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Southern Splash: Indoor Aquatic Facility Business Plan

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Southern Splash: Indoor Aquatic Facility Business Plan

An Honors Program Thesis

By

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College of Management

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May 3, 2018

Date

Abstract

Southern Splash

Aquatic Facility Business Plan

By Kames D. Furtick

The purpose of this project was to develop a feasible business plan for a swim school, which would offer various aquatic activities with the core product being youth swimming lessons. The initial portion of this thesis discusses in detail what a business plan is, the purpose of a business plan, and the components of a business plan. This business plan will also include a market research analysis.

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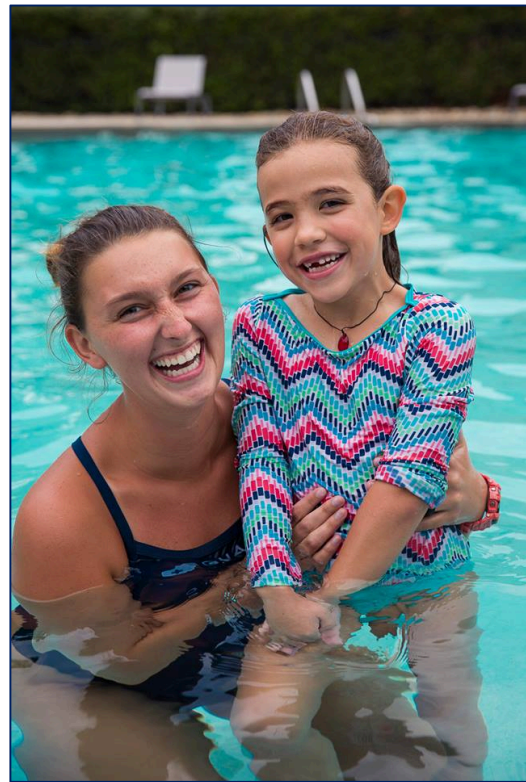
I. Executive Summary

Southern Splash will operate as an indoor aquatic facility located in Lexington, South Carolina. The facility will host competitive swimming events, public and private swim hours, and swimming lessons. Southern Splash will focus on the triple bottom line in order to reach the ultimate goal of maximum sales. The company will operate as an S Corporation, as this is the most reasonable approach for the business model.

Southern Splash will be strategically positioned geographically. More than 35 percent of individuals located in Lexington County have access to either a public or private pool. The county is also home to Lake Murray. The lake spans over an area of 78.12 square miles and is a huge part of Lexington culture. In addition, there are three major river systems located in the county.

Because the indoor facility will offer more opportunities, the company will be able to offer aquatic activities year-round, despite the change in South Carolina seasons. Individuals will be able to take lessons from certified instructors year-round to improve aquatic retention. Pool parties will be offered in party style packages and will be marketed for all parties such as birthday, holiday, and company bonding.

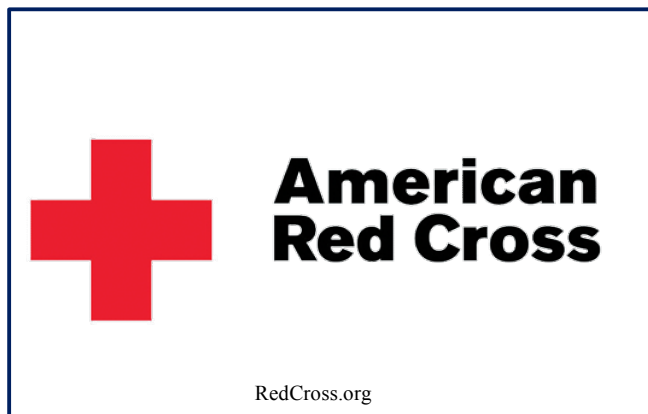
With a breakeven point of \$24,700. Southern Splash would need to teach 247 sets of lessons at \$100 each in order to breakeven. As soon as the



248th person has paid, the company will begin making a profit. On average 300 students are taught each summer. This breakeven point is extremely achievable.

II. Introduction

According to the American Red Cross, “As many as 103 million Americans have made aquatic activities the number one recreational pursuit in the country” (American Red Cross Swimming & Diving 1996, p.1). Over the past two decades the number of people participating in aquatic activities has increased at exponential rates (YMCA Lifeguard Manual, 1997). The rise in the number of people participated in aquatic activities can be linked to factors such as: 1) an increase in leisure time and discretionary dollars, 2) increased access to recreation facilities including public pools and water parks, 3) increased awareness of the availability of open water activities such as scuba diving, sailing and rafting, and 4) increased availability of competitive



aquatic sports such as water-polo, synchronized swimming and triathlons (American Red Cross Swimming & Diving; Conway 2000; Naditz, 2000; Van-Atten, 1994, YMCA Lifeguard Manual).

In recent years there has also been an increase in the number of people with disabilities participating in leisure activities with an expanded interest in aquatic activities. The same is also true for the older adult population. There are approximately 54 million disabled persons in the United States with a large percentage of those individuals being over the age of 55. This population often chooses to participate in various aquatic

activities because of various physiological and psychological benefits such as improved mobility, circulation, and self-esteem (Beaudouin & Keller; Brach & Dattilo, 1996).

Individuals of all ages and abilities are capable of engaging in aquatic activities. The reasons to participate in aquatic activities vary from recreational fitness and leisure to sport and competition. Swimming is a sport which can be enjoyed throughout the life span, and is an activity which can be enjoyed by groups or individuals. It can fulfill fitness, social, and personal needs for participants depending on their level of commitment (Arc Swimming & Diving, 1996).



In order for individuals to participate in aquatic activities, they must first learn to be safe and comfortable in and around the water. There are various swim instruction programs throughout the United States, which include but are not limited to American Red Cross Swim Lessons, YMCA Swim Lessons, and privately-run swim programs. Beginning in 1951, private swim schools emerged throughout the United States, and over the past sixty years aquatic programming for young children has expanded rapidly (Mackey, 1992). However, according to Mackey, although the number of swim schools has increased, the rate of growth is disproportionately slow in comparison to the rapid increase in the popularity of youth aquatic programs. In 1991 there were less than 100 private schools swim schools Identified in the continental United States (Graves 1991). Over the past ten years the National Swim School Association (NSSA) Membership has increased from 36 members to over 400 members. Due to population growth, several existing aquatic programs will need to be enhanced; there will also need to be a need for more aquatic facilities to meet the growing demand (Naditz).

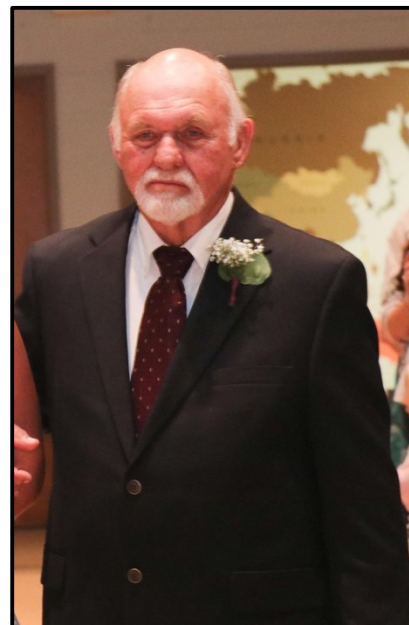
III. Background of the Owners



One owner of the company will be Kames Furtick, a twenty-one-year-old South Carolinian. Mrs. Furtick has a bachelor's degree in Business Administration with a focus on Management. Mrs. Furtick has a background in South Carolina aquatic recreation. As a former swimming instructor, Mrs. Furtick prides herself in her ability to teach and inspire children of all ages to realize their potential in and out of the pool. Mrs.

Furtick has completed multiple American Red Cross certification programs. She is a certified in the following courses: lifeguard, lifeguard instructor, first aid, AED and emergency action plan. In addition to her aquatic achievements, Mrs. Furtick excelled during her time at Long Island University. She is an inducted member of the following honor societies: Beta Gamma Sigma (2018), Omicron Delta Kappa (2017), and Phi Eta Sigma (2016).

Kames credits her business mindset to the second owner of the business. Etheredge Grubbs, Kames' grandfather will also be an owner of Southern Splash. Mr. Grubbs grew up on the water of South Carolina by fishing, boating, and swimming. His love for the water was then passed on to his granddaughter, Kames. Kames was a mere three days old when Mr. Grubbs placed his granddaughter in Lake Murray for the first time. His love for the water was instantly passed on to her at that very moment.






Mr. Grubbs came from humble beginnings, but with determination and mindful investing, he made a name for himself in the small town of Lexington, South Carolina. Mr. Grubbs will provide the financial and technical support for the business. Together, the team will create a dynamic partnership that will benefit the community.

