



SPECIAL AND REGULAR MEETING AGENDA

Date: 2/13/2024
Time: 5:00 p.m.
Location: [Zoom.us/join](#) – ID# 832 1285 7140
City Council Chambers
751 Laurel St., Menlo Park, CA 94025

EARLY STAFF REPORT RELEASE NOTICE

Pursuant to the requirements of California Government Code §§66018 and 6062a, the following staff report is being released at least 10-days in advance of the City Council meeting:

Introduce and waive the first reading of an ordinance amending the City's master fee schedule to include aquatics fees ([Staff Report #24-018-CC](#))

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STAFF REPORT

City Council

Meeting Date:

2/13/2024

Staff Report Number:

24-018-CC

Public Hearing:

Introduce and waive the first reading of an ordinance amending the City's master fee schedule to include aquatics fees

Recommendation

Staff recommends that the City Council introduce and waive the first reading of an ordinance (Attachment A) amending the City's master fee schedule to incorporate proposed changes in fees to become effective April 1 after the ordinance is adopted to include aquatics fees.

Policy Issues

The City Council adopts fees to recover the cost for services to minimize the demand on general taxes for services that have an individual benefit. The most recent cost of services study was presented to the City Council at a study session Feb. 13, 2018 (Attachment B), which informs the structure of fees in the current and proposed master fee schedule. To guide the establishment of fees, the City Council last adopted revisions to the user fee cost recovery policy Aug. 23, 2022 (Attachment C).

The master fee schedule currently has no fees for aquatics programs. In the past, aquatics fees have been set at the discretion of the aquatics operator. The recommendation to add aquatics fees to the master fee schedule is consistent with the requirements in the new aquatics operator agreement authorized by City Council on Sept. 12, 2023 (Attachment D).

Background

On Jan. 9, City Council held a public hearing to introduce and waive the first reading of an ordinance amending the City's master fee schedule to include aquatics fees. City Council provided feedback to revise the proposed aquatics fees to reevaluate how best to prioritize access for residents, and to return with additional data on the aquatics operation. The revised proposed ordinance and fees in Attachment A incorporate City Council's Jan. 9 direction not to reduce nonresident fees below the rates currently imposed.

The master fee schedule reflects fees charged by all City departments. Amendments typically occur annually in order for fees to reflect the current costs of providing services; to bring fees closer to identified cost recovery targets; to add new fees when applicable for new City services; and/or to eliminate fees for discontinued services. The City imposes different categories of fees with different requirements regarding how fees are set or changed:

- Fees and charges for use of facilities, services and access to property: These fees are elective on the part of the customer/user. The purpose of these fees and charges is to generate revenues for access or use of the service or facility. The proposed aquatics fees fall into this category.
- Property development processing and impact fees: These include fees for building and use permits, variances, building inspections, map applications and planning services, and impact and capacity fees.

These fees cannot exceed the reasonable cost of providing the service or providing the facilities necessary to serve the new development. Any new fee or increase to existing fees in this category can be effective no sooner than 60 days following City Council approval. There are no changes recommended for any fees in this category at this time.

- Fees relating to public records act requests and copies of documents and reports: These fees are limited to the actual cost of copying (not including personnel time to copy) or the statutory amount, whichever is less. There are no changes recommended for any fees in this category at this time.

Analysis

Aquatics fees

On Sept. 12, 2023, City Council authorized a new aquatics operator agreement effective Oct. 1, 2023. The new agreement provides that aquatics user fees shall be subject to City Council approval in the Master Fee Schedule no later than six months after the agreement's effective date. By statute, the recommended aquatics fees in the ordinance in Attachment A, Exhibit A would take effect 30 days after the ordinance is adopted. The aquatics operator would begin charging those fees April 1, six months after the operator agreement effective date. The recommended aquatics fees are equivalent at both aquatics centers, and include the proposed new hyperlocal resident rate described later in this report.

Hyperlocal resident fee

The hyperlocal resident fee would apply to residents residing within the neighborhood service area of the Belle Haven Community Campus (BHCC) and would be approximately 65% of the resident fee (some of the hyperlocal resident fees are rounded to the nearest dollar for residents' convenience, and may not be precisely 65% of the resident fee). This new fee rate would apply to residents who live or attend K-12 school within the neighborhood service area of the BHCC, which includes Belle Haven Pool. The new hyperlocal resident aquatics fees, if adopted by City Council, would provide a major discount to Menlo Park residents who live within the BHCC service area.

The hyperlocal resident neighborhood service area is proposed as the geographic area of incorporated City of Menlo Park extending from Bay Road to San Francisco Bay. This service area encompasses all of District 1 and portions of District 2 near the pedestrian and bicycle overcrossing of US-101 at Ringwood Avenue. The intent of the hyperlocal resident rate is to prioritize neighborhood access and use of the BHCC, in recognition of historic inequity and generational harm caused by redlining, freeway construction and property loss, and other discriminatory practices of the past that uniquely affected the neighborhoods in the vicinity of BHCC. It is anticipated that the discount will result in overall lower revenues at Belle Haven Pool, but it is hoped that increased usage of the facility will offset the revenue loss to some degree.

Resident use target and priority access to City-owned aquatics centers

The City's agreement with the aquatics operator sets a target of 2/3 (66.7%) or more pool visitors at each location being verified incorporated City of Menlo Park residents. The intent of the resident use target is to prioritize resident access to City-owned aquatics centers, in recognition of residents' unique contributions to the construction and maintenance of the aquatics centers through funding sources supported by Menlo Park taxpayers including Measure T bond funds. City staff shall independently verify addresses as incorporated City of Menlo Park, using the City's geographic information systems database. The aquatics operator shall provide to City staff semiannual visitor reports showing the residence addresses of all pool visitors during the reporting period, including all the aquatics programs in which each visitor participated, including programs provided by subcontractors, and all the dates on which each visitor used the pool, and the numbers of residents and non-residents actively using each program, by pool site. This information will be used internally by City staff to verify the participation targets and not shared publicly except in aggregate

form.

Operating margins and cost recovery

Aquatics fees are the primary source of revenue to help offset the substantial costs of operating high-quality aquatics centers year-round, seven days per week. The financial operating margins are slim and any substantive reductions in revenue, for example by reducing fees, could potentially place the aquatics operation at risk of failing to meet its ongoing costs such as payroll for its lifeguards, instructors and office personnel.

For example, in calendar year 2022 the aquatics operator reported total operating income of \$2.14 million, offset by total operating expenses of \$2.10 million to operate Burgess Pool. This is an operating margin (profit) of \$40,000, or less than 2%. The operating margin was similarly slim in past years when both pools were open and overall revenues were higher. In calendar year 2019, before the coronavirus pandemic and with both the Burgess Pool and the former Belle Haven Pool operating for a full year, the aquatics operator reported total income of \$3.396 million offset by total expenses of \$3.220 million – an operating margin (profit) of \$176,000, or approximately 5%.

The aquatics operator is a local business that employs over 240 people during peak summer season, including many Menlo Park residents. They employ approximately 120 people during the winter offseason. As the cost of living in the Menlo Park area continues to rise, along with minimum wage increases and the need to stay competitive in the labor market, the aquatics operator must increase salaries to its employees in order to recruit and retain top talent. For this reason, the aquatics operator is planning to give cost-of-living salary increases to its front-line employees including lifeguards, swim instructors and office staff, which will result in a commensurate escalation in the aquatics operator's expenses.

Proposed future year aquatics fee escalations

A proposed schedule for future year aquatics fee escalations is provided in Attachment E. The proposed schedule phases in greater escalations in non-resident fees over time. This phased-in approach is intended to avoid sudden and sharp fee increases, which could encounter resistance from aquatics center users and could adversely impact the overall usage and revenues needed to sustain the aquatics operation. The recommended 2024 non-resident rates are generally consistent with the fees currently being charged by the aquatics operator, and generally are 10% greater than resident rates. In the proposed future year fee escalations, the non-resident rates would escalate to 20% greater than resident rates in 2025, and to 35% greater than resident rates in 2026. The City Council may only adopt one set of fees at a time and may not adopt future fee increases in the same action. Any future year fee changes would require separate actions by City Council at the future time when the fees are scheduled to change.

Comparisons to current and past aquatics fees

A comparison of the proposed master fee schedule aquatics fees to the current and past fees charged by the aquatics operator is provided in Attachment F. The comparison of proposed aquatics fees to current aquatics fees indicates that with the proposed new aquatics fees, the vast majority of resident fees would not increase, and in fact, hyperlocal residents' fees would be substantially reduced by 35% across the board. The comparison of current and past year aquatics fees indicates that many fees have not changed or increased in recent years.

The aquatics operator's annual performance report (2022) includes benchmarking to fees and open hours of other area aquatics facilities (Attachment G). The benchmarking indicates that Menlo Park's aquatics program offers significantly more open hours, above average lane space, and comparable resident swim fees compared to other area aquatics centers.

Programs provided by the aquatics operator

The aquatics operator is directly providing all aquatics programs listed in the proposed fee schedule, and proposes to directly provide all aquatics programs at the future Belle Haven Pool. Exceptions are subcontractor lane rentals by outside groups, including youth swim teams SOLO Aquatics and Palo Alto Stanford Aquatics (PASA), adult water polo team Menlo Mavens, and aquatic therapy provider Revolutions in Fitness. The City's agreement with the aquatics operator requires that the aquatics operator consult with City staff for approval before changing programs or engaging the services of new contract instructors or subcontracted renters. The SOLO Aquatics group's subcontractor rental rate, currently \$14 per lane per hour, has not changed since 2018. The proposed new rate of \$18 per lane per hour would align all the subcontractor rental groups to the same rate. This proposed rate was reduced from \$22 per lane per hour since the Jan. 9 City Council review of the draft fee schedule.

Annual performance report

Per the aquatics operator agreement, the aquatics operator shall deliver an annual performance and financial report to the City Council by March 31 of each year. The City Council is tentatively scheduled to review the annual report March 26. The annual report will provide detailed programmatic and financial information including: total program hours with schedules of individual programs including lane hours, times of day, days of week and by season; participation statistics by program area including Menlo Park resident and non-resident use; user fees collected by program area, including fees paid by Menlo Park residents and non-residents; and pool schedules and allocations by program for the previous year and projections to the upcoming year. The most recent available report (2022) is included in Attachment H.

Impact on City Resources

The aquatics operator agreement authorized by City Council on Sept. 12, 2023, established a public-private partnership that relieved the City of the significant cost, liability, and operational burdens associated with operating an aquatics program, and assigned these liabilities to a qualified and experienced aquatics operator selected by City Council through an extensive public process.

Per the agreement, the aquatics operator shall annually pay to the City an amount equal to 1% of the aquatics operator's total annual gross revenues related from resident fees and 1.35% of total annual gross revenues from non-resident fees, or \$20,000, whichever is greater. Annual gross revenues include any and all of the aquatics operator's income related to aquatics programs and operations that take place in whole or in part at Menlo Park aquatics facilities. In recognition of the aquatics operator's one-time startup costs for opening the new Belle Haven Pool, the revenue share begins 12 months after the agreement's Oct. 1, 2023, effective date.

The City is responsible for maintenance of the aquatics facilities including recurring expenditures for mechanical maintenance and repairs, custodial and landscaping services, utilities (water, sewer, electricity, gas, telephone and internet), and pool maintenance chemicals and supplies, along with one-time expenditures for equipment replacements and minor facility renovations.

Total expenses to the City related to maintenance of Burgess Pool were approximately \$645,000 in fiscal year 2021-22. City Council's adopted fiscal year 2023-24 operating budget has sufficient resources allocated toward these anticipated expenditures in the current fiscal year. The Belle Haven pool has been closed for construction since the summer of 2021, and the new facility is on track to open by the summer season 2024.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§15378 and 15061(b)(3) as it will not result in any direct or indirect physical change in the environment.

Public Notice

Public notification was achieved by posting the agenda, with the agenda items being listed, at least 10 days prior to the meeting, pursuant to the requirements of California Government Code §§66018 and 6062a. Additionally, the public hearing notice was published in The Examiner Feb. 2.

Attachments

- A. Ordinance
- B. Hyperlink – City Council Feb. 13, 2018 staff report: menlopark.org/DocumentCenter/View/16647/E1---Cost-of-services-study
- C. Hyperlink – User Fee Cost Recovery Policy: menlopark.gov/Government/Departments/Library-and-Community-Services/About-us/Policies-and-procedures#section-17
- D. Hyperlink – City Council Sept. 12, 2023 staff report: menlopark.gov/files/sharedassets/public/v/2/agendas-and-minutes/city-council/2023-meetings/agendas/20230912-city-council-regular-agenda-packet-w-pres.pdf#page=103
- E. Proposed future year aquatics fee escalations
- F. Comparison to current and past aquatics fees
- G. Benchmarking to other area aquatics programs
- H. Aquatics program annual report 2022

Report prepared by:

Brittany Mello, Administrative Services Director

Sean S. Reinhart, Library and Community Services Director

ORDINANCE NO. XXXX

**ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MENLO PARK
UPDATING CERTAIN FEES AND CHARGES FOR THE LIBRARY AND
COMMUNITY SERVICES DEPARTMENT TO INCLUDE AQUATICS FEES**

WHEREAS, the City has the authority to impose fees, charges, and rates to offset the costs for municipal services and regulatory programs under its police powers under California Constitution Article XI section 7; and

WHEREAS, the City Council has, through prior actions, adopted various fees and charges requested by individual City departments; and

WHEREAS, pursuant to Ordinance No. 1110, adopted on January 9, 2024, the City Council amended and adopted a fee schedule for the City of Menlo Park's library and community services department; and

WHEREAS, on January 9, 2024, the City Council adopted an Ordinance amending the Master Fee Schedule; the Ordinance modified previous fees but did not modify or adopt new fees related to City aquatics facilities; and

WHEREAS, this ordinance establishes fees related to City aquatics facilities, as set forth in Exhibit A, which is attached hereto and incorporated herein by reference; and

WHEREAS, it is the general policy of the City to charge for the full costs of services provided by the City when such services benefit individual users rather than members of the community as a whole; and

WHEREAS, the City Council deems it advisable and in the best interests of the City to adopt and update fees related to the City's aquatics facilities, included in the City's Master Fee Schedule; and

WHEREAS, if enacted, the Taxpayer Protection and Government Accountability Act will require all fees and charges, adopted after January 1, 2022, to be adopted by the City Council by ordinance; and

WHEREAS, the City Council may adopt any fee or charge by ordinance if it is permitted to adopt the fee or charge by resolution; and

WHEREAS, the City Council desires to comply with the Taxpayer Protection and Government Accountability Act to ensure that the Proposed Fees will remain valid in the event the Act is adopted; and

WHEREAS, the Proposed Fees are "exempt charges," within the meaning of the Taxpayer Protection and Government Accountability Act because they are (1) reasonable charges for specific local government services or products provided directly to the payor that are not provided to those not charged, and they do not exceed the actual costs to the local government of providing the service or product; (2) charges for the reasonable regulatory costs to a local government for issuing licenses and permits, performing investigations, inspections, and audits, enforcing agricultural marketing orders, or the administrative enforcement and adjudication thereof; or (3) reasonable charges for entrance to or use of local government property, or the purchase, rental, or lease of local government property; and

WHEREAS, Government Code section 66016 applies to the adoption or increase of fees for zoning variances, zoning changes, use permits, building inspections, building permits, filing and processing applications and petitions filed with the LAFCO, the processing of subdivision maps, and planning services; and

WHEREAS, Government Code section 66018 applies to the adoption or increase of fees to which a specific statutory notice requirement does not apply; and

WHEREAS, pursuant to Government Code sections 66016 and 66018 the enactment or increase in any fees to be charged for services must be adopted by the City Council by ordinance or resolution, after providing notice and holding a public hearing; and

WHEREAS, pursuant to Government Code section 66016, the data required to be made available to the public prior to increasing the amount of the fees by this ordinance was made available for public review at least ten (10) days prior to the date of this meeting; and

WHEREAS, notice of a public hearing on the new and increased user fees was published in accordance with Government Code sections 66018 and 6062a; and

WHEREAS, a duly noticed public hearing before the City Council was held on February 13, 2024, at which public testimony was received and duly considered on the proposed fees.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF MENLO PARK DOES ORDAIN AS FOLLOWS:

Section 1. The above recitals are true and correct, and incorporated herein by reference and each is relied upon independently by the City Council for its adoption of the Ordinance.

