



PREPARED FOR THE ROLAND PARK POOL
MARCH 30, 2022

Primary research conducted fall/winter 2021 to prioritize investment opportunities based on member priorities, usage, and jobs-to-be-done

Roland Park Pool Member Research

Background & Objectives

Project Background & Objectives

This research effort was initiated in the Fall 2021 as a pro bono research project designed to solicit feedback from members on both the architectural concepts and the role that the pool environment plays in their lives. The research process was led by two Johns Hopkins faculty members, David Long (pool member) & Sascha Cocron, providing consulting support in conjunction with their graduate-level research design class. A process was designed to evaluate the varying roles that the pool plays across different life stages of pool members and test interest in specific concepts and design elements. This research included two primary components:

Two Master Plan Roundtable Sessions that included 17 participants in a moderated discussion on priorities, usage, and reaction to architectural concepts. These were augmented with another **18 informal in-depth interviews** with pool members including 8 teen-agers and young adults, some of whom were previously pool employees.

The Roundtable and Interviews were used to design a **quantitative survey of pool membership**. Invitations were sent the entire pool member list for both the roundtable sessions and the quantitative survey.

Objective

- **Prioritize investment opportunities based on member priorities, usage, and jobs-to-be-done.**

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Key Findings & Recommendations

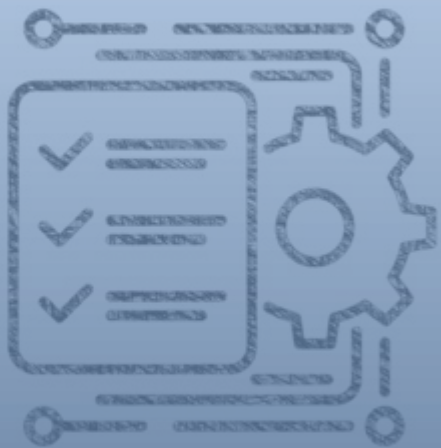
The report is grounded in qualitative and quantitative primary research with the support of a Johns Hopkins graduate level class

Key Findings

- **Of those responding to the survey, households with children represent 92% of memberships.** This is likely to reflect the actual RPP member distribution.
- **Most respondents use the pool to socialize (87%) and for eating and drinking (80%).** This was reflected in the roundtable discussion in which adults indicated that socializing was the most important Job-To-Be-Done. For adults, this includes free swimming, socializing with family, friends, and neighbors, eating, and drinking.
- **Most respondents free swim (92%) and over half lap swim (53%).** Lap swimmers use the pool with much greater frequency than non-lap swimmers. A substantial minority of respondents (43%) use the court for a variety of activities and a minority use the pool for other exercise activities (21%).
- **A lack of tables and standard chairs is the single greatest source of frustration for respondents.** During the qualitative research, members were highly interested in any action that could maximize seating. This took precedence over all other investments or remodeling.
- **Concerns about lifeguarding and water safety was a consistent theme** across all usage patterns (socializing, free swim, lap swim, etc.), age groups, and presence of children in the household.
- **Maximize cleanliness of bathrooms and changing area** had the highest opportunity score (i.e. greatest unmet need) and was a concern shared across all respondent segments. Many members were dissatisfied with the dampness of the bathrooms and changing rooms.

Recommendations

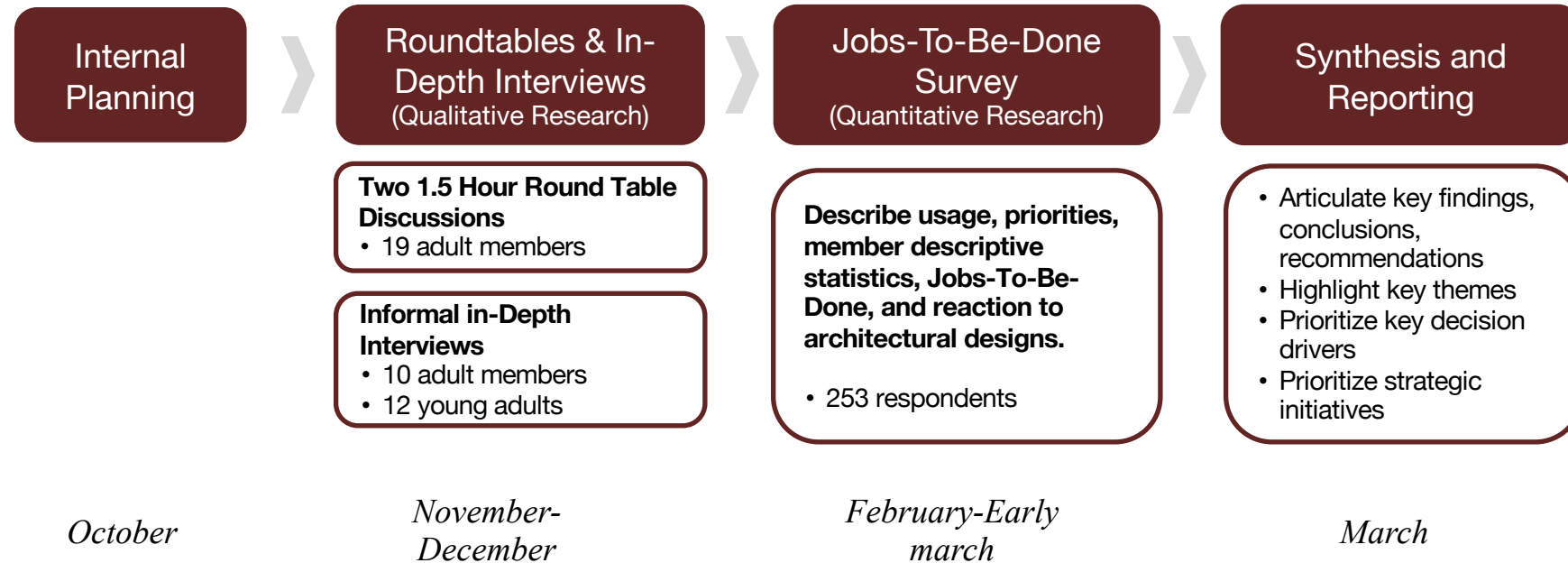
- **Significantly increase training and management oversight for lifeguards.** Respondents are concerned about safety and expressed low satisfaction with the attentiveness of the lifeguards. Further, respondents expect lifeguards to contribute to pool tidiness, maintenance, and oversight of non-pool areas while they are not lifeguarding. This may require resetting employment expectations and paying for significant training time prior to/early in the start of the season.
- **Maximize the number of tables and chairs available for dining.** Add shades that stand independent from tables so they can be reconfigured to maximize shade.
- **Upgrade bathroom appliance (e.g. soap & towel dispensers) and establish higher standards for and more frequent cleaning protocols.** This was a concern shared across all respondent segments.
- The prioritized improvement areas are:
 1. **Clear the north boarder wall to make way for additional seating. Do not add the raised platform and grills.**
 2. **Add large canopies to shade parts of the pool deck and pool.**
 3. **If funding allows, remodel women's changing room and managers office.**
 4. **If funding allows, add the managers office to the pumphouse deck but do not allow the deck to encroach on/compromise safety of the basketball court.**
- **We recommend that RPP conduct as many of the remodeling as the above priorities allow given the capital budget constraints.**
- **Given the high scores for remodeling priorities 1-4** (see page 20) there appears to be strong demand for facility improvements and RPP should consider raising fees and conducting fundraising.