IV. S Corporation

According to Small Business Advice, “An S corporation is the most common corporate structure for small businesses. An S corporation is any business that files taxes under Subchapter S of Chapter 1 of the Internal Revenue Code. S corporations can be particularly beneficial to small businesses due primarily to the tax benefits and legal protection afforded to its shareholders (SBA.com).” Mr. Grubbs and Mrs. Furtick believe operating Southern Splash under an S corporation proved to be most advantageous. With this decision, the company will be able to avoid double taxation, unlike a C corporation. In addition to avoiding double taxation, Small Business Advice also stated, “One of the greatest benefits of corporations in general over a business entity like a sole proprietorship, is in the protections that can be afforded to the

shareholders. Whereas a proprietorship has no legal distinction from its owner, corporate shareholders are shielded from unlimited liability by the corporate structure. This means that shareholders cannot be held personally responsible for losses incurred by the S

	\$ TAXATION \$		
LEGAL STRUCTURE	PARTNERSHIP 	S-CORP 	C-CORP 
Partnership (GP, LP, OR LLP)	DEFAULT	X	X
LLC	DEFAULT	SPECIAL ELECTION	SPECIAL ELECTION
Corporation	X	SPECIAL ELECTION	DEFAULT

corporation. The S corporation is an entity separate from its shareholders, meaning that only the corporation itself is responsible for paying off its debts (SBA.com).”

V. Problem

In January of 2010, Mitch Klitzka introduced a “new learn-to-swim curriculum that builds on two classes the town began offering the previous year— “Overcome Your Aquaphobia” and “Adult Swim 101.”” She stated these were more kind and gentler programs when it comes to fear of water. Southern Splash will take this approach when teaching individuals of all ages.

Traditional swim lessons do not address fear of the water at any point of the curriculum. If somebody is afraid, there is no system in place to overcome their emotions (Harbourne, Ensuring Safety and Compliance in Aquatic Facilities). Southern Splash would like to build that system into the program, because there are so many adults out there who do not know how to swim and still want to learn. The program will be put in place to teach adults ranging from eighteen years old to over sixty years old.

In many instances, aquaphobia can usually be traced to a single incident in a person's life in which he or she panicked in the water. These stories range from personal horrors of being tossed into the deep end of a pool as a child to surviving the sinking of a seagoing vessel as an adult. Furthermore, adults who cannot swim typically have at least one parent with aquaphobia, and they may have even taken traditional swimming lessons as a child but for whatever reason were never comfortable in water. Now, many of them are embarrassed with their inabilities.

Their first point of discussion was, “The medical definition of drowning is the process of experiencing respiratory impairment from submersion/immersion in liquid.” This entire section

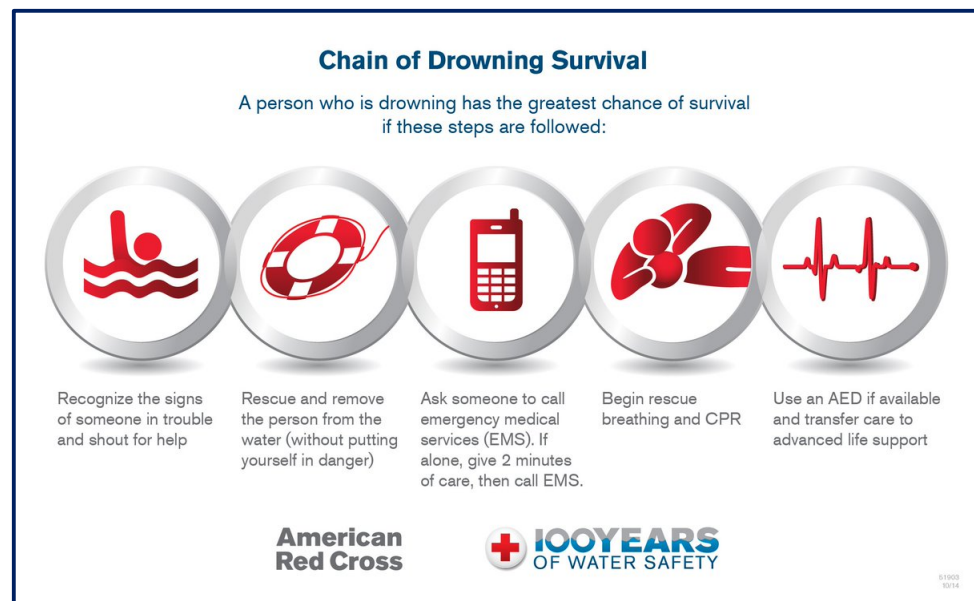
went on to explain that there are only three outcomes of drowning: fatal drowning, nonfatal drowning with injury or illness, or nonfatal drowning without injury or illness.

The second point of discussion: “There are no medically accepted conditions known as near-drowning, dry drowning, and secondary drowning.” Large safety departments and health organizations all discourage the use of these terms. The World Health Organization, the International Liaison Committee on Resuscitation, the Wilderness Medical Society, the Utstein Style system, the International Lifesaving Federation, the International Conference on Drowning, Starfish Aquatics Institute, the American Heart Association, the American Red Cross, and the U.S. Centers for Disease Control and Prevention (CDC) are included in this list of organizations.

The third point was centered around the idea of “Nonfatal drownings of this sort are common.” Cases where a person has mild to moderate symptoms after a drowning incident, such as cough, pulmonary edema (fluid in the lungs), or confusion, are far more common than fatal drownings. It is often quoted in the media that this type of drowning is rare, but that is incorrect. It is actually the most common presentation of drowning. It is estimated that there are five nonfatal

drownings for every fatal drowning in children (Robinson, Aquaticsintl.com).

As a fourth point the professionals went on to discuss the alternatives of communicating more



accurate information through the media. Even though “dry drowning” and “secondary drowning” are discredited in the medical community, the argument for them is that the terms are more familiar to the public. The doctors suggest “Rather than discuss these terms as semantics or technicalities, we have an opportunity to present facts, highlight the dangers of drowning and the importance of prevention, and to promote simpler but correct language that is easier for us and our patients to understand.” The doctors suggest media outlets must educate and present facts. “Rather than discuss these terms as semantics or technicalities, we have an opportunity to present facts, highlight the dangers of drowning and the importance of prevention, and to promote simpler but correct language that is easier for us and our patients to understand.”



VI. Customer Segments

A. Target Market

Southern Splash established a primary target market of parents and caregivers whose age ranges between twenty and forty-five years old. In most cases, these individuals have a lower income, given they are on path to establish their career. Their lifestyles are often very busy between secondary schooling, establishing their careers, and small children.

Southern Splash's secondary target market will consist of males and females whose age ranges from four months to ten years old. These individuals depend on their parents, who are in the primary target market. They tend to have structured days within the school system. Also, the secondary target market will not be able to purchase the swimming services themselves, but they have purchasing power through their influence over their caregiving elders. By making a connection with this younger market, brand loyalty will be more likely to stay constant as the generations become older. In return, they will introduce their children to Southern Splash. This makes Southern Splash's target market into a full circle of potential customers.

i. Demographics

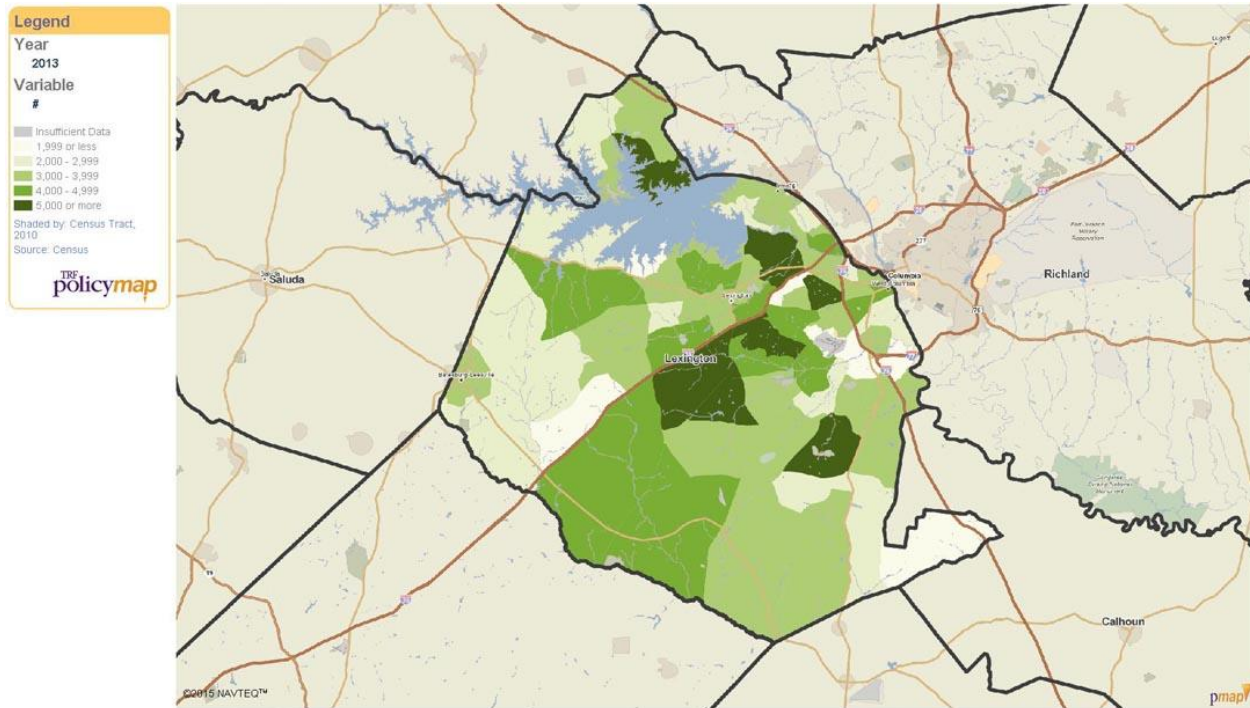
In order to accurately describe the demographics of Lexington County, South Carolina the Lexington County Community Profile (LCCP) was referenced. The Community Profile is used to show the current demographic and economic framework of Lexington County. The following information is from directly from the source.

