hill.

## The Past

In February 2009, the City of Morgan Hill hosted a community meeting to collect thoughts on management of the City's aquatics facilities and programs, listen to possibilities for the future, and create a framework for the future. During the meeting, several issues were identified by those in attendance. Many of these issues were items that needed immediate attention, while others involved the perceived underutilization of the Aquatics Center facility and many opportunities to improve services provided at other aquatics facilities. The group also established a set of values for what it believed the community's aquatics programs and facilities should emulate.

Following this initial meeting, staff in the City's Recreation and Community Services Department assembled a group of citizens to serve on the Morgan Hill Community Aquatics Committee (Committee) tasked with developing a strategic plan for aquatics in the community. As the strategic planning process progressed, the City of Morgan Hill and the Morgan Hill School District agreed to begin working collaboratively in the area of aquatics with the goal of finding opportunities to manage aquatics facilities in a more unified approach. It is envisioned that the community will benefit by having the opportunity to participate in enhanced services. By following a collaborative approach, new revenue may be generated and cost savings may be realized.

### History

Morgan Hill has a long history of successful aquatics endeavors and in the past decade has seen the construction of three new aquatics facilities. Up until 2004, community aquatic facilities were limited to Live Oak High School and Britton Middle School. However, a major increase in aquatics facilities began with the Aquatics Center's opening in the summer of 2004. It was followed by the construction of another high school pool at the new Sobrato High School in 2005, followed by the opening of the Centennial Recreation Center's indoor pool in late 2006. In recent years, the two major pool operators (City and School District) have not worked together in a coordinated manner to manage aquatics.

From the opening of the Aquatics Center, the facility has faced the difficult task of recovering as much of its costs as possible through users fees, while ensuring that community access and affordability were maintained. Early planning discussions identified the recreation portion of the facility as its financial strength that could offset the costs associated with operating the large competition pool. The Aquatics Center realized strong attendance numbers during its initial year, but then had declining attendance numbers in all operational areas through 2007. In 2008, the Aquatics Center merged memberships with the Centennial Recreation Center, which has proven to increase facility use and increase its financial position.

The Morgan Hill Swim Club (Makos) has been a private swim club in the community since 1961. The club has had many success stories through the years, including being one of the founding members of the Coast Valley Aquatics League and becoming a USA Swimming bronze medal team in 2003 and 2004. The year the Aquatics

Center opened in 2004, the Makos had 212 swimmers with over 150 of them swimming year round. At that same time, a second private competitive swim club also existed with about 50 swimmers, however this second club disbanded in the next year at about the same time participation on the Makos team began declining. The team now has approximately 100 participants.

During the last 25 years, Live Oak High school has had a tremendously successful aquatics program. The girls program has produced one Olympian, Kelly Asplund-(Stanford), and numerous scholarship athletes both in swimming and, more recently, in water polo. The girls swim team has won 19 league championships and one CCS section championship during this time period. In recent years, the girl's water polo team has produced the NCAA all time leading scorer, Chelsea Lanning (CSUMB), and Ronni Gautschi (CSUSD) who has played in two NCAA championships. The boy's swim team has won 16 league championships and produced many CCS individual champions. The boy's water polo team has won 20 league championships and two CCS section championships. The boy's team has produced over 20 All Americans and many Division I scholarship players. Live Oak's aquatics achievements peaked during the nineties. In the later half 2000's, the teams' enrollment began to decline significantly at the same time the District opened a second high school. Now, both Live Oak and Sobrato High School have much smaller teams than in the past.

Due to the recent difficult economic times beginning in the fall of 2008, both the City and School District have faced budget reductions in a variety of areas. The current economic climate has made it even more evident that the two agencies working together may be an area of great opportunity.

## **Facilities**

### **Morgan Hill Aquatics Center**

The Morgan Hill Aquatics Center opened its doors in 2004 and was built as part of the City's Parks and Recreation Master Plan. The facility is a multi-use with three pools, a meeting room, picnic facilities, a concession stand, locker rooms, and a variety of other recreational amenities.

The largest pool is the 780,000 gallon 50 meter Competition Pool. The pool is one of the highest quality pools in the Bay Area for competitive swimming and can be used for both long course and short course. The pool has a deep end with diving boards. The instructional pool is a 25x 20 yard pool with a depth of 3-4 feet. The recreational pool has two large water slides, a zero depth beachfront entry, and a water playground. Additionally, the facility has an above ground spray feature.