Methodology

Research Methodology

Work was supported by a graduate level class in Demand Discovery through the Johns Hopkins Whiting School of Engineering



Much of this work was conducted through a graduate level class in Demand Discovery through the Johns Hopkins Whiting School of Engineering under the guidance of David Long and Sascha Cocron

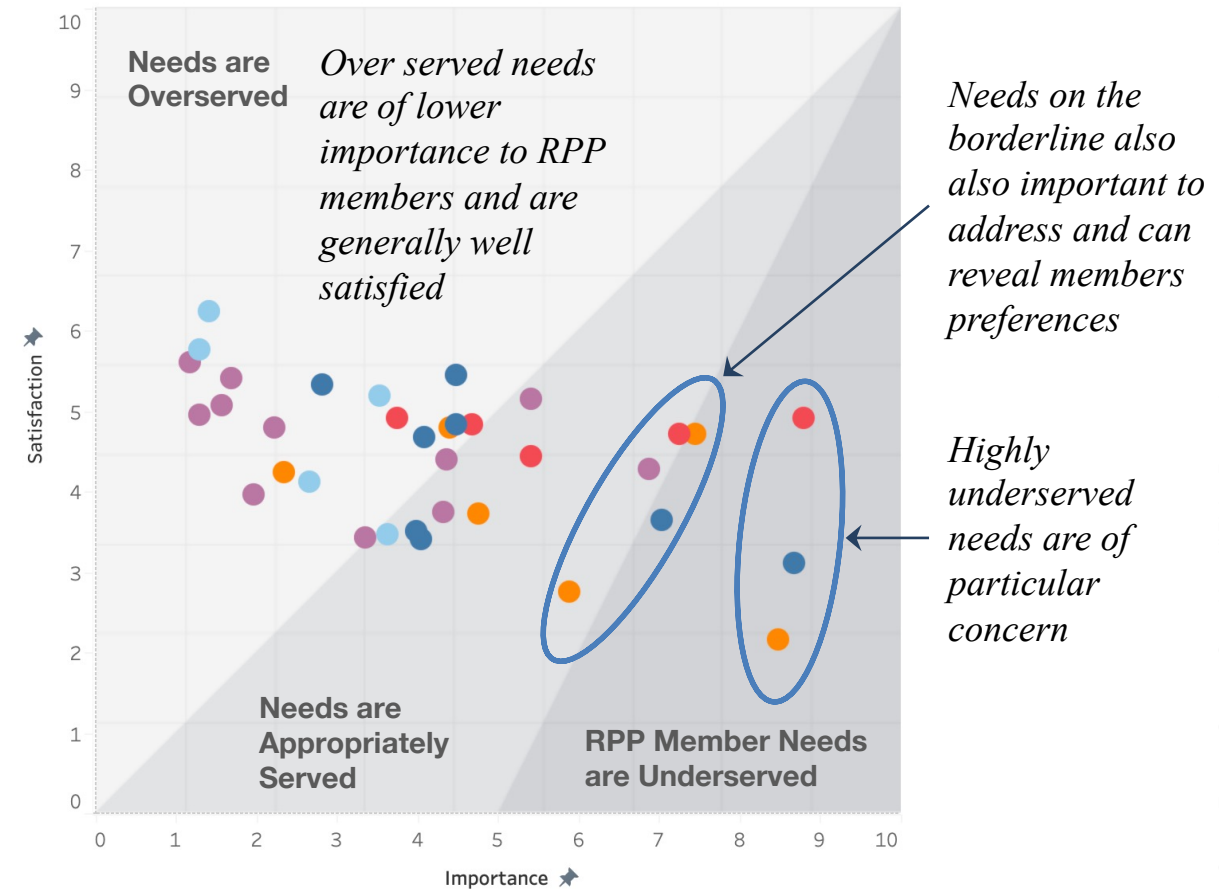
How the quantitative Jobs-To-Be-Done methodology works to reveal underserved, appropriately served, and overserved needs

A quantitative Jobs-To-Be-Done methodology reveals critical unmet needs

Quantifying Jobs-to-be-Done

Using primary research (roundtables and in-depth interviews) we formulated 35 jobs-to-be-done statements of interest to RPP members. These are tested through quantitative research using an algorithm that measures importance and satisfaction on a single scale. The scatter plot of 35 outcomes statements enables detailed analysis by user household size, frequency & timing of use, activities, # children, age, and other key areas.

- **Underserved Outcomes** indicate that customers are not satisfied with current options in the marketplace and are more likely to switch to alternatives products/services that better meet their needs.
- **Appropriately Served Outcomes** are relatively-well served by the exiting options in the market, although incremental improvement to specific outcomes can affect customer acquisition and retention.
- **Overserved Outcomes** represent areas to remove features, reduce service complexity, and/or lower operating costs.



Source: Tuscany Strategy, Primary Consumer Research, A. Ulwick, [What Customers Want](#), McGraw Hill, 2017, D. Long & A. Cocron [Lectures on Demand Discovery](#), JHU 2018-20

Gauging reaction to design concepts

Approach

Respondents were presented with eight design concepts with explanatory notes:

- Front Entryway
- New East Side Stairs and Wading Platform
- Canopies
- North Border Wall
- North Border Wall with Raised Platform & Canopy
- East Patio Platform and Tables
- Woman's Locker Room & Manager's Office
- Pumphouse Deck & Men's Locker Room

Respondents rated each concept on four dimensions (using a five-star scale)

- Attractiveness of the design
- Benefit to you of the remodel
- Interest in remodeling this feature if it has an implication on your membership dues
- Interest in participating in a fundraising social to help realize this project

North Border Wall with Raised Platform & Canopy

- Ac
- Pr

Woman's Locker Room & Manager's Office

- Renovated to improve aesthetics and minimize dampness.
- The woman's locker room is currently undersized ~ the renovation could expand into the manager's office to increase usable space.
- As a result – a new managers office would be added to the second floor of the pumphouse which would provide direct lines of sight to all three pools.
- If renovated will require code upgrades for persons with disabilities.



Please rate each Woman's Bathroom element on a five star scale, where 5 stars is the highest rating.

Attractiveness of the design ★★★★★

Benefit to you of the remodel ★★★★★

Interest in remodeling this feature if it has an implication on your membership dues ★★★★★

Interest in participating in a fundraising social to help realize this project ★★★★★

Once respondents rated each of the eight concepts, they ranked them by priority to remodel

Please categorize each option by dragging them into the appropriate box. Please prioritize each High Priority element by dragging and dropping.