According to the LCCP, the current population of Lexington County is 257,756, according to 2007-2011 American Community Survey 5- Year Estimates. This represents a 19% growth since 2000, outpacing the state growth rate for the same period of 14%.



Town of Lexington.com

“While the cumulative growth rate for the county from 2000 to 2011 was 19%, there was a wide range of population shifts throughout the county. Some areas saw very high growth rates in the high double-digits while others saw their populations grow more slowly. In the town of Lexington, the population grew from 9,793 in 2000 to 17,081 in 2011, an increase of 74% and is now the county’s largest town. In West Columbia, the population grew from 13,064 in 2000 to 14,937 in 2011, an increase of 14%. However, in Cayce, the population grew from 12,150 in 2000 to 12,417 in 2011, an increase of only 2%” (LCCP).



The image above displaces the distribution of population throughout Lexington County and originates from the LCCP.

“Lexington County is experiencing a similar demographic shift towards an older population as the rest of the state, with the county’s median age just slightly older than the state median. In 2011 the median age in Lexington County was 37.5 years according to American Community Survey 5-Year Estimates. This represents a five percent increase in the median age since the 2000 Census. Over the same period median age in the state also increased 6.5 percent, going from 35.7 to 37.7 years” (LCCP).

“There were 17,147 persons under the age of 5 in Lexington County according to 2007-2011 ACS estimates – 6.7 percent of the population” (LCCP). Although this statistic ranges from

2007-2011, it is still promising to Southern Splash as this will be the main target market that will be coming to Southern Splash for swimming lessons.

“Persons aged 65 and over comprise a lower percentage of Lexington County’s population than that of the state as a whole. Just over 12 percent of the county’s population was over the age of 65 (31,103 persons) - compared to the state at 13.5 percent (2007-2011 ACS). Furthermore, just 1.4 percent of the county’s population was aged 85 years and over (3,669 persons) – compared to 1.5 percent the state as a whole” (LCCP).

“As people age they evolve a unique set of needs in terms of social services, healthcare, and housing – and as communities across the nation grow proportionately older, the needs of the elderly become an increasingly important aspect of both public and private decision making. Integral amongst these evolving needs is that of housing – housing that is decent, safe, and affordable, as well as housing that is accessible and located in proximity to services and transportation. Housing serves as a linchpin amongst the needs of the elderly because the affordability, location, and accessibility of where ones lives directly impacts the ability to access health and social services – both in terms of financial cost and physical practicality” (LCCP).

“At 81.4 percent of the population Whites were by far the largest racial group in Lexington County, according to 2011 ACS 5-Year Estimates. Comparatively, Whites accounted for 67.2 percent of the population in the state as a whole. The second largest racial group in the county was Blacks or African Americans with 14.3 percent of population, however Blacks or African Americans made up 28% of the total state population, a difference of 13.7%. All other races in the county made up less than 3 percent. Finally, just over five percent of the population identify as ethnically Hispanic. [Persons can identify as both ethnically Hispanic and racially as another

group.] The table below provides a detailed breakdown of the racial and ethnic composition of Lexington County compared to that of the state as a whole” (LCCP).

TABLE: Racial and Ethnic Composition

Race	Lexington County	%
White	209,828	81.4%
Black or African American	36,731	14.3%
American Indian and Alaska Native	908	0.4%
Asian	3,480	1.4%
Native Hawaiian and Other Pacific Islander	116	0.0%
Some other race	2,092	0.8%
Two or more races	4,601	1.8%
Hispanic or Latino (of any race)	13,484	5.2%

Source: 2007-2011 ACS

According to 2007-2011 American Community Survey figures, the median household income (MHI) in Lexington County was \$52,548, an 18% increase from 2000. This was only slightly behind the state MHI increase of 20%, however the median household income in the county was higher when compared to the state.

According to 2007-2011 American Community Survey figures, the median household income (MHI) in Lexington County was \$52,548, an 18% increase from 2000. This was only slightly behind the state MHI increase of 20%, however the median household income in the county was higher when compared to the state.

According to 2007-2011 American Community Survey figures, the poverty rate for all individuals in Lexington County was 11.6 percent. This was almost a third lower than the state rate of 17 percent. However, from 2000 to 2011 the poverty rate in Lexington County increased 28.9 percent; during the same time period the state poverty rate grew only 20.6 percent.

ii. Geographic Region

With a rich historical background and promises of a strong future, Lexington County provides a diverse community, endless economic opportunities and prosperous growth. Located in the Midlands of South Carolina, Lexington County is known as one of the fastest growing areas in the state and region. As a leader in business and industry, Lexington County provides an outstanding quality of life with a reasonable cost of living. Featuring a temperate climate, convenient location and access to Lake Murray, Lexington County offers exceptional recreational and residential opportunities.

B. Need-Based Segmentation

i. Industry Analysis

An industry analysis is defined as, “a study of the set of characteristics that define and influence a group of primary and secondary business supplying a related product or services” (Marriam-Webster’s Dictionary, 2001).

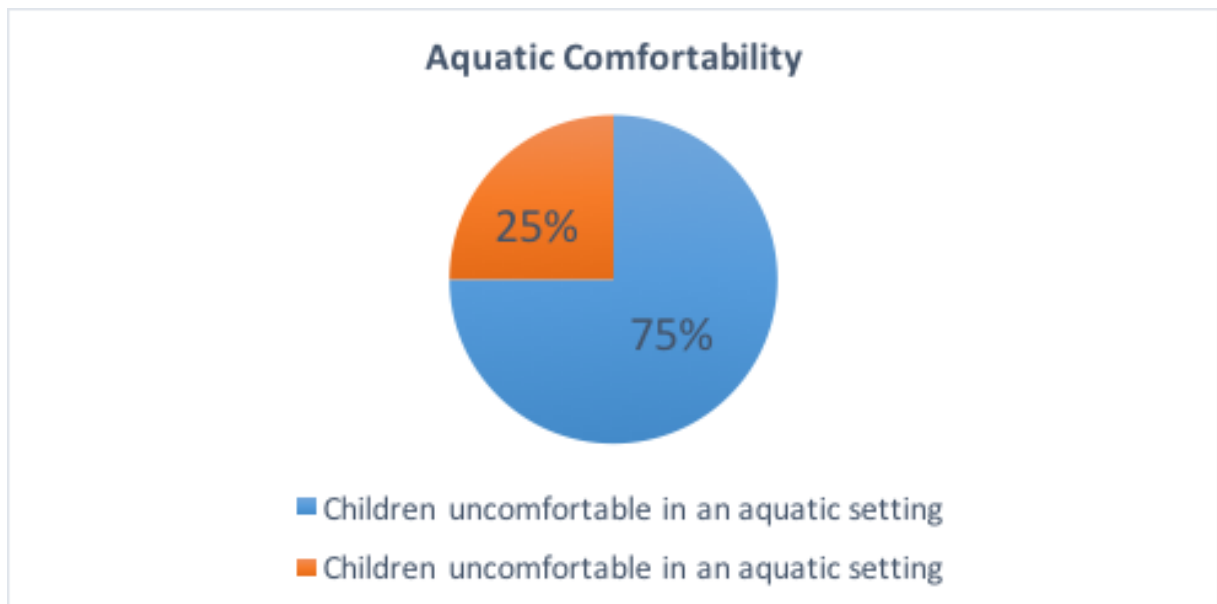
. A product or service cannot exist on its own and is generally a part of a larger industry. According to the United States Swim School Association, the development of aquatic centers and municipal water parks is one of the fastest growing segments in the water leisure industry within the nation. One industry report puts the number of U.S. aquatic centers at 858, up by 24 parks between March 2015 and March 2016. Aquatics professionals, in order to help their agencies, plan for the future and stay relevant to their communities, need to stay on top of current industry trends.

C. Surveying the Area

In order to better understand the market, Southern Splash issued a survey to potential customers. The survey was offered through SurveyMonkey.com. Participants were asked questions based on their community involvement, discretionary income, comfortability in an aquatic setting, as well as their child(ren)’s comfortability in an aquatic setting. The survey showed that 97 percent of parents were more likely to sign their kids up for lessons if they had a recommendation from a family or community member. Additionally, the survey showed that 75 percent of parents said their children were not comfortable in an aquatic setting. Below are specific graphs that supports the data from SurveyMonkey.com.



