

City of St. Ann, Missouri

**Jack Rehagen Municipal Pool
Aquatic Facility Study**

**Overland, MO City Council
Presentation**

February 14, 2022



AUDIT

STUDY

DESIGN

OPERATE

WEB-APPS

COUNSILMANHUNSAKER.COM



Study Overview

AUDIT

STUDY

DESIGN

OPERATE

WEB-APPS

COUNSILMANHUNSAKER.COM



Planning Metrics

Analysis of existing
Jack Rehagen Pool
operation

CH recommends
6,000 sf minimum
when looking at St.
Ann + Overland

Adequate capacity
based on City's goal
to recover majority
of operational costs

Ensure proper
ratios of capacity
holders, children's
areas and thrill
amenities for the
swimming pool

Look at feasibility
of continuing to
operate the
existing indoor pool

AUDIT

STUDY

DESIGN

OPERATE

WEB-APPS

COUNSILMANHUNSAKER.COM



Executive Summary

AUDIT

STUDY

DESIGN

OPERATE

WEB-APPS

COUNSILMANHUNSAKER.COM



Executive Summary

- The primary goals of the study include the following:
 - Recommended aquatic features to make the pool more family oriented that caters to the local community of St. Ann and Overland.
 - Develop several options for consideration that provide a variety of modern aquatic amenities that fits within the existing footprint of the municipal pool.
 - Determine the financial implications of a renovated or replaced municipal pool (capital and operational).



AUDIT	STUDY	DESIGN	OPERATE	WEB-APPS	COUNSILMANHUNSAKER.COM

Executive Summary

- The pool complex has an annual subsidy of approximately \$250,000. This subsidy level is not uncommon given the relatively low population density of St. Ann and the surrounding area, as well as the targeted income demographic. However, the subsidy represents a significant and unsustainable, portion of the City's park and recreation budget.
- When analyzing the existing operation, the indoor pool allows the City to offer shallow water fitness classes and the ability to teach the younger age groups for year-round swim lessons. However, these are only two of the four primary aquatic user groups, and the pool does not have lap lanes or a regulation competition course and lacks recreational amenities for broader community appeal.
- The outdoor pool provides recreational swimming during the summer season but lacks functional shallow water and children's amenities which are key to attracting families and generating revenue. It is an aging facility that will need ongoing repair and maintenance to keep it operational for the future.



AUDIT	STUDY	DESIGN	OPERATE	WEB-APPS	COUNSILMANHUNSAKER.COM

Executive Summary

- For the future of the indoor pool, the City can expect the existing subsidy level to grow, if the decision is made to continue to operate the pool. While ideally, the City could explore partnering with an outside entity (i.e., private swim lesson school) to take over the operation of the pool where the City would control ownership of the pool with third-party management of its programs. However, due to the trade area demographics, this is likely not a viable option. The third option would repurpose the pool into a “dryland” amenity such as a community room that could be used for meetings and rentals and substantially reduce the operating costs. Given the possible return on the investment, reduction in operating costs, and integration scenarios with a revamped outdoor facility, this seems to be the more plausible option.
- The first option for the outdoor pool would include continuing to operate “as-is” with budgeting for ongoing repair and maintenance to address the aging infrastructure, while simultaneously dealing with increases in the operating subsidy. While this would give the pool a physical upgrade, it would not enhance the pool’s functionality and lack of modern aquatic amenities to a level that would attract significant number of new users.
- The second option would involve a substantial renovation that would renovate or replace the pool with a cost range of \$4.053M to \$7.03M with pools that vary in size from 7,000 square feet of water to 13,000 square feet of water. Operating the outdoor pool only would decrease the City’s existing subsidy from \$250,000 to \$80,000 to \$112,000. If the City does not want to continue to offer aquatic offerings to its residents, then closing the pool would also be an option.



AUDIT	STUDY	DESIGN	OPERATE	WEB-APPS

COUNSILMANHUNSAKER.COM



Kickoff Notes

AUDIT

STUDY

DESIGN

OPERATE

WEB-APPS

COUNSILMANHUNSAKER.COM



Kickoff Notes

- The Jack Rehagen Municipal Pool was constructed in the 1980s and consists of five bodies of water:
 - 7,000 sf outdoor leisure pool
 - 900 sf outdoor children's pool
 - 650 sf outdoor waterslide catch pool
 - Indoor pool
 - Indoor spa
- The outdoor pool is run as a traditional seasonal swimming pool from Memorial Day to Labor Day and offers recreational swimming, summer swim lessons, but does not offer any competitive swimming activities.
- The indoor pool is open year-round and primarily offers water fitness classes and warm-water exercise.
- The pool complex has an annual subsidy of approximately \$250,000.
- The City of St. Ann currently partners with the City of Overland whose residents received the resident rate at the pool.