Section 2. The proposed fees, set forth in Exhibit A, which is attached hereto and incorporated herein by reference, are hereby approved and adopted.

Section 3. If there are conflicts between the proposed fees adopted in this Ordinance and the fees adopted by any prior resolution or fee schedule, the proposed fees adopted pursuant to this Ordinance shall control. This Ordinance does not supersede any previous resolution or ordinance setting fees that are not included in Exhibit A to this Ordinance.

Section 4. Pursuant to Government Code section 66017, the proposed fees adopted in this Ordinance shall go into effect 30 days after the ordinance is adopted, or otherwise noted or required by the statute for the library and community services department. Once effective, the proposed fees shall be incorporated into the City's Master Fee Schedule.

Section 5. If any action, subsection, sentence, clause or phrase of this Ordinance or the fees levied by this Ordinance shall be held invalid or unconstitutional by a court of competent jurisdiction, such invalidity shall not affect the validity of the remaining portions of this Ordinance, or the fees levied by this Ordinance that can be given effect without the invalid provisions. All other fees contained in the Master Fee Schedule, which were not changed or eliminated by this amendment, remain as adopted.

Section 6. The City Council finds that this Ordinance is not subject to the California Environmental Quality Act ("CEQA"). This action is not a project within the meaning of the CEQA Guidelines Section 15378 and 15061(b)(3) as it has no potential for physical effects on

the environment because it involves the adoption or amendment of certain fees and/or charges imposed by the City, does not commit the City to any specific project, and said fees and/or charges are applicable to future development projects and/or activities, each of which future projects and/or activities will be fully evaluated in full compliance with CEQA when sufficient physical details regarding said projects and/or activities are available to permit meaningful CEQA review (see CEQA Guidelines, Section 15004(b)(1)). Pursuant to CEQA Guidelines section 15378(b)(4), the creation of government funding mechanisms which do not involve any commitment to any specific project which may cause significant effect on the environment, is not defined as a “project” under CEQA. Therefore, approval of the fees and/or charges is not a “project” for purposes of CEQA, pursuant to CEQA Guidelines, Section 15378(b)(4); and, even if considered a “project” under CEQA, is exempt from CEQA review pursuant to CEQA Guidelines Section 15061(b)(3) because it can be seen with certainty that there is no possibility that approval of the fees and/or charges may have a significant effect on the environment.

Section 7. The Proposed Fees, set forth in Exhibit A, may be revised, amended, or updated from time to time by resolution or ordinance of the City Council.

Section 8. This Ordinance shall be published once, in full or in summary form, after its final passage, in a newspaper of general circulation, published, and circulated in the City of Menlo Park, and shall be in full force and effect thirty (30) days after its final passage. If published in summary form, the summary shall also be published within fifteen (15) days after the adoption, together with the names of those City Councilmembers voting for or against same, in a newspaper of general circulation published and circulated in the City of Menlo Park, County of San Mateo, State of California.

INTRODUCED on the thirteenth day of February, 2024.

PASSED AND ADOPTED as an ordinance of the City of Menlo Park at a regular meeting of said City Council on the ____ day of _____, 2024, by the following votes:

AYES:

NOES:

ABSENT:

RECUSED:

APPROVED:

Cecilia Taylor, Mayor

ATTEST:

Judi A. Herren, City Clerk

Exhibits:

- A. Master fee schedule for library and community services - aquatics

Library and Community Services – Aquatics

Aquatics fees in this section shall take effect April 1, 2024.

Proposed Library and Community Services – aquatics fees	
Fee title	Proposed fee
Memberships	
Lap and open swim (per month)	
General resident	\$65
General non-resident	\$72
Senior resident	\$52
Senior non-resident	\$61
Hyperlocal resident*	\$42
Masters (per month)	
General resident	\$114
General non-resident	\$125
Senior resident	\$91
Senior non-resident	\$100
Hyperlocal resident*	\$74
Aqua fit (per month)	
General resident	\$88
General non-resident	\$97
Senior resident	\$70
Senior non-resident	\$77
Hyperlocal resident*	\$57
Drop-in	
Lap swim (per visit)	
General resident	\$9
General non-resident	\$10
Senior resident	\$8
Senior non-resident	\$9
Hyperlocal resident*	\$6
Open swim (per visit)	

General resident	\$9
General non-resident	\$10
General hyperlocal resident*	\$6
Child resident	\$5
Child non-resident	\$6
Child hyperlocal resident*	\$3
Family resident	\$24
Family non-resident	\$28
Family hyperlocal resident*	\$16
Spectator resident	\$3
Spectator non-resident	\$5
Masters (per visit)	
General resident	\$20
General non-resident	\$22
Hyperlocal resident*	\$13
Aqua fit (per session)	
General resident	\$20
General non-resident	\$22
Hyperlocal resident*	\$13
Bundle discount	
Register for one aquatics program, and the same registrant may be eligible to register for a second program up to 50% off select programs.	Varies
Swim lessons (per ½ hour)	
Group lessons - resident	\$29
Group lessons - non-resident	\$32
Group lessons - hyperlocal resident*	\$19
Private lessons - resident	\$79
Private lessons - non-resident	\$87
Private lessons - hyperlocal resident*	\$51
Fee-assisted scholarship (residents only)	\$5
Youth bridge program (per ¾ hour)	
Youth bridge program - resident	\$24
Youth bridge program - non-resident	\$26

Youth bridge program - hyperlocal resident*	\$16
Youth camps (per hour)	
Youth camps - resident	\$23
Youth camps - non-resident	\$25
Youth camps - hyperlocal resident*	\$15
Group programming (per hour)	
Group programming - resident	\$24
Group programming - non-resident	\$26
Group programming - hyperlocal Resident*	\$16
Subcontractor lane rental (per hour per lane)	
Subcontractor lane rental	\$18

*The hyperlocal fee rate applies to residents who live or attend K-12 school within the neighborhood service area of the Belle Haven Community Campus.

PROPOSED FUTURE YEAR AQUATICS FEE ESCALATIONS

The following table shows proposed future phase-in escalations in non-resident fees over time. The recommended 2024 non-resident rates are generally consistent with current rates at 10% greater than resident rates. The non-resident rates are proposed to escalate in 2025 to 20% greater than resident rates, and in 2026 to 35% greater than resident rates. Only the current year fees may be adopted at a time. Any future year fee changes would require separate actions by City Council at the future time when the fees are to change.

Proposed future escalations to aquatics fees			
Fee title	Apr. 1, 2024	Apr. 1, 2025	Apr. 1, 2026
Memberships			
Lap and open swim (per month)			
General resident	\$65	\$67	\$72
General non-resident	\$72	\$81	\$97
Senior resident	\$52	\$54	\$58
Senior non-resident	\$61	\$65	\$78
Hyperlocal resident*	\$42	\$44	\$47
Masters (per month)			
General resident	\$114	\$118	\$126
General non-resident	\$125	\$142	\$171
Senior resident	\$91	\$94	\$101
Senior non-resident	\$100	\$113	\$137
Hyperlocal resident*	\$74	\$77	\$82
Aqua fit (per month)			
General resident	\$88	\$91	\$98
General non-resident	\$97	\$109	\$132
Senior resident	\$70	\$73	\$78
Senior non-resident	\$77	\$87	\$105
Hyperlocal resident*	\$57	\$59	\$63
Drop-in			
Lap swim (per visit)			
General resident	\$9	\$10	\$11
General non-resident	\$10	\$12	\$14
Senior resident	\$8	\$8	\$9
Senior non-resident	\$9	\$11	\$12

Hyperlocal resident*	\$6	\$7	\$7
Open swim (per visit)			
General resident	\$9	\$9	\$10
General non-resident	\$10	\$11	\$13
General hyperlocal resident*	\$6	\$6	\$6
Child resident	\$5	\$5	\$6
Child non-resident	\$6	\$6	\$7
Child hyperlocal resident*	\$3	\$3	\$4
Family resident	\$24	\$25	\$27
Family non-resident	\$28	\$30	\$36
Family hyperlocal resident*	\$16	\$16	\$17
Spectator resident	\$3	\$3	\$3
Spectator non-resident	\$3	\$4	\$4
Masters (per visit)			
General resident	\$20	\$21	\$22
General non-resident	\$22	\$25	\$30
Hyperlocal resident*	\$13	\$13	\$14
Aqua fit (per session)			
General resident	\$20	\$21	\$22
General non-resident	\$22	\$25	\$30
Hyperlocal resident*	\$13	\$13	\$14
Bundle discount			
Register for one aquatics program, and the same registrant may be eligible to register for a second program up to 50% off select programs.	Varies	Varies	Varies
Swim lessons (per ½ hour)			
Group lessons - resident	\$29	\$30	\$32
Group lessons - non-resident	\$32	\$36	\$43
Group lessons - hyperlocal resident*	\$19	\$20	\$21
Private lessons - resident	\$79	\$82	\$88
Private lessons - non-resident	\$87	\$98	\$118
Private lessons - hyperlocal resident*	\$51	\$53	\$57
Fee-assisted scholarship (residents only)	\$5	\$5	\$5

Youth bridge program (per ¾ hour)			
Youth bridge program - resident	\$24	\$25	\$27
Youth bridge program - non-resident	\$26	\$30	\$36
Youth bridge program - hyperlocal resident*	\$16	\$16	\$17
Youth camps (per hour)			
Youth camps - resident	\$23	\$24	\$26
Youth camps - non-resident	\$25	\$29	\$34
Youth camps - hyperlocal resident*	\$15	\$15	\$17
Group programming (per hour)			
Group programming - resident	\$24	\$25	\$27
Group programming - non-resident	\$26	\$30	\$36
Group programming - hyperlocal Resident*	\$16	\$16	\$17
Subcontractor lane rental (per hour per lane)			
Subcontractor lane rental	\$18	\$19	\$21

COMPARISON OF PROPOSED AQUATICS FEES TO CURRENT AQUATICS FEES

CITY OF MENLO PARK PROPOSED MASTER FEE SCHEDULE		MENLO SWIM & SPORT CURRENT FEES	
Fee title	Proposed fee Apr. 1, 2024	Current fee Feb. 13, 2024	% diff.
Memberships			
Lap and open swim (per month)			
General resident	\$65	\$65	0%
General non-resident	\$72	\$72	0%
Senior resident	\$52	\$52	0%
Senior non-resident	\$61	\$61	0%
Hyperlocal resident*	\$42	\$65	-35%
Masters (per month)			
General resident	\$114	\$114	0%
General non-resident	\$125	\$114	10%
Senior resident	\$91	\$104	-13%
Senior non-resident	\$100	\$104	-4%
Hyperlocal resident*	\$74	\$114	-35%
Aqua fit (per month)**			
General resident	\$88	\$78	13%
General non-resident	\$97	\$78	24%
Senior resident	\$70	\$70	0%
Senior non-resident	\$77	\$70	10%
Hyperlocal resident*	\$57	\$78	-27%
Drop-in			
Lap swim (per visit)			
General resident	\$9	\$9	0%
General non-resident	\$10	\$10	0%
Senior resident	\$8	\$8	0%
Senior non-resident	\$9	\$9	0%
Hyperlocal resident*	\$6	\$9	-33%
Open swim (per visit)			
General resident	\$9	\$9	0%
General non-resident	\$10	\$10	0%
General hyperlocal resident*	\$6	\$9	-33%
Child resident	\$5	\$5	0%
Child non-resident	\$6	\$6	0%
Child hyperlocal resident*	\$3	\$5	-40%
Family resident	\$24	\$24	0%
Family non-resident	\$28	\$28	0%
Family hyperlocal resident*	\$16	\$24	-33%
Spectator resident	\$3	\$4	-25%
Spectator non-resident	\$5	\$5	0%
Masters (per visit)			
General resident	\$20	\$20	0%
General non-resident	\$22	\$20	10%
Hyperlocal resident*	\$13	\$20	-35%
Aqua fit (per session)			
General resident	\$20	\$20	0%
General non-resident	\$22	\$20	10%
Hyperlocal resident*	\$13	\$20	-35%
Bundle discount			
Register for one aquatics program, and the same registrant may be eligible to register for a second program up to 50% off select programs.	Varies	n/a	n/a
Swim lessons (per ½ hour)			
Group lessons - resident	\$29	\$29	0%
Group lessons - non-resident	\$32	\$29	10%
Group lessons – hyperlocal resident*	\$19	\$29	-34%
Private lessons - resident	\$79	\$79	0%
Private lessons - non-resident	\$87	\$79	10%
Private lessons – hyperlocal resident*	\$51	\$79	-35%
Fee-assisted scholarship (residents only)	\$5	n/a	n/a
Youth bridge program (per ¾ hour)			
Youth bridge program - resident	\$24	\$23	4%
Youth bridge program - non-resident	\$26	\$23	13%
Youth bridge program – hyperlocal resident*	\$16	\$23	-30%
Youth camps (per hour)			
Youth camps - resident	\$23	\$21.50	7%
Youth camps - non-resident	\$25	\$21.50	16%
Youth camps – hyperlocal resident*	\$15	\$21.50	-30%
Group programming (per hour)			
Group programming - resident	\$24	n/a	n/a
Group programming - non-resident	\$26	n/a	n/a
Group programming – hyperlocal Resident*	\$16	n/a	n/a
Subcontractor lane rental (per hour per lane)			
Subcontractor lane rental	\$18	\$14-\$18	0% - 29%

*The hyperlocal fee rate applies to residents who live or attend K-12 school within the neighborhood service area of the Belle Haven Community Campus.

