

Whitewater Aquatic and Fitness Center Action Plan

The Whitewater Aquatic and Fitness Center Action plan will fall under our Marketing and Business & Operating Plan for the facility. Reporting of the progress of these goals and action steps will be incorporated as part of the Marketing progress report.

Goal #1: Lifeguard Recruitment and Retention

Action Step 1) Develop and implement Lifeguard incentives program in conjunction with Friends of the Aquatic Center Group. This would be a clear step and incentive program with benchmarks that would be used to entice new lifeguards to join and reward those who work a certain number of hours per season (1st Semester, 2nd Semester, Summer)

The Friends of the Whitewater Aquatic and Fitness Center are generously offering a limited time incentive program for new qualified WAFC lifeguards. This group will provide full training reimbursement to qualified WAFC employees. In addition, they are offering a \$250.00 sign on bonus to new lifeguards who qualify. 18- 20-hour weeks and a signed agreement is the first requirement of eligibility.

Timeline: Next 1-3 months planning - Implementation this fall semester 2023
Targeting goal of 4 new lifeguards through this school program by December 31 of 2023 and 4 additional by Jun1 of 2024.

Action Step 2) Develop and Promote Lifeguard Training program for 2023-2024 school year. This includes lining up Lifeguard Training Instructor and coordinating with Whitewater High School to provide LGI training program for High School Students.

Timeline: 1-3 months planning – Implementation for September 5, of the 2023-2024 school year

Action Step 3) Research, develop and implement a Junior Lifeguard program as a feeder program to WAFC Lifeguard Training Program.

Timeline: 2025 early year planning to be implemented for the Spring/Summer of 2025 as part of Summer School Program and continue as another offering within our swim lesson program. This program will require facility to be staffed with an adequate number of fully trained and certified lifeguards. The program is structured by a mentee/mentor relationship. This allows the junior lifeguards to shadow and experience the duties of a lifeguard while receiving training through structured activities and hands on observations. In addition, the program will require lifeguards on duty while participants complete water drills and skills.

Goal #2: Increase Aquatic Center Membership

Overall Target Membership –40 annual memberships per year. Keep an average of 950 primary members per month

Overall Goal – Increase membership Revenue by 5% annually through 2024 & 2025

Action Step 1) Reinvigorate corporate members by redeveloping and implementing the program. This has been added to our marketing plan and operational plan. We currently have a

relationship with Generac, First Citizens bank, WWUSD and City of Whitewater employees. Numbers of active members participating in our corporate membership programs can be found within our operational plan

Timeline: In Progress next 30 days and to continue to promote and develop over next 3-6 months.

Current corporate accounts include: City of Whitewater, Whitewater Unified School District, First Citizens bank, Generac. Our goal is to add 2 new corporate membership groups by December 2023 and an additional 1 corporate account every year.

Corporate Fitness Challenges for each corporate membership group will be used to increase membership numbers within each of the membership groups, the goal is to increase these membership groups by 3% each year.

Action Step 2) Membership Drives – Continue to increase membership drives following the set promotion schedule produced by the marketing plan. Update quarterly as part of the marketing plan and audit quarterly.

Timeline: 1-3 months and ongoing with quarterly reporting. The goal is to grow monthly memberships by 5 to 10 prime members each month and retain 1-2 of these members as annual members each month.

Action Step 3) Incentive and referral program

a. Survey the membership regarding what incentives would motivate people to join- This would include the following but limited to: What incentive could we give you to stay/or become a member? What incentive could we provide you to refer a member?

Timeline: Questioner completed May 24, 2023 and will continue to be used to survey membership to add additional incentives. 1st incentive program to be launched on July 1, 2023 based on membership feedback.

- b. Coordinate a monthly survey for programs, membership and concession/pro shops to evaluate our incentive and referral programs
- c. Continue to modify through our marketing and business plan update

Timeline: Ongoing through quarterly reporting. Currently using social media post to ask these survey questions to our community. In addition, we will be using SurveyMonkey to survey our current members.

Action Step 4) Develop a free trials program development to entice members to get a free trial month with sign up for monthly payment. This would be trial program that they could use facility for a month and then continue with program as card on file would be charged monthly charge until member gives notice.

Timeline: Next 30 days to promote over summer months. This was completed May 28, 2023

Action Step 5) Membership Retention program will initiate follow up program to contact and recruit members whose memberships have expired. Goal is to determine:

- Why they are leaving

- What changes or class offerings could be provided for them to renew.
- What incentive could be offered to entice them to renew.
- Request to renew

Timeline: by July 31st

Overall membership goal of increasing by 20 annual members will be the target detailed within Business and Marketing plan that will address these specific target market goals moving forward.

Goal #3: Operations within Budget

Action Step 1) For 2024 and 2025 budget years, operate facility within the budget constraints of all expense areas of the budget. This includes all staffing, program and supply budgets. This will involve checking in with progress of budget on monthly basis to assure facility is on track with allocated budget. Reduced contributions will require a reduction in staffing hours and services to stay within budget. Use of parton use reports during specific times will be used to determine facility staff scheduling.