COUNSILMANHUNSAKER.COM



Market Overview

AUDIT

STUDY

DESIGN

OPERATE

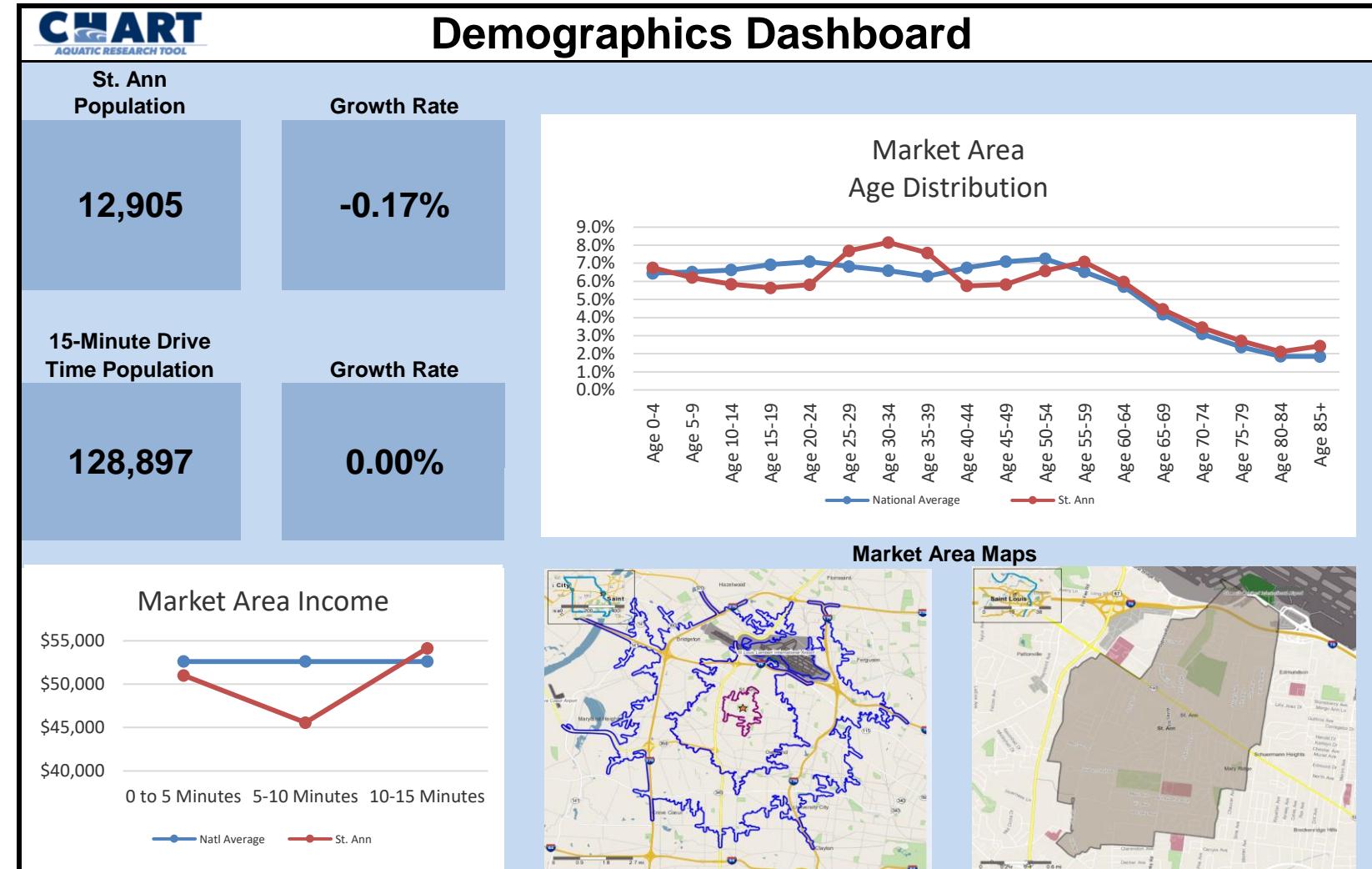
WEB-APPS

COUNSILMANHUNSAKER.COM



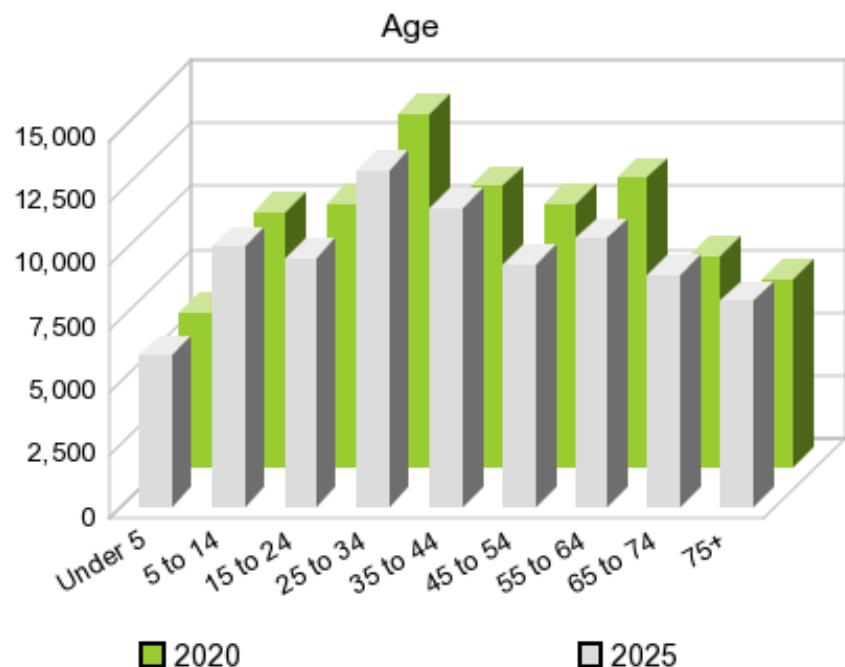
Market Overview

- St. Ann population: 12,905
- 15-minute population: 128,897
- Above average number of adults ages 25-39
- Above average number of children ages 0-4
- Below average household income within 10-minutes of pool