This graph acts as a visual representation to show the importance of quality customer services. With something as critical as water safety, parents and guardians need to know that their children are in the best hands possible.



The figure above represents the need for swimming lessons in the area of Lexington, South Carolina. 75 percent of children are uncomfortable in an aquatic setting. Given that Lexington is located in the heart of three major river systems, Lake Murray is positioned in the

heart of the county and most communities have swimming facilities, the need for swimming lessons in the area are extremely important. This figure also supports the need for the business as well as the demand for the services Southern Splash will offer.

D. Value-Based Segmentation

Value based segmentation techniques talks about defining segmentation based on value placed by customers on the product. Following are steps in defining value based segmentation and how Southern Splash will utilize this technique.

- 1. Determine basic segmentation criteria that create “natural fences” between customer groups**
– By allowing swimmers to choose between group and one-on-one sessions, a “natural fence” has been created. Although group sessions would bring in more revenue over the span of the season, one-on-one sessions will allow the company to reach a new market that most swimming facilities are not reaching at this time.
- 2. Identify discriminating value drivers** – Value driver increases the value of a service by improving the perception of the item and essentially providing a competitive advantage. In the case of Southern Splash, the company will rely on their satisfied customers to promote the advantages. Parents will trust their friends, family and neighbors over any commercial on television or Facebook post. Satisfied customers will reward the company with new customers and grow the swimming population in South Carolina.
- 3. Determine your operational constraints and advantages with regard to those value drivers** – Because the company will rely on word-of-mouth advertising, it will be the employee’s job to make sure every client that leaves through the organization’s doors is happier than when they

walked through them. An advantage with the value driver would be that individuals will trust satisfied customers more than an advertisement they see on social media.

4. **Create primary segments based on overlap of customer needs and your internal constraints, and secondary segments based on most important needs** – Southern Splash’s customers will be divided into two groups: those who need/want swimming lessons and those who are using the facility for aquatic entertainment. Of course, both of these needs are important to the company and Southern Splash will work to meet the needs of both groups. Swimming lessons and water safety will satisfy the needs of the first group. As for the individuals who are looking for aquatic entertainment, “Open Swims” time will be hosted during the weekends.
5. **Create detailed segment descriptions for easier identification in the field** -- By offering different levels of instruction, individuals will not feel constrained to only visit Southern Splash as the swimmer learns to swim. The company will also offer birthday packages to promote aquatic gratitude. The fun will not stop after one learns the basics of swimming.

VII. Marketing Research

A. Problem Identification

Aquaphobia is a social phobia that is defined as the persistent, unwarranted and irrational fear of water. Many people have an extreme fear of water. They conjure up images of dying in water, drowning, gasping for breath, or encountering eerie, unseen things such as snakes or sharks in the water (Popke, 56). “Often, those suffering from Aquaphobia are non-swimmers. Some phobics not only fear large water bodies, lakes, ponds or rivers, many even fear running water or water being poured onto their heads” (Poulton, 12).

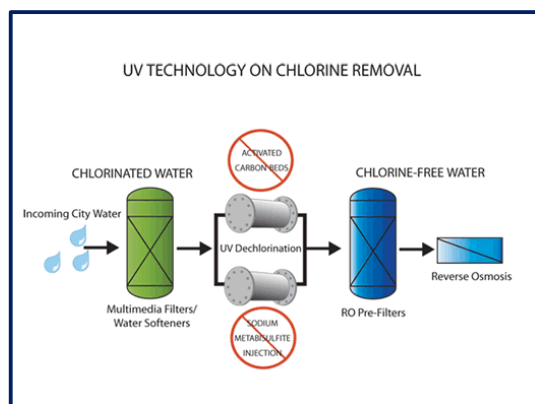
The fear of drowning is a rational and logical fear experienced by many who cannot swim. Aquaphobic individuals, however, experience great deal of anxiety around all kinds of water bodies ranging from large oceans to small bathtubs. “Logically, few are aware that they will not ‘drown’ in a bathtub; but they are unable to control thoughts of death that come up in their minds” (Poulton, 13).

Nearly 19.2 million Americans suffer from different specific phobias of which Aquaphobia is a type (Poulton 28). The roots of this phobia can be traced to prior traumatic incidents with water, where one might have almost drowned, or was pushed into a water body as a prank. One might even have witnessed a traumatic event such as the drowning or death of a loved one in water (Popke 55). “The fear of water can sometimes be learned from caregivers or parents: these adults might have given too many cautionary warnings to the child about going into or near the water” (Poulton, 21). A parent who is afraid of water is likely to pass on the fear to the child. In general, people who are very anxious or high-strung all the time are more likely to develop Aquaphobia.

In addition to aquaphobia, chlorine is used in pools and other chlorinated aquatic venues to kill germs, but when it binds to the body waste swimmers bring into pools (for example, sweat and urine) it can form chemicals called chloramines. Chloramines in the water, like dichloramine and trichloramine, irritate skin, eyes, and the respiratory tract (including the nose) when they off gas from the water and into the air above, particularly indoors. In addition, chloramines can also contribute to corrosion of metals around the aquatic venue and in air handling systems.

Chloramines are a type of combined chlorine that form in water and then off gas into the air above the water (Evans, 3). “The state of South Carolina health department limits the amount of combined chlorine in the water to 0.4 ppm or less” (SCHEC). “Chloramines can build up in the water, which means they can build up in the air if there is not enough fresh air surrounding pools and other places people swim in chlorinated water. This is particularly true for indoor aquatic facilities where air handling systems are not bringing in enough fresh air and exhausting enough chloramine-polluted air, which is common during winter months when heating costs increase. Chloramines that off gas from the water are heavier than air” (Harbourne). This means they settle on top of the water’s surface where they can cause negative health effects in swimmers and spectators.

“Air handling systems might remove moisture from the air, but they don’t necessarily bring in enough fresh air or exhaust enough air polluted with aquafineuv.com chloramines; pool operators need to consult with technical representatives on how to maximize the use of their air handling system to reduce chloramine accumulation while keeping heating costs down” (Harbourne). If chloramines are not rerouted outdoors, then the recirculated air flowing over the water can become full of harmful



chloramines. If the air surrounding the water is full of chloramines, chloramines cannot exit in the surrounding air. This means chloramines will build up in the water and cause health effects in the swimmers.

In order to prevent recreational water illness, Southern Splash will follow the eleven steps of prevention suggested by the Center for Disease Control and Prevention.

- 1. Lead the Staff**
- 2. Develop Partnerships**
- 3. Educate Pool Staff**
- 4. Educate Swimmers and Parents**
- 5. Maintain Water Quality and Equipment**
- 6. Evaluate Aquatic Facility Design**
- 7. Institute Disinfection Guidelines**
- 8. Evaluate Hygiene Facilities**
- 9. Create Policies for Large Groups of Children**
- 10. Post and Distribute Health Information**
- 11. Develop an Emergency Response Plan**

The Center for Disease Control and Prevention (CDC) drafted a model inspection form for aquatic facilities to conduct regular inspections. This resource will increase efficiency and ensure safety for Southern Splash. This inspection will be regularly reviewed by facility staff to guarantee a high rating from the Health Department.

B. Approach the Problem

Southern Splash will pride itself for focusing on maintaining and promoting a comfortable and relaxed swimming environment for those individuals who have a fear of the water, for

whatever reason. Lessons will focus on overcoming fear while being in the water for all ages. Additionally, this article opened a completely new target market—adults who do not know how to swim.

Aquatics International shows the demand for swimming lessons within the market. The article celebrated the American Red Cross' achievement of reaching their goal a full year early. The American Red Cross' Aquatic Centennial Campaign has surpassed their five-year goal of providing fifty thousand sets of swim lessons. This campaign from the Red Cross also certified more than one thousand lifeguards and water safety instructors.

Furthermore, the program's main goal was to "reduce drownings in communities where drowning rates are higher than the national average." This will be the main goal of Southern Splash. The American Red Cross campaign also emphasized repeated swim lessons until water competency is reached. This will be important for the facility to stress.

The author, Dana Robinson is a senior editor for *Aquatics International* and *Pool & Spa News*. Her background in aquatics shows that this is a reliable source. In addition, the website is an information forum for aquatic professionals.

CPR and AED training will be taught in group classes multiple times a year to create comfort within the facility. These classes will not be limited to Southern Splash employees, but the class will also be open to the public. With knowledge being power, individuals completing water safety and first aid courses, parents and caregivers will feel more comfortable in the facility, being around a fairly large body of water.

VIII. Facility

A. Proposed Facility Design

The facility will house a 75ft X 36ft. indoor pool within a 7,600-square ft. building. Southern Splash will have a registration area, an office and changing facilities. The pool will be three feet deep in the shallow end and increase to ten feet in the deep end. The pool will have a two and a half foot deep wading area. Additionally, the pool will be equipped with a hydraulic lift for individuals unable to enter the pool on their own.