**The aqua fit program will provide increase service levels in 2024, from four days per week to five days per week.

COMPARISON OF CURRENT AND PAST AQUATICS FEES

Year	Lap Drop In (General)				Lap Monthly				Open Drop In (Child)				Aqua Fit (Monthly)			
	Resident	Non-resident	Resident % change	Non-resident % change	Resident	Non-resident	Resident % change	Non-resident % change	Resident	Non-resident	Resident % change	Non-resident % change	Resident	Non-resident	Resident % change	Non-resident % change
2013	\$6	\$7			\$45	\$50			\$4	\$5			\$75	\$75		
2014	\$6	\$7	0%	0%	\$46	\$52	2%	4%	\$4	\$5	0%	0%	\$77	\$77	3%	3%
2015	\$6	\$7	0%	0%	\$47	\$54	2%	4%	\$4	\$5	0%	0%	\$79	\$79	3%	3%
2016	\$6	\$7	0%	0%	\$48	\$56	2%	4%	\$4	\$5	0%	0%	\$81	\$81	3%	3%
2017	\$6	\$7	0%	0%	\$48	\$56	0%	0%	\$4	\$5	0%	0%	\$83	\$83	2%	2%
2018	\$6	\$7	0%	0%	\$48	\$56	0%	0%	\$4	\$5	0%	0%	\$85	\$85	2%	2%
2019	\$7	\$8	17%	14%	\$50	\$58	4%	4%	\$5	\$6	25%	20%	\$86	\$86	1%	1%
2020 (pre-pandemic)	\$7	\$8	0%	0%	\$50	\$58	0%	0%	\$5	\$6	0%	0%	\$88	\$88	2%	2%
2020 (during pandemic)	\$10	\$10	43%	25%	\$69	\$69	38%	19%	\$40/family	\$40/family	—	—	—	—	—	—
2021	\$9	\$10	-10%	0%	\$64	\$69	-7%	0%	\$5	\$6	—	—	—	—	—	—
2022	\$9	\$10	0%	0%	\$64	\$69	0%	0%	\$5	\$6	0%	0%	\$78	\$78	-11%	-11%
2023 (CURRENT)	\$9	\$10	0%	0%	\$65	\$72	4%	4%	\$5	\$6	0%	0%	\$78	\$78	0%	0%
2024 (PROPOSED)	\$9	\$10	0%	0%	\$65	\$72	0%	0%	\$5	\$6	0%	0%	\$78	\$97	0%	24%

COMPARISON OF CURRENT AND PAST AQUATICS FEES

Year	Camps (hourly)				Swim instruction - Group lessons (per 1/2 hour)			
	Resident	Non-resident	Resident % change	Non-resident % change	Resident	Non-resident	Resident % change	Non-resident % change
2013	\$13.40	\$13.40			\$20.00	\$20.00		
2014	\$13.80	\$13.80	3%	3%	\$21.00	\$21.00	5%	5%
2015	\$14.20	\$14.20	3%	3%	\$22.00	\$22.00	5%	5%
2016	\$14.20	\$14.20	0%	0%	\$22.00	\$22.00	0%	0%
2017	\$14.20	\$14.20	0%	0%	\$23.00	\$23.00	5%	5%
2018	\$14.20	\$14.20	0%	0%	\$23.00	\$23.00	0%	0%
2019	\$14.80	\$14.80	4%	4%	\$24.00	\$24.00	4%	4%
2020 (pre-pandemic)	—	—	—	—	\$24.00	\$24.00	0%	0%
2020 (during pandemic)	\$26.25	\$26.25	77%	77%	—	—	—	—
2021	\$17.50	\$17.50	-33%	-33%	—	—	—	—
2022	\$20.00	\$20.00	14%	14%	\$25.00	\$25.00	4%	4%
2023 (CURRENT)	\$21.50	\$21.50	8%	8%	\$29.00	\$29.00	16%	16%
2024 (PROPOSED)	\$23.00	\$25.00	7%	16%	\$29.00	\$32.00	0%	10%

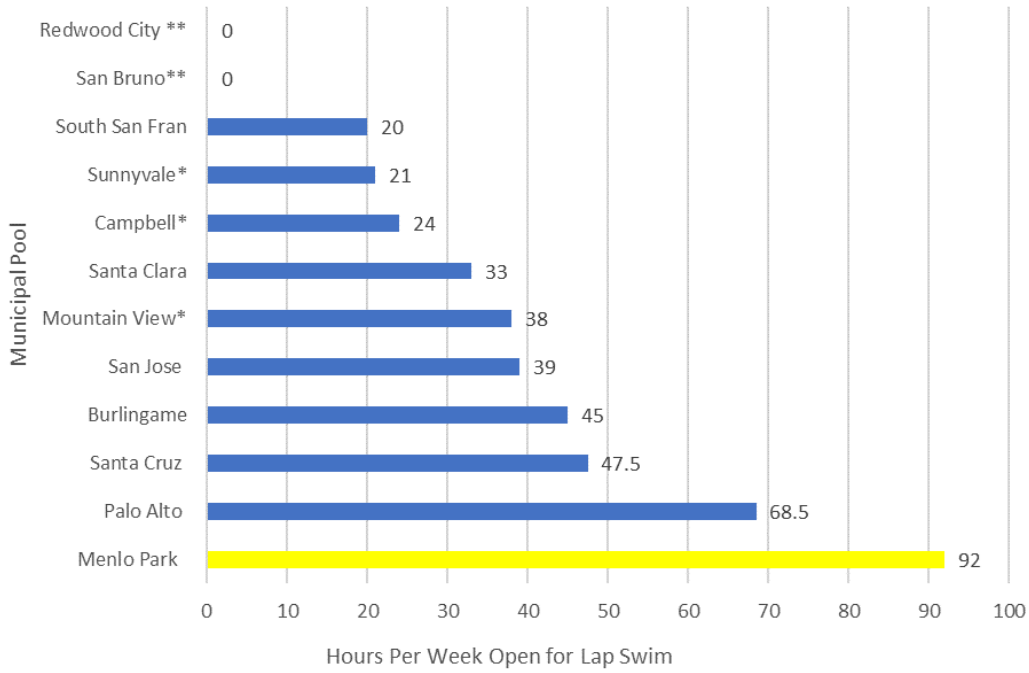
COMPARISON OF CURRENT AND PAST AQUATICS FEES

Year	Subcontractor lane rental (Per lane per hour)							
	SOLO Aquatics	% change	PASA	% change	Mavens	% change	Revolutions in Fitness	% change
2013	\$10		—		—		—	
2014	\$11	10%	—	—	—	—	—	—
2015	\$12	9%	—	—	—	—	—	—
2016	\$12	0%	—	—	—	—	—	—
2017	\$12	0%	—	—	—	—	—	—
2018	\$14	17%	—	—	—	—	—	—
2019	\$14	0%	—	—	—	—	—	—
2020 (pre-pandemic)	\$14	0%	—	—	—	—	—	—
2020 (during pandemic)	\$14	0%	—	—	—	—	—	—
2021	\$14	0%	\$14	—	\$14	—	—	—
2022	\$14	0%	\$14	0%	\$14	0%	\$18	—
2023 (CURRENT)	\$14	0%	\$14	0%	\$16	14%	\$18	0%
2024 (PROPOSED)	\$18	29%	\$18	29%	\$18	13%	\$18	0%

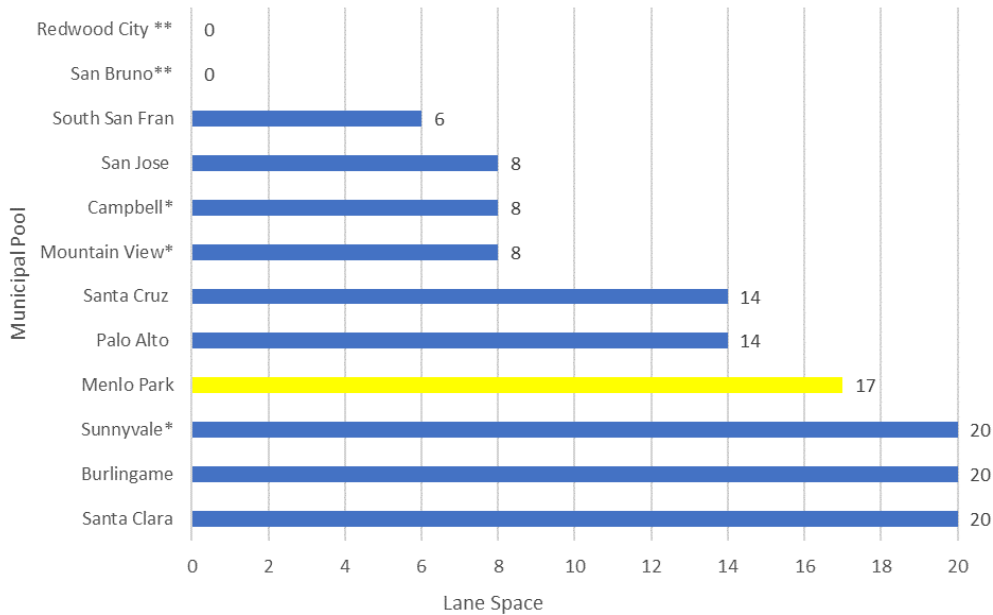
Benchmarking to other area aquatics programs.
 Excerpted from Menlo Swim and Sport Annual Report, 2022

Local Pool Comparisons

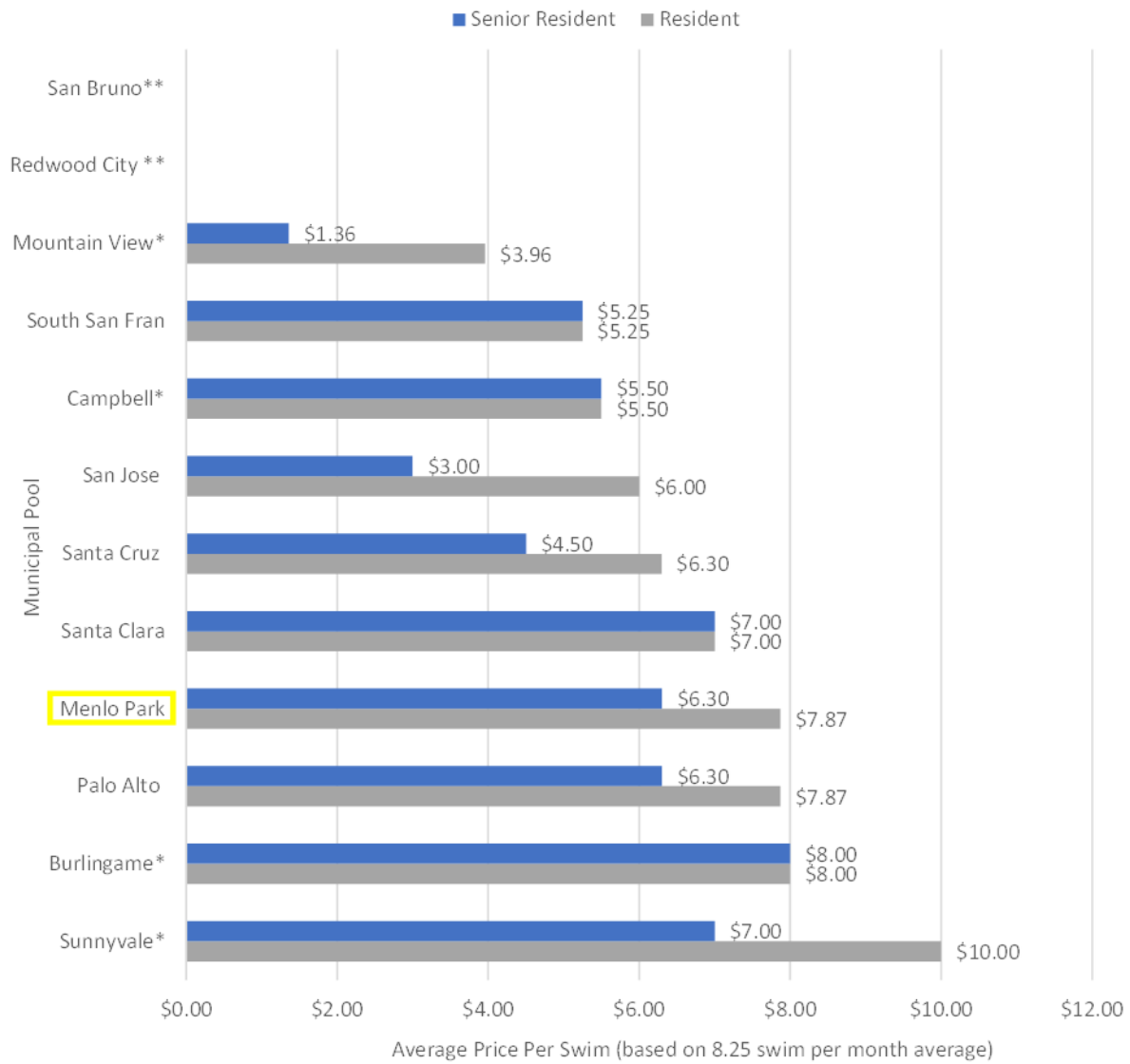
Pool Comparison
 Lap Swim Availability



Pool Comparison
 Lane Space



Pool Comparison Average Price of Resident Swim





2022 Annual Aquatic Report

April, 2023

Presented by
Team Sheeper Inc./Menlo Swim and
Sport

Prepared for the
City of Menlo Park
Parks and Recreation
Commission

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Introduction

The year 2022 marked the true beginning of Menlo Swim and Sports rejuvenation from the ravages of the pandemic, while facing and working through the underlying uncertainty of securing an ongoing operational agreement in Menlo Park.