Items	High priority to remodel
Front Entryway (to improve traffic flow)	
Pumphouse Deck (to add seating)	
East Patio raised platform (to add seating)	
North Border Wall seating (without raised platform & canopy)	
North Border Wall seating with raised platform & canopy	
New East Side Stairs & Wading Platform	
Large canopies (to partially shade the deck & pool)	
Woman's Changing Room and Manager's Office	
Men's Changing Room	

Nice to remodel

Not important at this time

The background of the slide features a stylized illustration of rolling green hills. Overlaid on these hills is a grid of small, dark green dots. The dots are arranged in a pattern that follows the contours of the hills, creating a sense of depth and texture. The overall color palette is a range of green tones, from light to dark.

Respondent Characteristics

Respondents represent a wide range of experiences

Descriptive statistics

Total survey n = 253. The number of respondents varies by question

#	Please indicate your age.	
	Under 18	1
	26-35	14
	36-45	93
	46-55	81
	56-65	29
	65+	28
	Grand Total	246

%	Please indicate your age.	
	Under 18	0%
	26-35	6%
	36-45	38%
	46-55	33%
	56-65	12%
	65+	11%
	Grand Total	100%

} 71% of respondents are aged 36-55

How many years have you been a member of the Roland Park Pool?	
Null	3
1	30
2-3	37
4-5	49
6-10	55
11-20	40
20+	37
Grand Total	251

How many years have you been a member of the Roland Park Pool?	
Null	1%
1	12%
2-3	15%
4-5	20%
6-10	22%
11-20	16%
20+	15%
Grand Total	100%

} Respondents were broadly distributed across # years as a member

Note: Total survey n = 253. The number of respondents varies by question e.g. first year members may not have the experience base to answer every question. Percentages have been rounded, which may mean that n=1 is represented as 0%.

Respondents represent a wide range of ages and years as a member

Descriptive statistics

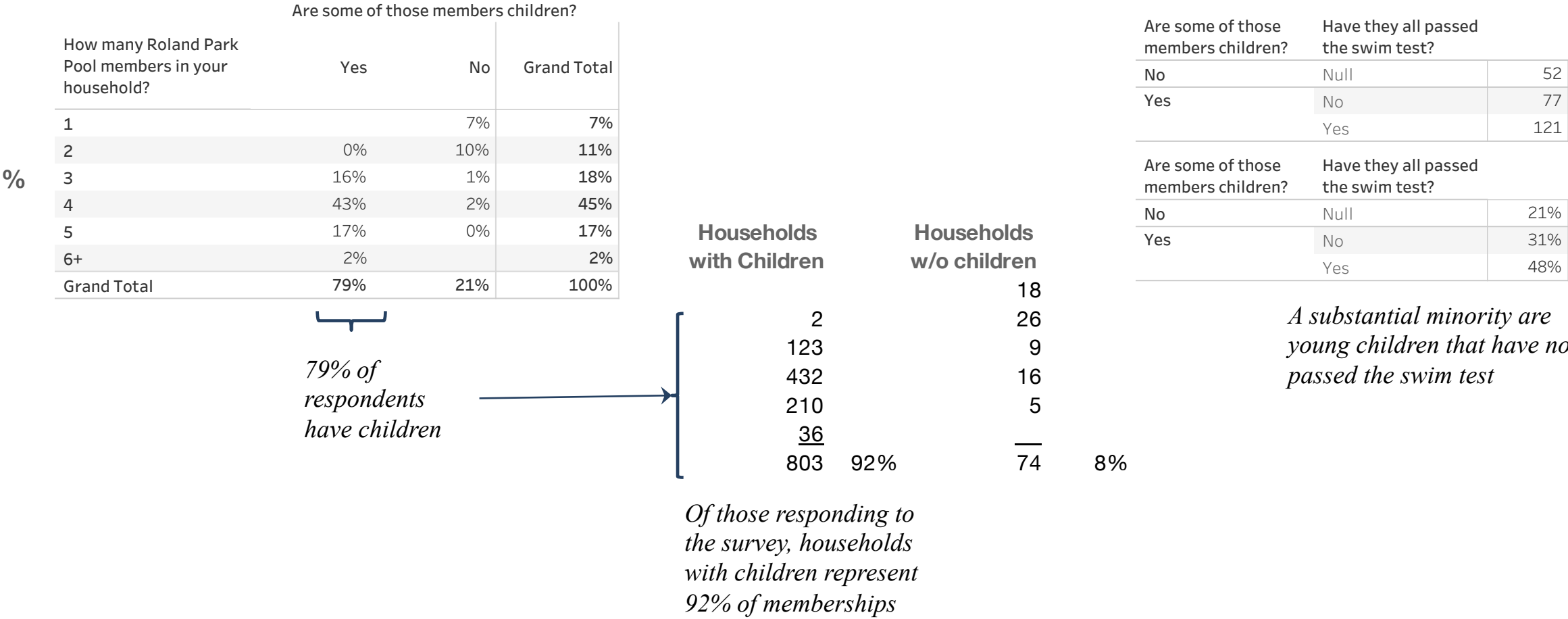
#	How many years have you been a member of the Roland Park Pool?						
	Please indicate your age.	1	2-3	4-5	6-10	11-20	20+
	Under 18					1	1
	26-35	5	7	2			14
	36-45	19	24	24	22	3	93
	46-55	6	5	19	28	21	81
	56-65		1	3	3	12	29
	65+				2	3	28
	Grand Total	30	37	48	55	40	246

%	How many years have you been a member of the Roland Park Pool?						
	Please indicate your age.	1	2-3	4-5	6-10	11-20	20+
	Under 18					100%	100%
	26-35	36%	50%	14%			100%
	36-45	20%	26%	26%	24%	3%	100%
	46-55	7%	6%	23%	35%	26%	100%
	56-65		3%	10%	10%	41%	100%
	65+				7%	11%	100%
	Grand Total	12%	15%	20%	22%	16%	100%

Note: Total survey n = 253. The number of respondents varies by question e.g. first year members may not have the experience base to answer every question. Percentages have been rounded, which may mean that n=1 is represented as 0%.

Households with children account for the vast majority of total RPP membership

Of those responding to the survey, households with children represent 92% of memberships



Note: Total survey n = 253. The number of respondents varies by question e.g. first year members may not have the experience base to answer every question. Percentages have been rounded, which may mean that n=1 is represented as 0%.

The majority respondents use the pool

Descriptive statistics

		How frequently do you use the pool?						Grand Total
#	Please indicate yo..	A few times per summer	A few times a month	Once a week	A few times per week	Several times per ..	Daily	
	Under 18						1	1
	26-35		1		4	9		14
	36-45	1	5	7	26	46	8	93
	46-55	6	9	12	26	25	3	81
	56-65	1	2	1	10	14	1	29
	65+	2	2		6	10	8	28
	Grand Total	10	19	20	72	104	21	246

		How frequently do you use the pool?						Grand Total
%	Please indicate yo..	A few times per summer	A few times a month	Once a week	A few times per week	Several times per ..	Daily	
	Under 18						100%	100%
	26-35		7%		29%	64%		100%
	36-45	1%	5%	8%	28%	49%	9%	100%
	46-55	7%	11%	15%	32%	31%	4%	100%
	56-65	3%	7%	3%	34%	48%	3%	100%
	65+	7%	7%		21%	36%	29%	100%
	Grand Total	4%	8%	8%	29%	42%	9%	100%

*Respondents typically use the pool
a few-to-several times a week*

Note: Total survey n = 253. The number of respondents varies by question e.g. first year members may not have the experience base to answer every question. Percentages have been rounded, which may mean that n=1 is represented as 0%.