The exterior of the aquatic center's roof resembles a wave in motion. The design is both elegant and playful to bring patrons into the facility. This is very appealing to families with



children of all ages.

Southern Splash will ensure the facilities comply with all state and local government regulations in order to provide the safest environment possible. This is the job of the recreation professionals in each facility. It is imperative pool managers develop a safety protocol to ensure compliance and avoid unwanted failed pool inspections. This is done by managers reviewing their respective state's Department of Health's guidelines regarding sanitary codes, certifications, pool safety plans, and pool reports.

Southern Splash will also strategically place signage in order to convey critical messages. These signs are vital to the functionality, planning and design process to the facility. The list of signage from Emily Harbourne and CampusRecMag.com is included on the next page.

- **Displaying pool rules to inform patrons of the specific methods of operation and expectations for users.**
- **While websites, brochures and social media are effective communication channels, posting hours of operation in the pool is paramount.**
- **Aquatics facilities should make patrons aware there is no use of the pool when a lifeguard is not on duty.**
- **Signage should illustrate any *no reading* policies for lifeguards to follow.**
- **Information and restrictions on diving must be posted.**
- **Phone access and important phone numbers in the event of an emergency should be clearly depicted.**
- **A current pool permit issued by the county or state health department must be displayed in the facility.**
- **Pool access that meets ADA requirements should be available and displayed.**
- **A demarcation line in the water or flags above the pool should be in place to allow patrons to determine when pool depth changes from shallow to deep.**
- **Signage must include information on the use of picture-taking devices.**
- **Information on the proper footwear should be displayed**

In addition, the quality and temperature of the air and water in an indoor pool must be taken into consideration. The pool temperature will be kept between 85 and 88 degrees Fahrenheit. It is advised that the air temperature be kept at two to seven degrees Fahrenheit higher than the water temperature (Pollino, 1999). Proper ventilation systems were discussed with the construction and are included in the estimated costs.

i. Facility Operation

The pool will operate on a year-round basis with swim lessons being offered six days per week. There will be a two-week winter break in December and a one-week break for cleaning and maintenance between the summer and fall sessions. During the fall, winter and spring, the swim lessons will operate on an eight-week basis and participants can sign up for one or two classes per week. Due to differing schedules and family vacations during the summer months, June-August, the summer sessions will operate daily on a two-week basis.

The business will offer a high-quality swim instruction program with an emphasis on customer service. The student to teacher ratio for the youth swim lessons will be kept low at for students to one teacher. Southern Splash will serve all populations, who want to learn to swim, including those with both physical or mental disabilities. All staff members will be trained in the basic needs of individuals with disabilities.

The main objectives of Southern Splash Aquatic Center shall be:

- 1. To offer the highest quality swim lesson program in the area**
- 2. To make the aquatic environment accessible and inviting to people of all skill levels and ages**
- 3. To offer a variety of programs to suit children, adolescents, adults and older adults, including those individuals with disabilities**
- 4. To keep a safe and clean environment at all times**
- 5. To hire only those individuals with proper training, experience, and standards**

The Mission statement for Southern Splash will be:

“Southern Splash will strive to offer an aquatic program of exceptional quality, emphasizing a fun and safe atmosphere where safety and customer service will be of the highest standards.”

ii. Facility Costs

“Facilities and administrative costs (F&A) costs are those that are incurred for common or joint objectives and therefore cannot be identified readily and specifically with a particular sponsored project, an instructional activity, or any other institutional activity” (Dartmouth College 2018). F&A costs are broad categories of costs. "Facilities" is defined as depreciation and use allowances, interest on debt associated with certain buildings, equipment and capital improvements, operation and maintenance expenses, and library expenses. "Administration" is defined as general administration and general expenses, departmental administration, sponsored projects administration, student administration and services, and all other types of expenditures not listed specifically under one of the subcategories of Facilities.

B. Necessary Insurance

Risk management practices for swim clubs and pools required by General Liability insurance carriers include: installation and inspection of safety vacuum and drainage systems, training of employees responsible for use and maintenance of pool chemicals, proper maintenance and testing of pool chemicals, proper storage of all chemicals with keep-out signs, proper

maintenance and storage of lawn equipment (outdoor facility), diving warning and clearly marked depth signs, wet pavement signs, prohibition of glass containers with clearly marked signage, regular pool evacuation practices, proper lifesaving and first aid training and certification of all lifeguards and diving instructors, background checks on employees, especially those who work with children, regular water/fluid breaks for lifeguards, providing lifeguards with umbrellas, whistles, and walkie-talkies, constant supervision of swimmers and allowing limited number of swimmers in the pool, and first aid and defibrillators on hand. Swimmers should be prohibited from pool area in inclement weather.

While drowning is the most common accident at a swim club or pool, other accidents can occur. Swimmers can ignore signs for no diving and become injured. Guests can slip on wet pavement. Swimmers and lifeguards can suffer heat-related illnesses or from pool-borne bacteria. People can trespass into prohibited areas and become electrocuted or poisoned. Lightning can strike at outdoor facilities. The best protection from any lawsuits generated by an accident at any swimming facility is to have both Accident and General Liability insurance policies with sufficient limits. Sadler Sports and Recreation Insurance will be providing Southern Splash with adequate coverage.

Local property taxes play a significant role in the overall cost of housing. Prohibitively high tax rates can make an area unattractive to developers of affordable housing and can result in elevated housing costs. There are three elements to South Carolina's property tax system: (1) the tax rate; (2) the assessment ratio; and (3) the property value. For residential uses the assessment ratio is 4% for owner-occupied buildings (principal residences) and 6% for other residential uses (non-principal residences).

Property taxes can have a strong impact on both owners and renters. Owners will pay taxes on their property, while renters have property tax pushed on to them by the property owners. Property taxes in South Carolina are some of the lowest in the nation, which is relatively good for home owners but many renters live in an owner's "second home" which has a higher tax rate that is pushed on to renters. In 2010 the state median real estate tax was 0.55% and the median amount paid in the state is \$756. Lexington County was even lower with a median tax rate of 0.51% and a median amount paid of \$707. As a reference, the median tax rate paid in the United States is \$2,043 and the tax rate is 1.14%. Residents of Lexington County taxes paid as a percentage of median income is 1.16%, which is lower than the state average of 1.45% and the national average of 3.25%.

IX. Services and Policy

As individuals make the decision that Southern Splash will be the facility to teach their loved one to swim, they will be able to call the company phone number or schedule their time slot online through an online calendar database. The Southern Splash employee to answer the phone will be thoroughly trained in customer services, company policies, as well as scheduling. This individual will be a crucial member of the staff may ultimately determine the company's success.

The online calendar will be offered through the Southern Splash website. This will allow customers to select individual or group lessons for their swimmers. They will then pick a week they are available for lessons as well as a time. Instructors names will be listed on the calendar also, if a customer has a preference. By listing the instructor's name, managers will be able to determine instructor effectiveness or likability.

Once the customer books their session, they will then have twenty-four hours to make their payment. If payment is not made, the customer will forgo their reservation. After payment is made, the customer will receive a confirmation code and an online receipt. If the customer is making reservations over the phone, the Southern Splash team member will provide it for them. A week prior to the scheduled lessons, all clients will receive an email reminding them of their scheduled lessons. If for some reason the swimmer is not able to make it, they will have the option to reschedule the lessons for no additional fee, or receive a partial refund of fifty percent.

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
26	27	28	29	30	1	2 PRIVATE RENTAL BOOKED
3	4 HAPPY 4 TH OF JULY	5	6	7	8 SPARTA HOME SWIM MEET POOL OPENS AT 1:30 PM	9 RENTAL AVAILABLE FOR BOOKING
10 SESSION 2 SWIM LESSONS BEGIN	11	12	13	14 SWIM LESSONS MAKE UP DAY IF NEED	15 PRIVATE RENTAL BOOKED	16 RENTAL AVAILABLE FOR BOOKING
17 RENTAL AVAILABLE FOR BOOKING	18	19	20 SESSION 2 SWIM LESSONS END	21 SWIM LESSONS MAKE UP DAY IF NEED	22 ARC DISABILITY RENTAL BOOKED	23 RENTAL AVAILABLE FOR BOOKING
24 SESSION 3 SWIM LESSONS BEGIN	25	26	27	28 SWIM LESSONS MAKE UP DAY IF NEED	29 CROSS FIT COMPETITION RENTAL BOOKED	30 RENTAL AVAILABLE FOR BOOKING
31	1	2	3	4	5	6

In addition to reminding swimmers about their respective swim time, the email will so inform swimmers of important information in regard to their lessons. This will include, information such what to bring, how early to arrive, and expectations of the parents.

After swimmers arrive at the facility, their parent or guardian will be required to check each swimmer in. After checking in, all swimmers will remain with their parent or guardian until their instructor comes to get them. Once the time comes, the adults and swimmers will go separate ways: swimmers to the pool and adults to a waiting room. The waiting room will be an

observational area with a one-way mirror. This will allow the parents to watch their swimmers, but will also limit distraction from those who are in the pool. All parents are expected to stay on site while their child is receiving instruction.