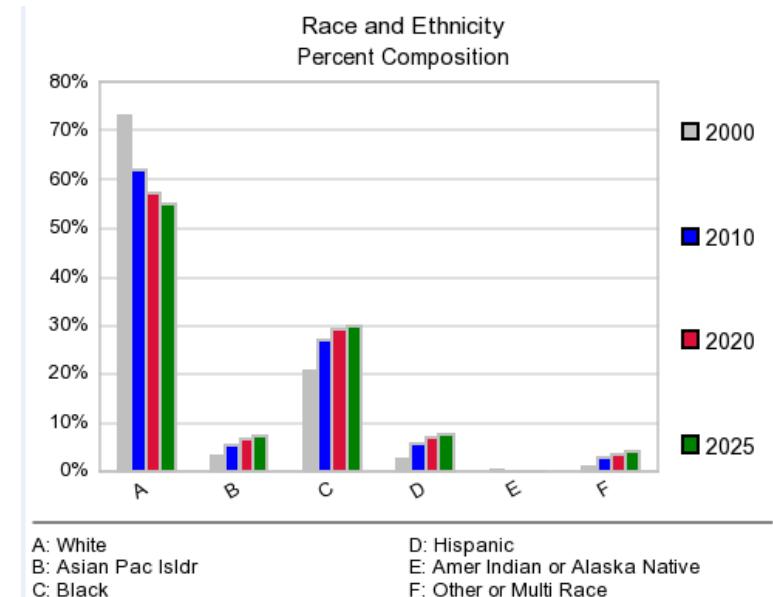


Market Overview

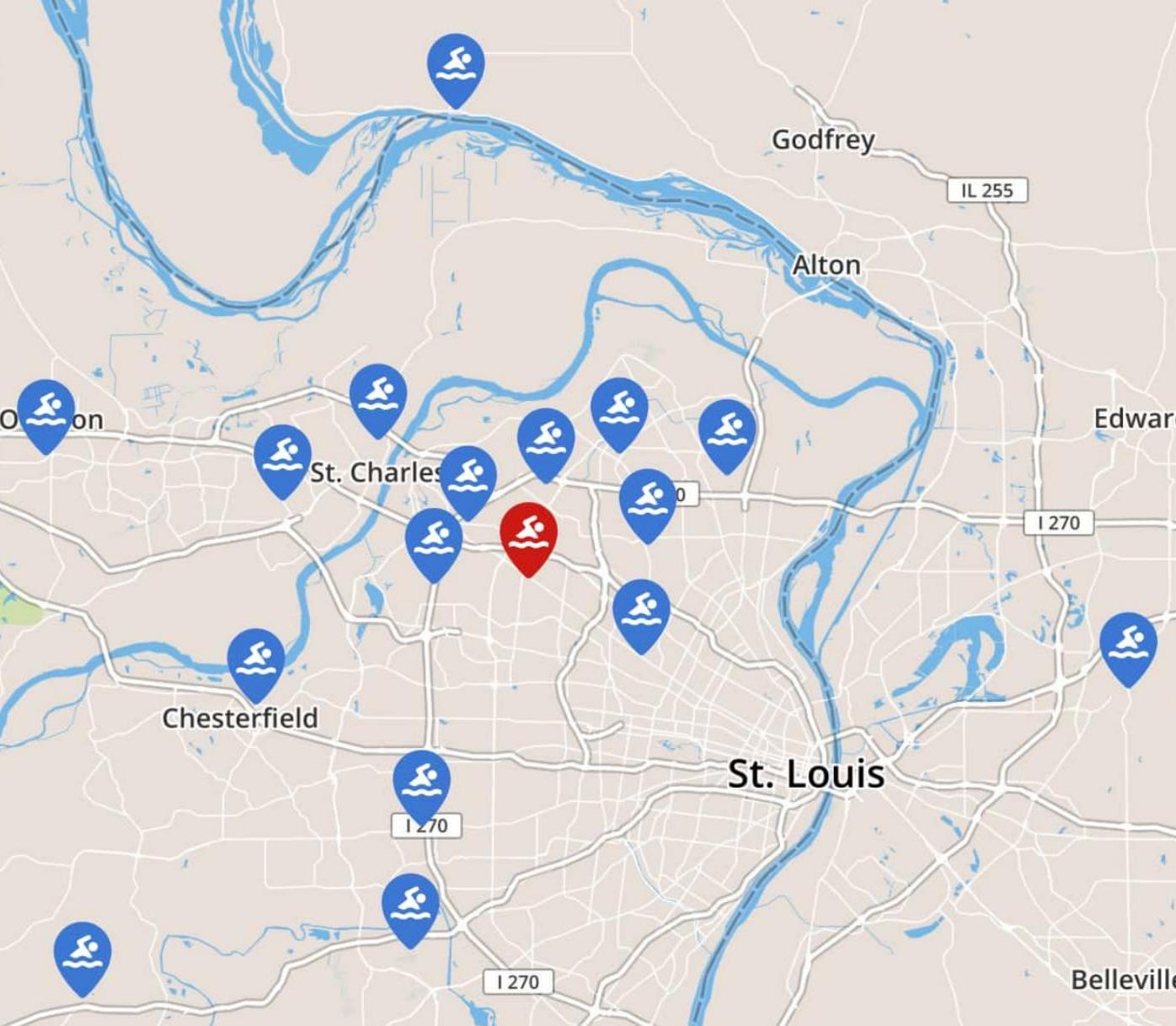
In 2020, the most prominent age group in this geography is Age 25 to 34 years. The age group least represented in this geography is Age 15 to 19 years.



Minorities make up over 45% of the market area. According to the CDC, African-American children drown at a rate nearly three times higher than their Caucasian peers. Currently, 70% of African-Americans and 60% of Hispanic/Latino children are unable to swim. By 2025, the combined percentage of these will be close to 40% of the market area surrounding St. Ann.



Area Swimming Pool Providers



AUDIT

STUDY

DESIGN

OPERATE

WEB-APPS

COUNSILMANHUNSAKER.COM



Area Swimming Pool Providers



Wapelhorst Aquatic Facility
St. Charles, MO



Blanchette Aquatic Facility
St. Charles, MO



Maryland Heights Aqua Port
Maryland Heights, MO



RiverChase Recreation Center
Fenton, MO



Alligator Creek Aquatic Center
O'Fallon, MO



Hurricane Harbor – Six Flags
St. Louis, MO



Collinsville Aqua Park
Collinsville, IL



Bangert Swimming Pool
Florissant, MO

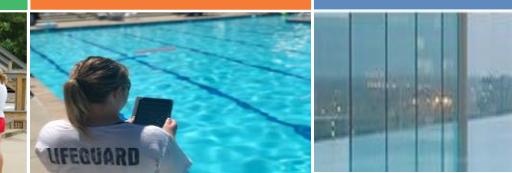
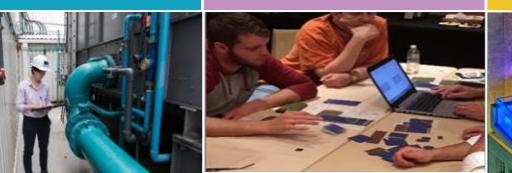
AUDIT