Time Using Pool			
Weekend/Weekd..	Morning	Day	Evening
Weekday	63	133	197
Weekend	106	214	160

Key Findings

Findings were developed by synthesizing the quantitative assessment of unmet and met RPP needs (Jobs-To-Be-Done), concept rankings, remodel prioritization, and segmentation analysis along with the qualitative statements.

Socializing is the primary job-to-be-done. This drives membership, pool usage, and member investment priorities

Socializing includes hanging out with family, friends, and neighbors, free swimming, and eating and drinking

Most respondents use the pool to socialize (87%) and for eating and drinking (80%). The was reflected in the roundtable discussion in which adults indicated that socializing was the most important Job-To-Be-Done. For adults, this includes free swimming, socializing with family, friends, and neighbors, eating, and drinking.

“The pool is a keystone of community development for my daughter and myself. A social epicenter in the summer, brings everybody together. I just love to soak and cool off there.”

“I am at the pool everyday, and I generally sit at the table and have my son play with friends. I work at the table and usually other friends join, then we have lots of chairs under an umbrella to hang out”

“My wife and I like to have community, we see lots of our neighbors, lots of other people that we know.”

“I also was a member when I was my daughters age. The girls love the pool. I’m there by myself often. We really enjoy doing dinner there with the grills, weeknight or the weekend. Swimming until close.”

“At this stage in our life, it’s focused on kids, social and physical activity. For my wife and I, community socialization in general, have a beer with friends. It’s the primary place where we meet new people.

Activity			
Free swimming	232	92%	
Socializing	219	87%	
Eating/Drinking	202	80%	
Lap swimming	135	53%	
Court activities	110	43%	
Pool related exercise	53	21%	
Respondents	253	100%	

The vast majority of respondents free swim (92%) activities and over half lap swim (53%).

“Sometimes it’s too hot to not be doing something in the water when it’s hot. Our primary thing is to have an activity for the kids.”

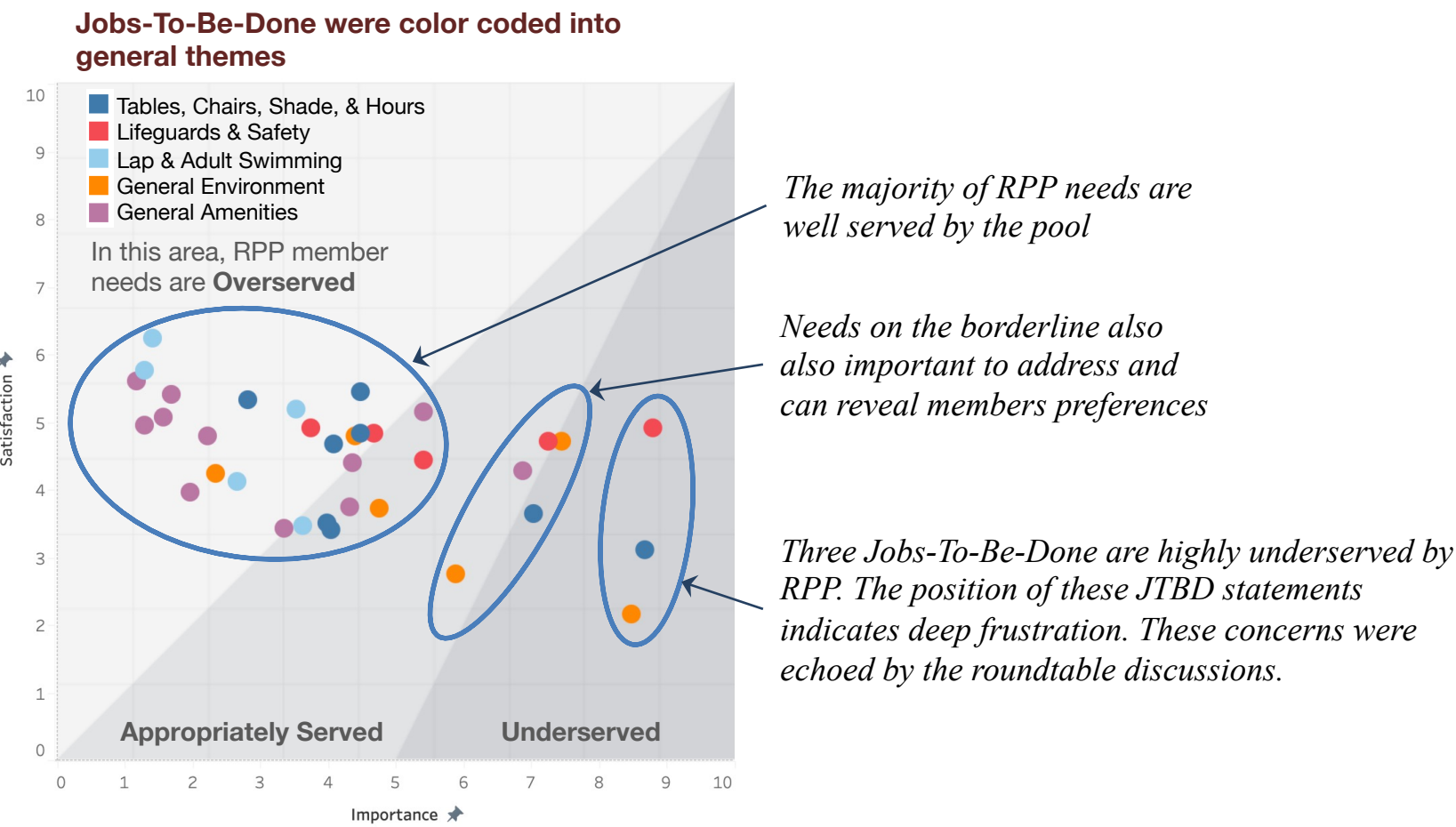
- **Lap swimmers use the pool with much greater frequency than non-lap swimmers.** Lap swimmers are distributed broadly across ages. While free swimmers do not care about maintaining a lap lane in the main pool, lap swimmers are more concerned about preserving the lap lane option and ensuring that children do not interfere with lap swimming. Lap swimmers are also interested in earlier hours beginning at 7:30am or 7:00am to afford time to swim and then get to work.

“We like to swim laps in the morning in the big pool because it is slightly longer which means less turns while doing laps. We’re sure to get there by 10 am to get there to be sure to use the main pool.”