X. Human Resources

A major problem the aquatics industry is facing is the lack of qualified staff. Some facilities have had to shorten seasons or shorten operating hours because there simply are not enough lifeguards and swim instructors to fill shifts. The largest percentages of lifeguards and swim instructors is between 15 and 17 years old.

A. Necessary Certification

At the American Red Cross, lifeguard and water safety courses are available year-round. The classes will be taught by trained professionals who will help all Southern Splash employees



gain the skills and confidences necessary for providing care and instruction when needed. Courses from the American Red Cross include lifeguard, aquatic instructor training, safety training for swim coaches and more.

B. Proposed Hiring Plan

Lengthy and costly trainings and certifications are often required before an individual is qualified to be hired for a swim instructor or lifeguard position – which usually pays near or just above minimum wage. Ideally, Southern Splash would hire

older, more responsible individuals and pay higher wages; however, this is not happening. Lifeguards and swim instructor positions are not as attractive to older individuals when they can go elsewhere with fewer certifications and earn a higher salary. To make the job more attractive, the organization will offer in-house training at little to no cost to Southern Splash.

The company plans to draw the majority of its employees from the surrounding colleges and universities such as the University of South Carolina, Columbia College, and Midlands Technical College. College aged employees will be preferred; however, if necessary, employees may also be drawn from the local high school. The company realizes that employees are just as important as customers and will approach all employment issues with this in mind.

Another potential problem facing the industry is that the rise in participation in aquatic activities increases the possibility

of water related accidents.

Aquatic managers will need to pay closer attention to safety and the safety training of their staff.

According to a study conducted by Leland Yarger, aquatic managers often lack a great deal of training in the safety aspect of the



HVACRBusiness.com

job (Blackburn, 2000). Yarger found that many

aquatic facility managers are hired for their administrative skills rather than their aquatic skills.

The shortage of qualified staff and the increase in participants can combine to create potential safety issues which must be a priority for the facility manager of Southern Splash.

A. Management Team

Southern Splash will focus on hiring the best possible managers for the position, as satisfactory leadership is extremely important for the company. The Facility Director will be Rachel Ortegon. Ms. Ortegon has previously worked with the University of South Carolina's aquatic program as well as Aquatic Director at the Albany Area YMCA, Georgia. Rachel's experience in the industry will make her an asset to the organization. Prior to starting her career, Mrs. Ortegon received her Associate of Arts in Exercise Physiology at Darton State College. After receiving her Associates Degree, she attended Georgia State University to obtain her Bachelor's Degree in Exercise Physiology. Finally, she obtained her Master's Degree in Administration for Higher Education at the University of Central Florida in 2007. Rachel will bring passion, dedication and leadership to Southern Splash.



In addition to Rachel Ortegon, Southern Splash will also hire Kayla Boulware for a manager position with the company. Ms. Boulware will be the Pool Manager. Kayla has swam competitively for over ten years and has taught swimming lessons for five years. Her love for children and the sport prove her passion for the job. Kayla will be finishing her

Bachelor's Degree in Exercise Science from Clemson University in May of 2018. She will be joining the team shortly after graduation.

Abby Snidemiller will be the accountant on retainer for the company. Ms. Snidemiller will graduate from Long Island University in May of 2019 with her Bachelor's Degree in Accounting. Her technical skills and mathematical mindset will bring diversity into the team. She is a member of the Long Island University's Accounting Society and held the position of Vice President. Ms. Snidemiller served as an intern for Martini, Benisatto, and Reinfurt, CPAs, PC group during the 2017 and 2017 tax seasons. She is a Becker, CPA Ambassador for the Long Island University Campus, and acts as a liason between the CPA firm and the university. She furthered her leadership role by being a team captain for the Long Island University Golf Team for the 2017-2018 season.

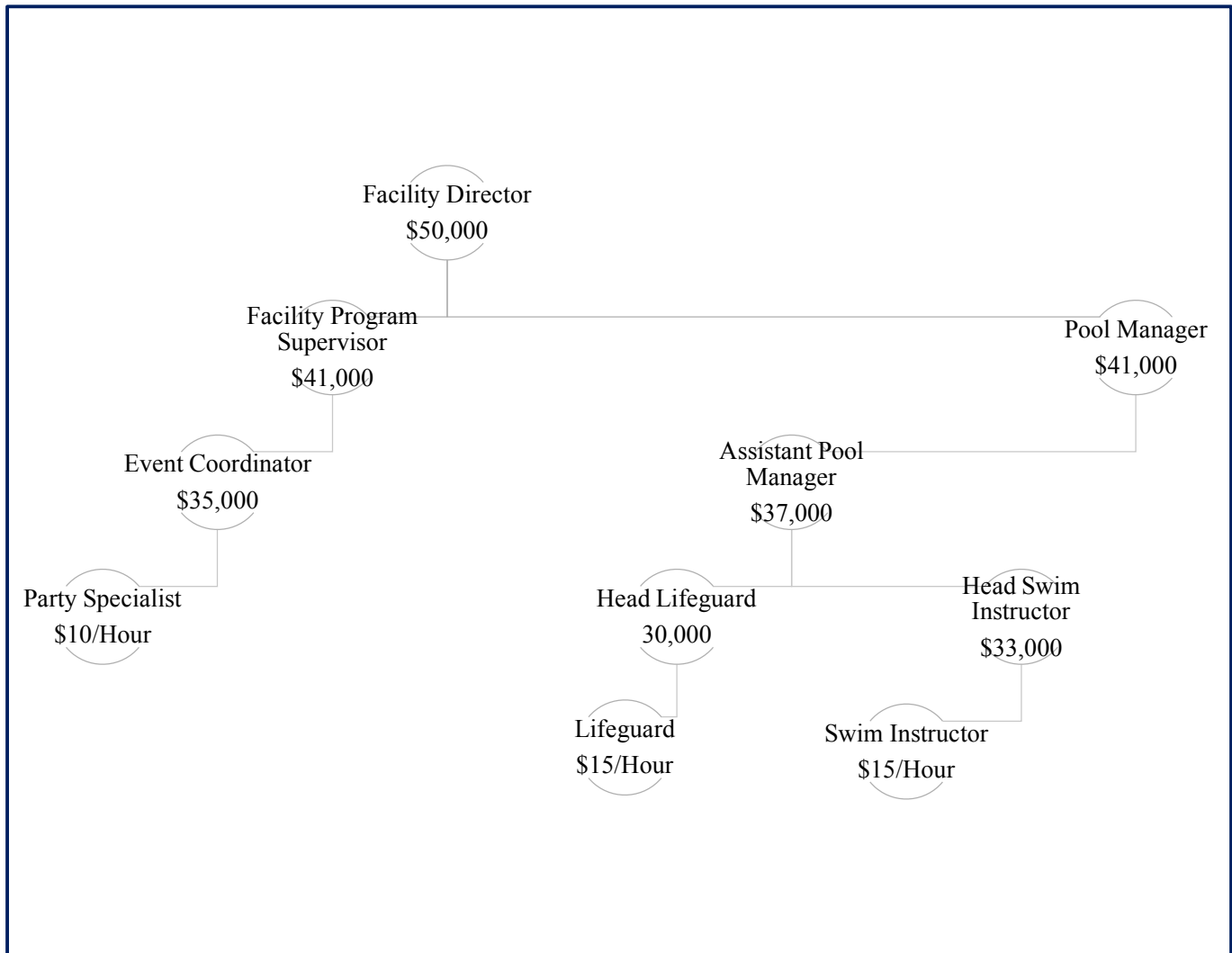
Southern Splash will benefit tremendously with these mentioned team members guiding the company. All three women possess drive and passion that is just what Southern Splash strives to implement inside the company as well as within the community.



B. Organization and Pay Structure

Southern Splash will operate under a hierarchical organizational structure. This structure will establish clear lines of communication. Directives will be issued at the top and flow downward to ensure compliance. The higher a person is in this structure, the more authority she has, but also more responsibilities. This is an advantage because employees have a clear path to move up the ladder if they want to earn more money and assume more responsibility. Employees need flexibility to share ideas with you and with others in the company. They are the people who interact directly with suppliers and customers. If you select a flexible structure, such as self-governing teams, you provide more ways for employees to be innovative. Make this choice with the realization that the allocation of power is not the same; with teams, there is a democratic method of dividing up work, but this comes with joint responsibility. People who work in teams must know their duties and accomplish them so their team will succeed.

Kames will be a part of day-to-day operations, while Etheredge will not. In addition, Kames and the Head Swim Instructor will be overseeing plans and lessons to ensure maximum learning will be achieved. Kames will also ensure that all instructors have the water toys and equipment that they need in order to succeed in teaching lessons.