As a company, we chose to use 2022 to restructure our management team, re-engineer and rebuild our renowned swim school, retrain, reinforce and alter the compensation structure of our entire workforce in order to retain and recruit high performing team members. We reviewed everything that we were doing and asked ourselves how we could improve.

When a company lies dormant through a pandemic, and then faces massive uncertainty, complacency may creep in and could decay and possibly dismantle a thriving culture. So, instead of being idle and waiting for others to choose our outcomes, we chose to revitalize, revamp and re-invest in our operation. We went to work harder than ever and it has been ultimately rewarding and we have proven to ourselves that we care deeply about being the best provider of aquatic services possible.

Simply, we believe in what we were doing, are doing and will continue to be doing for the community of Menlo Park.

Upon reviewing the Community Surveys disseminated by the City of Menlo Park in September of 2022, it is clear to us that the 3 main items that our community residents want exactly align with what we are trying to achieve as an aquatic provider in 2023. The top items are:

1. Increased Youth Group Swim Lessons
2. Increased Open/Family Swim Time
3. More Affordable Family Fees for Lessons and Play Time

Youth Group Swim Lessons: Menlo Swim School at its peak had over 25 instructors teaching over 1000 lessons per week on a year round basis. The pandemic whittled down the staff to only 2 instructors. We now have new leadership busy recruiting and training an entirely new staff which has begun to boost the number of lessons being taught per week with the target of returning to a fully operational school by the fall.

Increased Open/Family Swim Time: Increasing our lifeguarding department has allowed us to increase the hours we are offering open swim in the spring and summer returning to our pre-pandemic schedule of open and family time.

More Affordable Fees for Lessons and Play Time: We will be offering a summer family pass that will allow families to access the pool through the busy and hot summer months at reduced rates. With the increase in swim instructors, group swim lessons will be more prevalent for community members along with the ability for qualifying families to take advantage of the scholarship program from Beyond Barriers for reduced fees for swim lessons and camps.

Menlo Swim and Sport is poised to produce its best year of aquatic services ever.

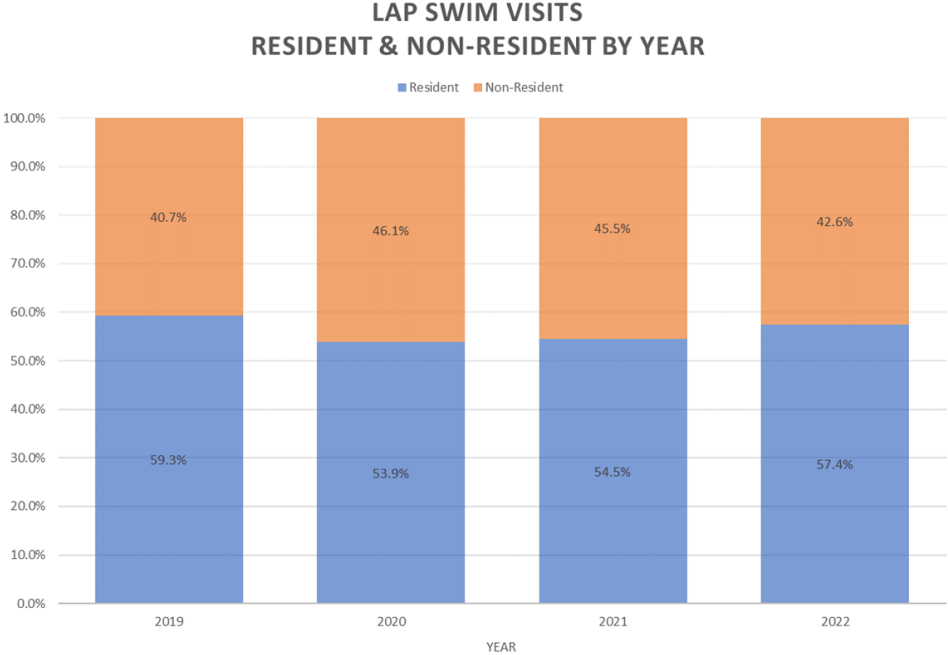
In Gratitude for the Opportunity,

Tim Sheeper
CEO Team Sheeper Inc/Menlo Swim and Sport



Program Statistics (2019-2022 Comparison)

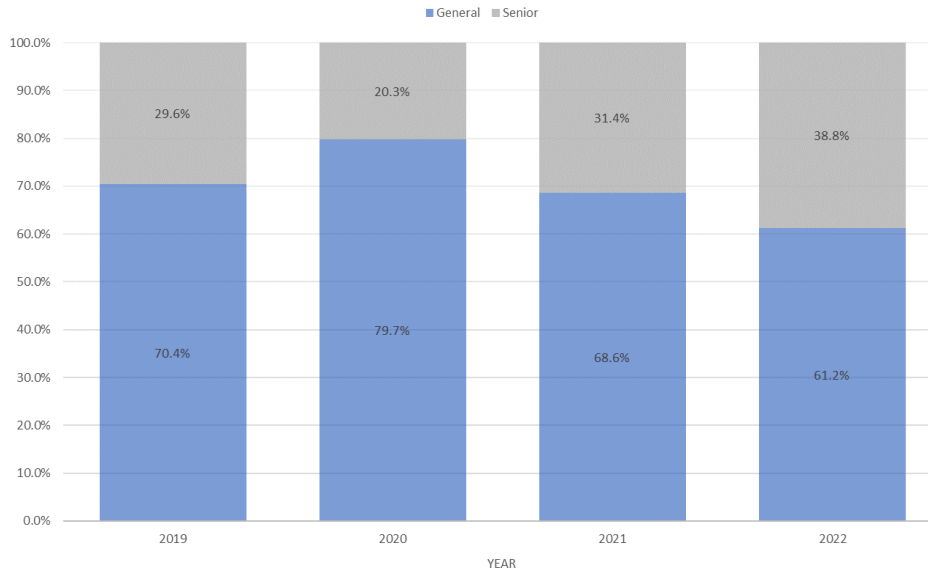
Resident & Non-Resident



Comment: Residents are slowly returning to the pool.

General & Senior

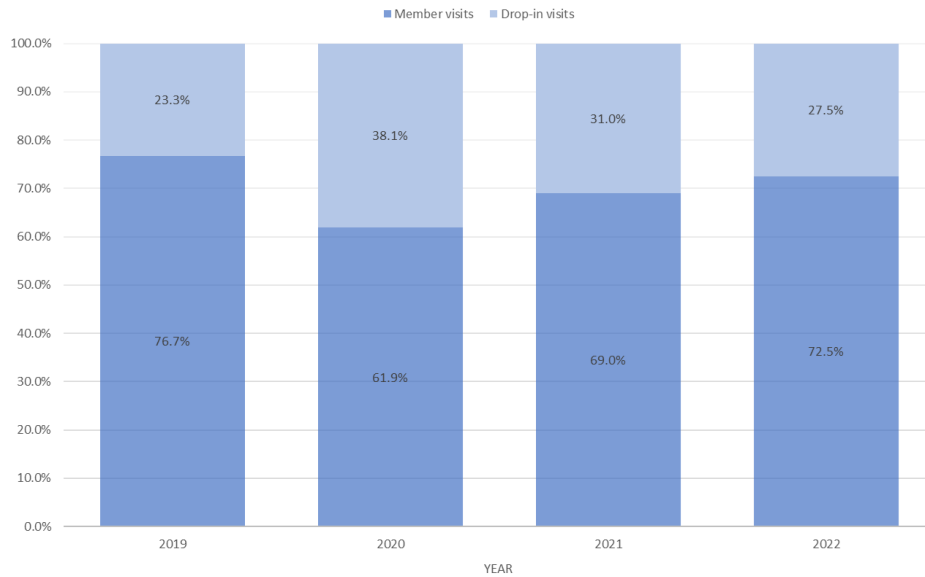
LAP SWIM VISITS
GENERAL & SENIOR BY YEAR



Comment: 2022 saw an increase in Senior lap swim usage

Member & Drop-In

LAP SWIM VISITS
MEMBER & DROP-IN BY YEAR



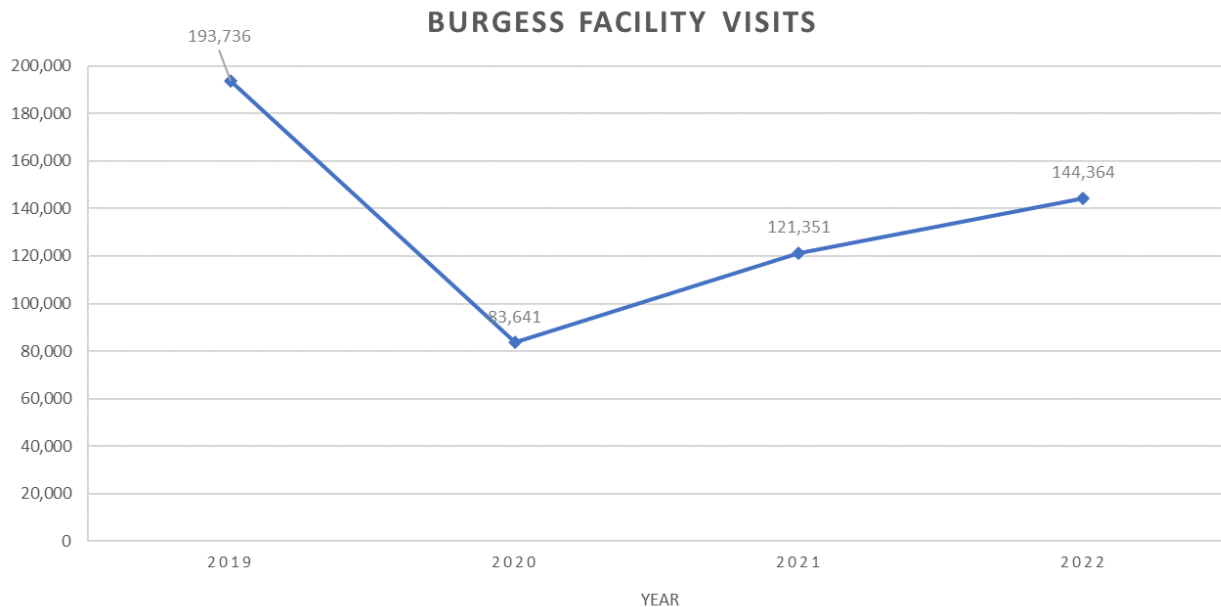
Comment: Our monthly pricing structure is extremely favorable and widely adopted by lap swimmers.



Facility Visits

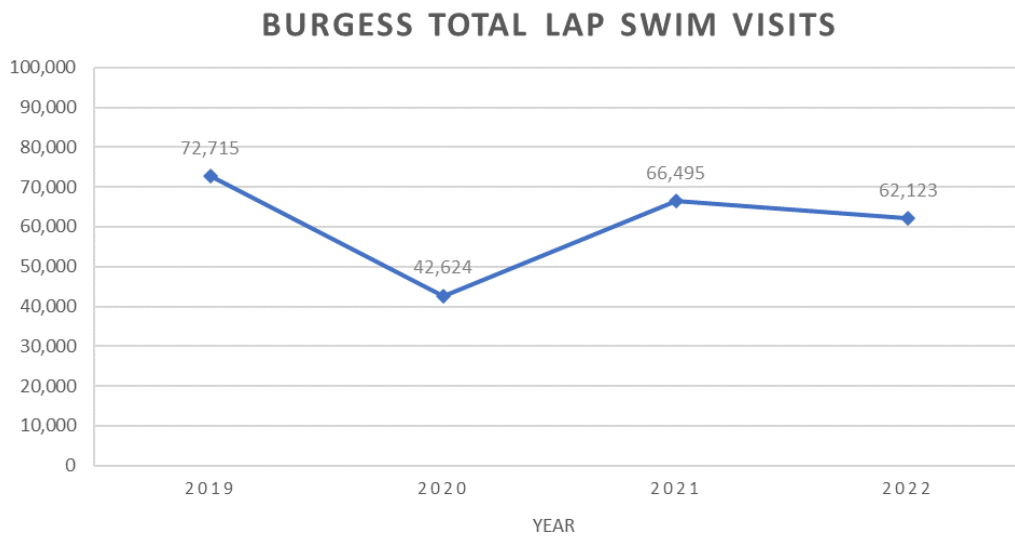
Facility visits	2019	2020	2021	2022
Lap Member Visits	55,801	26,364	45,895	45,047
Lap Drop Ins	16,914	16,260	20,600	17,076
Open Drop Ins	19,980	2,328	7,805	13,569
Menlo Masters	17,164	9,273	15,749	21,635
Camp	6,030	4,830	5,730	5,720
Swim Lessons	44,558	9,576	5,242	10,838
Bridge Swim	0	0	2,600	9,318
Aqua Fit	9,089	1,010	930	4,361
Youth Teams	24,200	14,000	16,800	16,800
TOTAL	193,736	83,641	121,351	144,364

Comments: 1. Open swim visits are rebounding. 2. Bridge(youth pre-swim team) is booming, as we developed a program to serve the learn-to-swim population 3. Senior water exercise is rebounding. Please note that 2019 number included water wellness. 2022 does not include water wellness as that program is now produced by Revolutions in Fitness.



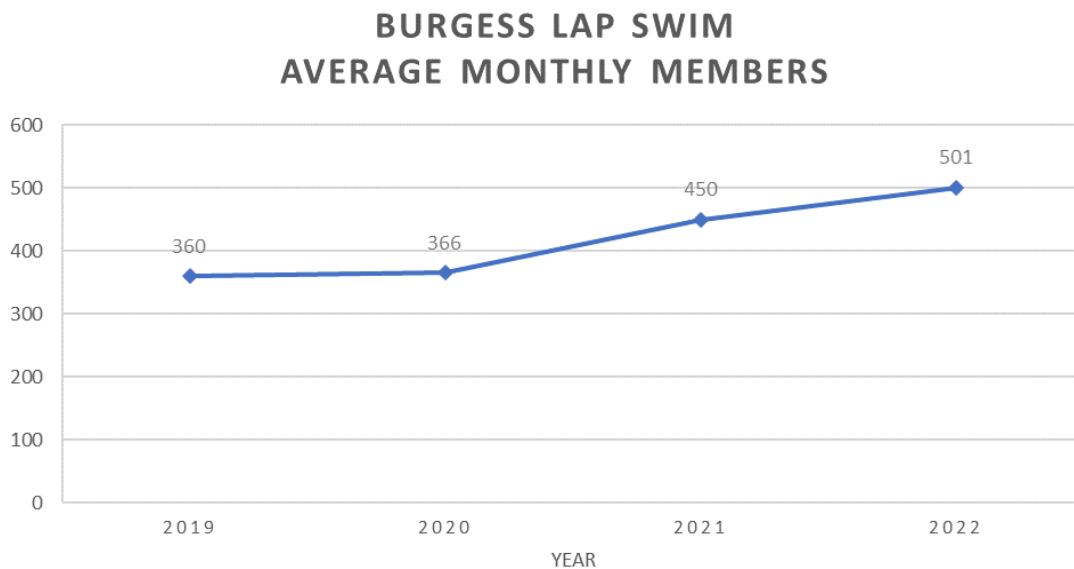
Comment: Community members as a whole have been slow to return to normal pool usage, but trending upward.

Lap Swim Visits



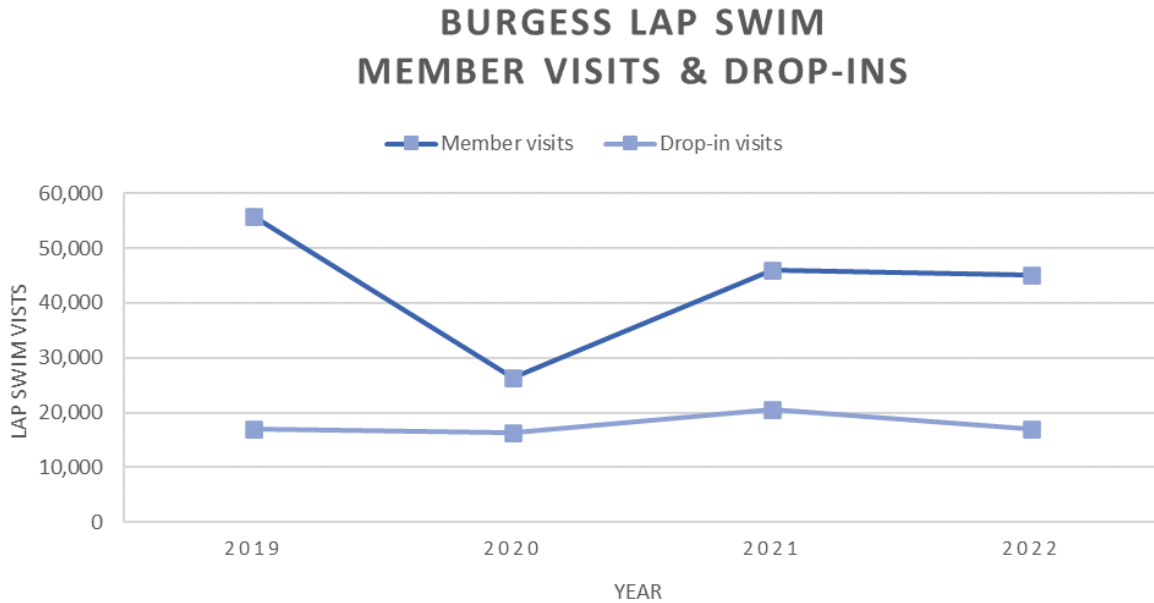
Comment: Monthly lap swim memberships have increased, showing good intentions, but lap swim visits are down demonstrating that people are going back to a lifestyle where there is less time for recreational activities.

Lap Swim Members



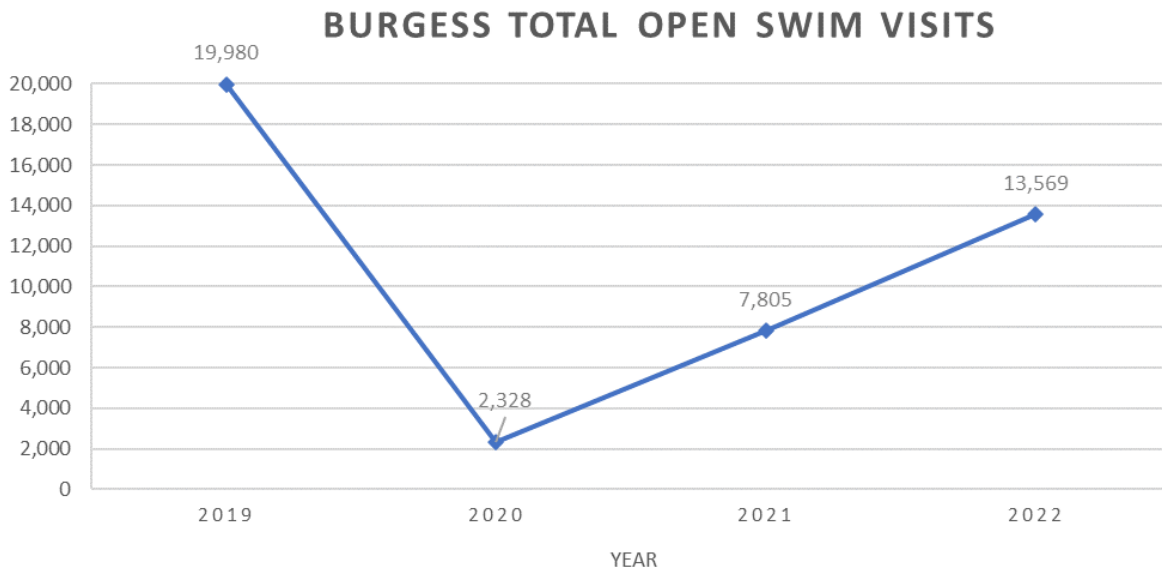
Comment: Community members are seeing the value in monthly memberships and the promise of a wonderful place to swim.

Members & Drop-In Lap Swim Visits



Comment: Member visits and drop-in visits have flattened.

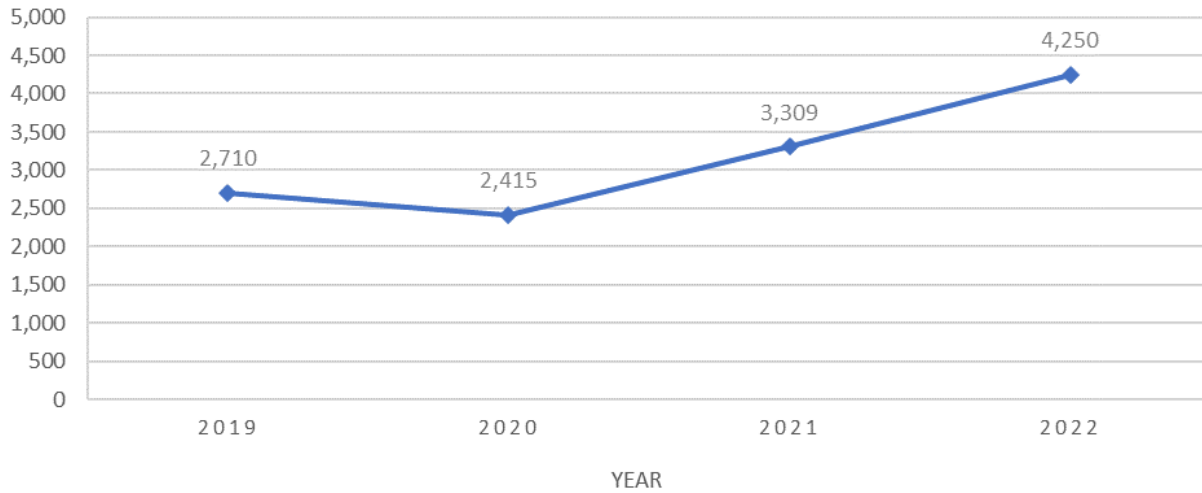
Open Swim Visits



Comment: Yes the open swim program is rebounding to pre-pandemic numbers, however the usage of the Baby Play Pool was significantly lower this past season demonstrating a reluctance to return young children to busy recreational settings, depressing the overall numbers.

Camp Lessons

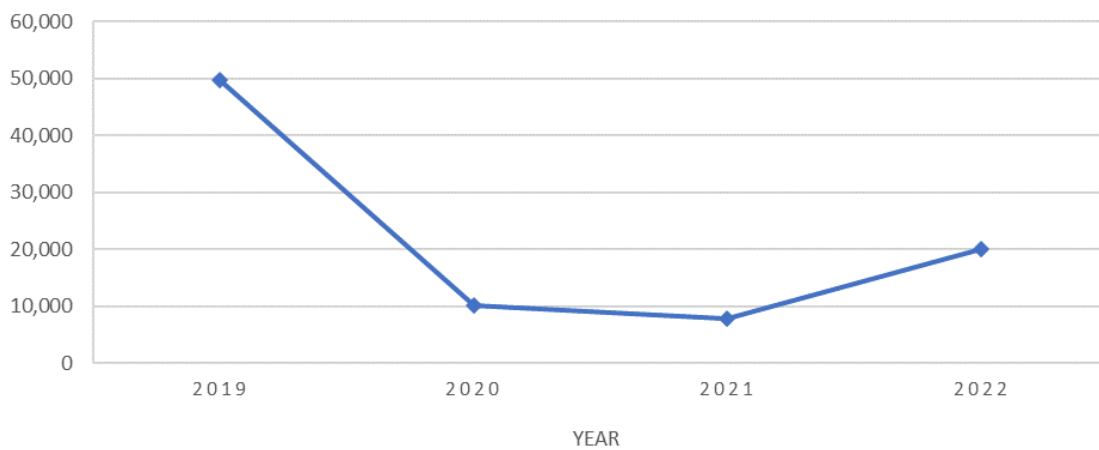
BURGESS CAMP LESSONS



Comment: A restructuring of our summer camp lesson program allowed us to teach more swim lessons with a limited number of instructors.

Swim Lessons

BURGESS SWIM LESSONS



Comment: 2020 and 2021 most all swim lessons were taught by only 2 instructors. The increase in lessons output in 2022 is all from the last quarter of the year when we installed a new leadership team and hired instructors which began to move the lesson trend upward.

Program Hours

Program	2022		2023 (Projected)	
	Summer	Non-Summer	Summer	Non-Summer
Lap Swim	92	92	92	92
Open Swim	61	12	61	25
Swim School	38.5	61	29.5	58
Menlo Masters	17	17	17	17
Aqua Fit	7	7	7	7
Camp	35	--	35	—
Youth Teams	27	22	27	22

Pool Schedules

Legend:

Lap = Lap Swim

Family Rec = Open/Family Recreational Swim

Camp=Camp Menlo, Les= Swim Lessons

Aqua Fit/Aqua Wellness

Masters= Menlo Masters

Youth= Youth Teams including SOLO, PASA-MP, Mavericks

LG= Lifeguard Certification Course

Mavens= Mavens Masters Water Polo

2022 Summer- Instructional Pool

	MONDAY			TUESDAY			WEDNESDAY			THURSDAY			FRIDAY			SATURDAY		SUNDAY			
6 - 7	Laps (6)			Laps (6)			Laps (6)			Laps (6)			Laps (6)			Laps (6)		Laps (6)			
7 - 8	Laps (6)			Laps (6)			Laps (6)			Laps (6)			Laps (6)			Laps (6)		Laps (6)			
8 - 9	Laps (6)			Aqua Fit (4)		Laps (2)	Aqua Fit (4)		Laps (2)	Aqua Fit (4)		Laps (2)	Aqua Fit (4)		Laps (2)	Laps (6)		Laps (6)			
9 - 9:30	Laps (2)	Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Lessons (2)	Open Swim (4)	Lessons (2)	Open Swim (4)		
9:30 - 10:30	Laps (2)	Les (1)	Camps (3)	Aqua Wellness (2)		Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Aqua Wellness (2)		Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Lessons (2)	Open Swim (4)	Lessons (2)	Open Swim (4)
10:30 - 11	Laps (2)	Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Lessons (2)	Open Swim (4)	Lessons (2)	Open Swim (4)		
11 - 12:15	Laps (2)	Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Laps (2)	Les (1)	Camps (3)	Lessons (2)	Open Swim (4)	Lessons (2)	Open Swim (4)		
12:15 - 1	Open Swim (2)	Laps (4)		Open Swim (2)	Laps (4)		Open Swim (2)	Laps (4)		Open Swim (2)	Laps (4)		Open Swim (2)	Laps (4)		Lessons (2)	Open Swim (4)	Lessons (2)	Open Swim (4)		
1 - 2	Open Swim (2)	L (1)	Camps (3)	Open Swim (2)	L (1)	Camps (3)	Open Swim (2)	L (1)	Camps (3)	Open Swim (2)	L (1)	Camps (3)	Open Swim (2)	L (1)	Camps (3)	Lap (1)	Les (1)	Open Swim (4)	Laps (2)	Open Swim (4)	
2 - 3	Open Swim (2)	L (1)	Camps (3)	Open Swim (2)	L (1)	Camps (3)	Open Swim (2)	L (1)	Camps (3)	Open Swim (2)	L (1)	Camps (3)	Open Swim (2)	L (1)	Camps (3)	Lap (1)	Les (1)	Open Swim (4)	Laps (2)	Open Swim (4)	
3 - 4	Open Swim (2)	L (1)	Camps (3)	Open Swim (2)	L (1)	Camps (3)	Open Swim (2)	L (1)	Camps (3)	Open Swim (2)	L (1)	Camps (3)	Open Swim (2)	L (1)	Camps (3)	Lap (1)	Les (1)	Open Swim (4)	Laps (2)	Open Swim (4)	
4 - 4:45	Open (2)	L (1)	Camps (3)	Open (2)	L (1)	Camps (3)	Open (2)	L (1)	Camps (3)	Open (2)	L (1)	Camps (3)	Open (2)	L (1)	Camps (3)	Laps (2)	Open Swim (4)	Laps (2)	Open Swim (4)		
4:45 - 5	Open (3)	Lap (2)	Les (1)	Open (3)	Lap (2)	Les (1)	Open (3)	Lap (2)	Les (1)	Open (3)	Lap (2)	Les (1)	Open (3)	Lap (2)	Les (1)	Laps (2)	Open Swim (4)	Laps (2)	Open Swim (4)		
5 - 6	Open (3)	Lap (2)	Les (1)	Open (3)	Lap (2)	Les (1)	Open (3)	Lap (2)	Les (1)	Open (3)	Lap (2)	Les (1)	Open (3)	Lap (2)	Les (1)						
6 - 7:15	Open (3)	Lap (2)	Les (1)	Open (3)	Lap (2)	Les (1)	Open (3)	Lap (2)	Les (1)	Open (3)	Lap (2)	Les (1)	Open (3)	Lap (2)	Les (1)						
7:15 - 8	Open (3)	Lap (3)		Open (3)	Lap (3)		Open (3)	Lap (3)		Open (3)	Lap (3)		Open (3)	Lap (3)							

2022 Summer- Performance Pool

	MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY		SATURDAY		SUNDAY		
6 - 7	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Laps (11)		
7 - 8	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	
8 - 9	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Youth (2)	Laps (9)	Masters (8)	Lap (3)	
9 - 10	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Youth (2)	LG (2)	Laps (7)	Masters (8)	Lap (3)
10 - 11	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	LG (2)	Laps (9)	LG (2)	Laps (9)	
11 - 12	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	LG (2)	Laps (9)	LG (2)	Laps (9)	
12 - 1	Masters (8)	Lap (3)	Masters (8)	Lap (3)	Masters (8)	Lap (3)	Masters (8)	Lap (3)	Masters (8)	Lap (3)	LG (2)	Laps (9)	LG (2)	Laps (9)	
1 - 2	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		LG (2)	Laps (9)	LG (2)	Laps (9)	
2 - 3	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		LG (2)	Laps (9)	LG (2)	Laps (9)	
3 - 4	Youth Teams (4)	Laps (7)	Youth Teams (4)	Laps (7)	Youth Teams (4)	Laps (7)	Youth Teams (4)	Laps (7)	Youth Teams (4)	Laps (7)	LG (2)	Laps (9)	LG (2)	Laps (9)	
4 - 5	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	LG (2)	Laps (9)	LG (2)	Laps (9)	
5 - 6	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)					
6 - 7	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)					
7 - 8	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)					

2022 Summer- Baby Pool

Monday -Sunday 11 am – 5 pm

2022 School Year- Instructional Pool

	MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY		SATURDAY		SUNDAY		
6 - 7	Laps (6)		Laps (6)		Laps (6)		Laps (6)		Laps (6)		Laps (6)		Laps (6)		
7 - 8	Laps (6)		Laps (6)		Laps (6)		Laps (6)		Laps (6)		Laps (6)		Laps (6)		
8 - 9	Aqua Fit ** (4)	Laps (2)	Aqua Fit (4)	Laps (2)	Aqua Fit (4)	Laps (2)	Aqua Fit (4)	Laps (2)	Aqua Fit (4)	Laps (2)	Laps (6)		Laps (6)		
9 - 9:30	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Lessons (2)	Laps (4)	Les (1)	Laps (5)	
9:30 - 10:30	Laps (4)	Lessons (2)	Aqua Wellness (2)	Laps (2)	Lessons (2)	Laps (4)	Lessons (2)	Aqua Wellness (2)	Laps (2)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Les (1)	Laps (5)
10:30 - 11	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Lessons (2)	Laps (4)	Les (1)	Laps (5)	
11-12	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Lessons (2)	Laps (4)	Les (1)	Laps (5)	
12-1	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Lessons (2)	Open Swim (4)	Les (1)	Lap (1)	Open Swim (4)
1-2	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Les (1)	Lap (1)	Open Swim (4)	Laps (2)	Open Swim (4)
2 - 3:20	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Laps (4)	Lessons (2)	Les (1)	Lap (1)	Open Swim (4)	Laps (2)	Open Swim (4)
3:20 - 4	Lessons (6)		Lessons (6)		Lessons (6)		Lessons (6)		Lessons (6)		Les (1)	Lap (1)	Open Swim (4)	Laps (2)	Open Swim (4)
4-5	Lessons (6)		Lessons (6)		Lessons (6)		Lessons (6)		Lessons (6)		Laps (2)		Open Swim (4)	Laps (2)	Open Swim (4)
5 - 6	Lessons (2)	Youth Teams (4)	Lessons (2)	Youth Teams (4)	Lessons (2)	Youth Teams (4)	Lessons (2)	Youth Teams (4)	Lessons (2)	Youth Teams (4)					
6 - 7	Lessons (2)	Youth Teams (4)	Lessons (2)	Youth Teams (4)	Lessons (2)	Youth Teams (4)	Lessons (2)	Youth Teams (4)	Lessons (2)	Youth Teams (4)					
7 - 8	Laps (6)		Laps (6)		Laps (6)		Laps (3)	Open Swim (3)	Laps (3)	Open Swim (3)					

2022 School Year- Performance Pool

	MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY		SATURDAY		SUNDAY	
6 - 7	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Laps (11)	
7 - 8	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)
8 - 9	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		V o l u t h (2)	Laps (9)	M a v e n s (8)	L a p (3)
9 - 10	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		V o l u t h (2)	Laps (9)	M a v e n s (8)	L a p (3)
10 - 11	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)	
11 - 12	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)	
12 - 1	Masters (8)	Lap (3)	Masters (8)	Lap (3)	Masters (8)	Lap (3)	Masters (8)	Lap (3)	Laps (11)		Laps (11)		Laps (11)	
1 - 2	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)	
2 - 3	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)	
3 - 4	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)	
4 - 5	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Laps (11)		Laps (11)	
5 - 6	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Laps (11)		Laps (11)	
6 - 7	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Laps (11)		Laps (11)	
7 - 8	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Laps (11)		Laps (11)	

Projected 2023 Summer- Instructional Pool

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
6 - 7 AM	Laps (6)	Laps (6)	Laps (6)	Laps (6)	Laps (6)	Laps (6)	Laps (6)
7 - 8 AM	Laps (6)	Laps (6)	Laps (6)	Laps (6)	Laps (6)	Laps (6)	Laps (6)
8 - 9 AM	Aqua Fit (4) Laps (2)	Aqua Fit (4) Laps (2)	Aqua Fit (4) Laps (2)	Aqua Fit (4) Laps (2)	Aqua Fit (4) Laps (2)	Laps (6)	Laps (6)
9 - 9:30 AM	Laps (3) Camps (3)	Laps (3) Camps (3)	Laps (3) Camps (3)	Laps (3) Camps (3)	Laps (3) Camps (3)	Lessons (3) Family Rec (3)	Laps (2) Family Rec (4)
9:30 - 10:30 AM	Laps (3) Camps (3)	Aqua Wellness (2) L (1) Camps (3)	Laps (3) Camps (3)	Aqua Wellness (2) L (1) Camps (3)	Laps (3) Camps (3)	Lessons (3) Family Rec (3)	Laps (2) Family Rec (4)
10:30 - 11 AM	Laps (3) Camps (3)	Laps (3) Camps (3)	Laps (3) Camps (3)	Laps (3) Camps (3)	Laps (3) Camps (3)	Lessons (3) Family Rec (3)	Laps (2) Family Rec (4)
11 AM - 12 PM	Laps (3) Camps (3)	Laps (3) Camps (3)	Laps (3) Camps (3)	Laps (3) Camps (3)	Laps (3) Camps (3)	Lessons (3) Family Rec (3)	Laps (2) Family Rec (4)
12 - 1:15 PM	Family Rec (3) Camps (3)	Family Rec (3) Camps (3)	Family Rec (3) Camps (3)	Family Rec (3) Camps (3)	Family Rec (3) Camps (3)	Lessons (3) Family Rec (3)	Laps (2) Family Rec (4)
1:15 - 2 PM	Family Rec (3) Camps (3)	Family Rec (3) Camps (3)	Family Rec (3) Camps (3)	Family Rec (3) Camps (3)	Family Rec (3) Camps (3)	Les (1) La (1) p (4)	Laps (2) Family Rec (4)
2 - 3 PM	Family Rec (3) Camps (3)	Family Rec (3) Camps (3)	Family Rec (3) Camps (3)	Family Rec (3) Camps (3)	Family Rec (3) Camps (3)	Les (1) La (1) p (4)	Laps (2) Family Rec (4)
3 - 4 PM	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Les (1) La (1) p (4)	Laps (2) Family Rec (4)
4 - 5 PM	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Laps (2) Family Rec (4)	Laps (2) Family Rec (4)
5 - 6 PM	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)		
6 - 7:30 PM	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)	Family Rec (3) Lessons (3)		
7:30 - 8 PM	Family Rec (3) Lap (3)	Family Rec (3) Lap (3)	Family Rec (3) Lap (3)	Family Rec (3) Lap (3)	Family Rec (3) Lap (3)		

Projected 2023 Summer- Performance Pool

	MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY		SATURDAY		SUNDAY		
6 - 7 AM	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Laps (11)		
7 - 8 AM	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	
8 - 9 AM	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Youth (2)	Laps (9)	Mavens (8)	Lap (3)	
9 - 10 AM	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Youth (2)	LG (2)	Laps (7)	Mavens (8)	Lap (3)
10 - 11 AM	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	LG (2)	Laps (9)	LG (2)	Laps (9)	
11 - 12 AM	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	Camp (3)	Laps (8)	LG (2)	Laps (9)	LG (2)	Laps (9)	
12 AM - 1 PM	Masters (8)	Lap (3)	Masters (8)	Lap (3)	Masters (8)	Lap (3)	Masters (8)	Lap (3)	Laps (11)		LG (2)	Laps (9)	LG (2)	Laps (9)	
1 - 2 PM	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		LG (2)	Laps (9)	LG (2)	Laps (9)	
2 - 3 PM	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		LG (2)	Laps (9)	LG (2)	Laps (9)	
3 - 4 PM	Youth Teams (4)	Laps (7)	Youth Teams (4)	Laps (7)	Youth Teams (4)	Laps (7)	Youth Teams (4)	Laps (7)	Youth Teams (4)	Laps (7)	LG (2)	Laps (9)	LG (2)	Laps (9)	
4 - 5 PM	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	LG (2)	Laps (9)	LG (2)	Laps (9)	
5 - 6 PM	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)					
6 - 7 PM	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)					
7 - 8 PM	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)					

Projected 2023 Summer- Baby Pool

Monday -Sunday 11 am – 5 pm

2023 School Year- Instructional Pool

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
6 - 7 AM	Laps (6)	Laps (6)	Laps (6)	Laps (6)	Laps (6)	Laps (6)	Laps (6)
7 - 8 AM	Laps (6)	Laps (6)	Laps (6)	Laps (6)	Laps (6)	Laps (6)	Laps (6)
8 - 9 AM	Aqua Fit (4) Laps (2)	Aqua Fit (4) Laps (2)	Aqua Fit (4) Laps (2)	Aqua Fit (4) Laps (2)	Aqua Fit (4) Laps (2)	Laps (6)	Laps (6)
9 - 9:30 AM	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (5) L (1)	Laps (6)
9:30 - 10:30 AM	Lessons (2) Laps (4)	Aqua Wellness (2) Lessons (2) Laps (2)	Lessons (2) Laps (4)	Aqua Wellness (2) Lessons (2) Laps (2)	Lessons (2) Laps (4)	Lessons (5) L (1)	Laps (6)
10:30 - 11 AM	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (5) L (1)	Laps (6)
11 AM-12 PM	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (5) L (1)	Laps (6)
12-1 PM	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (2) Laps (4)	Lessons (4) Open Swim (2)	Laps (2) Open Swim (4)
1-1:15 PM	Lessons (2) Laps (2) Open (2)	Lessons (2) Laps (2) Open (2)	Lessons (2) Laps (2) Open (2)	Lessons (2) Laps (2) Open (2)	Lessons (2) Laps (2) Open (2)	Lessons (4) Open (2)	Laps (2) Open Swim (4)
1:15-2 PM	Lessons (2) Laps (2) Open (2)	Lessons (2) Laps (2) Open (2)	Lessons (2) Laps (2) Open (2)	Lessons (2) Laps (2) Open (2)	Lessons (2) Laps (2) Open (2)	Laps (2) Open Swim (4)	Laps (2) Open Swim (4)
2 - 3:15 PM	Lessons (2) Laps (2) Open (2)	Lessons (2) Laps (2) Open (2)	Lessons (2) Laps (2) Open (2)	Lessons (2) Laps (2) Open (2)	Lessons (2) Laps (2) Open (2)	Laps (2) Open Swim (4)	Laps (2) Open Swim (4)
3:15 - 4 PM	Lessons (6)	Lessons (6)	Lessons (6)	Lessons (6)	Lessons (6)	Laps (2) Open Swim (4)	Laps (2) Open Swim (4)
4-5 PM	Lessons (6)	Lessons (6)	Lessons (6)	Lessons (6)	Lessons (6)	Laps (2) Open Swim (4)	Laps (2) Open Swim (4)
5 - 6 PM	Lessons (2) Youth Teams (4)	Lessons (2) Youth Teams (4)	Lessons (2) Youth Teams (4)	Lessons (2) Youth Teams (4)	Lessons (2) Youth Teams (4)		
6 - 7:15 PM	Lessons (2) Youth Teams (4)	Lessons (2) Youth Teams (4)	Lessons (2) Youth Teams (4)	Lessons (2) Youth Teams (4)	Lessons (2) Youth Teams (4)		
7:15 - 8 PM	Laps (3) Open Swim (3)	Laps (3) Open Swim (3)	Laps (3) Open Swim (3)	Laps (3) Open Swim (3)	Laps (3) Open Swim (3)		

** Monday Aqua Fit will be held on the 2nd and 4th Monday of each month



2023 School Year- Performance Pool

	MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY		SATURDAY		SUNDAY	
6 - 7	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Laps (11)	
7 - 8	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)	Masters (9)	L (2)
8 - 9	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Vo uth (2)	Laps (9)	Movers (8)	Lap (3)
9 - 10	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Vo uth (2)	Laps (9)	Movers (8)	Lap (3)
10 - 11	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)	
11 - 12	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)	
12 - 1	Masters (8)	Lap (3)	Masters (8)	Lap (3)	Masters (8)	Lap (3)	Masters (8)	Lap (3)	Laps (11)		Laps (11)		Laps (11)	
1 - 2	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)	
2 - 3	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)	
3 - 4	Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)		Laps (11)	
4 - 5	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Laps (11)		Laps (11)	
5 - 6	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Laps (11)		Laps (11)	
6 - 7	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Laps (11)		Laps (11)	
7 - 8	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Youth Teams (8)	Laps (3)	Laps (11)		Laps (11)	

Program Fee

Membership Pricing	Monthly Fee					
	Resident			Non-Resident		
	General	Senior	Student	General	Senior	Student
Lap Swim	\$65	\$52	—	\$72	\$61	—
Aqua Fit	\$78	\$70	—	\$78	\$70	—
Menlo Masters	\$114	\$104	\$104	\$114	\$104	\$104
Triathlon	\$139	—	—	\$139	—	—