- **A substantial minority of respondents (43%) use the court for a variety of activities.** The age of court users spans the entire respondent age range suggesting that adults are regularly participating in activities e.g. ping pong. Note that there was strong resistance by many survey respondents and roundtable participants to any infringement on the integrity of the court e.g. the support beam for the Pumphouse deck.
- **A minority use the pool for other exercise activities (21%).**

The Roland Park Pool does a good job of meeting most member needs, however, there are three areas of deep frustration

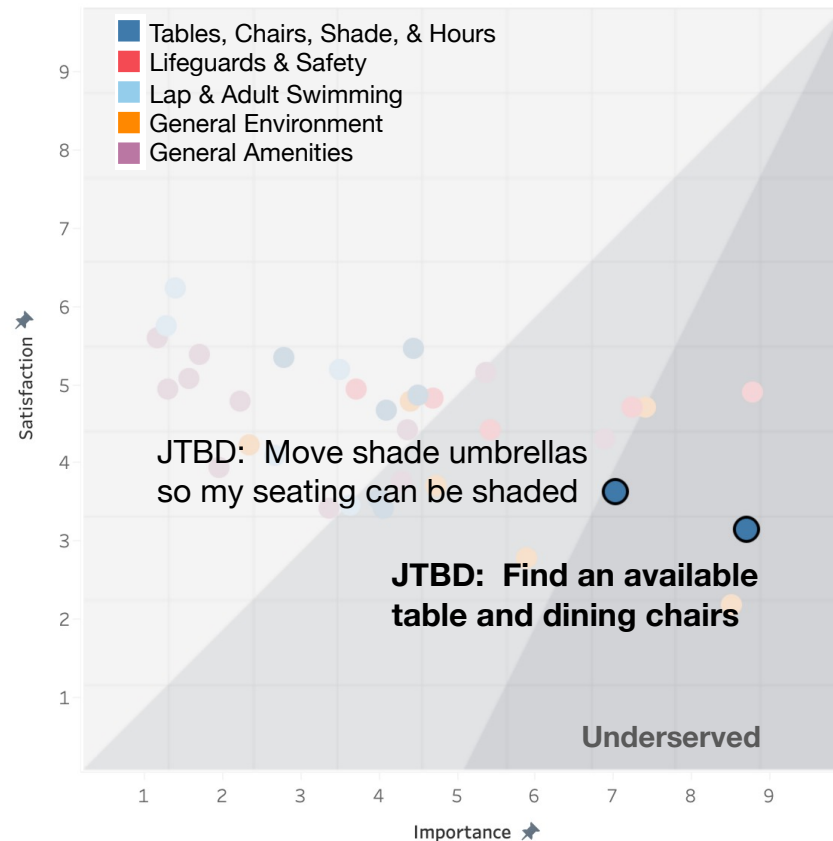
Availability of tables and chairs, cleanliness of the bathrooms & changing areas, and lifeguard attentiveness



Increasing the availability of tables and standard seating took precedence over all other investments or remodeling

This directly reflects that “socializing” is RPP members’ primary job-to-be-done

Respondent needs are generally well satisfied except on a handful of attributes



A lack of tables and standard chairs is the single greatest source of frustration for respondents. This is easily understood given that members’ most important Jobs-To-Be-Done is socializing. During the roundtables and in-depth interviews, this was nearly always cited as adult member’s primary concern. The lack of tables and standard chairs causes significant stress, drives usage, and dissuades usage of the pool on both week-nights and weekends.

- **During the qualitative research, members were highly interested in any action that could maximize seating. This took precedence over all other investments or remodeling.**

“The pain point is, everybody’s goal is to get a table and that’s your space. How do you create more communal space instead of a landgrab?”

“Add many more 4 -6 person tables (15) with regular height chairs (60) - NO cushions and limited lounge chairs (no more than we have), Back to the North wall, would like to see very little space used up for landscaping between the low wall and high wall.”

“I like having the table sizes we have. As the party grows, we clump the tables together, I’ve enjoyed that. There never seems to be enough of them”

- A related underserved need is the ability to “Move shade umbrellas so my seating can be shaded”. During roundtable discussions, there was substantial interest in **separating the shade from the tables so they could be reconfigured to maximize shade.**

“Often you can’t do much given the sun angle so people are bunched up for shade.”

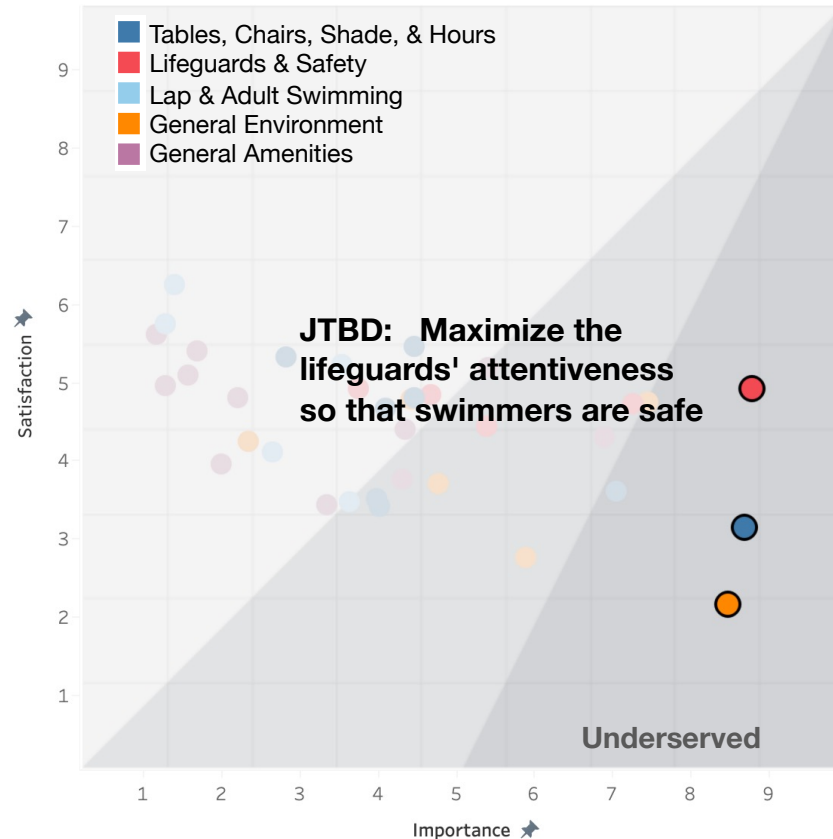
- The frustration from a lack of tables is **acerbated when members hold a table with towels and shoes but do not actually use it** table for socializing/eating. This could be potentially be addressed by the addition of cubbies located by the front entrance staff and accompanied by requests for members not to hold tables without planning on using them.

“people throw stuff and jump in pool and never use the table (cubbies). Its not always clear if a table is reserved or not. We could use clearer etiquette in regards to which tables and chairs are reserved.”

Concerns about lifeguard attentiveness and water safety was a consistent theme across usage and age groups.

While there was acceptance of teenage lifeguards (vs. adults) there is a general concern around inattentiveness and lax rule enforcement

Respondent needs are generally well satisfied except on a handful of attributes



Notes: n = 253, Opportunity Score = Importance + max (Importance – Satisfaction, 0)
Source: Roland Park Pool Master Plan Survey Winter 2022

Concerns about lifeguarding and water safety was a consistent theme across all usage patterns (socializing, free swim, lap swim, etc.), age groups, and presence of children in the household

“Better lifeguards is the #1 priority. They do not seem to take the job seriously, and it is terrifying. A guard should never be talking to friends while guarding, and this happens regularly.”

“I have never trusted the lifeguards to do their job. I did my own lifeguarding, this year was better”

“Lifeguards need to enforce the rules. They’re really there for safety, at the diving board especially. To stop a problem before it begins.”

“Pick 2-3 of key rules and post them all over the pool so that the lifeguards have that support.

“The lifeguards/camp counselors guard that shaded space more than they guard the children. Sometimes the guards/counselors are there and they take up that whole location.”

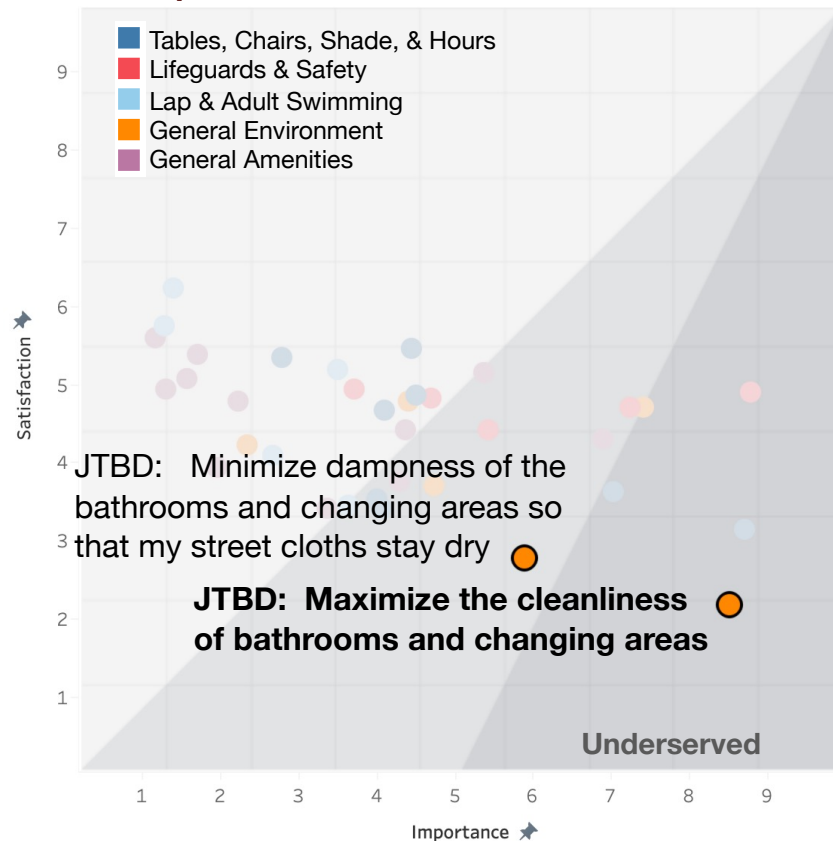
“The new manager is doing a better job. Lifeguards were more responsive and responsible. The manager had a better handle of the pool and the lifeguards were older and more mature.”

- A related job to be done “Maximize the lifeguard's proactive management of pool activities, so that everyone can swim/play safely” was on the border of underserved and appropriately served. Keeping kids out of lap lanes was both less important and better managed by the lifeguards.
- Another JTBD: Ensure that there is at least one adult (25+) on lifeguard duty in the main pool, was appropriately served. In the qualitative research, members were supportive of teen employment.
- **Note that the attentiveness of the lifeguards is linked to concerns over the loss of the fencing around the pool.** Many roundtable participants were upset at the idea of losing the main fence and considered its loss a serious safety risk. This concern was not universal but many participants expressed extremely strong views. Any communication related to removal of the fence will benefit by an accompanying rationale, namely, increasing seating, improving safety by increasing sight lines to the pool, and with policy changes to increase lifeguard attentiveness.

Bathroom and changing room cleanliness are a third point of deep frustration

This was highly underserved because it was the least satisfied

Respondent needs are generally well satisfied except on a handful of attributes



Notes: n = 253, Opportunity Score = Importance + max (Importance – Satisfaction,0)
Source: Roland Park Pool Master Plan Survey Winter 2022

Maximize cleanliness of bathrooms and changing area had the highest opportunity score (i.e. greatest unmet need) and was a concern shared across all respondent segments. This issue was strongly voiced by the roundtable participants who considered both the women's and men's bathrooms to be dirty, damp, and missing basic amenities such as soap and paper towels. Note that this should be interpreted as a maintenance and provisioning issue, not a facilities issue.

"The bathrooms are lost cause I don't really care about them"

"I don't ever use the bathrooms, they are too gross."

- **Many members were dissatisfied with the dampness of the bathrooms and changing rooms.** In the survey, this was rated as appropriately served, although close to being underserved. The responses may be complicated by habit. Many of the qualitative respondents indicated that they simply won't change at the pool due to the condition of the changing rooms.
 - Respondents cited several issues contributing to the dampness including the poor ventilation, design of the showers, and inadequate furniture to place dry clothes while changing. This also gets compounded when helping young children to change.
- **Based on qualitative comments, there was no specific demand for gender neutral bathrooms although members wouldn't be opposed to them.**
- **A related area that was not tested quantitatively (JTBD) was general tidiness.** Many roundtable and interview participants cited concerns over trash on pool grounds. Many roundtable respondents expected that off duty lifeguards could and should help keep the pool tidy.

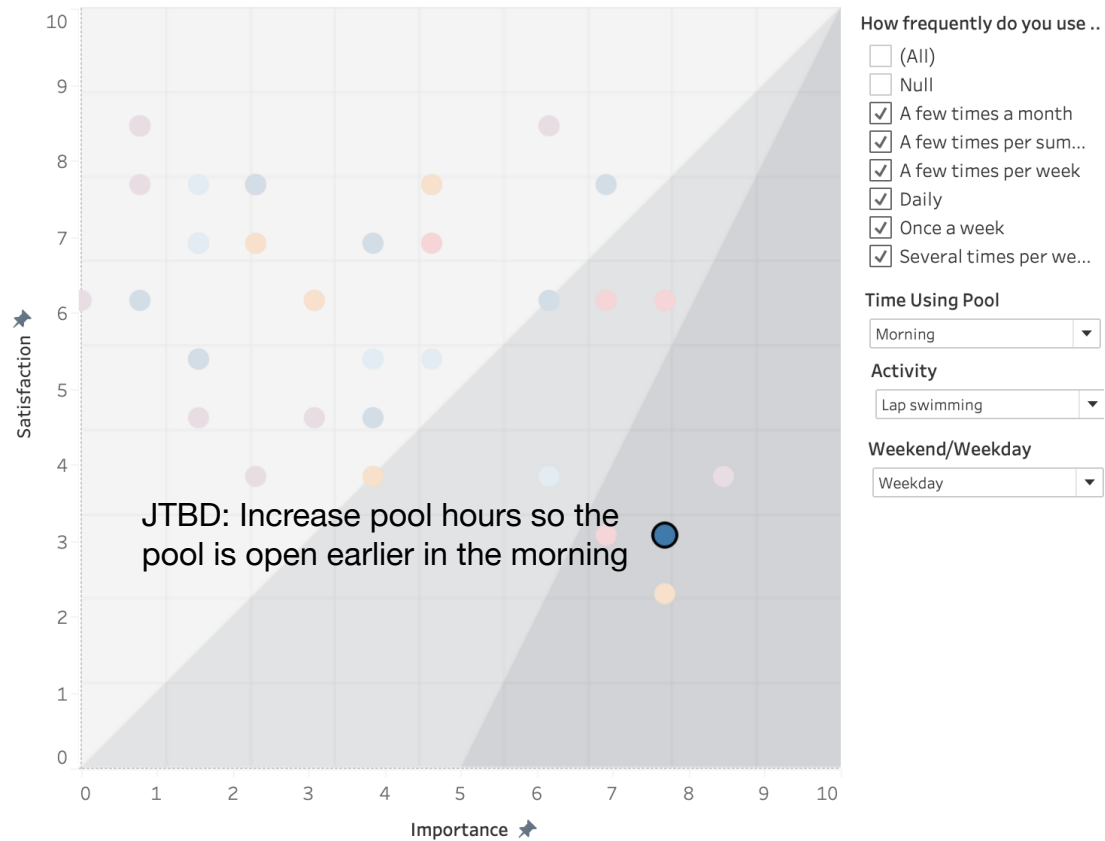
"I agree with the trash. Not just cans. There's trash everywhere. Part of it is us as members. But guards should also pick things up and put it in the trashcan. Bathrooms get really gross with toilet paper on the ground. There's a role for the lifeguard to help tidy."

"I am disappointed that when you bring people in pool you see on your right accumulated trash and lost and found junk. I think we could do better in terms of maintenance to have a cleaner less junky appearance."

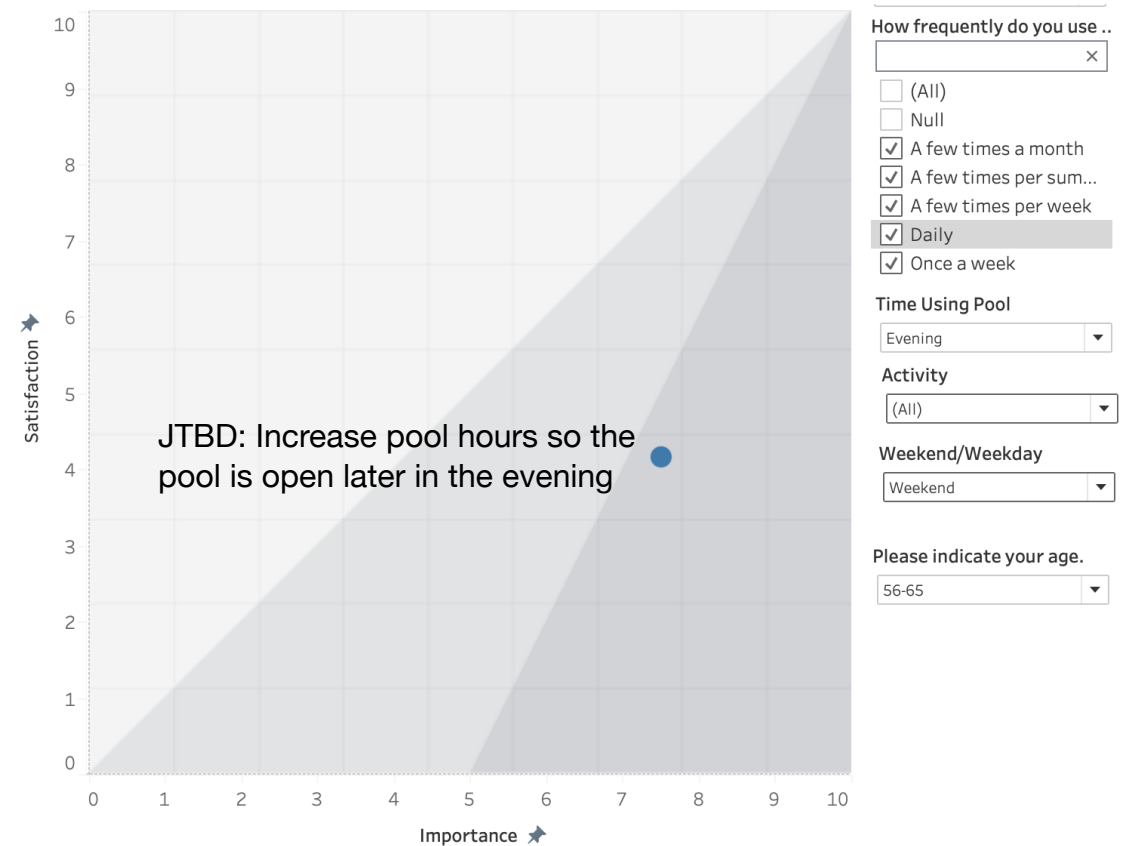
Pool hours

Most respondents were satisfied with pool hours although morning lap swimmers and adults with older kids prefer extended hours

Lap swimmers want more hours earlier in the morning (~27% of respondents)



Adults with older kids want extended evening hours on the weekend (~ 10% of respondents)



Respondents prioritize four areas for remodeling

The North Border Wall, Shade Canopies, the Woman's Changing Room & Manager's Office

Three areas were consistently rated as most important for remodeling: **North Border Wall, Canopies**, and the **Woman's Bathroom**. 75—80% of respondents saw these as *Highly Important* or *Nice to Have* and expressed moderate interest in remodeling even if it meant an increase in dues. For all other areas, interest in or paying for remodeling was modest at best.

- 1. Clearing the North Border Wall in order to increase table & seating capacity** elicited perhaps the strongest positive response of all areas. This is seen as beneficial, especially for younger members and families. Interest in adding the platform to the North Border Wall was notably lower with little interest in increasing dues.
- 2. Adding large canopies to partially shade the deck and pool** also received strong responses. Interest in paying for a remodel was slightly less than the North Border Wall and Woman's Changing Room. tion of overall respondents.
- 3. Woman's changing room and Manager's Office** is also a strong candidate for remodeling, interest in paying for a remodel was equal to the North Border wall.

Scores for “benefit to you of the remodel” increase as frequency of pool use increases. This is especially true for the north border wall, which holds the promise of increased seating capacity.

- In general, younger members (<35) were interested in remodeling more areas of the pool. In contrast, those 65+ had little interest in any remodeling and do not want their dues to increase to accommodate pool any improvements. Many 65+ are frequent users, however, they represent a small por

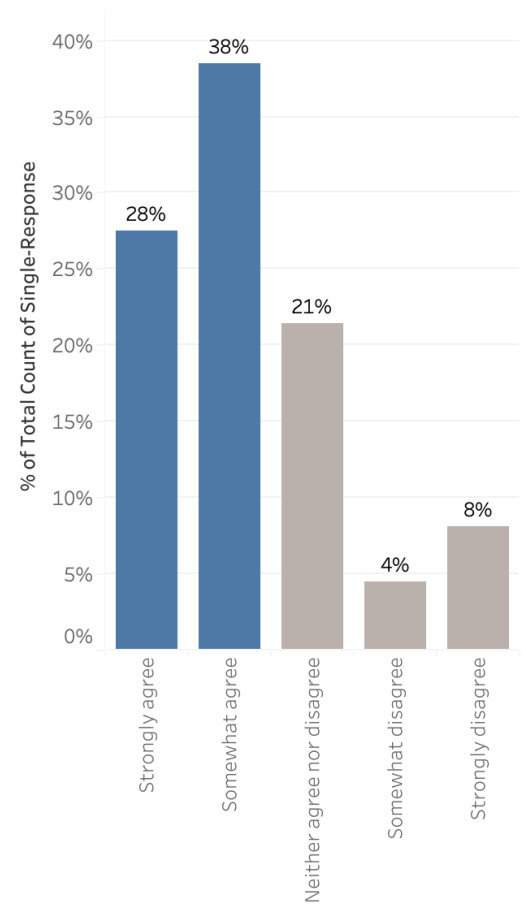
Prioritized based on willingness to pay

	Interest in remodeling this feature if it has an implication on your membership dues	Benefit to you of the remodel	Attractive ness of the design	Interest in participating in a fundraising social to help realize this project	Priority to Remodel		
					Highly Important	Nice to Have	Not important
North Border Wall seating (without raised platform & canopy)	4.4	4.5	4.8	3.5	2.2	2.5	2.7
Large canopies (to partially shade the deck & pool)	4.1	4.3	4.4	3.2	2.2	2.3	2.6
Woman's changing room and manager's office	3.8	3.9	4.8	3.0	2.0	2.3	2.8
Pumphouse Deck (to add seating)	3.7	4.0	4.5	2.9	2.8	2.4	2.3
East Patio raised platform (to add seating)	3.5	3.8	4.4	3.3	2.7	2.4	2.4
Front Entryway (to improve traffic flow)	3.3	4.1	4.3	3.2	1.9	2.4	2.2
New East Side Stairs & Wading Platform	3.2	3.9	4.5	3.2	2.4	2.7	2.4
North Border Wall seating with raised platform & canopy	3.0	3.5	4.1	2.4	2.4	2.6	2.6
Men's changing room					2.6	2.6	2.4

Out of a five-point scale where 5 is highest.

If the pool improvements fully met my expectations, I would be willing to make a charitable donation

66% strong agree or somewhat agree that they were make a donation to support remodeling that meets their expectations



Given the high scores for remodeling priorities 1-4 (see page 20) there appears to be strong demand for facility improvements and RPP should consider raising fees and conducting fundraising activities.



Appendix

JTBD Scores

Opportunity Score Categories:
 15+ Extremely Underserved
 12-14 Highly Underserved
 10-12 Moderately Underserved
 9-10 Appropriately Served
 <9 Overserved

	Job-To-Be-Done Statement, All	Importance	Satisfaction	Opportunity Score	Extent to Which Needs Are Served
1	Maximize cleanliness of bathrooms and changing areas	8.5	2.2	14.8	Highly Underserved
2	Find an available table and dining chairs	8.7	3.1	14.2	Highly Underserved
3	Maximize the lifeguards' attentiveness so that swimmers are safe	8.8	4.9	12.7	Highly Underserved
4	Move shade umbrellas so that my seating can be shaded	7.1	3.6	10.5	Moderately Underserved
5	Minimize the presence of mosquitoes at the pool grounds	7.5	4.7	10.2	Moderately Underserved
6	Maximize the lifeguard's proactive management of pool activities, so that everyone can swim/play safely	7.3	4.7	9.8	Appropriately Served
7	Maximize the ease of finding information about pool closures & reopening after weather events	6.9	4.3	9.5	Appropriately Served
8	Minimize dampness of the bathrooms and changing areas so that my street cloths stay dry	5.9	2.7	9.0	Appropriately Served
9	Ensure that there is at least one adult (25+) on lifeguard duty in the main pool	5.4	4.4	6.4	Overserved
10	Maximize the aesthetics of the pool grounds through architectural lights on trees/buildings	4.8	3.7	5.9	Overserved
11	Maximize grass coverage around the pool area	5.4	5.2	5.7	Overserved
12	Maximize space for free swimming in the main pool by eliminating lap lanes	4.3	3.8	4.9	Overserved
13	Maximize sight lines into the main pool so that more adults can keep an eye on swimmers	4.7	4.8	4.7	Overserved
14	Know when a table is reserved (versus someone has forgotten a towel or goggles)	4.0	3.4	4.6	Overserved
15	Increase beverage options (e.g. sodas, water, etc)	4.0	3.5	4.5	Overserved
16	Increase pool hours so the pool is open later in the evening.	4.5	5.5	4.5	Overserved
17	Move tables and chairs to reconfigure social groupings	4.5	4.8	4.5	Overserved
18	Minimize hot & rough surfaces when walking around the pool grounds	4.4	4.8	4.4	Overserved
19	Increase general knowledge of the staff (e.g. pool street address, upcoming events, upcoming closures, general rules, how to join the swim team, restricted hours, how to use grills, if food trucks are coming.)	4.4	4.4	4.4	Overserved
20	Increase pool hours so the pool is open earlier in the morning	4.1	4.7	4.1	Overserved
21	Prominently display the timing of adult swim	3.6	3.5	3.8	Overserved
22	Maximize the lifeguards' attentiveness to keep kids out of the lap lanes	3.8	4.9	3.8	Overserved
23	Minimize the chance that swimmers will bump into each other	3.5	5.2	3.5	Overserved
24	Increase package food options (e.g. chips, etc) so that I can snack while at the pool	3.3	3.4	3.3	Overserved
25	Increase shade covering parts of the main pool so I can be in the pool but out of the sun	2.8	5.3	2.8	Overserved
26	During camp hours, minimize contact between campers and pool members	2.7	4.1	2.7	Overserved
27	Provide individual, gender neutral bathrooms	2.3	4.2	2.3	Overserved
28	Increase the availability of non inflatable pool toys (e.g. noodles, pool toys)	2.2	4.8	2.2	Overserved
29	Improve the aesthetics of how "lost and found" items are organized	2.0	3.9	2.0	Overserved
30	Provide access to kitchen appliances (ice maker, microwave, etc.)	1.7	5.4	1.7	Overserved
31	Provide access to kitchen utensils (bottle openers, corkscrews, tongs, scissors, etc.)	1.6	5.1	1.6	Overserved
32	Minimize the water turbulence so that I can focus on exercising	1.4	6.3	1.4	Overserved
33	Provide swim gear (e.g. kickboards, fins, etc.)	1.3	5.0	1.3	Overserved
34	Minimize the likelihood that I bump into the pool walls by adding overhead sight lines	1.3	5.7	1.3	Overserved
35	Provide access to exercise equipment (e.g. weights, yoga mats, etc.)	1.2	5.6	1.2	Overserved