### **Centennial Recreation Center Pool**

The Centennial Recreation Center has an indoor pool that is unique in shape and usage. It is used for lap swimming, recreation swimming, swim lessons, and aqua fitness programs. The facility is multi-use in nature and has three 20 yard lap lanes that can be removed to provide room for the aqua fitness programs. The pool has a small water playground that is located in the shallow area of the pool. There is one water slide that is located on the site.

### **Live Oak High School**

The Live Oak High School Pool is 25 yards by 35 meters with 14 lanes. The pool has a deep area with diving boards. The pool is enclosed by buildings on several sides that serve as natural wind breaks.

### **Sobrato High School**

The Sobrato High School Pool was constructed in 2005 and is identical to the one at Live Oak with the exception of having more open surroundings.



# The Current

## Committee Role

The Committee was assembled to serve as an advisory group to the City and School District staff in developing the strategic plan. The individuals serving on the committee were chosen to bring experience and unique perspectives to the group. Each person attempted to best represent the individual constituencies they were representing, while staying focused on the aquatics community as a whole.

The committee was responsible for delivering a strategic plan as the first step in implementing an enhanced community aquatics program. The committee may be further utilized to evaluate and recommend future changes to the plan, work plan items, or assigned other tasks.

## Values

The benefits of aquatics programming is well documented in contributing to a community's quality of life, public safety, economic development, and health. In the Morgan Hill community, these benefits have been realized for many years - though they have not always been a result of coordinated efforts or a common focus. The long history of successful swimmers emerging from the community, as well as the building of the community aquatics facilities, demonstrates Morgan Hill's commitment to aquatics.

In order to move forward in a strategic manner, the community participants established the following values to guide future decision-making so that Morgan Hill continues to realize the many benefits of its comprehensive programs offerings.

- The facilities and programs "Build Community"
- Community health as swimming is a great way to exercise
- Family activity
- Lifetime activity
- Enhance quality of life
- Supports a healthy tax base
- Youth development
- Economic development: Swim meets and events attract people to Morgan Hill
- Learn water safety skills
- Facilities are accessible to many
- The Aquatics Center is a high-level training facility
- The groups should serve the children

From the values identified by the community, a value statement was created to serve as a foundation for the plan.

## Value Statement

To promote participation in aquatics as a lifetime activity which creates community through improved physical health and wellness, economic development, water safety, and youth development emphasizing respect, responsibility, caring and honesty.

## The Current

An analysis of existing strengths, weaknesses, opportunities and threats has been performed to help determine the current status of aquatics in the community.

### Strengths

*Facilities* –Morgan Hill has an abundance of aquatics facilities in the community. The facilities owned by the City and School District have all been constructed or renovated within the last six years. The facilities are all in good working condition and utilize similar pool mechanical systems. The Competition Pool at the Aquatics Center is currently viewed by many as the “fastest” pool in the area, which makes it very attractive for competitive swimming. This has helped to put the Aquatics Center on the national map with USA Swimming.

*Location and Climate* – The mild winters and warm summers that traditionally occur in Morgan Hill are very conducive to year round swimming, while the location just south of Silicon Valley puts Morgan Hill Aquatics facilities within a 30 minute drive to over 100,000 people. The easy freeway access to the Aquatics Center is also a benefit.

*Membership Model* – The membership model initially used at the Centennial Recreation Center has been successfully extended to the Aquatics Center. This transition has been a major financial benefit to the City of Morgan Hill and the Recreation and Community Services Department.

*Successful Programs* – Participation in swim lesson programs and recreation swim brings in thousands of people to the pools at the Aquatics Center and Centennial Recreation Center. These programs are strong revenue producing programs, but also are a good resource for marketing other aquatics programming and opportunities. There are also a large number of masters swimmers that already use the pool for lap swimming and training.

*The Community* – In general, the community is reasonably affluent, which provides opportunities for program participation and fundraising efforts. Historically, Morgan Hill high schools have had a reputation for successful swim programs and the construction of multiple aquatics facilities in recent years has given Morgan Hill a reputation as a community that is supportive of aquatics.

*Economic Impact of Competitive Swim Meets* – The community has benefited from many high level swim meets held at the Aquatics Center over the past several years. These bring many people into the area that utilize restaurants, hotels, and retail stores.

*Pool Maintenance Operations* – City staff have a strong understanding of maintaining aquatics facilities and the City has been on the front end of new technology in aquatics maintenance.

### Weaknesses

*The School District and City of Morgan Hill have not Worked Collaboratively* - The two entities duplicate some services including pool rental space where there is competition to book the facilities, which causes rates to be lowered.

*Programming* – There is limited or no programming that can help bridge youth from lessons up to swim team level of participation. The middle school timeframe is a key point in attracting and retaining swimmers and there are no programs aimed at recruiting recreation swimmers into swim programs at this time. While attendance is high in swim lesson programs and some instructors are highly skilled and valued, the overall quality of the program instructors is not outstanding. In relation it is believed that in recent years there has been a failure to develop a base of above average instructors and guards in the 16 to 18 age range. Times for lap swimming are limited and may not be conducive to increasing participation in that program. There is belief that there is a significant loss of revenue because many residents leave the community for aquatics programming.

*Competitive Swimming* – The number of people participating in competitive swimming has dropped dramatically over the past half decade. The high school swim programs have gone from being one of the strongest in the area to trying to find enough swimmers to have a team. The private swim clubs in Morgan Hill have not fared better. A number of years ago there was a much higher number of year round swimmers participating on clubs in Morgan Hill. A large decrease in this number occurred immediately after the Aquatics Center opened. There were over 200 swimmers swimming on swim teams at the Aquatics Center at the time it opened and in recent years the number of competitive swimmers has averaged about 100. Additionally, the high schools and the private swim club have had no relationship to coordinate their efforts in promoting competitive swimming. There are some people that believe there are substantial differences in the values the competitive swim team than there are for a program structured with a recreation based foundation. It is also thought that the lack of PE credit for students participating in high school sports is another item that has reduced the number of youth participating. As mentioned above in *Programming*, there is a belief that there is a significant loss of revenue because of residents leave the community for competitive programming.

*Underutilizations of Facilities* – Between the School District and City facilities, there is an immense amount of pool space available, but it is not believed that any of the facilities is fully utilized. With water being heated and circulated, it does not make sense fiscally to have pools sitting empty during times of the year they are in operation. This issue is compounded by the dwindling size of the high school swim teams and smaller size of the Makos swim team.

*Cleanliness* – The cleaning of the pool facilities is not at an outstanding level and there is concern about algae and debris in the pools.

*Concessions for Swim Meets* – The current vending agreement for concessions at the Aquatics Center is not conducive to effectively generating revenue at swim meets.

## **Opportunities**

*Coordination Between the School District and City* – This is believed to be an area where several opportunities are present. These opportunities include: maintenance of facilities, maintenance and management of competition equipment, program management in areas of expertise (competitive swimming versus recreation programs). Shared coaching opportunities between swim teams, high school sports, and masters swimming are also present.

*Coordinated Scheduling of Facilities* – This would involve the scheduling between multiple facilities but also the individual scheduling at each facility. It is believed the later evening time for lap swimmers and a masters program could create an increase in participation. Utilizing the school pools for some community programming could free up more time to use the Aquatics Center for long course swimming. It may not be necessary to have all pools in the community open year round and closing pools would reduce costs.



*Partnership Opportunities with the City of Gilroy* – It may be possible to partner on aquatics programming with the City of Gilroy, especially with the potential new aquatics complex that may be built there.

*Extending the Membership Model to Additional Program Areas* – There may be further opportunities to extend the membership model to other program areas. Likely areas could include an adult masters swim program or youth swim and water polo programs.

*Community Learn to Swim Program* – This is an area that is a high need in the community and would be designed to teach every youth in the community how to swim.

*Swim Lessons* – There is an opportunity to improve performance and hire better qualified instructors to teach lessons. If this is accomplished, there may be opportunities to expand swim lesson programs. Utilizing multiple facilities may further provide for increasing participation in the swim lesson program.

*Other Youth Program* – Identify opportunities to create new programs for youth to participate in aquatics and continue their aquatics participation after they have learned to swim. The Aquatics Center provides a perfect venue for elite level camps.

*Grant and Corporate Sponsorship Opportunities* – The grant opportunities may be present for a community learn to swim program. Sponsorship opportunities could include advertising at the aquatics facilities.

*Recreational Swim Team* – This would involve the development of a year round recreation level swim team and/or a summer cabana club type program. The same opportunity would be present with water polo should the swim team program prove to be successful.

*Adult Swimming Programs* – Increase the coached masters (tri-team) program potentially adding increased and later evening hours. By using Pacific Masters, the community may be able to reduce costs and increase the use of the facility by lap swimmers. Masters meets could be hosted if a successful masters program was created.

*Corporate/Private Event Rentals* – Develop a coordinated effort to attract private events and corporate events to the Aquatics Center.

*Swim Meet/ Water Polo Tournament Attraction* – Put a focus on hosting high level regional swim meets at the Aquatics Center. The regional meets are the ones that have a much greater economic impact as they bring in people that stay in the community for several days. Live Oak High School could be a very good venue for hosting local swim meets.

*Developing Support Groups and a Volunteer Base* – Work to create a structure for groups to make a coordinated effort in supporting aquatic facilities and programs through fundraising and volunteers.

*New Marketing Opportunities* – Looking to recruit youth participating in other sports to swim programs that can easier on the body and help improve strength and endurance for the youths' primary sports. Utilize the large number of people coming into the Outdoor Sports Center located adjacent to the Aquatics Center to promote programs.

*Look for Environmentally Friendly/Cost Savings Opportunities* – Review opportunities for utilization of wind or solar power at aquatics facilities to reduce expenses. Review the opportunities for grants and federal funds in these areas.

## Threats

*Loss of Local Swimmers to Programs Outside the Community* – While this is believed to already be occurring there is additional risk that, if changes are not made, more people will commute away from Morgan Hill for programming.

*Development of Aquatics Center in Gilroy* – This could present a risk to recreation swim, swim lessons and other programs.

*Overall Loss of Interest in Aquatics* – This could be at the national, regional or local level. The greatest concern at this point is the local level as it appears the popularity of swimming for youth is dropping much more than it is in other communities.

*Continued Failure of Users and User Groups to Comprehend the Big Picture* – Without the user groups being willing to change operations and work on a coordinated effort to improve aquatics in the community, it will be difficult to achieve community goals.

*Loss of Major Swim Meets* – The current concessions agreement is prohibitive to swim meets and could cause less people to host meets at the facility.

# The Goal

## Goals

The goals established and outlined are for the community facilities as a whole, including the aquatics facilities owned by the City and School District.

- 1. Produce an optimum mix of programming that provides for all the aquatics needs of the community.** In communities where this “optimum mix” is obtained, community members move in and out of various levels of programming ranging from learn to swim, recreational, fitness to competitive. It creates lifelong participants which continue to use facilities from their youth through adulthood.
- 2. Utilize an integrated service delivery model that creates and sustains a base of users that drive program attendance and improve staffing.** This would include developing an overall management structure that would help to develop this variety of services. Just as importantly, the model would develop relationships between services to effectively transition the users from one service area to another without them leaving the “base”. The model would also promote the transition from participant to staff member at the appropriate times.
- 3. Maximize cost recovery, to create stable and sustainable revenue sources that offset the cost of operating the aquatics facilities.** Identify and develop key programs to levels that can support the costs of operating the facilities while still making the facilities accessible to the community.
- 4. Actively promote diversity in the programs and facility usage.** Throughout all levels diversity must be a key factor in planning and evaluating success of programs. Diversity in aquatics programming has traditionally not been present, and to change this we must find ways to actively seek participants and staff from those underrepresented groups.

## Community Aquatics Model for Morgan Hill

Community aquatics models vary greatly throughout the country and it is not likely that any two operations will be exactly the same. Through the experience of committee members and review of other aquatics operations, an inventory of programs were identified as pieces of a successful aquatics operation. This inventory was categorized into related areas. The following section provides an overview of these categories and programs.

### Recreation Swim

This category includes use of the pool facilities for unprogrammed water play. Current offerings in this area include the Aquatics Center Summer Season and year round scheduled recreation swim time at the Centennial Recreation Center. Group use of recreation swim is also counted in this category. Summer camps were identified as a lower priority program in this area. Currently the Recreation and Community Services Department provides camps at the Aquatics Center.

**Learn to Swim Programs** - Learn to swim programs are listed in four categories:

Youth Swim Lessons – Age appropriate swim lessons that take youth from not being able to swim to the point where they could join a precompetitive swim program, if interested.

Community Learn to Swim Program – This program would have a goal of teaching swim lessons to 100% of the kids in the community.

Adaptive Swim Programs – Specific swim programming for persons with disabilities. This program area was identified as a lower priority due to the experience needed and the program already being offered in Gilroy.

Nonprofits Swim Training – Partnering with groups such as Scouts to provide instruction. This area would also be a lower level priority.

Adult Swim Lessons – Provide lessons that create an environment where adults are comfortable learning.

**Youth Precompetitive and Advanced Fitness Programming** – These include programs that are the next step after a youth learns to swim to advance them beyond just a basic stroke technique.

Cabana Club Style/Recreation Swim Team – This program could be a summer only or year round recreation program depending upon the interest of the individual participant. The objective of the team is to successfully bring in a large number of youth for an introduction to what a swim team is about. Youth may choose to advance to a more competitive program or just participate in this recreational program on a seasonal basis. This would replace the currently provided Fun & Fit program and also directly integrate with the competitive swim team program.

Wetball/Summer Recreational Water Polo Program - This program would be similar to the cabana club swim team model and would focus on providing a recreational experience and introduction to the sport. It would serve as a stepping stone to moving forward to a club or high school level of play, if desired by the youth.

**Adult Fitness** – Programs that are focused on health and fitness where high levels of skill are not necessary to begin participation in these programs.

Aqua Fitness Classes – This is a program that promotes exercise in the water (shallow and deep) that is structured and instructor led. A successful program is responsive to the needs of the participants. Changes in formatting could potentially attract more seniors.

Lap Swim – Unstructured swim time for adults to use the facility to swim laps for fitness. Currently offered at the Aquatics Center and Centennial Recreation Center. Scheduling of this area is the key to success.

Stroke Refinement Lessons – This program would provide for an advanced level of adult swim instruction that is designed to help the adult reach a level where they would be able to participate in lap swimming or advance to a higher level of swimming.

**Youth Competitive Programs** – More advanced programs for youth where skill/training is necessary before the youth would be able to participate at this level.

Swim Team – The youth swim team is the year round format for which youth can participate in swim instruction. The team is a critical component of aquatics programming and that would include swimmers of all abilities. The competitive level of participation can vary from swimmer to swimmer and the program should serve the swimmer all the way from the noncompetitive level through High School swimming, if desired. Stability in the program is a critical to its success in keeping its base. This program would provide High School Swimmers an opportunity to participate year round and/or prepare for the High School season. Youth could choose to move on to an elite level of swimming if they have the desire and ability within the team.

Youth Water Polo Club – The goals and needs would be very similar to the swim team and rely heavily on the summer wetball/recreational water polo programs to generate interest in a year round program. It would likely need to be partnered with the swim team program to be successful.

Youth Triathlon Training – This program area is very specialized, but is growing in popularity. If offered it would need to be integrated with the swim team program as the aquatics portion of this program would be a similar style training to the swim team.

Diving Club – This is an area of extreme specialization and would monopolize a good area of a facility for potentially small number of participants. Coordination of facilities would be necessary to make the timing of this program work.

**High School Sports** – High School Aquatics are offered in Water Polo, Swim Team and Diving. In recent years the number of participants has declined due to a variety of reasons. Success in participation at the high school level directly relates to the relationship to youth swim team and potentially a cabana club style team. Keeping the youth interested as they move into high school is critical and it is the social element that drives participation.

**Adult Competitive/Advanced Fitness Programs** – These are the programs that require adults to have advanced level of skill or training in to participate.

Masters Swimming/Triathlon Training – This is a coached program where instruction is provided on workouts and training techniques. Scheduling in this area is a key component as is the coach selected to run the program.

Masters Water Polo – Club level program where adults participate in Water Polo. It is should be inclusionary of all those with the skills to participate.

**Pool/Facility Rentals** – These would be the private rental of pools and amenities at any of the facilities. It is believed that by coordinating the use of the High School and City facilities greater rental ability may be attainable.

Events and Parties – This area is a primarily summer operation at the Aquatics Center and year round at the Centennial Recreation Center. Providing birthday parties is a very competitive area and they should be offered, but this should not be an area where expanding revenue is likely. Private event rental of the recreation swim facilities is a potential opportunity.

Swim Meets – Hosting swim meets does not generate a great deal of direct revenue, but their economic impact is thought to be very large. The regional level swim meets will have a much greater economic impact as people will stay longer, utilize hotels, and eat more meals within the City. Concessions are an important aspect where a club's volunteers make it more profitable than paid staff running the concessions for swim meets. Coordination between High School and City facilities in this area could further enhance opportunities.

Lane Rentals – Lane rentals to groups from outside Morgan Hill are opportunities to generate revenue. Long-course lane rentals are one of the premium type rentals that the Aquatics Center can provide, but availability is highly limited. More availability for long course rentals may be able to be made by utilizing the High School facilities for other programming.

**Support Organizations** – This is an area that could include foundations, parents groups and volunteer groups. A coordinated effort between these groups could enhance opportunities for all. Development of a volunteer



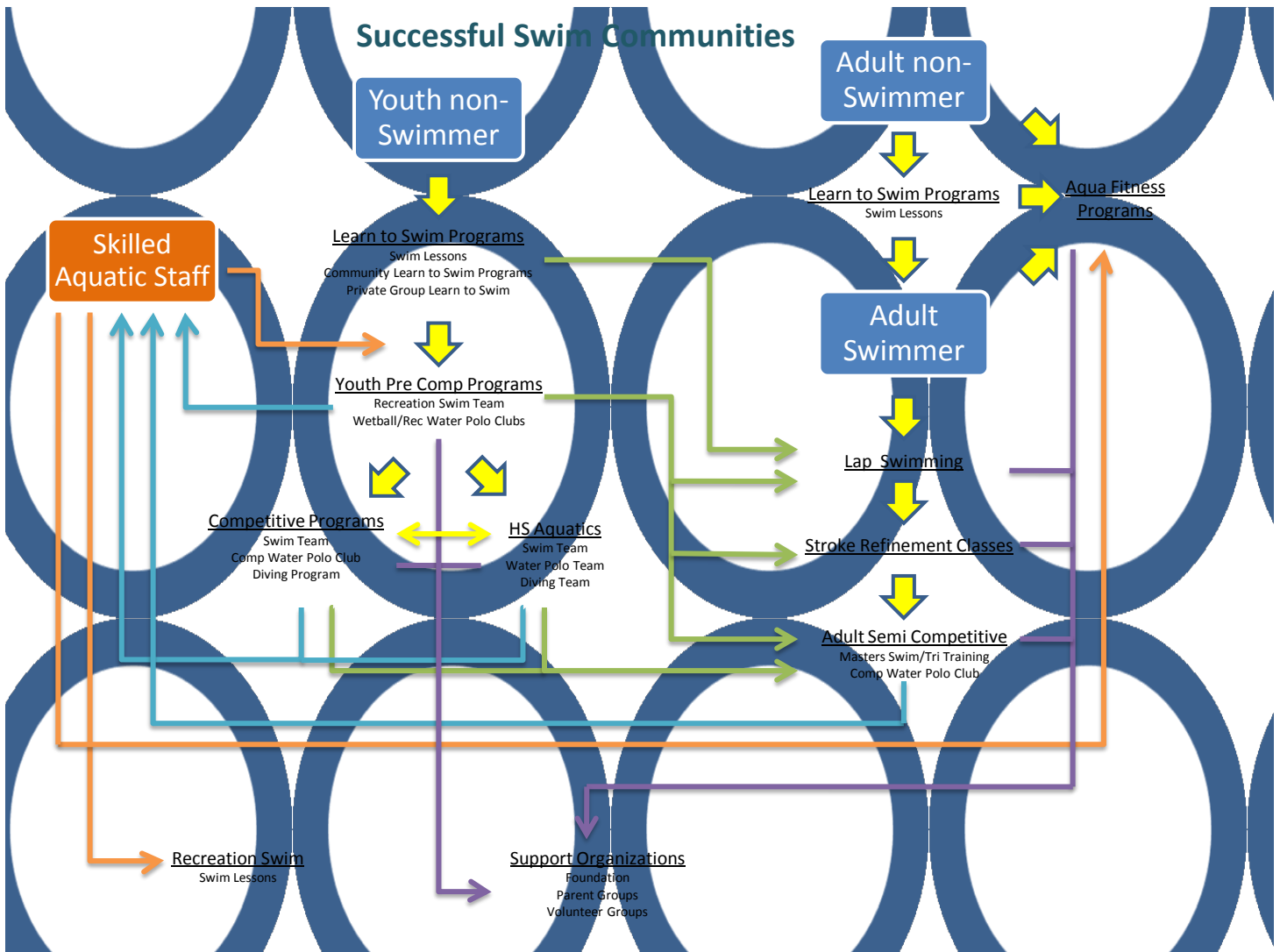
group focused on projects at the facilities could greatly improve our facilities. Fundraising could be used to make capital purchases that help to reduce ongoing operating costs.

**Other Programs** – This area would be where nontraditional aquatics programming would fall. Scuba classes have been identified as an opportunity, but were tried before without success. It is believed the program could work, but it is a low priority at this point.

**Maintenance of Facilities** – While not a direct service, it is important to recognize that facility maintenance is a key component of operations at all facilities. This is an area where volunteers could take on a larger role. It is also an area where opportunities for partnership between the City and District clearly exist.

## Model Program Flow

In attempting to create an optimum mix of programming and an integrated service delivery model, it is important to understand the programs and how participants flow from one area to another within the model. The following chart illustrates this flow.



Yellow arrows represent transitions by a participant from one program area to another.

Blue arrows represent the ability to find qualified staff from program participants in those program areas.

Orange areas represent a high probability of being able to utilize those staff in identified program areas.

Green arrows represent opportunities for youth participants to transition to adult aquatics programs.

Purple shows the relationships groups have as part of support organizations.

## Relationships

While the importance of quality in the outlined program areas is essential to building a successful aquatics program, it is also important to realize the overall management of programs and how the relationships between programs is a critical aspect of creating an integrated service delivery model. Key relationships are outlined below.

**Transition from Swim Lessons to Competitive Swimming/High School Swimming** – The importance of this relationship is apparent in the flow chart above. Participants that progress through these levels successfully are

the ones that have an opportunity to transition into aquatics as an adult. They also are the participants that form the base to develop qualified staff. Developing an overall management plan/structure that explicitly addresses and encourages this progression will be critical to the success of the model.

**Relationship between Participant Groups and Volunteer Organizations** – It can be identified that those wishing to volunteer their time in support of facilities or programs will most likely come from participant groups. The overall effort of recruitment efforts to encourage participants to join a support group could benefit from coordination.

**Overall Scheduling of Facilities** – Coordination in the management of an overall schedule of facilities is a critical aspect of managing all program areas. An effort should be made to educate all participant groups that efficient scheduling can be a benefit to all groups involved and that working with other participant groups to share the facility is highly important.

## The Future

Four strategic initiatives have been designed to move Morgan Hill Aquatics from present day operations to operations that align with the newly developed community aquatics model. These strategic initiatives are:

1. Partnership Opportunities
2. Building the Base
3. Community Needs Based Facility Scheduling
4. Maintaining the Core & Promoting Enhancement Opportunities

These initiatives will each provide a broad strategy for helping to achieve the goals of the plan. An annual work plan will be developed to actively pursue the strategic initiatives in a coordinated manner. The work plan establishes priorities for the year and will be developed jointly by the staff at the Morgan Hill Unified School District and City of Morgan Hill and the presented for approval by the Council/District.

## **Strategic Initiative 1 Facility Operations Partnership Opportunities**

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Most people recognize that successful and effective partnerships are beneficial on many levels. For the Morgan Hill community, an aquatics partnership between the City of Morgan Hill and the Morgan Hill Unified School District may result in both programmatic and financial benefits. By working in partnership to serve the community, the organizations may be able to leverage resources, reduce duplication, and decrease the amount of tax support for delivering aquatics services.

**Potential Benefits:**

- Enhanced Community Access
- Improved Facility Maintenance
- Increased Programming
- Cost Savings
- Revenue Generation

**Target Areas:**

- Overall Management of Aquatics Facilities
  - o Scheduling
  - o Fees
  - o Marketing
  - o Programming
- Shared Staffing
  - o Maintenance
  - o Programs
  - o Scheduling
  - o Equipment
  - o Events
  - o Marketing



## **Strategic Initiative 2 Building the Base**

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“Building the Base” is the development of lifelong aquatics participants. The goal is to attract and retain community members to the diverse, yet interconnected, aquatics programs. As demonstrated by the program model, key relationships exist between program areas that are essential to creating a base of participants. Strategically, a strong participant base will lead to a successful, comprehensive, and sustainable aquatics community. Specifically, it is envisioned that youth will be able to seamlessly transition from participation in swim lessons, to high school swimming, and then to adult based programs. A coordinated approach for managing service delivery is the key to bringing the model to life.

### Potential Benefits:

- Healthy Community
- Youth Development
- Water Safety Skills
- Attracting Diverse Users
- Family Activities
- Opportunities for Participation from All Skill Levels
- Revenue Generation

### Target Areas:

- Coordinated Management of Aquatics Development
  - o Program Areas:
    - Swim Lessons
    - Recreational Aquatics Programs
    - Competitive Aquatics Programs
    - High School Aquatics Programs
    - Masters Swimming/Water Polo
  - o Marketing of Transition Areas
  - o Recreation Swim Participation
- Shared Values and Goals Throughout Entire Model
- Finding the Right People to Provide “Coordinated Management”

## **Strategic Initiative 3 Community Needs Based Facility Scheduling**

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The City's and School's pools were all built to serve the same community. Scheduling the use of these facilities to satisfy the wants and needs of the community is the priority. Balancing cost-recovery with community need in this area is critical. Aquatics facilities are expensive to operate and underutilization of facilities is not a viable approach to sustain a high quality and diverse aquatics program. Utilizing a community wide approach to schedule facilities provides an opportunity to effectively coordinate use at the appropriate locations.

### **Potential Benefits:**

- Increased Programming
- Cost Savings
- Reduction in Competition for Users
- Elimination of Duplicate Services

### **Target Areas:**

- Development of a System which has Shared or Common Control of Facilities
  - o Coordinated Scheduling
  - o Scheduling Timeframes
- Defining Most Appropriate Location for Various Uses
  - o Programs
  - o Rentals
  - o Swim Meets
- Define Overall Need for Pool Space at Various Times of The Year
- Understand Opportunities to Reduce Costs When Pools are Not Utilized

## **Strategic Initiative 4 Maintaining the Core & Promoting Enhancement Opportunities**

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It is important to preserve the core areas of operation while trying to develop other service areas. Currently, there are individual program areas that are successful from both a participation and financial standpoint. Other areas underperform and could be enhanced. To realize the wide array of benefits of a comprehensive aquatics program, it is necessary to continually evaluate opportunities for maintaining and enhancing core services. Furthermore, to ensure that the community's significant investment in aquatics facilities is sustainable, effective and ongoing maintenance is essential.

### Potential Benefits:

- Increased Economic Impact
- Cost Savings
- Increased Revenue

### Target Areas:

- Provide Quality Facility Maintenance to Aquatics Facilities
  - o Preventative Maintenance
  - o Immediate Repairs
- Maintain Competitive Aquatics Equipment
  - o Shared Opportunities
- Continue Key Programs
  - o Membership Model
  - o Recreation Swim
  - o Swim Lessons
- Program Enhancements
  - o Review Opportunities to Extend The Membership Model
  - o Attraction of Regional Swim Meets
  - o Improved Swim Lesson Instructions
  - o Additional Adult Program Opportunities

## Appendix A: 2009/10 Annual Work plan

### Partnership Opportunities

1. Fully analyze partnership opportunities and efficiencies of shared or coordinated aquatics management.  
Timeframe: February 1 – June 30
2. Develop a partnership operation model between the Morgan Hill Unified School District and City of Morgan Hill for the operation of Aquatics Facilities.  
Timeframe: July 1 – December 31

### Building the Base

3. Develop a staffing plan for managing “Aquatics Development”.  
Timeframe: October 1 – December 31
4. Implement a comprehensive swim program.  
Timeframe: February 1 – June 30
5. Develop a marketing plan for transitioning youth from swim lessons into advanced aquatics programming.  
Timeframe: January 1 – February 28

### Community Needs Based Facility Scheduling

6. Create a scheduling process to manage all facilities as one system.  
Timeframe: February 1 – June 30
7. Develop a coordinated fee schedule for pool rentals and swim meets.  
Timeframe: February 1 – June 30
8. Develop a schedule for use of aquatics facilities for the June 2010 calendar year.  
Timeframe: February 1 – June 30

### Maintaining the Core & Promoting Enhancement Opportunities

9. Work with the support foundations to identify and fund enhancement opportunities that reduce operating costs or enhance marketability.  
Timeframe: January 1 – February 28
10. Develop a “real” adult masters swim program.  
Timeframe: April 1 – June 30