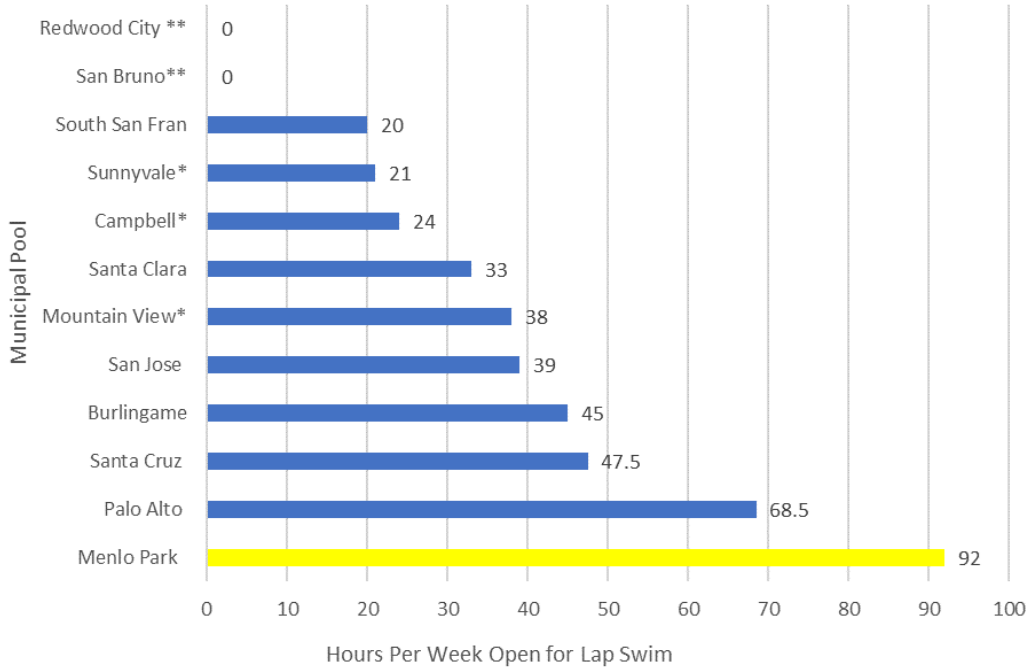
Average swims per member per month: 8.25

Average cost per swim	Resident	Non-Resident
General	\$7.88	\$8.73
Senior	\$6.30	\$7.39

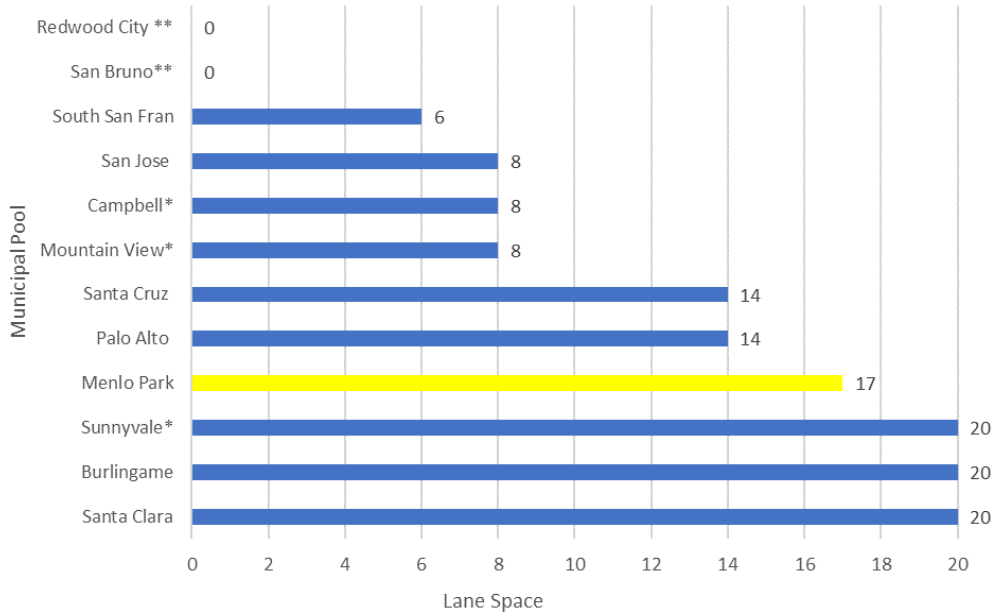
Drop In Pricing	Resident				Non-Resident			
	General	Senior	Child	Family	General	Senior	Child	Family
Lap Swim	\$9	\$8	—	—	\$10	\$9	—	—
Open Swim	\$9	—	\$5	\$28	\$10	—	\$6	\$30
Masters	\$20	—	—	—	\$20	—	—	—
Aqua Fit	\$20	—	—	—	\$20	—	—	—

Local Pool Comparisons

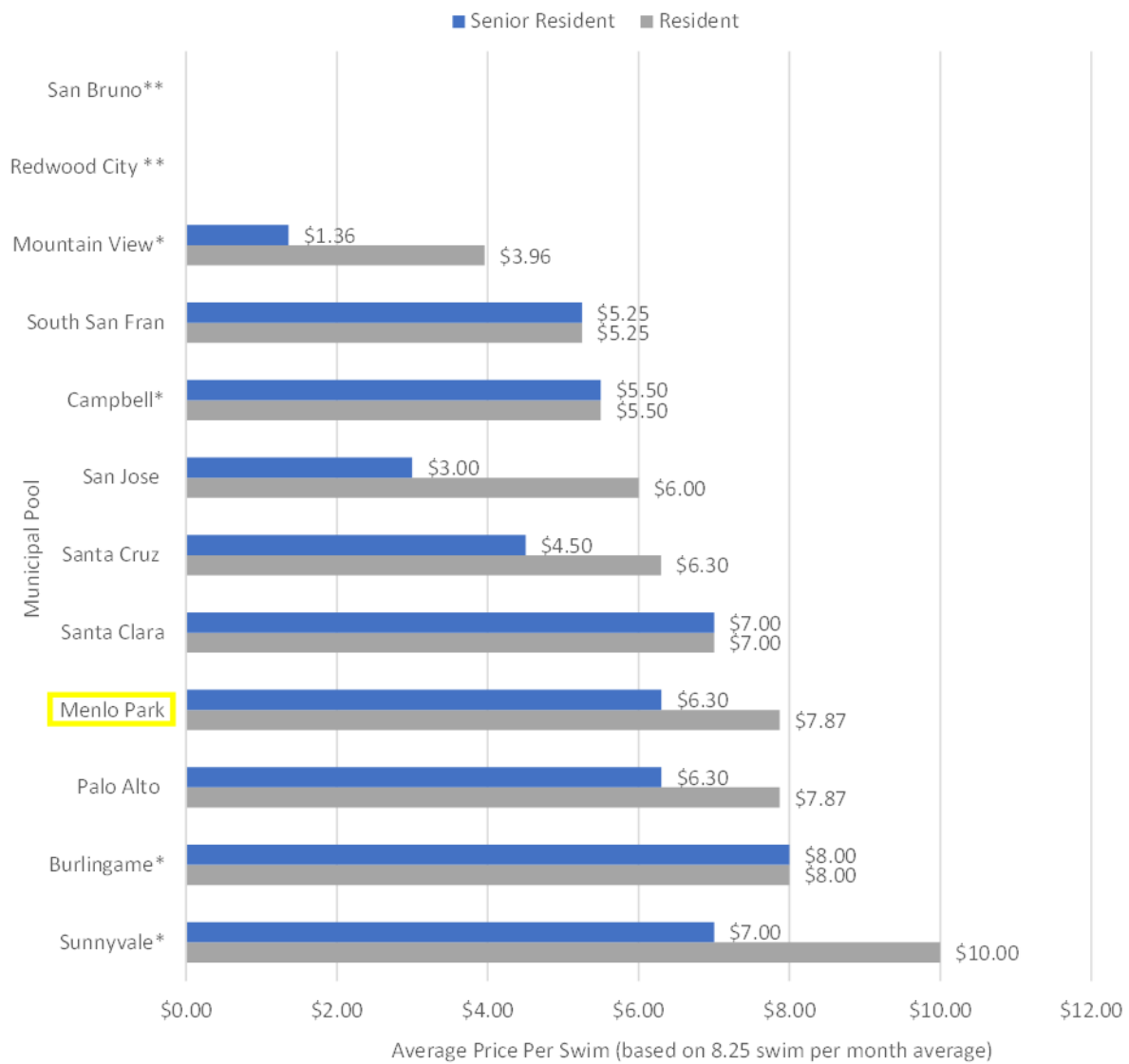
Pool Comparison Lap Swim Availability



Pool Comparison Lane Space



Pool Comparison Average Price of Resident Swim



Annual Audits and Reviews

When the question of “Standard of Care” is approached the discussion centers around the Model Aquatic Health Code (MAHC) developed by the Centers for Disease Control (CDC) in 1959. The code has been updated every 15-20 years as the aquatic industry evolves, with the latest update in 2018.

Originally the MAHC was developed because of the massive growth of aquatic facilities in the middle of the previous century along with the major increase in 3 undesirable outcomes- water borne diseases, aquatic facility injuries, and drownings.

The code created a “language” and “methods” so public health staff overseeing aquatic facilities could communicate universally agreed upon standards with their operators to ensure that best practices (safest) practices were being implemented in the interest of the public.

In our case, the County of San Mateo regularly inspects our entire facility for compliance with the County Health Codes which are derived directly from the MAHC including, but not limited to our water quality, chemical storage, drain entrapment, sanitization methods and modes of record keeping, signage, pool structure, decks, and everything else related to water and people interfacing with it and around it. While we pass all of these inspections, we do use these inspections as a chance to test our operational prowess as all the inspections are “surprise” inspections. We have chosen to build a strong relationship with our inspectors, and they have proven to be very valuable to us in solving operational issues on occasion. Our inspector was especially helpful throughout the pandemic and their specific guidance allowed our operation to flow uninterrupted.

Over the course of our tenure in Menlo Park we have encountered several different health inspectors and their preferences for what the dominant concerns are related to public safety. As an aside, as the result of going through more than typical 1-2 inspections per year, we inquired as to why we underwent so many more than that. We came to learn that our facility and overall operation was being used as a “model” where incumbent inspectors would use ours as a “training” facility for new inspectors.

We continue to keep safety and standards of operations at the top of our priority list. We follow county, state and private agency guidelines to ensure we are staying informed of all current and best practices.

We have training and education staff dedicated to serving the very function of standards of care. These staff are experienced and certified to ensure standards are met on every level. They create training plans, drive initiatives, and listen to suggestions by which we have created an environment that strives for excellence.

We have created 4 functions to ensure implementation in our operation.

1. Annual Reviews

We have an extensive annual review process for each individual staff member. This is a deep dive into the individual ensuring that the person has all the intellectual and emotional tools necessary and is on a path to optimizing their contribution to the operation. This is a period for any major course corrections and for setting team members on paths of success.

2. Monthly Department Meetings

Managers conduct monthly departmental meetings with their team members, and at this time there is always a golden opportunity to underscore the importance of safe practices and the importance of preventative individual risk assessment. These meetings ensure that we are employing the basic tactics of daily operation.

3. Monthly Management Meetings

These are times where we introspectively review our compliance with company standards and bring to light the feedback we have received from either the public, the staff or from City administrators. These are strategic meetings where issues are solved, or it is decided that a committee needs to pursue more diligence before we can arrive at a conclusion. We are always striving for long term and sustainable solutions.

4. Documentation

Everything we do in our safety training, educational training, employment law training or maintenance training is recorded on a hard copy and placed in our safety binders or recorded digitally and stored within our human resources software.

We have a clear process in which we hold staff accountable to stated and known standards. Our managers implement this process and are held to the same standards. The process is as follows, verbal warning, written warning, final notice, termination.

Risk Management

Our leadership team is composed of individuals with high integrity who are:

- Rule followers
- Risk assessment managers by nature
- Protectors of all and shielders of the vulnerable

This ethos trickles down from the managers to the individual providers within our company as it's these individuals that the community typically interacts with which leads to their perception of overall facility safety. Safety is a facet of our operation that requires constant vigilance, attention and a great deal of energy. We have learned that creating good staff habits and expectations early in their tenure leads to optimal and highly functional team member's long term.

The public as well as staff safety is our #1 core value and our priority for the Menlo Park aquatic community. Risks are managed through the implementation of policies, procedures, daily practices and training for our day-to-day operations.

Sometimes hiring experienced staff is beneficial, but most often training staff to our level of expectations is the method that has proven to help us rise to safety leaders in the industry. Our goal is not to only meet but exceed safety standards in every area.

Our standard of safety is daily practice. Training and auditing processes are set in place on a regular cadence. We also have an annual audit on our safety staff done by an objective outside vendor. This ensures that we have and are continuing a high standard of safe operation throughout the facility.

We have a safety committee composed of various staff members from different departments in the company that discuss all possible safety concerns, or “top-of-mind” topics associated with the entire facility. These meetings generate action items that are handed over to the operations manager to act upon.

Certification expiration dates are closely monitored to ensure all personnel are appropriately qualified and up to date on latest safety techniques and guidelines. We have a staff member dedicated to ensuring an audit is completed on all lifeguard staff. Staff ensures their current certification is valid and if not, a recertification will be scheduled for them. A great benefit is that we always have one or two Red Cross Certified lifeguard instructors on staff, that not only certify lifeguards for the entire region, but also recertify our own staff members on a timely basis. Lifeguard classes are scheduled twice a month through the summer and every other month throughout the remainder of the year. If for some reason a staff member falls out of compliance and their certification lapses, they are immediately removed from that specific position until they are able to complete a recertification class.

Team Sheeper has invested a great deal of time and resources into the safety of our company. Each one of our programs has a manager that has been trained and is dedicated to ensuring safety throughout each department. Managers lead their monthly department meetings and are inspired by company principles to include a segment or agenda item that specifically addresses an aspect of safety that relates to the department.

We have created safety procedure manuals with the assistance of a professional outside contractor that contains all safety and emergency procedures for each department. This includes:

- General Emergency Action Plans
- When to call 911 / or give first aid
- Water rescues for both conscious and unconscious victims
- First Aid and Medical Emergencies

These procedures give detailed instruction for lifeguards, instructors, deck staff and administrative staff.

If an emergency or major event happens a debrief meeting(s) are held and if necessary outside professionals are called in to assist in processing the emergency physically, mentally and emotionally. Policies, procedures, and protocols are also reviewed at this juncture and sometimes reinforced. We have discovered that our City Fire Department and Police Department are extremely supportive partners in our safety operation. On numerous occasions these departments have aided us with training, counseling, educating and supporting our first responders and are generous in their praises of our staff that make their professional roles better and provide higher chances of victim’s positive outcomes.

Team Sheeper has an excellent track record of keeping exceptionally high standards and of meeting the demands of each incident in the past 16 years. We are proud of our history of minimal safety incidents at the pool, and when there has been an incident, we have always been proud of our staff’s reaction and

handling of the emergency. We will continue to strive to be the safest facility in the country and on the balance be humble enough to also know that there is always room for improvement.

Emergency Preparedness Action Plan

We have gone to great lengths to ensure that we have a plan for as many possible incidents as possible along with factoring in flexibility to deal with the unknown.

Each department has a copy of our handbook and our safety procedures. Our lifeguard department is our spearhead when it comes to managing initial response to most emergencies.

Our Emergency Action Plan at its basic mode is as follows

- Recognition there is an emergency.
- 3 whistles are blown water/ land emergency
- Call 911
- Staff move into the positions to rescue, protect and guide.
- Staff help EMS into the building following initial victim(s) contact/rescue.
- Once Emergency is over, we have a staff debrief

Training Certifications by Staff Member

All Lifeguards are Red Cross First Aid, CPR and AED certified.

General managers and custodian are Certified Pool Operators.

All swim instructors take part in an extensive training program related to proprietary teaching techniques.

All camp counselors take part in a proprietary safety and operational training program.

Survey Responses

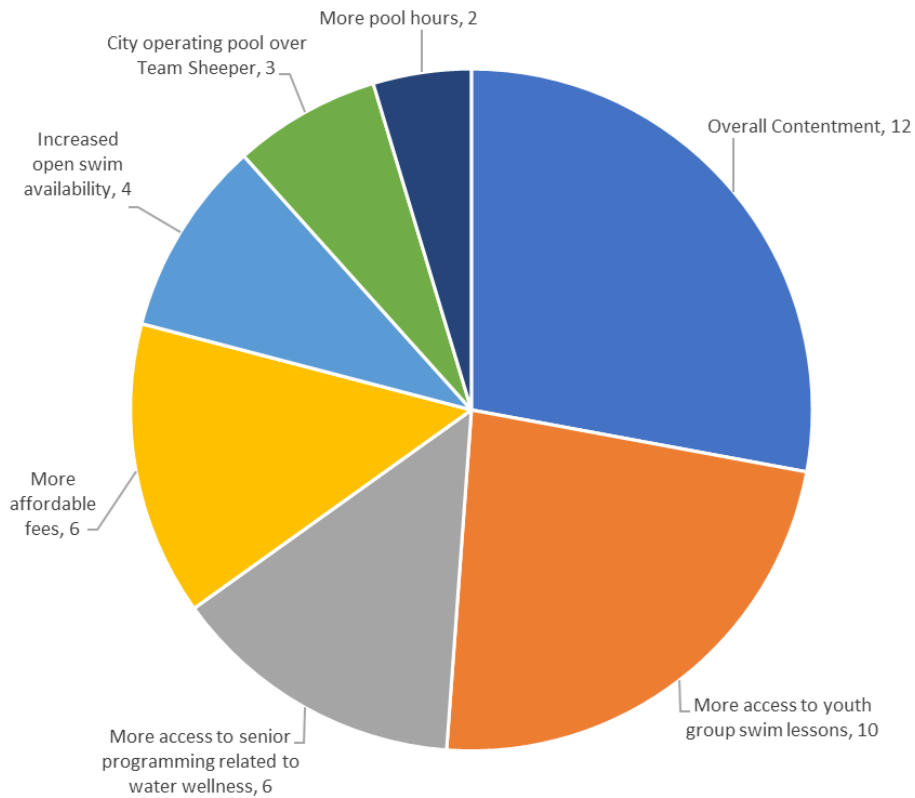
Customer Surveys Disseminated by City of Menlo Park

Focused on 5 questions related to Aquatic Services

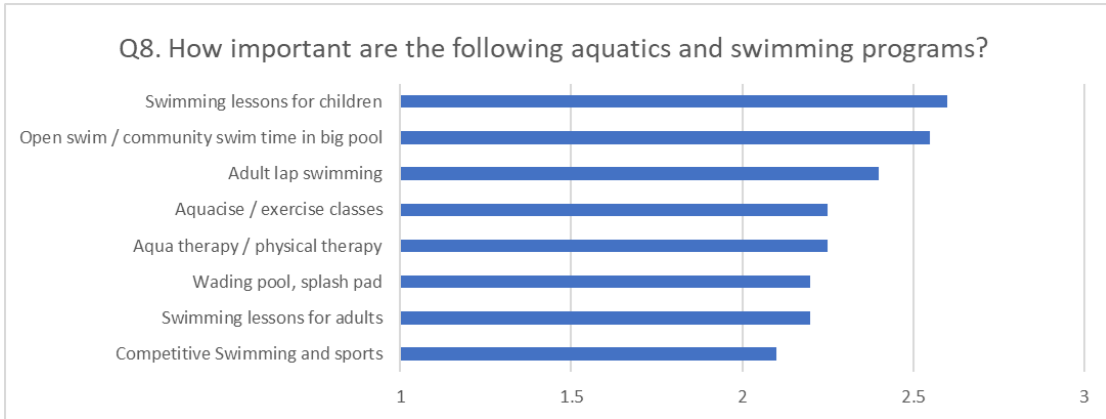
<https://menlopark.gov/files/sharedassets/public/agendas-and-minutes/city-council/2022-meetings/agendas/20220913-city-council-agenda-packet.pdf#page=6>

Q7. Please tell us your ideas, needs, suggestions for the city community programs and classes.

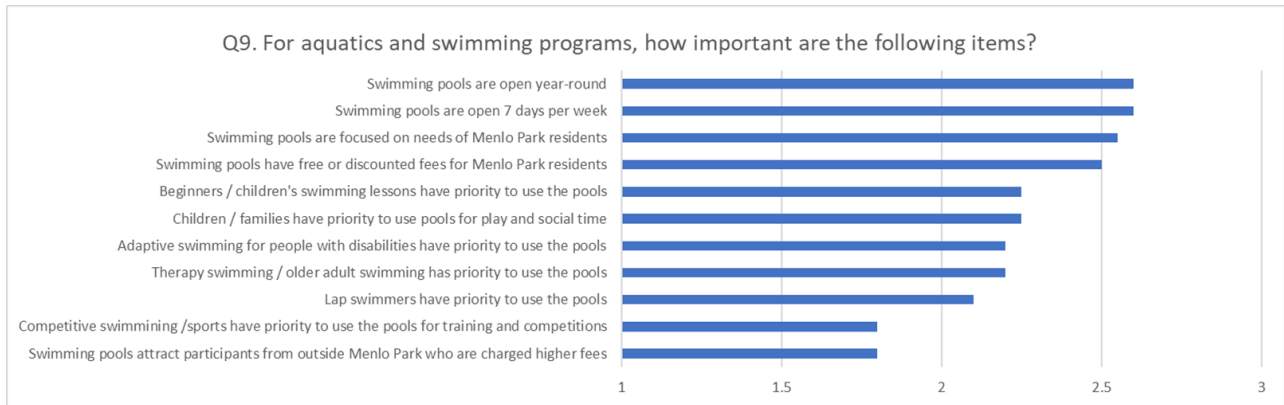
Q7. Summary of Comments Related to Aquatics Programs



Q8. How important are the following aquatics and swimming programs?

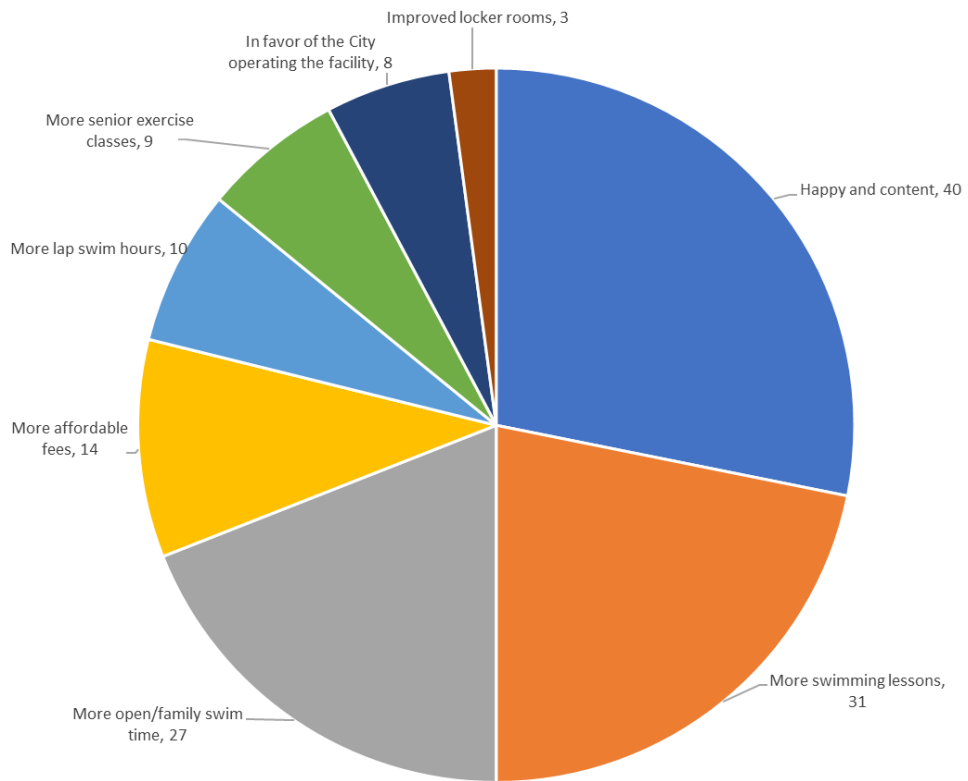


Q9. For aquatics and swimming programs, how important are the following items?



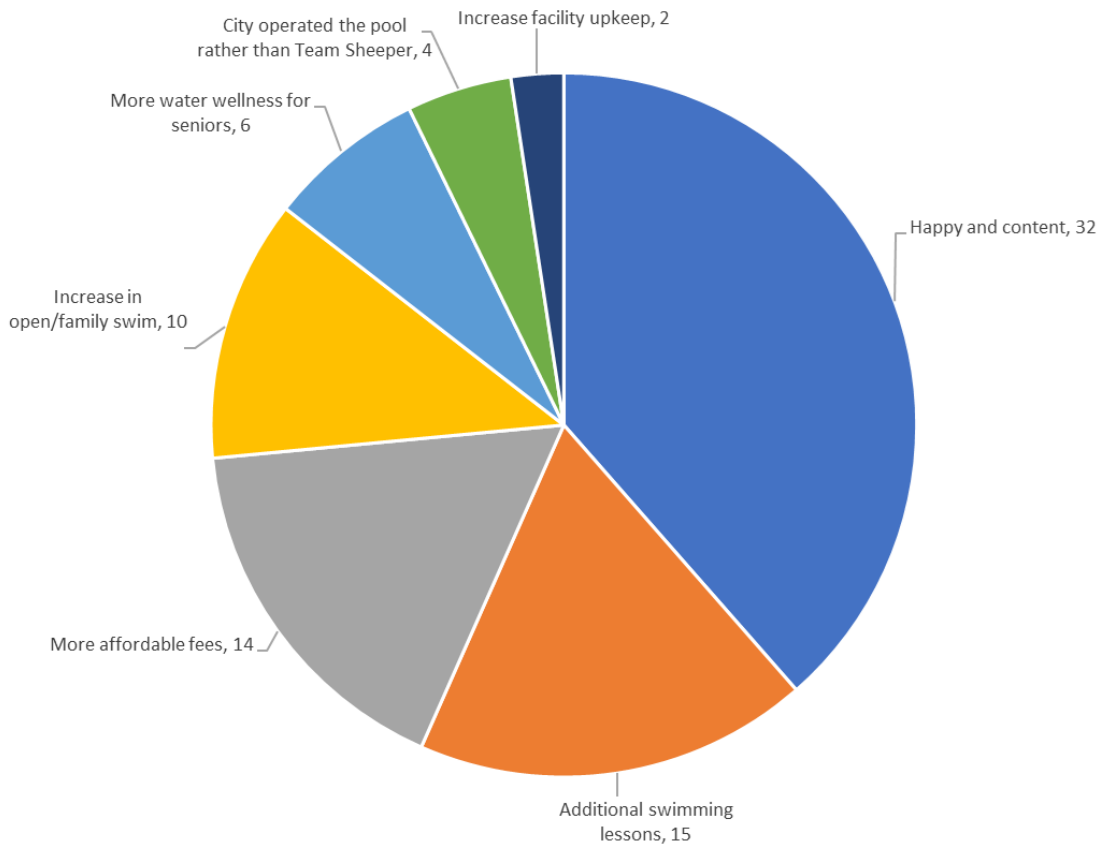
Q10. Are there any changes to the city aquatics and swimming programs that would make you use them more often?

Q10. Summary of Comments on Changes to Aquatics Programs to Increase Usage



Q11. Please tell us your ideas, needs, and suggestions for the city aquatic and swimming programs.

Q11. Summary of Ideas, Need, and Suggestions for Aquatics Programs



Summary

2022 was a busy and unsettled year where we fought hard using our company core value of “warrior spirit” to meet community expectations of quickly rebounding from pandemic operations into more normal operations with far fewer staff members. I am forever in gratitude to the hard working team members that comprise Team Sheeper Inc.

Team Sheeper in its truest sense is a team of purposeful, hard working and compassionate individuals who are worthy of recognition.

I would like to give deep thanks to Carole Hayworth, Melissa Joy and Peter Cordingley as they provided the strength, determination and grit to push through and aid in making the decision for Menlo Swim and Sport to remain in the battle to be pool operators in Menlo Park.

To Irma Stadler, Sandy Bardas and Jenny Roost, who stepped up big and tirelessly led the hungry for service senior water exercise group.

To Maren, Juliette and Nick from Revolutions in Fitness for their expertise and knowledge in guiding our community back to health and vitality in our water wellness group.

To Patrick Marion for his wonderful and timely communications to the community alerting and informing whenever necessary.

To Jacob Allen for his teaching and coaching of our next generation of swimmers.

To Thomas Truong, Kathy Miller, Steve Haile, Ashlee Long, Alessandra Alonso, Denton Long, Danielle Van Dyke, Katherine Rochte, Arnecia Smith, Cameron Merrells, Daniel Dallal, Louie Leon, Adam Paczuski and John Tupper for their supremely important supporting roles in getting everything done and serving others.

To Brianna Peralta for providing CPR to our swim school and bringing it back to life.

To Becky Seelos, Justin Smith and Rachel Zorowski and Keith Terada for their energetic and magnetic masters coaching.

To Mike Osmond and Tasha Capen for their managerial leadership of our adult teams.

To all our Menlo Swim and Sport patrons who joyously visit the facility and show their kindness and gratitude towards our team.