STUDY

DESIGN

OPERATE

WEB-APPS



COUNSILMANHUNSAKER.COM



Area Swimming Pool Providers



White Birch Bay Aquatic Center
Hazelwood, MO



North Country Recreation
Complex
St. Louis, MO



St. Vincent Community Center
and Waterpark
St. Louis, MO



Splash at Wabash
Ferguson, MO



Bridgeton Crossing Family Aquatic
Park
Bridgeton, MO



Chesterfield Family Aquatic Center
Chesterfield, MO



The Lodge Aquatic Center
Des Peres, MO



Raging Rivers
Grafton, IL

AUDIT

STUDY

DESIGN

OPERATE

WEB-APPS

COUNSILMANHUNSAKER.COM



Options for Consideration

AUDIT

STUDY

DESIGN

OPERATE

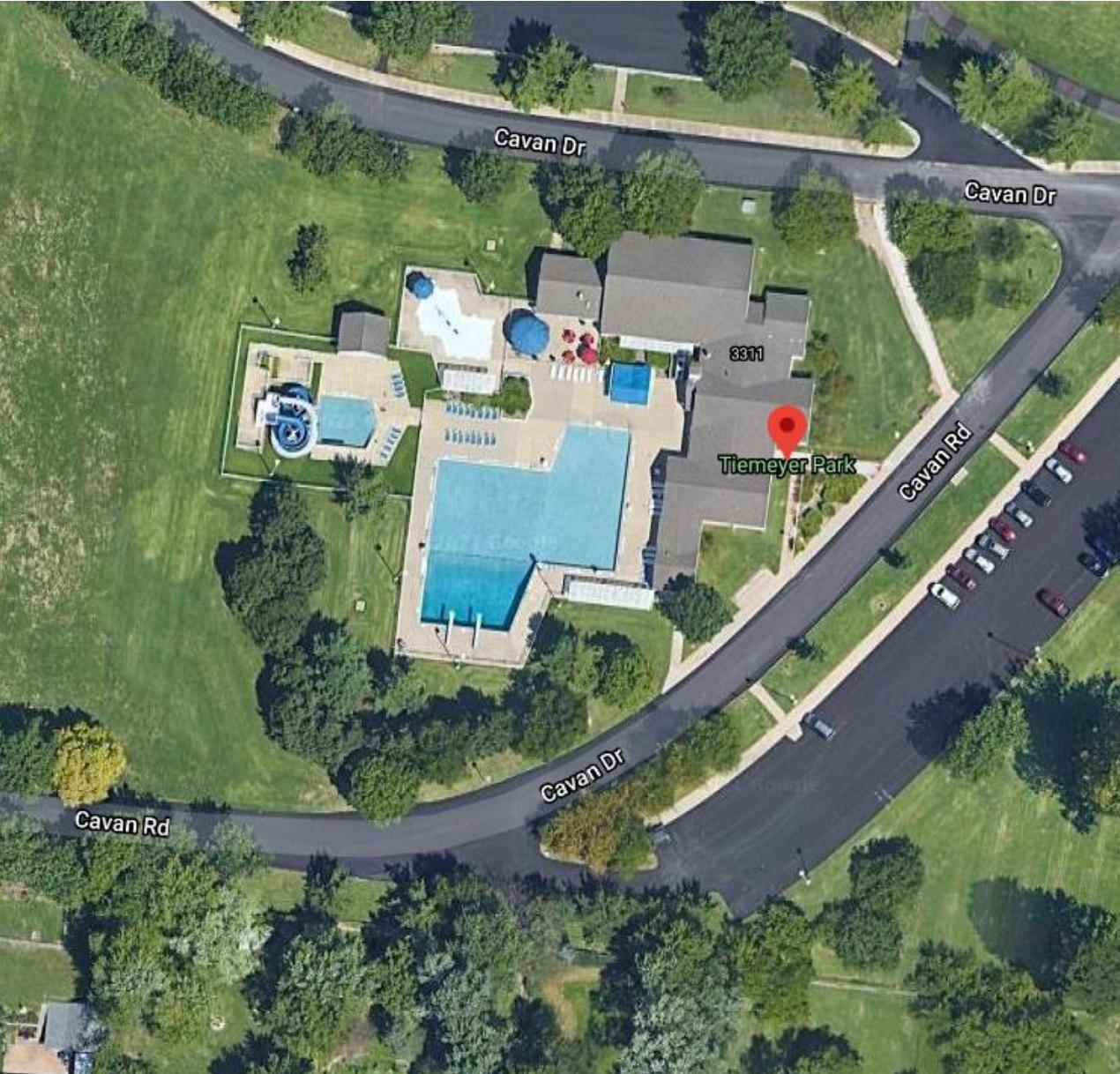
WEB-APPS

COUNSILMANHUNSAKER.COM



Jack Rehagen Municipal Pool

- 7,000 sf outdoor lap / leisure pool
 - Open recreational swimming area
 - Lap lanes
 - 1-meter diving boards
- 900 sf children's pool
- 700 sf waterslide plunge pool
- Indoor programming pool
- Indoor spa



AUDIT

STUDY

DESIGN

OPERATE

WEB-APPS

COUNSILMANHUNSAKER.COM



Jack Rehagen Municipal Pool

Facility Observations

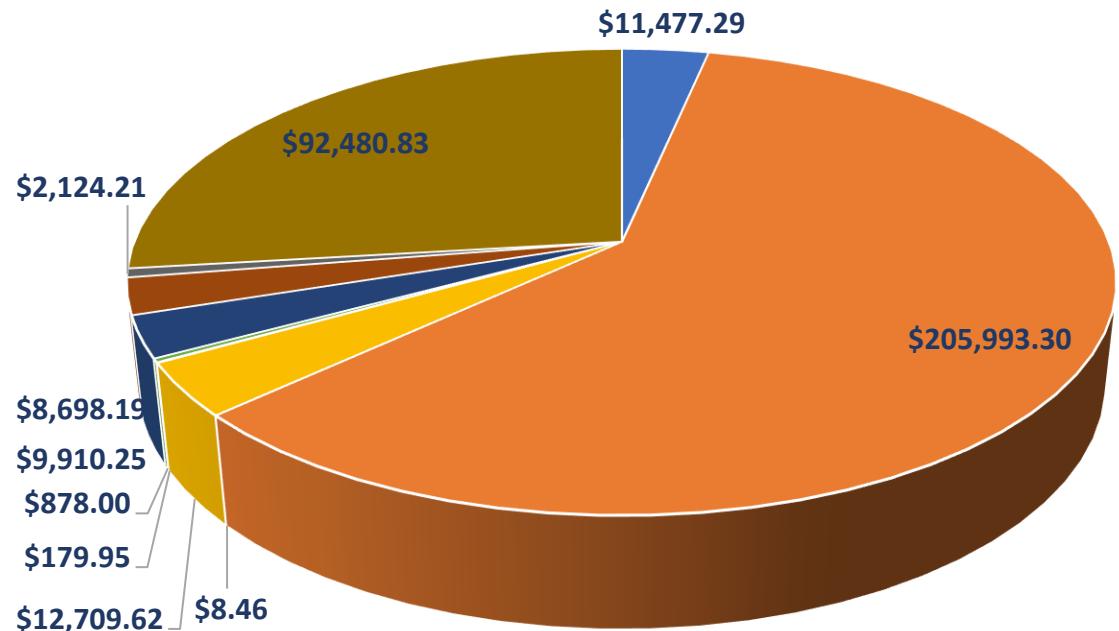
- Indoor Pool
 - Ideal pool for indoor, shallow water, fitness classes
 - Ability to teach year-round swim lessons
 - Does not have lap lanes or a regulation competition course
 - Lack of recreational amenities for broader community appeal
- Outdoor Pool
 - Provides outdoor recreational swimming during the Memorial Day to Labor Day summer season
 - Aging facility that will need ongoing repair and maintenance to keep it operational for the future
 - Lack of functional shallow water and children's amenities
 - Waterslides and 1-meter diving provide thrill amenities and recreational value



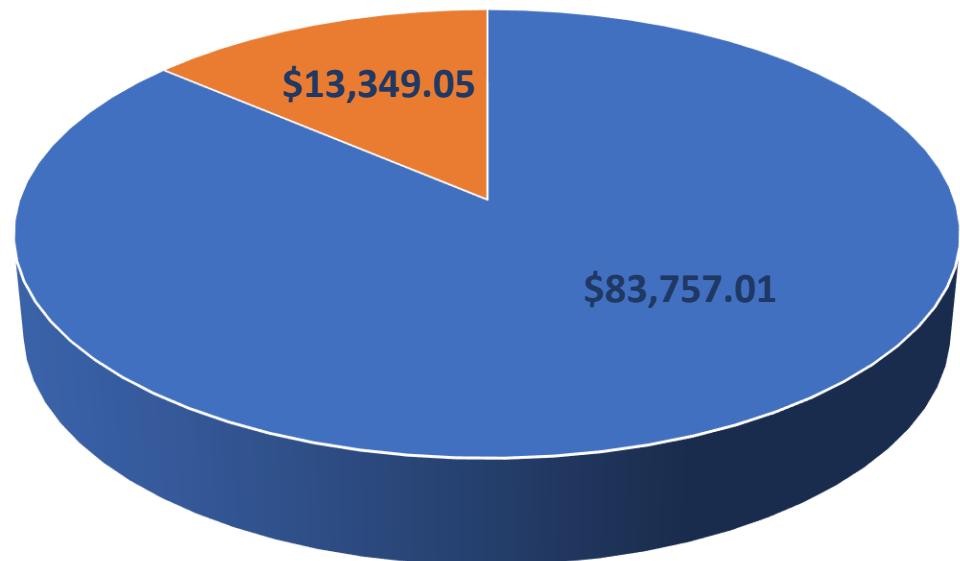
AUDIT	STUDY	DESIGN	OPERATE	WEB-APPS	COUNSILMANHUNSAKER.COM	
						

Revenue / Expense (2019)

2019 Pool Expenses



2019 Pool Revenue



■ Salaries Pool

■ Misc

■ Supplies

■ Management Contract
■ FICA
■ Utilities

■ Chemicals

■ Advertising
■ Concessions

■ Maintenance

■ Admissions
■ Concessions

AUDIT

STUDY

DESIGN

OPERATE

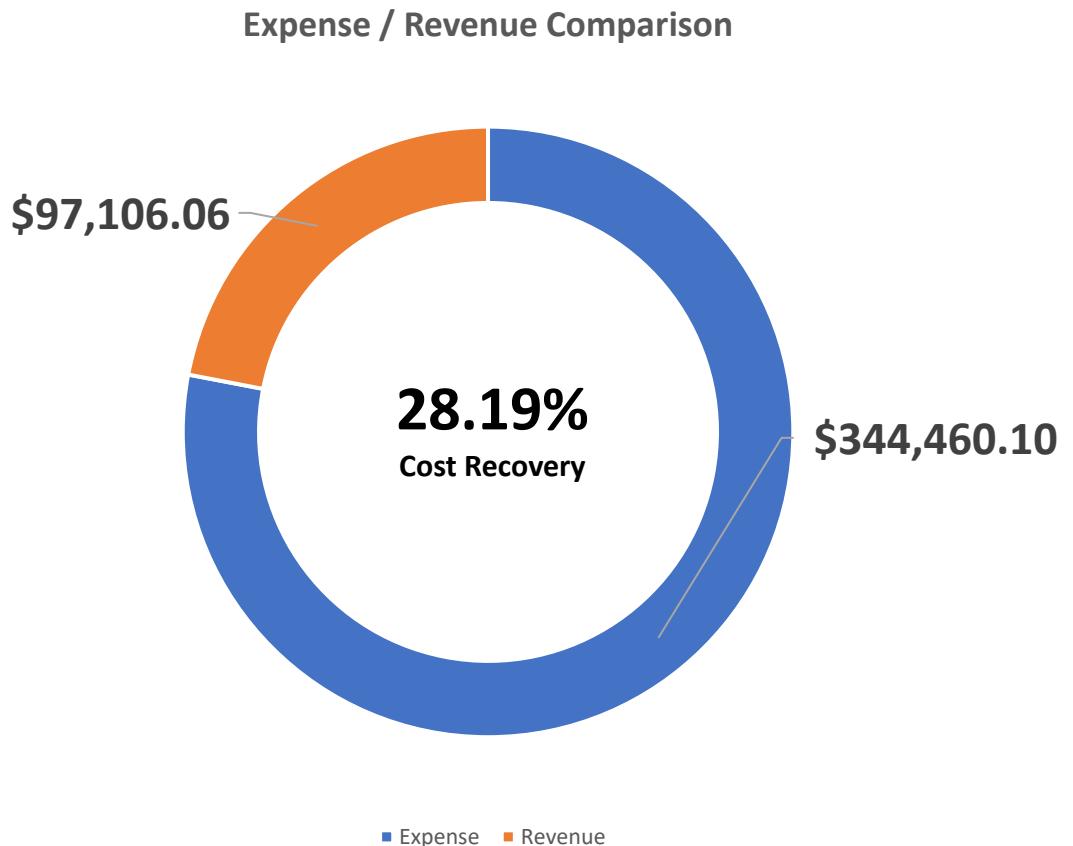
WEB-APPS

COUNSILMANHUNSAKER.COM



Revenue / Expense (2019)

- \$59,665 (61.4%) of revenue is from seasonal operation (5/28-9/6) of swimming pool.
- Management contract accounts for 60% of total expenses
- Utilities are 2nd highest expense category (27%)
- A 28% cost recovery is within the expected range due to the following factors:
 - Inability for indoor pool to serve numerous aquatic user groups (fitness and instruction only)
 - Age of outdoor pool with lack of modern amenities and functional shallow water with a zero-beach entry
 - Lack of multiple capacity holders, children's areas and thrill amenities
 - Relatively low population of St. Ann and Overland
 - Below average household income figures limits ability of surrounding community to pay for aquatic programs



Indoor Pool Options

Options	Observations
Continue to operate	<ul style="list-style-type: none"> ▪ Subsidized amenity ▪ Minimal usage ▪ Inability to reach all aquatic user groups
Divest to outside management	<ul style="list-style-type: none"> ▪ Ability to reduce subsidy ▪ Offer more swim programs for surrounding community (primarily swimming lessons) ▪ Increased program fees compared to current ones ▪ Outside entity operating facility
Repurpose space	<ul style="list-style-type: none"> ▪ Provides new amenity for community ▪ Lower annual subsidy than indoor pool ▪ Lack of indoor water in St. Ann