A. Necessary Employment Insurance

Small businesses have the option of purchasing coverage in the private marketplace or through the small group health insurance exchange called the Small Business Health Options Program or "SHOP". The Small Business Health Options Program (SHOP) is the name of the small group health insurance exchange that the federal government established in South Carolina. Small employers that purchase health insurance through the SHOP may be eligible for federal tax credits under federal eligibility criteria. For more information, please

visit healthcare.gov/small-businesses/ or call the SHOP call center, 1 (800) 706-7893, which is available Monday through Friday from 9:00 a.m. to 7:00 p.m.

If you (1) have fewer than 25 full-time equivalent employees; (2) pay employees an average annual wage that's less than \$50,000; and (3) pay at least half of your employees' health insurance premiums, you may qualify for a federal tax credit to offset the cost of your insurance. The Health Care Tax Credit for small businesses has been available since 2010. Beginning in 2014, the federal tax credit was increased from a maximum of 35% to up to 50% of your contribution toward employees' premium costs (up to 35% for tax-exempt employers). However, the enhanced tax credit is only available for small employers that purchase coverage through the SHOP.

The Affordable Care Act includes a penalty that is imposed on certain employers if they don't provide health insurance coverage to employees and their dependents. This is officially entitled the Employer Shared Responsibility Payment, but is sometimes referred to as the employer mandate. "Beginning in 2015, those employers with 100 or more full-time or full-time equivalent employees who do not offer affordable health insurance that provides minimum value to their full-time employees (and dependents) may be required to pay an assessment if at least one of their full-time employees is certified to receive a Premium Tax Credit in the individual Health Insurance Marketplace. Under these rules, a full-time employee is one who is employed an average of at least 30 hours per week. For employers with 50-99 full time/full-time equivalent employees, these rules will not apply until 2016 provided employers of this size meet certain certification requirements" (Source: SBA.Gov).

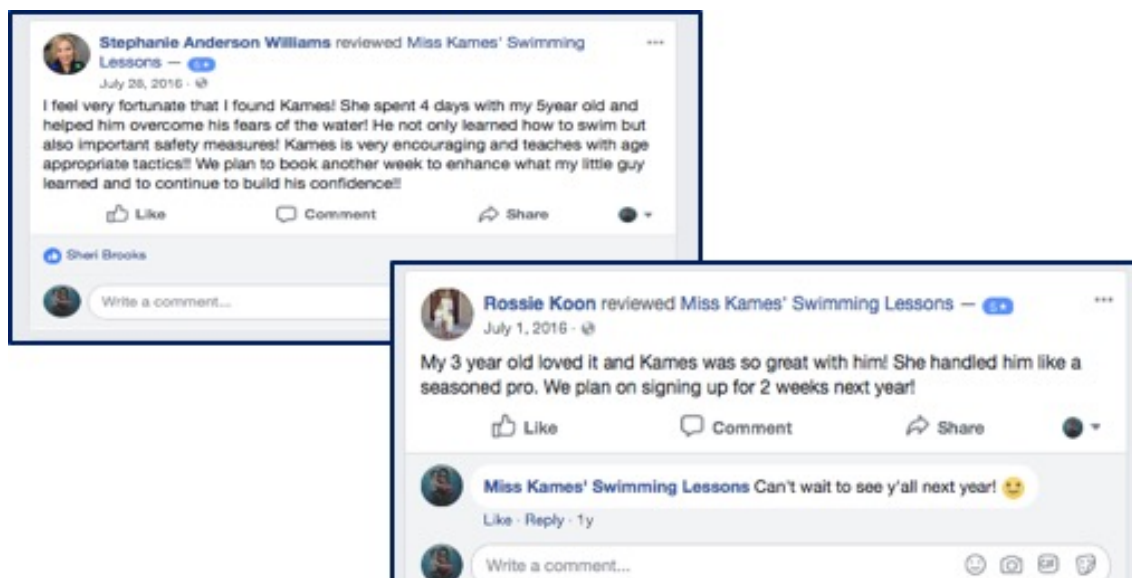
XI. Marketing

Southern Splash will rely heavily on word of mouth advertising. If customers are happy with the company's performance, they will share with their friends, family, and other community members. This practice will ensure that customer satisfaction will always play a major part of the company.

In addition to word of mouth advertising, Southern Splash will also utilize free social media platforms in order to maximize profits. Facebook has proven to be a successful messaging and scheduling platform thus far. To date the company's Facebook page has over 625 "likes." Another benefit of utilizing Facebook is the ability for pleased customers to share their experiences.

XII. Advertising

Southern Splash will utilize social media marketing, as it is the most cost efficient. In addition to advertising through posting online, the company will also offer Southern Splash t-shirts for children who master swimming techniques. Children who complete the program will wear their shirts around the community and ultimately spark interest in the company.



The company's YouTube account will be a great asset during the planning stage as well as after the official opening. According to Hubspot, "One third of all online activity is spent watching videos, and YouTube has more than a billion active users. The platform is so expansive that it can be accessed in 76 different languages, accounting for 95% of the world's population." Although Southern Splash's audience will not be that large, the company will still be able to utilize the expansive audience from YouTube. To operate a successful YouTube account, Southern Splash will set up a YouTube brand account. A brand account will allow the account administrator to manage editing permissions and create a more holistic online presence. After the account has been created, a channel description, a company email, links to the company website and other social platforms will be added to the "About" section. The description will provide more information on the company and explain what type of video content you plan on sharing.



As capital increases, Southern Splash will begin to utilize mass media in high traffic communities to reach potential and returning customers. Commercials will air on daytime television shows on toddler programs. Billboards will advertise as individuals travel to school and work. Social media outlets will also push advertisements during key commuting times as customers are traveling to their destinations. These advertisements will introduce sale prices, coupons, and pop up advertisements with pictures and information in regard to the program.

XIII. Competition

Southern Splash will not compete under any direct competition, as no other company in the area solely travels to their swimmers. By traveling to the swimmers and teaching them in their own environment, they will learn better and feel more comfortable.

PAC Swim and Little Loggerheads are aquatic facilities that use more aggressive teaching approaches. Southern Splash will tend to the needs of the swimmers rather than focusing on meeting goals. Instructors with Southern Splash will tailor their teaching styles to fit the needs of the swimmers because not all children learn at the same pace.

Finally, Southern Splash will offer a way for the community to give back through each purchase. By putting an emphasis on Corporate responsibility, the company will strive to promote generous giving in efforts to challenge their competitors to give generously.



XIV. Pricing

To conduct an accurate pricing analysis, Southern Splash followed the steps that are pictured below. As a service based business, Southern Splash will charge \$100 for four thirty minute sessions. This \$100 charge is for a single swimmer. There will be a five-dollar discount for family members, however the discount is strictly for siblings. In addition to the discount for siblings, there will also be a five-dollar discount for anyone who refers someone to book lessons with Southern Splash. The facility chooses to offer lessons at a thirty-minute duration given that is the time in which a child's (age one to four) maximum learning window expires (Duncan, 33). During this thirty minute window, swimmers will be given a brief opportunity to get acclimated to the water and then the informative instruction will begin. If the swimmer preforms in a satisfactory manner, they will be rewarded with a short game to close out the lesson. This reward at the end of the time period will encourage each swimmer to do well during their lesson as well as give them something to look forward to.



XV. Revenue Streams

A. Revenue Model

Southern Splash will focus on a service revenue model by placing and emphasis on increasing satisfaction while decreasing or minimizing customer conflict. Implementing a business model that focuses on an atmosphere of service is essential to the company. Customer service models should include strategies for getting customer feedback, retaining angry or unsatisfied customers and continually updating policies and services to meet customers' needs. Southern Splash will follow the Service Support Model below.



XVI. Detailed Financials

All financial statements were based on real-life numbers from Mission Valley Aquatics Business Plan, 2010. Mission Valley Aquatics' financial statements were created based on the fact their facility is far more sophisticated than what Southern Splash's plans for as a start-up. Southern Splash derived the company's financial statements by dividing Mission Valley's financial statements by two, given Southern Splash will be approximately half the size of Mission Valley's facility. Both facilities are positioned in similar geographic and demographic areas in their respective regions.

A. Projected Income Statements

Southern Splash prepared a report that shows the income, expenses, and resulting profits or losses of a company during a specific time period. The income statement calculates the net income of a company by subtracting total expenses from total income. This calculation shows investors and creditors the overall projection of profitability during first year of operation. The income statement also portrays how efficiently the company is at generating profits from total revenues. The income statement is as follows:

Southern Splash	
Income Statement	
Sales	\$ 623,200
Cost of Services Sold	- 3,000
Gross Profit	944,700
Operating Expenses	- 208,000
Net Income	\$ 736,700

B. Planned Growth

i. Year One

During the first year of operation, Southern Splash will focus on increasing their brand awareness as well as forming community relationships. This first year will be crucial to future of the company. Before the company will be successful in the community, they must build relationships with their coworkers. With that being said, all team members will be brought in for a company bonding retreat prior to the grand opening of Southern Splash. This retreat will allow staff members to connect with one another before they are thrown into the day-to-day aspect of the business.