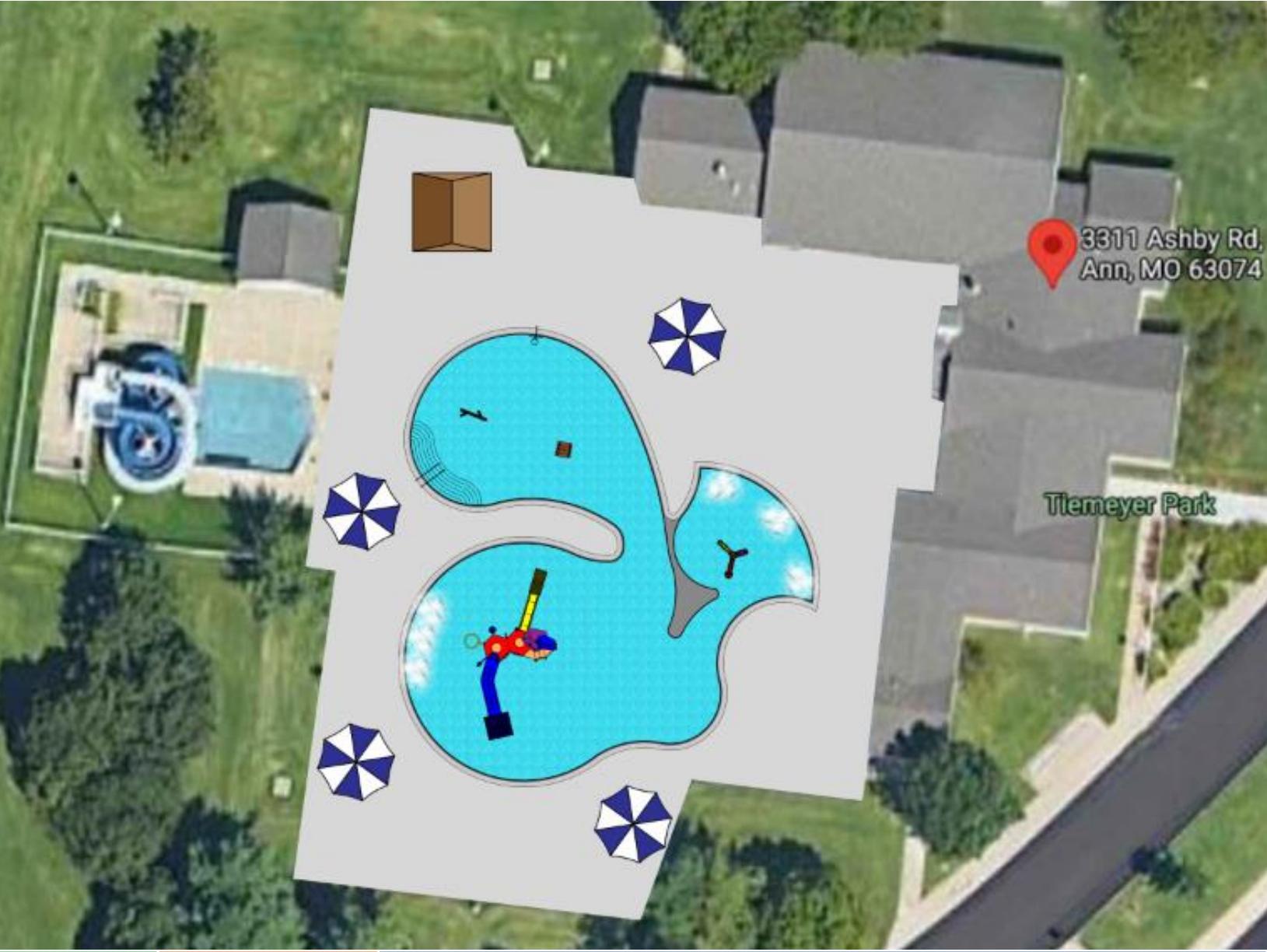
Outdoor Pool Options

Options	Observations
Continue to operate	<ul style="list-style-type: none"> ▪ Subsidized amenity ▪ Increasing maintenance costs ▪ Lack of modern aquatic facility amenities
Outdoor pool renovation	<ul style="list-style-type: none"> ▪ Incorporate modern aquatic facility amenities ▪ Ability to reduce subsidy ▪ Broader community appeal ▪ Increased admission fee ▪ Increased number of amenities to maintain ▪ Higher number of lifeguard staff required
Close Pool	<ul style="list-style-type: none"> ▪ Lack of outdoor aquatics in the City of St. Ann ▪ Inability to teach seasonal swimming lessons ▪ Eliminate pool subsidy



Option 1

- 6,994 sf leisure pool
 - Zero-depth entry
 - Dual waterslide tower
 - Open recreational swimming area
 - Multi-level play structure
 - Water sprays / features
- Existing waterslide tower and plunge pool
- Shade structures
- Group pavilion
- \$4.1M Project Cost



AUDIT	STUDY	DESIGN	OPERATE	WEB-APPS	COUNSILMANHUNSAKER.COM

Option 2

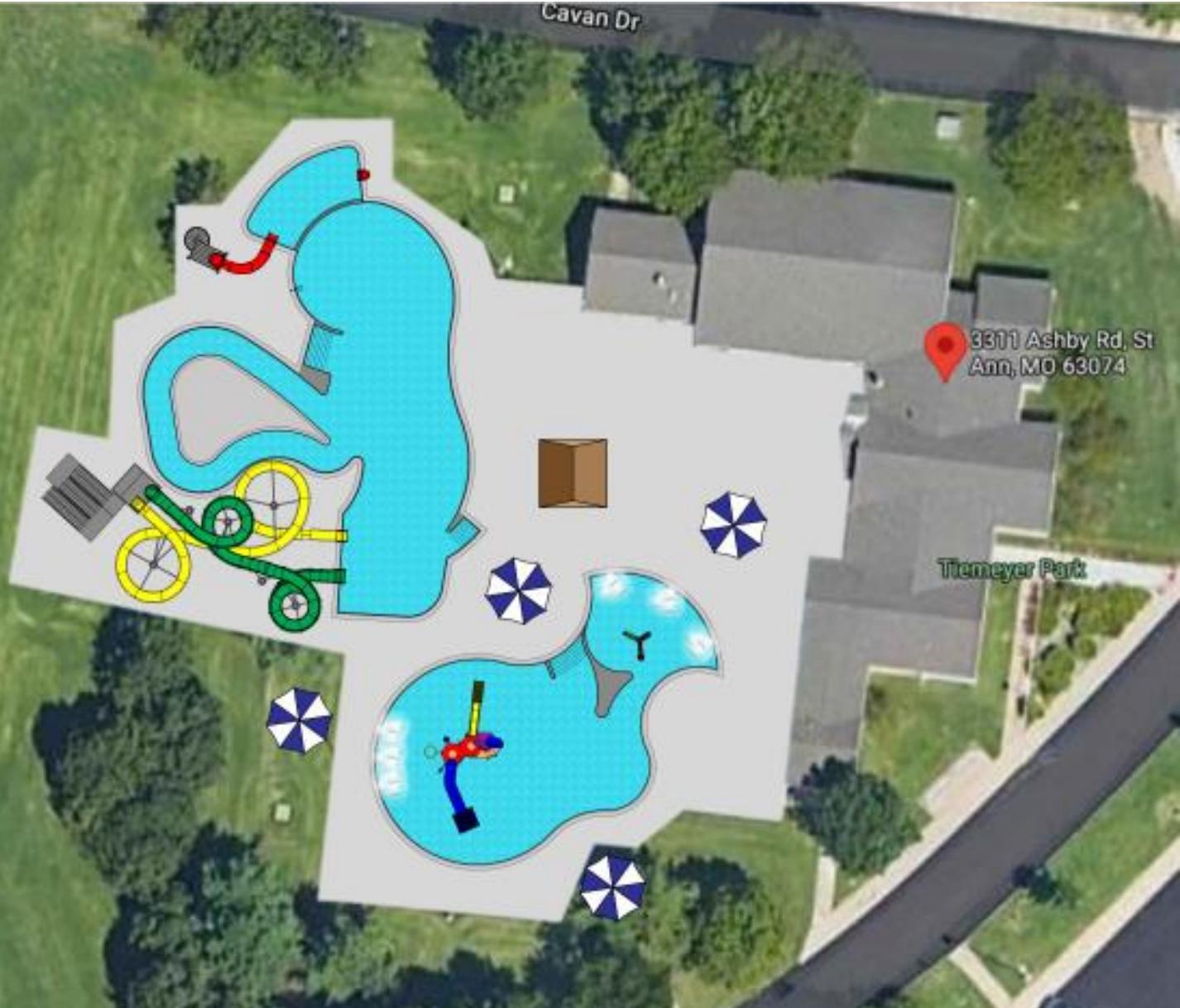
- 6,222 sf leisure pool
 - Dual waterslide tower
 - Current channel / lazy river
 - Open recreational swimming area
- 4,839 sf children's pool
 - Zero-depth entry
 - Multi-level play structure
 - Water sprays / features
- Shade structures
- Group pavilion
- \$6.5M Project Cost



AUDIT	STUDY	DESIGN	OPERATE	WEB-APPS	COUNSILMANHUNSAKER.COM

Option 3

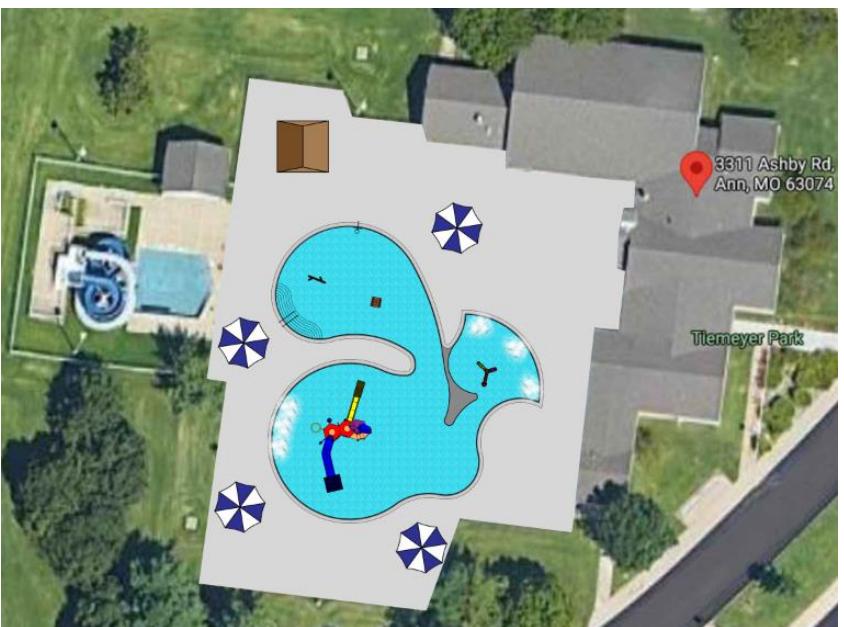
- 7,126 sf leisure pool
 - Dual waterslide tower
 - Current channel / lazy river
 - Open recreational swimming area
 - Deep water area with waterslide, climbing wall
- 4,839 sf children's pool
 - Zero-depth entry
 - Multi-level play structure
 - Water sprays / features
- Shade structures
- Group pavilion
- \$7.1M Project Cost



AUDIT	STUDY	DESIGN	OPERATE	WEB-APPS	COUNSILMANHUNSAKER.COM
					



Options Summary



AUDIT

STUDY

DESIGN

OPERATE

WEB-APPS

COUNSILMANHUNSAKER.COM



Operational Analysis

AUDIT

STUDY

DESIGN

OPERATE

WEB-APPS

COUNSILMANHUNSAKER.COM



Operational Cost Analysis

■ Facility Staff

■ Direct Facility Expenses

■ Heating/Dehumidification

■ Electricity

■ Water and Sewer

■ Insurance

■ Capital Replacement Fund

Direct Facility Expense Budget			
	Option 1	Option 2	Option 3
Facility Staff			
Full Time Employment	Not Included	Not Included	Not Included
Part-Time Management	\$14,364	\$14,364	\$14,364
Lifeguard Personnel	\$97,632	\$109,836	\$134,244
Front Desk Personnel	\$11,124	\$22,248	\$22,248
Personnel Equipment Cost	\$1,558	\$1,869	\$2,181
Training	\$4,000	\$5,000	\$6,000
Total Labor	\$128,678	\$153,317	\$179,037
Direct Facility Expenses			
Insurance	Not Included	Not Included	Not Included
Repair and Maintenance	\$10,200	\$16,200	\$17,600
Credit Card Fees	\$1,716	\$3,796	\$4,131
Operating Supplies	\$6,120	\$9,720	\$10,560
Chemicals	\$10,229	\$20,170	\$22,981
Advertising	\$4,000	\$5,800	\$6,400
Direct Expenses	\$32,264	\$55,686	\$61,672
Utilities			
HVAC	\$2,027	\$2,933	\$3,134
Electricity	\$21,725	\$41,779	\$44,701
Pool Heating	\$4,467	\$5,481	\$7,114
Water & Sewer	\$6,295	\$8,097	\$9,132
Total Utilities	\$34,514	\$58,289	\$64,082
Programs			
Program Supplies	\$2,000	\$2,000	\$2,000
LG Class Materials	\$779	\$935	\$1,090
Food and Beverage	\$9,324	\$13,345	\$14,552
Part-Time Program Staff	\$6,898	\$7,158	\$7,417
Total Programs	\$19,001	\$23,438	\$25,059
Total Operating Expenses	\$214,457	\$290,730	\$329,850
Capital Replacement Fund	\$20,300	\$32,400	\$35,200
Total Expense	\$234,757	\$323,130	\$365,050
Estimate Current as of:	5/26/2021		

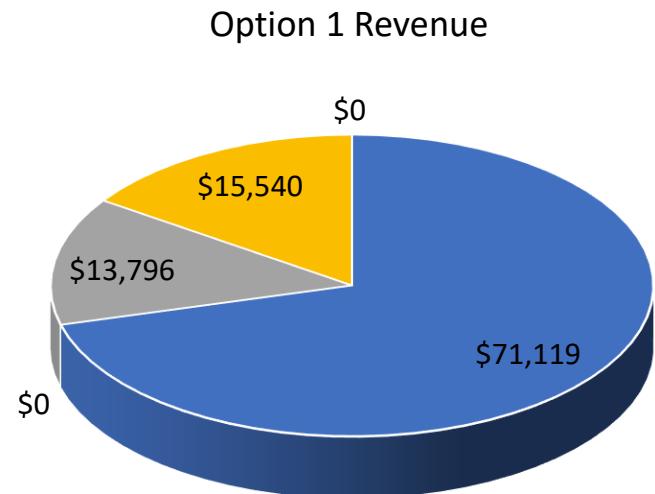
Source: Counsilman-Hunsaker



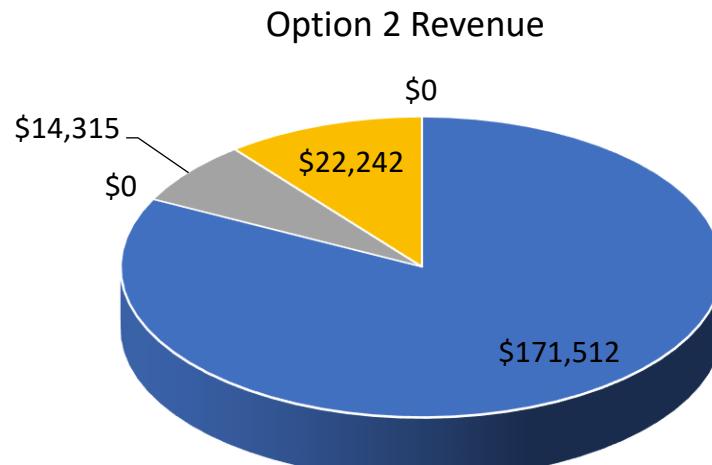
COUNSILMANHUNSAKER.COM



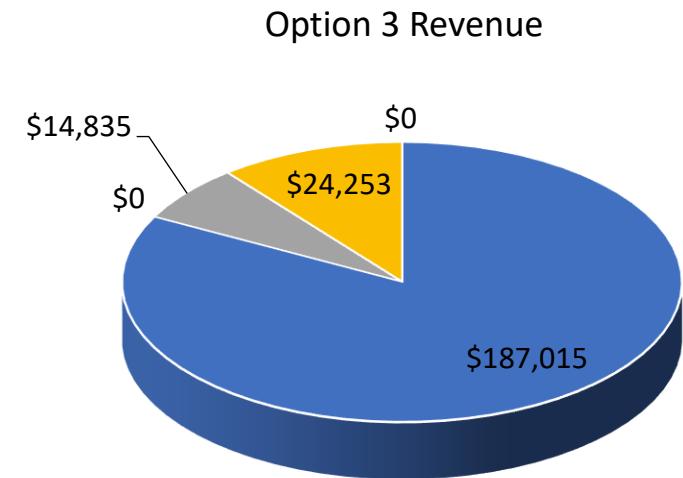
Revenue Analysis



- Daily Admissions / Memberships
- Swim Team Revenue
- Aquatics Instruction Revenue
- Food and Beverage
- Rentals



- Daily Admissions / Memberships
- Swim Team Revenue
- Aquatics Instruction Revenue
- Food and Beverage
- Rentals



- Daily Admissions / Memberships
- Swim Team Revenue
- Aquatics Instruction Revenue
- Food and Beverage
- Rentals



Financial Summary

- Revenue range from \$100,456 to \$226,103 and an overall cost recovery range of 47% to 69% dependent upon the option selected.
- While Options 2 and 3 have the highest annual expense budget, they also demand the highest price-point and generate the greatest amount of revenue due to their high capacity and number of features to appeal to the largest audience.
- These projected revenue numbers might vary based upon the approved admission rate for the Jack Rehagen Swimming Pool.

Option 1

Project Cost	\$4,053,171				
Attendance	23,090				
Revenue	\$100,456	\$101,481	\$112,272	\$112,880	\$119,199
Expense	\$212,457	\$217,893	\$224,914	\$230,392	\$236,991
Operating Cashflow	(\$112,001)	(\$116,412)	(\$112,642)	(\$117,512)	(\$117,792)
Recapture Rate	47%	47%	50%	49%	50%
Capital Replacement Fund	\$20,300	\$20,300	\$20,300	\$20,300	\$20,300
Cash Flow	(\$132,301)	(\$136,712)	(\$132,942)	(\$137,812)	(\$138,092)

Option 2

Project Cost	\$6,467,608				
Attendance	32,052				
Revenue	\$208,069	\$208,994	\$230,465	\$230,961	\$243,069
Expense	\$288,730	\$295,958	\$305,244	\$312,606	\$321,370
Operating Cashflow	(\$80,660)	(\$86,964)	(\$74,780)	(\$81,644)	(\$78,301)
Recapture Rate	72%	71%	76%	74%	76%
Capital Replacement Fund	\$32,400	\$32,400	\$32,400	\$32,400	\$32,400
Cash Flow	(\$113,060)	(\$119,364)	(\$107,180)	(\$114,044)	(\$110,701)

Option 3

Project Cost	\$7,030,357				
Attendance	34,759				
Revenue	\$226,103	\$227,013	\$250,270	\$250,751	\$263,831
Expense	\$327,850	\$336,015	\$346,408	\$354,753	\$364,606
Operating Cashflow	(\$101,748)	(\$109,002)	(\$96,138)	(\$104,002)	(\$100,775)
Recapture Rate	69%	68%	72%	71%	72%
Capital Replacement Fund	\$35,200	\$35,200	\$35,200	\$35,200	\$35,200
Cash Flow	(\$136,948)	(\$144,202)	(\$131,338)	(\$139,202)	(\$135,975)

*revenue assumes fee increase in years 3 and 5

AUDIT	STUDY	DESIGN	OPERATE	WEB-APPS	COUNSILMANHUNSAKER.COM		

City of St. Ann, Missouri

**Jack Rehagen Municipal Pool
Aquatic Facility Study**

**Overland, MO City Council
Presentation**

February 14, 2022



AUDIT

STUDY

DESIGN

OPERATE

WEB-APPS

COUNSILMANHUNSAKER.COM



Option 3

- 7,126 sf leisure pool
 - Dual waterslide tower
 - Current channel / lazy river
 - Open recreational swimming area
 - Deep water area with waterslide, climbing wall
- 4,839 sf children's pool
 - Zero-depth entry
 - Multi-level play structure
 - Water sprays / features
- Shade structures
- Group pavilion
- \$7.1M

OPINION OF PROJECT COST: Option 3					
Description	Unit	Amount	Cost per Unit	Opinion of Cost	Opinion of Cost
Support Spaces		2,009	195	\$391,811	\$391,811
Outdoor Pool Mechanical Room	Sq. Ft.	2,009	195	\$391,811	
Outdoor Aquatic Center		35,910	128	\$4,604,325	\$4,604,325
Outdoor Leisure Pool	Sq. Ft.	7,126	260	\$1,852,760	
Children's Play Structure	Allowance	1	200,000	\$200,000	
Play Structure Mechanical	Allowance	1	50,000	\$50,000	
Spray Features	Allowance	1	50,000	\$50,000	
Drop Slide	Allowance	1	75,000	\$75,000	
Climbing Wall	Allowance	1	50,000	\$50,000	
River Mechanical	Allowance	1	50,000	\$50,000	
Waterslide Tower	Allowance	1	400,000	\$400,000	
Waterslide Mechanical	Allowance	1	50,000	\$50,000	
Tot Pool	Sq. Ft.	4,839	260	\$1,258,140	
Shade Structures	Qty.	4	10,000	\$40,000	
Shade Pavilion	Qty.	1	20,000	\$20,000	
Outdoor Deck	Sq. Ft.	23,932	10	\$248,893	
Overhead Lighting	Sq. Ft.	35,910	5	\$186,732	
Fencing	Linear Ft.	800	91	\$72,800	
Unit			Sq. Ft.	Cost	Opinion of Cost
Total Building Construction Costs		37,919	\$132	\$4,996,136	\$4,996,136
Demolition Allowance				\$200,000	\$200,000
Site Construction Costs (parking, landscaping, utilities, walks)				\$189,596	\$189,596
Furniture, Fixtures, Equipment				\$228,000	\$228,000
Subtotal				\$5,613,732	\$5,613,732
Escalation Allowance (1 year)		3.5%		\$196,481	\$196,481
Contingency (Design / Construction)		10.0%		\$581,021	\$581,021
Design Fees, Surveys, Permitting		10.0%		\$639,123	\$639,123
Opinion of Probable Cost				\$7,030,357	\$7,030,357
Total Estimated Project Costs:			\$185	\$7,030,357	\$7,100,000
Estimate Current as of:			5/26/2021		
			Source: Counsilman-Hunsaker		

AUDIT	STUDY	DESIGN	OPERATE	WEB-APPS	COUNSILMANHUNSAKER.COM