With that being said, if all team members do not provide exceedingly exceptional services, opinions will form and word-of-mouth advertising may not benefit the company. The second half of the all-staff retreat will be an extensive training session. This training session will offer all team members the skills they will need to be successful at their new job.

As previously mentioned, the company will heavily rely on the first year of operation to building strong community, both inside and outside of the organization. In the future years the company will continue to build relationships through community outreach as company bonding activities.

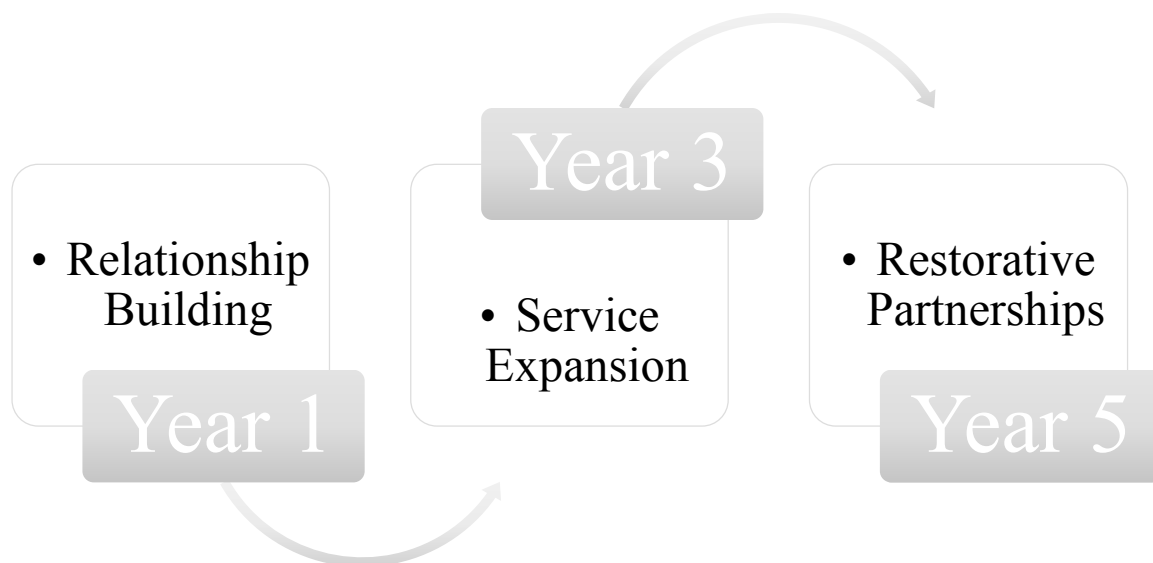
ii. Year Three

In year three, the company will have a strong brand awareness through the community. This will allow Southern Splash to begin to offer new services. During year three, the company will branch out to offer planned events such as birthday or team parties. Party packages will be a

great way for swimmers to enjoy the pool year-round even with a birthday in the middle of the winter months. With an entirely new stream of revenue, the company will be able to increase profits even more than originally expected.

iii. Year Five

Year five will offer an entirely new form of revenue. Southern Splash will partner with rehabilitation centers and physical therapists in the area to offer aquatic therapy. Aquatic therapy is less harsh on the body and will allow Southern Splash to meet a completely new target market. Although this service expansion may prove itself difficult, the company will have four full years of operation and experience to rely on.



C. Break Even Analysis

Breakeven Analysis

Southern Splash

*Based on 1,500 lessons

Cost Description	Fixed Costs (\$)
Variable Costs	
Cost of Services Sold	\$ 150,000
Inventory	\$ -
Raw Materials	\$ 13,000
Fixed Costs	
Salaries (includes payroll taxes)	\$ 130,000
Supplies	\$ 18,000
Repairs & maintenance	\$ 10,000
Advertising	\$ 25,000
Car, delivery and travel	\$ -
Accounting and legal	\$ 20,250
Real Estate	\$ 30,000
Telephone	\$ 1,200
Utilities	\$ 30,000
Insurance	\$ 12,000
Taxes (Real estate, etc.)	\$ 13,000
Interest	\$ -
Depreciation	\$ -
Furniture, Fixtures, Décor	\$ 12,150
Other (specify)	\$ -
Miscellaneous expenses	\$ 10,000
Principal portion of debt payment	\$ -
Owner's draw	\$ -
Total Fixed Costs	\$ 311,600
Total Variable Costs	

Breakeven Sales level =	311600
--------------------------------	---------------

In order to break even in the first year of operation, Southern Splash instructors would need to teach 3,116 children at \$100 a piece. If the company wishes to break even during the first year of operation, an average of 300 students would need to sign up for lessons each month. A more realistic goal for the company would be to break even after two years of being in operation. This means the company would need to set a goal of 150 students a month over the course of a two-year period.

XVII. Competitive Advantage

Southern Splash will be able to provide objective measures, meaning individuals will be able to see how well the company teaches. The company is not interested selling on price, but rather selling on the quality of the lessons. Another competitive advantage is the quality of employees that will be running the program. Because Southern Splash will train all employees, the an understandable manner. Being able to train your own people gives you tremendous advantage in the market place because you are getting people you know. Southern Splash will know exactly what the employees know and if service is not up to par, the company will be directly responsible for that.



RedCross.org

By implementing the Learn-to-Swim curriculum, Southern Splash will automatically be ahead of the regional competitors. Current swim programs in Lexington, South Carolina teach their lessons revolving around a more aggressive teaching approach, leaving many traumatized by the water in general. Southern Splash will pride itself in

gearing each lesson to the level and readiness of the swimmer. The company will treat all individuals with honor and dignity, no matter the age.

XVIII. Social Responsibility

The company as a whole recognizes the importance of social responsibility. According to Webster's Dictionary, social responsibility is defined as "A voluntarily assumed obligation toward the good of society at large as opposed to the self alone." While striving to be an ethics based company, Southern Splash researched ways to give back to the community around them. Through a unanimous vote, Southern Splash leaders determined that after the breakeven point has been met, five percent of all sales will go directly to Disciples' Village in Haiti. This means for every person signed up for swimming lessons, five dollars will go directly toward philanthropic investments in Haiti.



DisciplesVillage.org

Disciples' Village was founded by a preacher in Lexington South Carolina. After the earthquake of 2010, Bill Howard had a vision of an orphanage based in Haiti. While in his position as Head Pastor of Willow Ridge Church, Bill began to travel back and forth to Haiti to make his vision a reality. Bill's main goals were as follow (DisciplesVillage.org):

- 1. Show the Light – Through discipleship lives are changed, hope replaces despair and light begins to characterize communities.**
- 2. Hope – Through education, the future and fabric of a village is drastically changed. It leads to job opportunities, which means less children are on the streets and more hope for families.**
- 3. Help – Through clean water, sanitation, job training, and solid housing communities are transformed from hazardous and hopeless to self and thriving.**

Southern Splash will be able to directly impact the third goal of help. Through monetary donations, Southern Splash will be able to directly impact those in need. The graphic below is courtesy of the Disciples' Village website. The three bullet points resonate with Mr. Grubbs and Mrs. Furtick very deeply and vow to follow these main points through all of their business practices.

XIX. Conclusion

After thorough research, both Mr. Etheredge Grubbs and Mrs. Kames Furtick determined Southern Splash would be a profitable business plan to peruse and for the years to come. The need for an aquatic facility in the area is unusually high. The demand for the services provided by Southern Splash is also exceptionally high. Because of its strategic location, Southern Splash will be in a county with more than 35% of individuals having access to a pool. In addition, Lake Murray is also geographically convenient. The lake spans over an area of 78.12 square miles and is a huge part of Lexington culture. Also, the county is home to three major river systems located in the county: the Congaree, Saluda and Broad Rivers.

Because the indoor facility will offer more opportunities, the company will be able to offer aquatic activities year-round, despite the change in South Carolina seasons. Individuals will be able to take lessons from certified instructors year-round to improve aquatic retention. Pool parties will be offered in party style packages and will be marketed for all parties such as birthday, holiday, and company bonding, unlike their competitors.

With a breakeven point of \$24,700. Southern Splash would need to teach 247 sets of lessons at \$100 each in order to breakeven. As soon as the 248th person has paid, the company will begin making a profit. On average 300 students are taught each summer. This breakeven point is extremely achievable and proves the success Southern Splash will see in the future.

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XXI. Appendix

Post Program Survey will be administered after each swim program has been completed.

Parents will be encouraged to tell the company how they did and how the company can improve.

Each survey will be reviewed by Facility Program Director to ensure all customer concerns are being addressed.

Overall impression of Southern Splash

Very happy

Happy

Unhappy

Extremely disappointed

If other please specify:

Swim Instructor:

What is the age of your swimmer?

Less than 3

3-4

5-6

7-10

Over 10

Prefer not to say

Would you refer us to a friend?

Yes

No

Unsure

Is there anything we could do to improve your experience?

Exceptional Staff Mentions:

Optional Information

Name:

Zip Code:

Number of children in your household: