



City of Palm Desert
PW - Operations & Maintenance
Randy Chavez, Deputy Director
73-510 Fred Waring Drive, Palm Desert, CA 92260

PROPOSAL DOCUMENT REPORT

RFP No. 2023-RFP-206

Management and Operations of the Palm Desert Aquatic Center

RESPONSE DEADLINE: September 5, 2023 at 2:00 pm

Report Generated: Monday, September 11, 2023

Sports Facilities Management, LLC Proposal

CONTACT INFORMATION

Company:

Sports Facilities Management, LLC

Email:

gfresh@sportsfacilities.com

Contact:

Gabby Fresh

Address:

600 Cleveland St
Suite 910
Clearwater, FL 33755

Phone:

(404) 984-6682

Website:

<https://sportsfacilities.com>

Submission Date:

Sep 5, 2023 5:34 AM

ADDENDA CONFIRMATION

Addendum #1

Confirmed Sep 1, 2023 10:05 AM by Gabby Fresh

Addendum #2

Confirmed Sep 1, 2023 10:06 AM by Gabby Fresh

Addendum #3

Confirmed Sep 1, 2023 10:06 AM by Gabby Fresh

Addendum #4

Confirmed Sep 1, 2023 10:06 AM by Gabby Fresh

QUESTIONNAIRE

1. Proposal (WITHOUT COST)*

Proposals shall be concise, well organized and demonstrate qualifications and applicable experience. Proposals shall be organized and include page numbers for all pages in the proposal. The proposal shall be uploaded here, in the following order and shall include:

A. Cover Letter

1. This letter should briefly introduce the firm, summarize the firm's general qualifications, include an executive summary of the specific approach which will be used to deliver the work scope; and identify the individual(s) name, address and phone number authorized to negotiate Agreement terms and compensation.

B. Experience and Technical Competence

1. **Background:** Provide history of the firm's consulting experience which specifically addresses the individual or firm's experience with similar Service as described in this RFP.

2. **References:** The proposal shall include a list of recently completed projects that are similar in scope and function to this RFP. Provide a description of the project, client name, and the name, title, and telephone number of the primary contact person.

C. Firm Staffing and Key Personnel

1. **Staffing:** Provide the number of staff to be assigned to perform the Services and the names/discipline/job title of each as well as your firm's capacity to provide additional personnel as needed.
2. **Key Personnel:** Identify key persons that will be principally responsible for working with the City. Indicate the role and responsibility of each individual.
3. **Team Organization:** Describe proposed team organization, including identification and responsibilities of key personnel.
4. **Subcontractors:** The Proposer shall identify functions that are likely to be subcontracted and identify the subcontractor that is anticipated to perform each function.

D. Proposed Method to Accomplish the Work

1. Describe the technical and management approach to providing the Services to the City. Proposer should take into account the scope of the Services, and general functions required. Include a draft first year schedule of tasks, milestones, and deliverables that will provide for timely provision of the Services. In reviewing the scope of Services and goals described herein, the Proposer may identify additional necessary tasks and is invited to bring these to the City's attention within the discussion of its proposed method to accomplish the work.

Sports_Facilities_Companies_Response_2023-RFP-206.pdf

2. Fee Proposal*

Please provide a lump-sum, not-to-exceed fee proposal for the Scope of Services. The fee proposal shall consist of a detailed breakdown and justification for all Administrative and Management costs. Include hourly rates for all personnel for "Additional Work" (as such term is defined in the proposed Agreement attached herein). In addition, proposers shall outline their methods to ensure cost feasibility such as efficiency measures or policies. Proposers shall highlight any value-add components included in the fee proposal such as utilization of resources to increase value to the City.

SFC_Palm_Desert_Cost_Proposal.pdf

3. Non-Collusion Declaration*

The undersigned declares:

I am an authorized representative of my company, the party making the foregoing Bid, to certify the following.

The Bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The Bid is genuine and not collusive or sham. The Bidder has not directly or indirectly induced or solicited any other Bidder to put in a false or sham bid. The Bidder has not directly or indirectly colluded, conspired, connived, or agreed with any Bidder or anyone else to put in a sham bid, or to refrain from bidding. The Bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the Bid Price of the Bidder or any other Bidder, or to fix any overhead, profit, or cost element of the Bid Price, or of that of any other Bidder. All statements contained in the Bid are true. The Bidder has not, directly or indirectly, submitted his or her Bid Price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a Bidder that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the Bidder.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Confirmed

4. Type of Business*

Other

5. Litigation*

Provide litigation history for any claims filed by your firm or against your firm related to the provision of Services in the last five (5) years (or type "N/A").

Year Filed: 2021. Candace Meadows v. Sports Facilities Management LLC, Erie County Court of Common Pleas Ohio removed to United States District Court, Northern District Ohio, Western Division, Case 3:21-CV:01428. Plaintiff alleges that she was injured at the Cedar Point Sports Center, a facility in Sandusky,

Ohio managed by our firm, when her “harness on the rock climbing wall failed.” Our firm is represented by local counsel in the matter and they are fully and vigorously defending the claim on our behalf.

Year Filed: 2021. Jackson Corr, an Infant, by his Guardian Ad Litem, Nicole Corr, and Nicole Corr and Matthew Corr, Individually vs. Sports Facilities Management, LLC d/b/a Iron Peak Sports and Events; John Does 1-5 (name being fictitious and presently unknown), Superior Court of New Jersey, Somerset County, Action SOM-L-1181-21. Plaintiff alleged that he was injured while on the adventure course at Iron Peak Sports and Events, a facility managed by Sports Facilities Management in Hillsborough Township New Jersey. The matter was settled in 2023 and dismissed prior to trial.

Year Filed: 2023. Jacob Pierce, a minor, by and through his Father and Next Friend, Rober Pierce, vs Sports Facilities Management, LLC and the City of Hoover, in the Circuit Court of Shelby County Alabama, Civil Action CV 2022-900635. Plaintiff claimed he was injured falling from a climbing wall at our managed facility. Case was settled in January of 2023 and dismissed prior to trial.

Dyonica J. Covington, by and through her mother and next friend, Jessica M. Phillips and Jessica M. Phillips, individually v. The Sports Facilities Management, Pelican Bay Aquatic Center, and The City of Edmond, Oklahoma, District Court Oklahoma County, Oklahoma Case No: CJ-2023-1924. Plaintiff claimed injuries after being successfully recovered from the water by our staff at the Pelican Bay Aquatics Center, a facility managed by Sports Facilities Management, LLC in Edmond Oklahoma. Matter was settled in 2023 and dismissed prior to trial.

Shaban, Yaseen, Dean Shaban, Kareem Shaban, by their mother and natural guardian, Angie Badawi, Individually v. Iron Peaks Sports & Events, et al. Superior Court of New Jersey, Mercer County, Docket No. MER-L-608-23. Plaintiff claims he was injured falling from a climbing wall at our managed facility in Hillsborough Township New Jersey. Our firm is represented by local counsel in the matter and they are fully and vigorously defending the claim on our behalf.

Sports Facilities Management, LLC, a Florida limited liability company, v. DOME-A-NATION, LLC, a New York limited liability company, Circuit Court of the Sixth Judicial Circuit, Pinellas County, Florida, Case No. 18-005818-CI. Plaintiff sought collection of monies owed to it under a facility management agreement. Case was settled prior to trial.

Daniel Salazar, et al. v. Premier College Combines, LLC, Rocky Top Sports World, RSTW SFM, LLC, and Sports Facilities Management, LLC, Circuit Court for Sevier County Tennessee, Civil Action 18-CV-170-III. Plaintiff alleged he injured his leg colliding with a bench during a high school soccer combine organized and operated by Premier College Combines, LLC at Rocky Top Sports World, a facility managed by RSTW SFM, LLC. Case was settled and dismissed prior to trial.

6. Changes to Agreement*

The City standard professional services agreement contract is included as an attachment herein. The Proposer shall identify any objections to and/or request changes to the standard contract language in this section of the proposal (or type "N/A"). If you are identifying changes here ALSO upload a copy of the redlined Language/Agreement with your Proposal. Changes requested may affect the City's decision to enter into an Agreement.

N/A

7. No Deviations from the RFP*

In submitting a proposal in response to this RFP, Proposer is certifying that it takes no exceptions to this RFP including, but not limited to, the Agreement. If any exceptions are taken, such exceptions must be clearly noted here, and may be reason for rejection of the proposal. As such, Proposer is directed to carefully review the proposed Agreement and, in particular, the insurance and indemnification provisions therein (or type "N/A").

Maximum response length: 5000 characters

N/A

8. Project Team Resumes*

Submit resumes of all key personnel/support staff that will produce work product for the Services. Describe their qualifications, education, and professional licensing.

Staff_Resumes_.pdfStaff_Resumes.pdf

9. List the Signatory(s) Authorized to Sign and Bind an Agreement.*

(If two (2) signatures are required, include the following information for both signatories)

- A. Full Name
- B. Title
- C. Physical Business Address
- D. Email Address

E. Phone Number

Jason Clement

President / CEO

600 Cleveland Street, Suite 910, Clearwater, FL 33755

jclement@sportsfacilities.com

210-382-4354

10. Certification of Proposal: *

The undersigned hereby submits its proposal and, by doing so, agrees to furnish services in accordance with the Request for Proposal (RFP), and to be bound by the terms and conditions of the RFP.

Confirmed

THE SPORTS FACILITIES COMPANIES // SPORTS FACILITIES MANAGEMENT, LLC

THE SPORTS FACILITIES
COMPANIES



CITY OF PALM DESERT, CA

**PALM DESERT AQUATIC CENTER
MANAGEMENT SERVICES**

September 5, 2023



TABLE OF CONTENTS

2 | **A. COVER LETTER**

4 | **B. EXPERIENCE AND TECHNICAL COMPETENCE**

- Firm Overview
- SFC Project Profiles
- References

15 | **C. FIRM STAFFING AND KEY PERSONNEL**

- Staff Qualifications
- Key Personnel
- Organizational Chart
- Subcontractors

25 | **D. PROPOSED METHOD TO ACCOMPLISH WORK**

- Human Resources & Accounting
- Legal & Risk
- Aquatics Leadership, Management, and Maintenance
- Marketing & Programming
- Revenue Opportunities
- Transition Timeline

Dear Palm Desert Selection Committee:

The Sports Facilities Companies (SFC) is thrilled by the opportunity to partner with Palm Desert on the management of your Aquatic Center. On behalf of our 2,500+ team members, I want to express our enthusiasm for the opportunity to partner with Palm Desert to serve and promote the welfare of your residents.

Our team is your team. We have put together the team with the most experience to serve guests with excellence, expand the community reach, and always maintain an environment of trust and safety. As a baseline, our team has great experience in what community's consider "traditional pool management" consisting of maintenance, lifeguard staffing and risk management compliance. As you will see in our proposal, the success of the aquatic center will be the result of so much more than "traditional pool management." Success will be rooted in the experience we provide residents and guests and our team's ability to create an environment that allows visitors to create memories that will last a lifetime with their families.

To create this type of atmosphere, our plan is to:

- **Create a destination.** Placemaking, branding and creating a center of activity for social events, competition, and recreation is our specialty. We will do this through a multi-tier approach that starts with our involvement with the design team to create a unique, innovative environment custom built for Palm Desert. Our nationally renowned marketing and operations team will then create a comprehensive marketing campaign and delivering on unique experiences as outlined in this document. This ensures that the facility opens with capacity in place and continues to drive higher attendance, new guests, and further reach every year.
- **Deliver first class programs and guest experience.** The proposed aquatics center will be an amazing asset for the community and has the ability to drive visitation to the area from guests outside the community. Our focus will be on delivering first class programming and guest experience through building custom, interactive programs build specifically for each type of guests. We will use well thought-out campaigns, events and programmings to create the center as the central gathering place for the community.
- **Improve financial performance and resources.** Improving top line revenue by enhancing core service offerings and optimizing incremental revenue streams like food & beverage, sponsorship, child development and other activities. We manage cost-of-service based on industry benchmarks to maximize gross profit, and we contain fixed-expenses utilizing our buying power, vendor program and best-in-class maintenance experience.
- **Make collaboration our strategy.** Community stakeholders, providers and complimentary program providers are important keys to our playbook. Transparent, accurate financial reporting, and annual strategic planning with City leadership will be a cornerstone to our collective success. You set the vision, goals and objectives. Our job is to put the strategic plan in place and execute to achieve your desired outcomes.

Your goals are our goals. Unlike other lifeguard staffing companies or pool maintenance providers, our models remove conflicts of interest by allowing the City to maintain control and influence decisions to be made in the Aquatic Center's best interests. With SFC, we will not be learning on the job. You can trust we will accomplish your goals as proven through numerous examples of delivering all over the country for many years. It is our sincere hope this document is the first step toward a strong partnership between Palm Desert and The Sports Facilities Companies.

We are a Proven Partner. We know you are faced with a major decision. We hope that as you compare proposals, you will see through the fog of simple staffing companies, who haven't actually taken on existing operations, transitioned existing staff in a community successfully, or do not have the business development and acumen to optimize the City's top recreation assets. To empower your growth, we hope you value the stability, proven track record, existing network and infrastructure of proven systems and subject-matter-experts. We are purpose-built for third-party management engagements and are equipped to scale and serve on Day 1.

Vision. We believe this complex has the ability to be effectively serve Palm Desert and the surrounding communities. The activities and programming can provide a foundation of healthy and active lifestyles, which impacts positive behavior, aptitude, scholastic achievement, earning potential and more. Our mission is to “Improve the health and economic vitality of the communities we serve.” Our approach will be to leverage all of our in-house team and partners to help maximize the success.

You can count on us to act consistent with our core values:

1. **Accountability.** We perform and do what we say we will do. We will operate in the City's best interest to accomplish your goals.
2. **Excellence.** We are purpose-built to partner with the City on this project. We will represent Palm Desert with professionalism bringing the best-in-class trends, safety policies and systems to the City.
3. **Service.** We are passionate about the impact these programs and complexes make. Every SFC team member has a story about how sport and recreation formed them. This is the “why” we choose to serve each family and guest well. No matter the facility - aquatic center, splash pads and water feature – we will serve each guest with first-class programming, memberships, lessons, swim meets, social events, family activities concessions, and more.
4. **Collaboration.** Together we will reach the potential. We are one team: Palm Desert staff, leadership, SFC corporate leadership, venue staff, lifeguards, vendors, community stakeholders, guests, and more. Culture is defined as “what is normal”. At SFC, normal is communicating directly, ideating, innovating, and delivering for our internal and external customers.

Congratulations on your vision for this project. The remainder of the submittal is comprehensive and expands on why we believe SFC is uniquely positioned to help Palm Desert achieve the desired outcomes of the aquatic center. We hope our response resonates and the detail included provides the selection committee with enthusiasm for meeting the SFC team. As you review our proposal, do not hesitate to contact us with any questions. In addition, please read what our clients have to say about us. We are passionate about the impact these operations make in communities, and we are eager to contribute to the quality of life and quantity of economic vitality in Palm Desert!

Thank you for your consideration. We will serve you well!

Sincerely,



Jason Clement, CEO and Founder
The Sports Facilities Companies
727-474-3845, jclement@sportsfacilities.com



Jim Arnold, Partner
The Sports Facilities Companies
404-984-6682, jarnold@sportsfacilities.com



**B. EXPERIENCE
AND TECHNICAL
COMPETENCE**

FIRM OVERVIEW



PLAN & FUND

SPORTS FACILITIES ADVISORY

Founded in 2003, SFA has served more than 3,000 communities and assisted with more than \$15 billion in planned projects. Our plan-to-fund approach means we can deliver much more than the industry's leading research and financial forecast documents, we can deliver projects that are attractive to finance sources, capital partners, and municipal funding sources.



DEVELOP

SPORTS FACILITIES DEVELOPMENT

The services provided by SFD were born out of customer demand for better alignment between facility design and operations. Our owner's representation, procurement, and venue planning services not only achieve this goal by pairing proven operators with clients' design teams, but save money in procurement, reduce risk, and streamline the process for everyone involved.



PERFORM

SPORTS FACILITIES MANAGEMENT

SFM is the youth and amateur sports industry leader in outsourced facility management. We are purpose built to serve the goals and visions of our clients and produce results. We are the ultimate partner for clients who want to maintain control of their assets without the headaches, expense, and risk of daily operations. Our proven performance has led us to represent the SFM Network, the largest and fastest growing network of sports and recreation facilities in the country.

YEARS IN OPERATION: 20 years

CORPORATE HEADQUARTERS:

600 Cleveland St. Suite 910
Clearwater, FL 33755

NUMBER OF EMPLOYEES: 2500+

CORPORATE STRUCTURE:

Limited Liability company (LLC)

COMMUNITIES SERVED: 3000+

SOUGHT-AFTER RESOURCE TO:

- International City & County Manager's Association (ICMA)
- National Recreation & Parks Association (NRPA)
- Sports ETA (Sports Tourism)
- Aspen Institute Project Play 2024

SF NETWORK: 50+ Full-Time Managed Venues
thesfnetwork.com

MANAGEMENT CORE SERVICES:

- Facility Operations
- Start-Up Operational Development
- Operational Timelines
- Strategic Planning
- Revenue Generation Services
- Existing Facility Optimization
- Recreation Center Management
- Project Finance Strategy

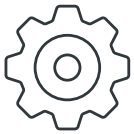
OUR EXPERIENCE MAKES US GOOD. OUR COMMITMENT TO SERVICE & PERFORMANCE MAKES US *GREAT*.

BELOW ARE SEVERAL PRIMARY AREAS THAT DEMONSTRATE HOW OUR 20 YEARS OF EXPERIENCE MAKES SFC THE BEST CHOICE TO OPERATE THE PALM DESERT AQUATIC CENTER.



THE SF NETWORK

The SF Network is the largest and fastest-growing network of sports, recreation, and events facilities, vendors, partners, and event owners in the country. Over the last 20 years, we have intentionally cultivated industry relationships with events owners to book our properties, vendors to save our clients money, associations to cultivate innovation and share our experience with our peers, and talented individuals to attract the industry's best to our team. Year after year we continue to invest and expand. **Our network is an unmatched asset for the City of Palm Desert and the Palm Desert Aquatic Center.**



MATURE OPERATIONS, PROCESSES, & LEADERSHIP

As experienced operators, we know what it takes to perform - our reputation depends on it. Each year we create more than \$250 million in economic impact through youth sports and events tourism. Our operations timelines, processes, and leadership are driven by real-world experience. Every challenge, opportunity, stumble and victory lives in and informs our work. **If engaged by the City of Palm Desert, we will not be learning on the job; we will be using the culmination of our experience in over 3,000 communities on 70+ development projects and 2,500+ team members serving more than 25 million guests visits each year.**



EXPERIENCE-DRIVEN INNOVATION

Innovation is only possible through mastery. Organizations new to the business of operating multi-sport assets cannot innovate like we can because they are still learning. If variety is the 'spice' of life then it is also the 'secret sauce' to management innovation. We have successfully opened, developed or operated community aquatic parks, local recreation centers, family entertainment centers, and aerial adventure/zip-lines in addition to our extensive sports tourism portfolio. Because we have amassed a deep understanding of the total sports destination and client service, we can build on that experience to create unparalleled results and build collaborative partnerships with other industry leaders. **We are obsessed with performing for our clients and impacting communities. Our guiding principle of "better every time" drives us to constantly explore best practices, efficiencies, revenue generation, and how to increase results. The City of Palm Desert will experience the SFC team as solutions-focused, high-achieving, collaborative and creative.**

SFC DIFFERENTIATORS

SFC is the ultimate choice for the City of Palm Desert: Proven, purpose-built & ready to build our partnership with you to grow the community.

	SFC	POOL-SPECIFIC MANAGER	LIFEGUARD MANAGEMENT CO
Comprehensive in-house financial reporting	YES	Possible	
Risk Management Plan Development	YES	YES	Possible
Specific Child Safety Training Program	YES	Possible	Possible
Lifeguard Hiring and Red Cross Certified Training	YES	Possible	Possible
Traditional Aquatic Programming Experience	YES	YES	Possible
Outdoor Pool Policies & Procedures	YES	YES	
Community Engagement Planning	YES		
Leadership Development Program	YES		
Food & Beverage Services	YES	YES	
Sponsorship Sales	YES		
Destination Event Promotion	YES		
In-House Comprehensive Marketing Agency	YES		
Members Of Sports ETA	YES		
Operating partner of the International County Managers' Association (ICMA)	YES		
Corporate Support Staff based in Dedicated Corporate Office	YES	Possible	

Since 2003, the Sports Facilities Companies have been the preeminent resource in the sports tourism industry. We can attribute our success to three overarching factors:

- 1 The shared passion and commitment of our 1500+ person team to our mission, vision, and values.
- 2 The core belief that our company, our venues, our industry, and our communities are made stronger through collaboration.
- 3 We perform. We produce the results our clients are counting on and manage to their goals, not ours.



THE
BRIDGE
SPORTS COMPLEX

THE BRIDGE SPORTS COMPLEX

BRIDGEPORT, WV

Recently opened in summer 2021, this is the premier destination for sports, recreation, and events in the Mid-Atlantic region. Bridgeport has a charming downtown and team-friendly accommodations. The complex includes nearly 160,000 square feet of state-of-the-art competition and entertainment space, fitness center, and competition pool.

The Advisory Team conducted the initial Feasibility Report for the complex. During construction, the Development Team was hired for venue planning services and FF&E procurement. Due to their extensive work in the value engineering process, the Development Team was able to save nearly \$1 million of the original \$3.9 million FF&E budget. The Management Team was then hired for pre-opening services and an ongoing advisory management role.

PROJECT STATISTICS & PERFORMANCE HIGHLIGHTS

Size: 160,000 ft²

Features:

Competition Pool & Warm-Up Pool	Elevated Track
Indoor Climbing Area	Indoor Turf Field
Fitness Center/Group Training Rooms	Cafe, Concessions, & Meeting Rooms

FIRM ROLES & SERVICES

Advisory: Feasibility Report	Development: Venue Planning FF&E Procurement
-------------------------------------	--

Management: Start-Up Operations Development
Brand Development & Marketing
Advisory Management



SPORTS TOURISM • COMMUNITY RECREATION • INDOOR



MORRISTOWN LANDING
RECREATION AND EVENTS

MORRISTOWN LANDING RECREATION AND EVENTS

MORRISTOWN, TN

When the SF Network team joined the City of Morristown on the development of Morristown Landing, the client had a very defined vision of what they wanted this facility to become. They envisioned the facility to be an indoor facility that provides residents with premier amenities to play, gather, and maintain a healthy lifestyle.

To execute this vision, the City of Morristown hired the Development team for their venue planning and FF&E expertise. The team's efforts helped to re-envision the facility in a way that not only aligned with the client's vision and goals but also increased revenue and operational efficiency. The Management team currently provides pre-opening services and will assume full-time management of the facility when it opens in Fall 2022.

PROJECT STATISTICS & PERFORMANCE HIGHLIGHTS

Size: 100,000 ft²

Features:

25-yard, Six-lane lap pool
Family Aquatic Center
Fitness Center

4 Basketball / 6 Volleyball Courts
Meeting & Event Space

FIRM ROLES & SERVICES

Advisory: Financial Forecasting
Economic Impact

Development: Venue Planning
FF&E Procurement

Management: Pre-Opening Management
Full-Time Management



PELICAN BAY AQUATIC CENTER

EDMOND, OK

Earning the designation as a 2021 Top 3 Amusement Park in Oklahoma City by Three Best Rated®, Pelican Bay Aquatic Center offers all things fun-in-the-sun, including open swim, lessons, party rentals, and more.

In 2015, and again in 2021, the City retained the team of SF Companies and to provide full-time management services for the first five years of operation. Through aggressive social media and email campaigning and facility rebranding, SFC increased pool attendance numbers and profitability year over year while overseeing the daily maintenance and safety training, staff operations, programming, and swim lessons.

PROJECT STATISTICS & PERFORMANCE HIGHLIGHTS

Size: 17 acres

Features:

25-Yard Leisure Pool
Cabanas
Zero entry areas

Water Slide & Splash Pad
On-Site Kitchen
Climbing Wall

FIRM ROLES & SERVICES

Management: Full-Time Management

Financial Forecasting
Safety Training





SPORTS TOURISM • COMMUNITY RECREATION • INDOOR/OUTDOOR



SAND MOUNTAIN PARK & AMPHITHEATER

ALBERTVILLE, AL

Sand Mountain Park is an exceptional project in Albertville, Alabama, with 130 acres of sports, recreation, and entertainment areas. This facility offers a wide variety of both local use and sports tourism use for all guests to enjoy just over an hour north of Birmingham.

SFC's role in pre-opening development includes business development, event booking, brand development and marketing, strategic planning, hiring and organizational structure definition. SFC was also contracted for FF&E and Venue Planning services including, fixture and equipment procurement and design consultation. SFC is engaged as the outsourced management solution for the entire 120 acre complex inclusive of sports tourism and local park and recreation programming.

PROJECT STATISTICS & PERFORMANCE HIGHLIGHTS

Size: 120 acres, 100,000 ft²

Features:

- 4 Basketball / 8 Volleyball Courts
- 4 Baseball & 5 Softball Fields
- 5 Multi-Purpose Fields
- Membership-Based Wellness Center
- 16-Court Tennis Center
- Indoor / Outdoor Pool & Aquatic Center

FIRM ROLES & SERVICES

Advisory: Financial Forecasting
Program Planning

Development: Venue Planning

Management: Pre-Opening Management
Full-Time Management



CAPORELLA AQUATIC CENTER

TAMARAC, FL

Caporella Aquatic Center is located in Tamarac, FL and features a 25 meter swimming pool with a zero depth entry and avalanche slide. It also features a children's water playground (sprayground), a 3,000 square foot fitness center, men and women's locker rooms, picnic tables, a large pavilion, and a concession stand.

SFC's role in management includes event booking, marketing, strategic planning, and full-time management of the aquatic center. SFC is engaged as the outsourced management solution for the entire center.



PROJECT STATISTICS & PERFORMANCE HIGHLIGHTS

Features:

- | | |
|------------------------------|-----------------|
| 25 Meter Swimming Pool | Large Pavillion |
| Children's Water Playground | Concessions |
| 3,000 sq. ft. Fitness Center | Locker Rooms |

FIRM ROLES & SERVICES

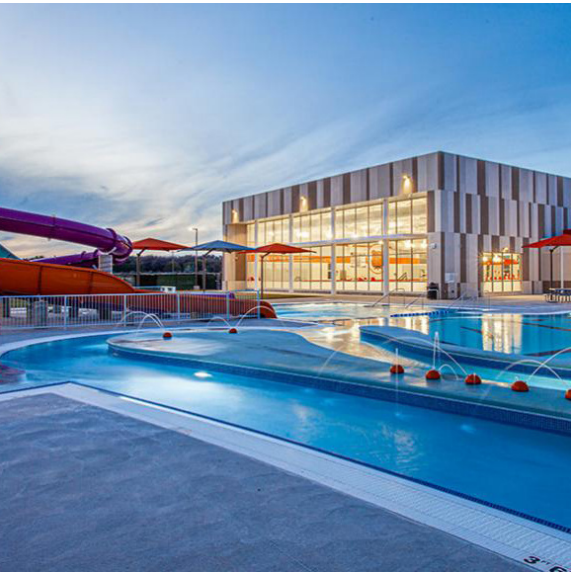
- Management:** Financial Forecasting
Full-Time Management





ARTESIA AQUATIC CENTER

ARTESIA, NM



Artesia Aquatic Center is located in Artesia, NM and features two indoor pools as well as a large outdoor recreational pool in the shape of a bulldog. The outdoor pool has a zero depth entry, a lazy river, three large slides, and a 25-foot tall oil rig that shoots water out of the top. The pool deck has plenty of space to host family picnics and activities.

SFC's role in management includes event booking, marketing, strategic planning, and full-time management of the aquatic center. SFC is engaged as the outsourced management solution for the complex.

PROJECT STATISTICS & PERFORMANCE HIGHLIGHTS

Features:

- | | |
|------------------------------------|---------------------------------------|
| Natatorium with 2 Indoor Pools | Outdoor 4,000 sq. ft. Recreation Pool |
| 25-Yard/8-Lane Competition Pool | Lazy River |
| 60-Foot/4-Lane Warm-Up Pool | Three Large Slides |
| 25-Foot Tall Oil Rig Water Feature | |

FIRM ROLES & SERVICES

- Management:** Financial Forecasting
Full-Time Management

REFERENCES



✉ mayorhonea@cityofalbertville.com
☎ 256-891-8240
🌐 sandmountainpark.com

Tracey Honea, Mayor
City of Albertville, AL



✉ tcox@mymorristown.com
☎ 423-581-0100
🌐 morristownlanding.com

Tony Cox, City Administrator
City of Morristown, TN



✉ craigdishman34@gmail.com
☎ 972-948-9182
🌐 pelicanbayaquatics.com

Craig Dishman, Former Director of Parks & Rec
City of Edmond, OK



C. FIRM STAFFING AND KEY PERSONNEL



Under Jason’s leadership, the SF Companies have opened more successful sports and recreation venues than any organization in the country. As an experienced advisor he has provided planning, strategy, finance, and operational leadership to projects throughout the world.

CEO & FOUNDER

**JASON
CLEMENT**

SPECIALTIES:

SFC leadership and oversight,
long-term strategic direction, partnership
management

YEARS IN INDUSTRY: 21

The Sports Facilities’ firms have become globally recognized leaders focusing on transforming the health and economic vitality of communities around the world. As the Chief Executive Officer of SFC, Jason leads the strategic direction, culture, and service standards that define SFC in the public sector and private sector markets we serve.

Under Jason’s leadership, SF Companies recently launched new products to serve communities focused on economic development and the youth and amateur sports industry. The initiatives include an event company, new technology platforms, food & beverage and gaming options. The firm is also focused on merchandising, purchasing, and leveraging social capital to improve access to sport. Formally trained and licensed as an architect, Jason began his career in sports architecture before transitioning into commercial development and corporate real estate management. The experience was the spark to bring similar professional management services to the youth & amateur sports industry.

Jason is a passionate and faith driven contributor to causes that positively impact families and communities. He has founded, supported, and lead the growth as board chair to multiple organizations including Habitat for Humanity, Man Up and Go, Calvary Christian High School, Florida Small Business Development Center, and others.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

- ICMA - Strategic Partner & Speaker
- NRPA - Speaker
- SportsETA - Featured Speaker & Content Contributor
- Board Chair - Habitat for Humanity, Man Up & Go
- Tampa Bay Business Journal “Hall of Fame”

NOTABLE PROJECTS

- Aviator Sports & Events Center-Brooklyn NY
- Hoover Met Complex - Hoover, AL
- Pelican Bay Aquatic Center-Edmond, OK
- Spooky Nook Sports - Lancaster, PA
- Salvation Army KROC Center-South Bend IN
- Eugene Civic Alliance - Eugene OR
- The HUB Recreation Center-Marion, IL
- Panama City Beach Sports Park - PCB, FL
- Sand Mountain Park-Albertville, AL
- Paradise Coast Sports Complex - Naples, FL



Ken is responsible for SFC's Aquatics Venues nationwide, assisting our clients with operating and optimizing our indoor and outdoor pool facilities and water parks. His broad and successful career has spanned almost twenty years of operations, programming, training, marketing, budgeting and forecasting.

**AQUATICS ACCOUNT
EXECUTIVE**

**KEN
COBB**

SPECIALTIES:

aquatics staff development, partnership
collaboration

YEARS IN INDUSTRY: 13

Ken has served as an Aquatics Director to municipal and recreational pools, competition pools, country clubs, water parks and private and public aquatic centers. He has worked with the YMCA, the American Red Cross®, and The Pool & Hot Tub Alliance® as a Water Safety Instructor, Lifeguard Instructor, and is a Certified Pool Operator.

Ken is also an accomplished swim coach having been a coach member of USA Swimming® since 1984. Over his 20 years of coaching age group, senior club swimmers and high school athletes, he has produced multiple Junior Olympic qualifiers and finalists, state champions, junior and senior national qualifiers and college scholarship recipients. Ken maintains close ties to the competitive swimming world as a certified coach with the American Swim Coaches Association®, US Masters® Swimming, and USA Water Polo®.

His vast experience overseeing our aquatics venues provides our clients the operational and programming expertise to appropriately serve their members and guests.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

Certified Pool Operator (CPO®)
American Red Cross® Water Safety Instructor® (WSI)
American Red Cross® Certified Lifeguard Instructor
American Red Cross® CPR, First Aid and AED Certified
Certified Coach Member of USA Swimming® Since 1985
American Swim Coaches Association® [ASCA] Level 3 Certification
Certified Masters Coach with United States Masters Swimming® [USMS]
Certified CPR, First Aid and Safety Training for Swim Coaches

NOTABLE PROJECTS

Adventure Cove Water Park - Abilene, TX
Artesia Aquatic Center - Artesia, NM
Caporella Aquatic Center - Tamarac, FL
Pelican Bay Aquatic Center - Edmond, OK



Marina has over thirteen years of experience in aquatics and programming, including experience with the YMCA and the Oklahoma City Parks and Recreation Department. Marina brings her enduring passion for aquatics and enhancing the local community to her role as the General Manager at Pelican Bay Aquatic Center in Edmond, OK.

AQUATICS SPECIALIST

MARINA WELLS

SPECIALTIES:

staff development & training, programming,
aquatic operations

YEARS IN INDUSTRY: 13

In this position, Marina leads all components of daily operations for the seasonal water park. She ensures that best practices are implemented in the areas of safety, customer service, business development, staff development, risk mitigation, programming, and marketing and branding.

Additionally, Marina attended Texas Tech University and is a certified aquatics facility operator and lifeguard instructor for the American Red Cross.

Edmond's Pelican Bay Aquatic Center is 17+ acre park that includes two 150 ft water slides, diving boards, a current channel, a climbing wall and a slide splash pool. Programming at Pelican Bay includes swim lessons, lifeguard certification, and aqua fitness as well as numerous special events throughout the season. The Center also has bathhouses and a concession area at the Pelican Bay Cafe Snack Bar and offers private rental for parties and events.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

Certified Pool Operator (CPO)
Aquatic Facilities Operator (AFO)
Lifeguard Instructor (LGI)
Lifeguard Management

NOTABLE PROJECTS

Pelican Bay Aquatic Center - Edmond, OK
*City of Oklahoma City Parks & Recreation Department
*YMCA



Jim is widely recognized as one of the leading designers and developers of youth sports complexes in the United States. In his role as the National Business Development Director, Jim Arnold leads the expansion of the SF Network of sports and recreation destinations across the country.

NATIONAL DIRECTOR OF BUSINESS DEVELOPMENT

**JIM
ARNOLD**

SPECIALTIES:

business development, program planning, sustainability

YEARS IN INDUSTRY: 19

EDUCATION:

BS, Business Administration
St. Bonaventure University

MBA

St. Bonaventure University

With over 18 years of experience in the industry, Jim has overseen the planning, design, development, and operations of many of the most innovative and successful facilities in the country.

Notable has been his role in the development and growth of two of the largest brands in youth sports, Ripken Baseball and Sports Force Parks. As part of this role, Jim was instrumental in developing the company's youth facilities from one park to three, with the additions of the Ripken Experience Myrtle Beach and the Ripken Experience Pigeon Forge. Jim's projects are highly regarded for their ability to drive profitability throughout creative design and self-operations.

While his career has been focused primarily on youth sports facility development, Jim has been involved in projects that touch all levels of sports across the world. From his role in the design of SRP Park (2018 Minor League Baseball Ballpark of the Year) to overseeing the development of a country-wide growth and development strategy for New Zealand Baseball; his experience across the sports landscape has an influential role in helping clients develop the most innovative, unique and sustainable sports facilities in the industry.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

- 2019 Connect Sports Game Changer
- Baltimore's 35 Under 35
- MILB Stadium of the Year
- Champion of Economic Impact

NOTABLE PROJECTS

- Cyclone Ballparks - Pecos, TX
- The Basin Sports Complex (UTPB) - Odessa, TX
- Ballparks of America - Branson, MO
- Paradise Coast Sports Complex - Naples, FL
- Cornerstone Sports Park - Starkville, MS
- Elizabethtown Sports Park - Elizabethtown, KY
- Ripken Experience - Myrtle Beach, SC; Pigeon Forge, TN; Aberdeen, MD*

**Please note: Projects completed prior to joining the firm.*



A driven collaborator and team leader, Ashley sits at the intersection of brand strategy, marketing, and sales. With award-winning creative work and proven strategies, Ashley brings with her a track record of success to every project and campaign. Clients get the benefit of SFC's in-house marketing and branding "agency" led by Ashley.

PARTNER & VP, MARKETING

**ASHLEY
WHITTAKER**

SPECIALTIES:

marketing strategy, brand development,
business development

YEARS IN INDUSTRY: 14

EDUCATION

BA Industrial Design
University of Illinois

Ashley leads corporate business development and marketing for the Sports Facilities Companies as well as the SFC Facility Marketing Department which is responsible for the marketing, branding, and project management of SFM Network facilities. Under her leadership, inbound leads and inquiries have more than tripled, SFC's firms have been featured in major media outlets such as HBO, TIME, and Wallstreet Journal, and SFC leadership is regularly sought out for interviews and speaking engagements.

As the leader of SFC's in-house agency, Ashley and her team develop engaging brands, results-driven marketing strategies, and bring proven solutions to SFC clients. In 2019, Ashley created and launched the SF Network platform which drives online booking, brand awareness, and creates cooperative marketing activations for all the facilities in the SFC portfolio.

Ashley comes from a background in product design with Gill Athletics, the largest and oldest manufacturer of track and field equipment in North America and Porter Athletic, the basketball/volleyball heritage brand. Her unique blend of design thinking, leadership, and marketing strategy lends itself well to serving SF Network and SFC clients.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

SFC "MVP" Award Winner

#StrongerTogether SportEvents Sales & Marketing Committee

Guest Lecturer, University of Northern Iowa

Gold & Silver ADDY Awards for Design

Conference Speaker: ICMA, MRPA, US Indoor

NOTABLE PROJECTS

Hoover Metropolitan Complex, Hoover, AL

Iron Peak Sports & Events, Hillsborough, NJ

Cedar Point Sports Center, Sandusky, OH

The Hub Recreation Center, Marion, IL

Rocky Mount Events Center, Rocky Mount, NC

Horizons Edge Sports Campus, Harrisonburg, VA



An energetic and results-driven financial leader, Bob has guided teams that perform finance functions for some of the world's largest companies. Bob takes his experience developing and implementing financial processes at the highest level and his experience in a diverse set of industries to his role as Chief Financial Officer for SFC.

PARTNER & CFO

**BOB
STOUT**

SPECIALTIES:

financial forecasting, budget creation, risk management

YEARS IN INDUSTRY: 20

Bob has extensive experience developing and implementing financial processes, systems, and controls for some of the world's largest companies, including Walmart, Inc. He has a proven record of achievement in E-commerce, real estate development, and retail. Through his work, Bob has managed planning, forecasting, and reporting (external and internal) for multiple segment levels and corporate support areas, and has driven productivity and improved bottom-line results. Bob has in-depth experience leading acquisition due diligence and negotiations, including lease and contract reviews, best practice analysis, risk assessments, and valuations. Prior to joining the SF Companies, Bob served in a number of roles over a 10-year span at Walmart, Inc. As CFO, Bob led the finance and accounting teams for Walmart's \$3 billion e-commerce business (walmart.com) from 2008-2010.

From 2012 to 2019, Bob also served as a city councilman and, then, as the mayor of the city of Little Flock, AR. This role provided Bob with experience in municipal budgeting, governmental fund accounting, state audits, and FEMA disaster application development and administration.

Bob joined the SF Companies as the Chief Financial Officer, overseeing corporate and SF Network venue finance teams. Bob also oversees risk management and major corporate growth initiatives.

RELEVANT PROJECTS

- Horizons Edge Sports Campus - Harrisonburg, VA
- Sand Mountain Park & Amphitheater - Albertville, AL
- Bridgeport Recreation Complex - Bridgeport, WV
- The Highlands Sports Complex - Wheeling, WV
- Rocky Top Sports World - Gatlinburg, TN



Tami is a dedicated human resources leader with a proven track record of building systems for attracting and retaining top talent and supporting the development of proactive work cultures for companies of various sizes and industries. Tami takes her experience building high-performing work forces to her role as VP of Human Resources for SFC.

VP, HUMAN RESOURCES

**TAMI
SWANSON**

SPECIALTIES:

talent acquisition, employee
performance oversight,
professional development

YEARS IN INDUSTRY: 21

In this position, Tami leads all of aspects of human resources from hire to retire, talent acquisition, payroll, benefits, and training and development. Her expertise in team development creates a talent pipeline for SF Network venues. Additionally, Tami is committed to creating an environment that is warm and welcoming to all team members through approachability, kindness, and respect.

Tami began her career in retail operations where she held several leadership roles. Her passion for helping team members reach their professional goals led to her transition into human resources. Since then, she's made a large impact on the organizations she's worked with by increasing the levels of employee engagement and continuous process improvement.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

Senior Professional in Human Resources Certification (SPHR)

Society of Human Resource Management – Certified Professional (SHRM-CP)

NOTABLE PROJECTS

Cedar Point Sports Center - Sandusky, OH

Publix Sports Park - Panama City Beach, FL

Community First Champion Center - Grand Chute, WI

Elizabethtown Sports Park - Elizabethtown, KY

Iron Peak Sports & Events - Hillsborough, NJ

Ballparks of America - Branson, MO



Bruce has 26 years of law practice experience and has taught and lectured on Sports Law topics during most of that time. He has worked in professional sports for the Indianapolis Colts, collegiate athletics at the University of Kentucky and as a volunteer leader for numerous local, state and national youth sports organizations and events.

GENERAL COUNSEL

BRUCE RECTOR

SPECIALTIES:

risk management & insurance
guidance, legal counsel

YEARS IN INDUSTRY: 26

EDUCATION

University of Kentucky

He also served as the 58th president of Junior Chamber International (JCI), a 200,000-member organization of young leaders and entrepreneurs from over 100 countries.

Prior to joining SFC, Bruce was President of KBA Sports, Inc., in Lexington, Kentucky where he led a team of professionals in organizing, hosting, and managing large sports and recreation programs including regional and national championship tournaments. In his final year at KBA Sports, the organization attracted over 500,000 visitors for various tournaments and events.

An inspiring speaker, trainer and author on leadership topics, Bruce is the author of Monday Morning Messages: Teaching, Inspiring and Motivating to Lead (Xephor Press 2005). He currently serves on the board of trustees at the University of the Cumberland and is also active in a number of non-profit organizations in the Tampa Bay area.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

University of the Cumberland Board of Trustees

Leadership Pinellas

Clearwater Regional Chamber of Commerce

NOTABLE PROJECTS

Rocky Top Sports World - Gatlinburg, TN

Myrtle Beach Sports Center - Myrtle Beach, SC

Elizabethtown Sports Park - Elizabethtown, KY

Publix Sports Park - Panama City Beach, FL

Rocky Mount Event Center - Rocky Mount, NC

Bo Jackson's Elite Sports - Hilliard, OH

Pelican Bay Aquatic Center - Edmond, OK

Ballparks of America - Branson, MO

PROJECT TEAM: ORGANIZED TO CREATE RESULTS



CITY OF PALM DESERT



»»» Michael Kelly
Executive Vice President

SPORTS FACILITIES COMPANIES



»»» Bruce Rector
Legal Compliance
Risk Management



TBD

»»» TBD
Onsite General
Manager

SFC will conduct a national search inclusive of existing staff and personnel within the SFC ecosystem in effort to find the top candidate. The City will have ultimate veto and approval authority for this role.



»»» Ken Cobb
Aquatics Design
Subject Matter
Expert



»»» Jason Clement
CEO



»»» Ashley Whittaker
VP of Marketing



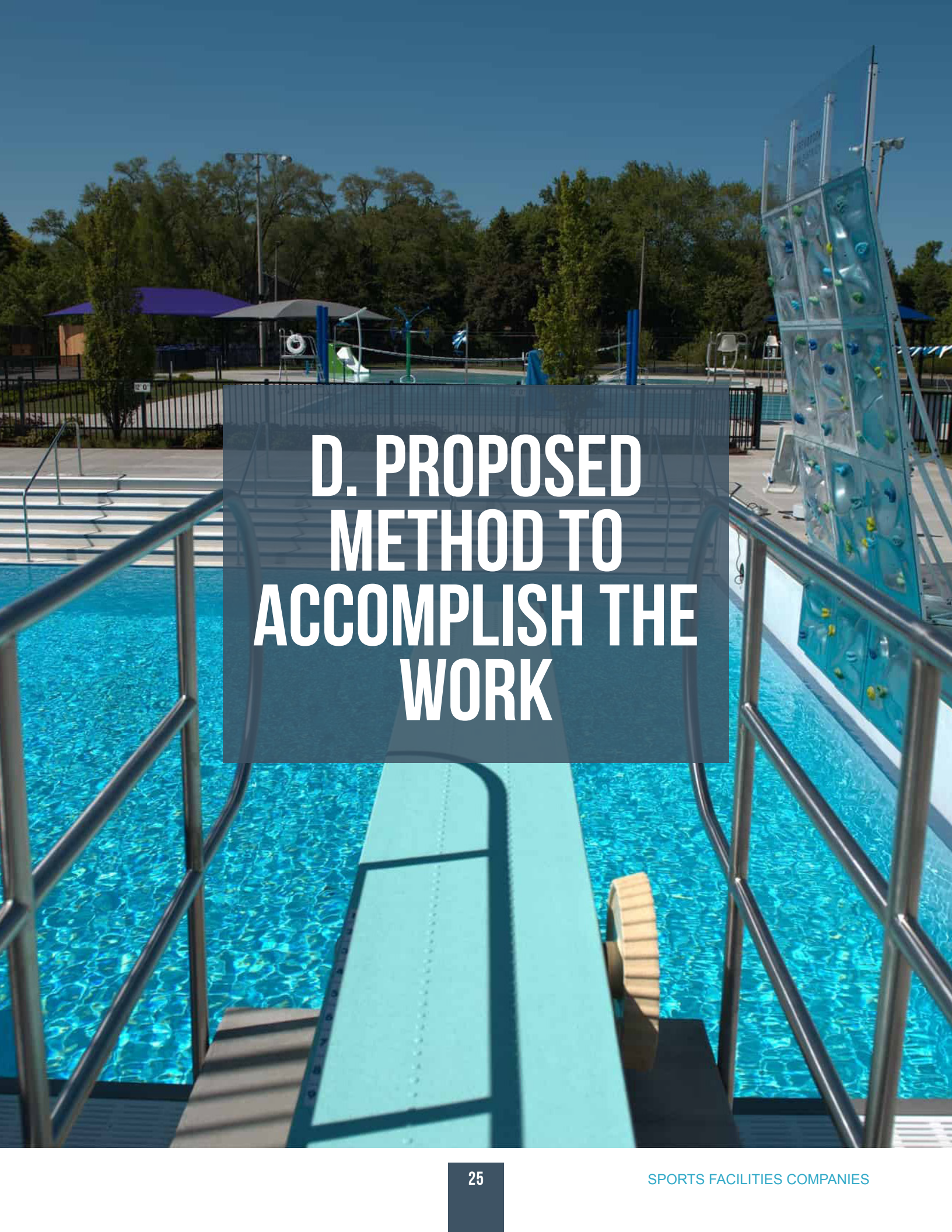
»»» Bob Stout
Finance & Accounting



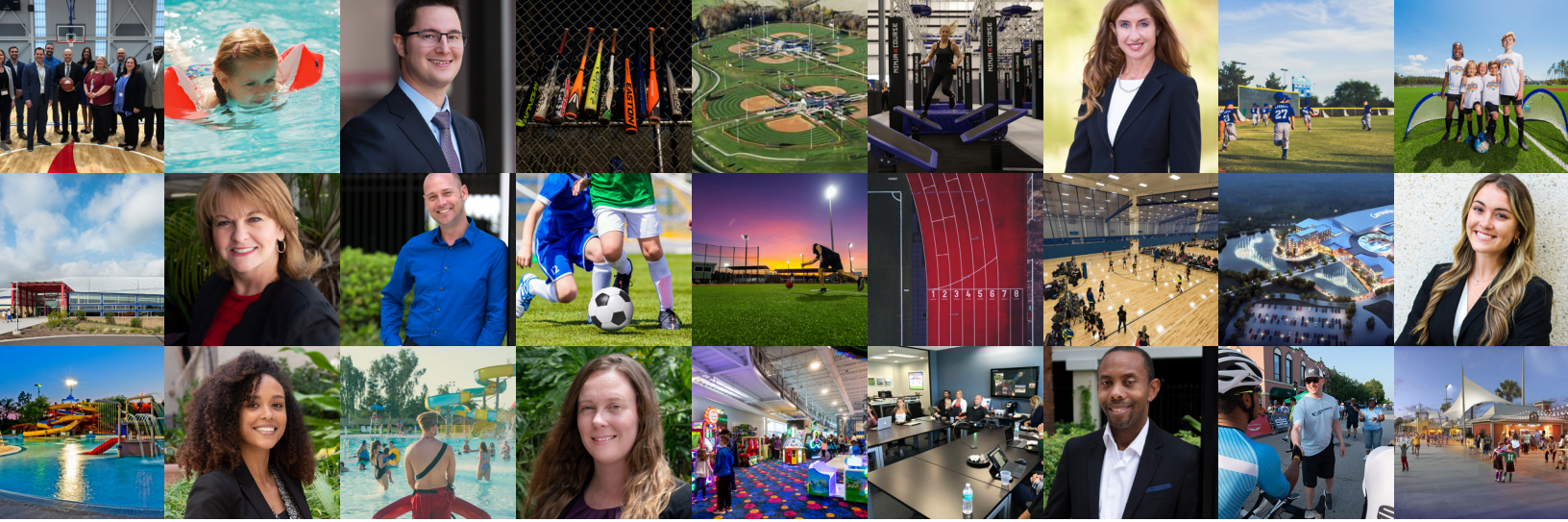
»»» Jim Arnold
Partner,
Business Development



»»» Tami Swanson
Human Resources
Team Development



**D. PROPOSED
METHOD TO
ACCOMPLISH THE
WORK**



HUMAN RESOURCES & ACCOUNTING

SFC is comprised of a dedicated corporate team of over 60+ employees to support Palm Desert staff with subject-matter expertise, real-time operational assistance, and database of proven strategies from our existing facilities within the SF Network.

One Team, One Network

People are the lifeblood of any organization, but it is never truer than in a recreation and aquatics facility. Our People & Culture team is dedicated to ensuring all 1500+ SFC team in the SF Network have the support, development, and leadership they need to be successful. We also manage the tactical and operational elements of traditional HR duties.

For Palm Desert, our People & Culture team will provide:

- Recruiting/Talent Acquisition Services for the Aquatics Director and Seasonal Lifeguards
- Document Resources including Employee Handbooks
- Benefits Management
- SFC Cultural Onboarding
- Ongoing Leadership Training & SFC Summits
- Staff Change Management
- Succession Planning

Staff Training & Development

SFC full-time facility staff have custom onboarding plans and leadership training at our corporate headquarters in Clearwater, FL. At HQ, they have access to our specialty support departments within their first month with SFC. For the Aquatics Director, SFC also hosts on-site leadership training at our Spring GM Summit and the SFC Leadership Summit each fall. These events offer time for best practice sharing among all senior leadership in the SF Network as well as new policy roll-out, process/change review, best practices, inspirational speakers, and more tactical development sessions (e.g. booking best practices).

SFC also utilizes training programs for our applicant tracking system and hiring, performance management, benefits, payroll, and more.

Finance

ANNUAL BUSINESS PLAN

Each year SFC will facilitate an in-depth strategy session with the City and facility staff to refine and expand the definitions of success and desired outcomes. This is especially important over the first few years as future phases are developed. This discussion can also include how other parks and recreation assets in the City can fit into the overall short-term and long-term operational strategy.

ANNUAL OPERATING BUDGET

Using the annual business plan as the foundation, SFC will work with the City to create a detailed annual operating budget. SFC's proven budgeting process based on expected revenue provides the framework for the most successful and profitable operating model possible. The budget may be adjusted over time in coordination with the City as partnerships are developed and opportunities are discovered based on current market and community conditions, while still referencing the original pro forma. The City will have full authority over the operating budget and it will not be finalized until it receives full City sign-off and support.

MONTHLY VARIANCE REPORTING

With SFC your facility will undergo a rigorous monthly "Budget Versus Actual" (variance) review. Led by your Account Executive and General Manager, SFC will perform a monthly top-to-bottom review of the operation including a line item review of "Budget vs. Actual" results. The process includes a review of the prior month performance, a forward-looking discussion of critical action items, marketing initiatives, and a pace-to-goal session. This "variance" process drives performance and accountability while providing the facility team with the expertise and resources of SFC advisors

RISK MANAGEMENT & SAFETY

RISK MANAGEMENT EXPERIENCE

SFC's in-house facility legal, risk management and insurance program team has 30 years of experience in teaching and lecturing at universities on sports risk management topics and working with clients to minimize risks, manage claims and control costs. We understand the increased licensing, regulation and monitoring needed for higher risk activities such as aquatics have years of experience with compliance and staying ahead of safety and risk management trends.

Our aquatics risk management program is broken down into 3 important elements:



01

Insurance Policies:

SFC carries comprehensive insurance policies at all of our venues that meet or exceed the standard insurance requirements. Depending on the facility and management structure, these coverages may include: accident, general liability, workers' compensation, auto, and property insurance. Due to SFC's extensive list of unique facilities and features, we are also capable of sourcing innovative insurance solutions for aquatics venues.



02

Waivers & Agreements

SFC's risk management program includes waivers and agreements for facility participants, subcontractors, and event owners to mitigate or transfer the financial responsibility if an incident should occur. Examples of these waivers are: participant waiver and release of liability, medical consent form, image release, facility use agreements, sub-contractor and vendor agreements.



03

Facility Policy & Procedures:

SFC facility staff is routinely trained on SFC's risk management policies and procedures and the appropriate resources to use when if an incident does occur. This includes:

- Daily Facility Walk-Throughs
- Equipment Inspections
- Kitchen Safety
- First Aid
- Accident Reports
- Fire and Severe Weather Policies
- Fall Prevention

SFC AQUATICS DIRECTOR & ACCOUNT LEADERSHIP

The SFC team is uniquely suited to serve our community aquatics team. Our background, experience, and culture allow us to find solutions and generate results where others may not.

At SFC we recognize that the management of the Palm Desert Aquatic Center is a large investment of time and resources of the City. We don't take the responsibility to operate and optimize this tremendous community asset lightly. SFC have a purpose built solution to help achieve your desired outcomes for the aquatic center. SFC attracts talent that would not otherwise work in the venues we oversee. This is the result of our mission, national reach, reputation, culture, network of relationships and the unique development and career opportunities we offer. We recruit from the recreation, sports and aquatic, and hospitality and events markets and will place the most qualified Aquatics Director. Our dedication to collaboration ensures our team, the City of Palm Desert, and the Palm Desert Aquatic Center visitors all benefit from this collective expertise. The local SFC account leadership is supported by departments of subject-matter experts to provide Palm Desert with the resources needed for success.

The SFC - Palm Desert Aquatic Center Director will:

- Be responsible for all seasonal employee interviews, hiring, orientations as well as terminations, worker's compensation claims, and unemployment claims.
- Coach and counsel team members on park procedures and protocol to ensure the best possible customer service for guests.
- Assist and advise park ownership/management in the creation and implementation of operating policies and standards that affect all departments.
- Develop and sustain a safe, efficient, professional, respectful and courteous culture within the park.
- Oversee the implementation and execution of department training programs to achieve and exceed compliance with industry standards.
- Directly supervise facility employees including: scheduling, training, and performance goals.
- Conduct investigations to respond to reports of harassment, complaints, and violations of company policy/legal regulations.
- Responsible for departmental forecasting, budgeting, purchasing, invoicing and inventory processing.
- Oversee and run all forms of social media and marketing with the assistance of the SFC Marketing Team.
- Plan, organize, and control all extra-curricular activities for the park, to include employee events, fundraisers and employee incentive programs.



POOL MAINTENANCE & CHEMICAL PROGRAM

Aquatic facilities require periodic maintenance, and without a sound approach to planning and managing maintenance, a facility may fall into disrepair at an alarming rate, requiring repairs far more costly than anticipated. Preventative maintenance is far more important and far less costly in protecting the various facility systems and components involved in operating an aquatic center. While we understand that the City of Palm Desert contracts with a third party to provide facility maintenance, SFC staff will be fully trained and aware of the daily maintenance needs to operate the aquatic center efficiently, report on issues, and provide work orders to the maintenance firm.

PREVENTATIVE MAINTENANCE PLAN

SFC will provide a preventative maintenance plan for the Palm Desert Aquatic Center. Our engineering and operations specialists will evaluate the aquatic center's equipment and systems to determine maintenance needs and provide a standard operating procedure on how each piece of equipment will be maintained. Our team will also identify any specialty equipment required to complete planned maintenance activities.

MAINTENANCE BUDGET

Utilizing decades of experience providing maintenance budgets and proformas for aquatic centers, SFC will provide a maintenance budget based on pool size, features and maintenance needs of the Palm Desert Aquatic Center. SFC will also provide an outlay of predicted capital maintenance needs over the next 5 – 10 years to ensure the facility looks and operates like it did on opening day.

MAINTENANCE STAFFING

SFC will train the on-site staff in the operations of the aquatic center systems and preventative maintenance tasks. Additionally, SFC will train staff to inspect and document daily, weekly and monthly maintenance checks for each piece of equipment at the aquatic center to ensure each piece of equipment operates as designed and as long as possible. SFC will work with the third-party maintenance firm to ensure all training is in line with expectations of reporting and work order preparation for repairs.

CHEMICAL APPLICATION

SFC will determine the appropriate application of chemicals to the aquatic center. Each chemical delivery system has a different maintenance protocol, product availability and operational considerations for the aquatic center. Our team has experience in maintaining and operating all commercially available chemical delivery systems and will train maintenance staff to operate each system as designed. SFC anticipates the following non-exhaustive list of chemicals to be utilized at the aquatic center:

- Disinfection
 - Chlorine (in one or multiple of it's delivery forms)
- pH Control
 - Muriatic acid (reduces total alkalinity)
 - Carbon dioxide
 - Sodium Carbonate (Soda Ash) raises the pH
- Sodium thiosulfate – chlorine neutralizer
- Calcium Chloride raises the calcium hardness
- Sodium Bicarbonate raises the total alkalinity
- Potassium Monopersulfate is a non-chlorine oxidizer

All maintenance staff will be trained as qualified pool operators and will be trained in the safe handling of hazardous chemicals.

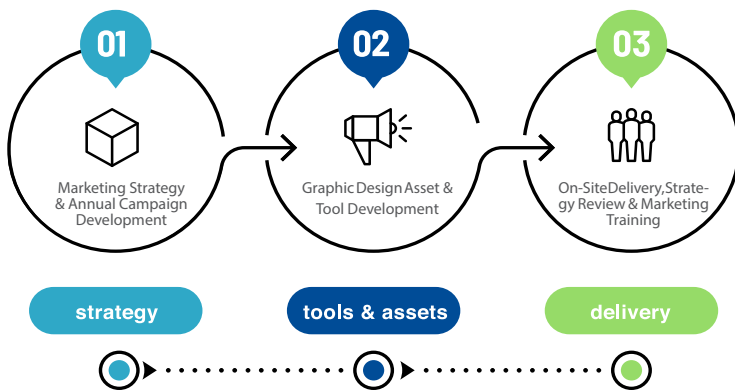
Free Chlorine, pH, temperature, and ORP readings will be completed regularly, multiple times a day. Combined Chlorine will be tested a minimum of twice a day and recorded on the water test report. A full water balance report will be done once a week and will provide the pool personnel with the necessary information to make chemical adjustments to keep the pool well maintained and safe for swimmers.

Water chemistry controllers assist pool operators by monitoring the ORP (Oxidation Reduction Potential) and the pH in the respective pool. These controllers do not take the place of manually testing the water by staff. Maintenance worker will be responsible for comparing the manual test results with the readings on the controller and make the necessary adjustments. SDS (Safety Data Sheets) will be provided for each chemical used at the aquatic center.

COMMUNICATIONS & MARKETING

A PROVEN MARKETING APPROACH FOR THE CITY OF PALM DESERT

SFC's marketing approach is designed to identify, engage, convert, and delight prospective customers. It's this approach that we weave into an annual marketing strategy and 30, 60, and 90 day action planning. The annual marketing plan will be developed collaboratively with SFC headquarter subject matter experts, Palm Desert Aquatics



Marketing Campaigns

Marketing is about reaching your target market with the right message and the right time. SFC's marketing team will utilize industry best practices to bring proven campaigns to Palm Desert Aquatic Center. **Utilizing traditional seasonal schedule, we create awareness for programs, engage in online and grassroots environments, and convert users to customers.**

The messaging and creative design for these campaigns will be custom and will benefit from a strategic, results-driven marketing approach, demonstrating a proven ROI on marketing dollars.

Supported By Award-Winning Creative

SFC's marketing approach is supported by our award-winning in house creative team. From leading a collaborative brand development process to producing marketing collateral, our designers offer a wide ray of creative services. Our work is highly custom to support the City of Palm Desert including supporting your vision and goals for public perception, brand position, market awareness, and generating brand affinity.

- Sales Support Collateral
- Website Creative Direction & Project Management
- Brand & Graphic Identity Development
- Retail & Promotional Items
- Marketing Materials: Flyers, Program Guides, Facility Guides
- Video Creative Direction & Project Management

FACILITY PROGRAMMING

SFC will provide Palm Desert Aquatic Center with a programming package that not only maximizes participation within the community, but also the City's desired revenue goals.

SWIM LESSONS

Both group and private lessons will continue to be made available at the facility. The facility program brochure will list all class times and fees. All program fees currently in place will be reviewed, current scheduling assessed, and any changes will be reviewed, and ultimately approved, by the City of Palm Desert. As with all other programs, the least possible disruption to current service offerings is the goal of SFC during the transition period.

PARTY PROGRAMMING

Private Parties

Private parties are typically made available after the facility closes. Reservations, secured with payment, must be made at least one month in advance (subject to availability). There is a limit of one party per day per area. Lifeguards are provided with each reservation.

Birthday Parties

In addition to private party rentals, the aquatic center can offer Birthday Party packages for youth and adults. Dedicated time slots will be available to rent for birthday parties each week. Party fees will include the rental of the space and a charge for each person joining the party. Additional options for food and drinks are also available.

ADDITIONAL PROGRAMS

- Water aerobics, Aqua fit classes
- Scuba diving certification classes
- Red Cross Lifeguard Certification
- Arthritis, MS, or other Focused Wellness Classes
- Yoga, Spin, or other Group Fitness Classes
- Water games

EXISTING SERVICE PROVIDERS

The first thing SFC will do if selected to manage the facility is to work with the City of Palm Desert to analyze all existing programming organizations, leagues, teams, schools, etc., Schedules, fees, and revenue will be assessed to understand the constraints of each program, the ability to improve revenue generation, and assess how best to utilize the aquatics facilities.

REVENUE OPPORTUNITIES

FOOD & BEVERAGE OPERATIONS

Food and Beverage has the ability to be the singular most important revenue stream for any facility. There is no other revenue stream that has the ability to drive significant revenue to the facility while at the same time having the ability drive the overall guest experience. For Palm Desert, SFC is proposing full food and beverage operations as part of our management services. Our team is at the cutting edge of food and beverage development in the recreation industry, driving record spending and maximizing ROI in our venues. In addition to our corporate resources, our model allows the Palm Desert operations to keep 100% of revenues. SFC has implemented successful food and beverage operations in venues that range from full kitchens to those with no existing concession revenues. Our team will get creative with Palm Desert to maximize revenue and guest experience with the existing assets in place.

PALM DESERT AQUATIC CENTER REVENUE OPPORTUNITY	
Operations	Venue Revenue Share
3rd Party Concessionaire	25 - 30%
SFC Operations	100%

SPONSORSHIP & NAMING RIGHTS

Our team and approach have sold more naming rights for amateur sports facilities over the past 18 months than any other firm in the industry. Third party sponsorship companies charge in the range of \$7,500/month and upwards of 30% commission. SFC provides an all-inclusive approach to sponsorship sales to the aquatic center as part of our management services.

- Inventory assessment
- Sponsorship & naming rights valuation
- Strategic planning
- Collateral development
- Negotiation & contracting
- Retainment & renewal

Our unique perspective and process to maximizing sponsorship revenue will drive additional revenue and local engagement opportunities within the aquatic center. Our corporate services team combines resources and approach with our in-market team to create a custom, venue specific plan for the facility.

PUT-IT ON THE LIST

One of the biggest issues that aquatic facilities face around the country is simply getting their brand, programs and offerings out in front of area residents. This is where SFC's ability to be more than just a facility manager or lifeguard management company comes into play. Along with the marketing focus described on the previous page, SFC's management is tasked with putting together a full schedule of creative programming - attracting guests and visitors for water-based and non-water based programs alike.

Internally, we simply call this: "Putting the venue on the list." When a local resident or family is looking for something to do in the evening or on a weekend, we want the Palm Desert Aquatic Center to be one of the locations that they, "check-out." The ability to do this is driven by a mix of creative programming (foam parties, doggie days, movie events) and routine weekly events (live music, food truck Fridays, etc.)



MANAGEMENT TRANSITION TIMELINE

SFC understands that in any situation where management changes, there is a need for consistent communication, clear delineation of next steps, and a developed plan for both short-term and long-term facility needs. With extensive experience assuming management responsibilities, SFC has a proven track record of success ensuring there is no disruption in service to guests, a clear transition for employees, and an open line of communication at all times.

FIRST 30 DAYS

1. Immediate (48 Hrs) - Introductory Web Call

- a. Introductions
- b. Clients introduce facilities to SFC Team
- c. Transition expectations
- d. Schedule in market “kickoff meeting” - discussion & goals

2. In Market Operations Kickoff (Week 2/3)

- c. SFC inquiry – learn history and goals of each location
- d. Introduction to SFC Operations
- e. Key Performance Indicators (KPI's) & financial history review
- f. Interview staff

3. Pre In-Market Kickoff Work - Ongoing

4. Programming Evaluation

- a. Membership
- b. Local programming -
- c. Tournaments / competitions
- d. Parties & entertainment
- e. Rentals
- f. Corporate partnerships

5. Revenue, Expenses, Margins Review

- a. All revenue streams (i.e., programming, sponsor, F&B, membership, etc.)
- b. COGS vs Expenses
- c. Margins & profit

6. Marketing Assessment

- a. Brand
- b. Website
- c. Digital
- d. Social

7. Partnerships & Relationships

- a. Corporate
- b. Municipal
- c. Community
- d. Vendor
- e. Industry

8. Facilities & FFE Review

- a. Facilities condition assessment
- b. Maintenance review (service history, contracts)
- c. FFE condition review

9. Business Disciplines Review - Standard Operating Procedures (SOPs)

- a. Operations
- b. Marketing
- c. Programming
- d. Finance
- e. Safety / Risk Mgt
- f. Legal
- g. Human Resources / Training
- h. Systems

10. Systemic Infrastructure Review

11. Financial Management – Accounting & Bookkeeping, Capital Plan, Banking, Etc.

12. Legal – Current Contracts, Entity Structure, Insurance (Property, Liability, Work Comp), Etc.

DAYS 30 - 45

1. SFC will provide Client recommendations for all areas of business operations
2. SFC will present Client a full action plan for transition of operations

DAYS 45+

1. SFC will provide management and oversight of facility operation teams with support on a weekly and monthly basis at the Ownership level, GM/ Director level, and management-level staff.
 - b. Lead weekly management calls for business development & operations with the Client
 - c. Participate in “Monthly Executive Review” meetings (facilities performance review)
 - d. Facilitation of an Annual Business Plan for SRCT utilizing input and current research from SFC regarding current trends in the market and industry
 - e. SFC assist in creating a budget, business plan, and marketing action plans
 - f. SFC will provide regular support where needed, including supplier recommendation, new software or any other services that may assist facility operations

THE SPORTS FACILITIES COMPANIES // SPORTS FACILITIES MANAGEMENT, LLC

THE SPORTS FACILITIES
COMPANIES



CITY OF PALM DESERT, CA // 2023-RFP-206

**MANAGEMENT & OPERATIONS OF THE
PALM DESERT AQUATIC CENTER-COST PROPOSAL**

September 5, 2023



SPORTS FACILITIES MANAGEMENT, LLC

Based on the RFP, it is our intention to work with the City to ensure alignment between our scope and the most effective suite of services for the project. SFC is built on collaboration and we look forward to working with the City to align SFC's approach and proposed compensation with the City of Palm Desert's desired financial and operational outcomes.

FULL-TIME MANAGEMENT*

- Year 1 - \$264,000 per year, Estimated Staffing Allowance of \$900,000*****
- Year 2 - \$277,200 per year, Estimated Staffing Allowance of \$945,000*****
- Year 3 - \$291,060 per year, Estimated Staffing Allowance of \$992,250*****
- Year 4 - \$305,613 per year, Estimated Staffing Allowance of \$1,044,862.50*****
- Year 5 - \$320,893.65 per year, Estimated Staffing Allowance of \$1,093,955.63*****

Pricing above reflects a 5% year-over-year escalation.
Deferred management incentive of 10% of EBITDA above \$100,000 per year.

****This fee reflects the day-to-day management of the facility and includes daily operations, event setup, risk management procedures and training, general pool maintenance, events booking, local programming, marketing, financial reporting, and more. This fee does not include labor, materials, tools, equipment, services, and incidental and customary work per item 3.1.1 of the City of Palm Desert Professional Services Agreement.***

*****SFC will work with the City of Palm Desert to establish a working budget that reflects strategies and opportunities to meet the City's goals for service and financial performance, i.e. net operating income inclusive of SFC's management fees as outlined above. As an immediate action item, SFC will perform an operational audit to identify opportunities to improve revenue generation and cost containment strategies. Cost containment strategies will focus on all aspects of operating the aquatic center with a particular focus on reviewing the operating schedule and required lifeguard staffing model to ensure that we are maximizing the safety of guests while controlling the expenses associated with lifeguards.***

We are excited about the opportunity to discuss the benefits of SFC's model with the City of Palm Desert and open to adjusting fees and approach as needed to ensure that we are meeting the needs of the City.

FULL-TIME MANAGEMENT

Within this section, SFC has outlined our approach to support the City of Palm Desert through the successful management of the Palm Desert Aquatic Center.

With SFC's Full-Time Management (FTM) services, the Palm Desert Aquatic Center will get day-to-day oversight of all aspects of the venue including:

- Daily operations, maintenance, and management
- Sales
- Staffing (including training and certification)
- Scheduling
- Program Development and Management
- Monthly Financial Reporting
- Human Resources Oversight
- Legal and Risk Management Advisory Services
- Bookkeeping
- Local marketing initiatives to drive community events and pool memberships

SFC's approach is much more robust than simply "opening the pool and staffing lifeguards." Our robust management solution will drive a better guest experience and greater financial outcomes for the City of Palm Desert.

PERSONNEL AND HUMAN RESOURCES SERVICES

Sourcing, hiring, developing and retaining good people is the key to our organization. It begins with building a team that understands and lives our values of accountability, excellence, collaboration, and service. Our team truly cares about the operational outcomes and fights for the goals set forth by our clients. This will be the case at Palm Desert, and we only place personnel fully committed to your success.

The SF Network was developed with the idea that facilities can be more successful when banded together to leverage resources and people. If managed by SFC, Palm Desert Aquatic Center and the City of Palm Desert will have access to resources and human capital that will reduce the burden on the City and create capacity of the on-site team. This ultimately provides better programming opportunities for the community and returns a greater ROI for the City.

SFC's Human Resources Services:

- Employee recruiting, training and retention
- Annual customer service and multi-cultural training
- Development of facility specific handbook
- Employee diversification, development and training
- Annual plan
- Schedule development

SFC'S NETWORK OF GENERAL MANAGERS

The SF Network was developed with the idea that facilities can be more successful when banded together to leverage resources and people. Only SFC General Managers (including Palm Desert Aquatics Director) are part of the SF Network of GMs. This means that Palm Desert Aquatic Center will be led by an Aquatics Director that participates in the SFC weekly teleconference and/or Zoom meetings with other SFC-employed GMs and the team of SFC operations advisors. This call requires each facility manager to report in on the progress they are making against established goals and it provides opportunity for each of our GMs to seek perspective from other managers who are dealing with or have already overcome similar challenges. All of these centers deal with similar challenges and opportunities inherent to the sports/fitness/ recreation/entertainment facility industry. These managers are also benchmarked against one another and against the highest revenue producing and highest EBITDA-producing facilities in the country.

TRANSPARENT FINANCIAL REPORTING

With SFC, Palm Desert will undergo a rigorous monthly "Budget Versus Actual" (variance) review. Led by a full-time SFC Management Advisor, your GM, leadership team, and staff will be part of a monthly top-to-bottom review of the operation including a line item review of "Budget vs. Actual" results. The process includes a review of the prior month performance, a forward-looking discussion of critical action items, marketing initiatives, and a pace-to-goal session. This "variance" process drives performance and accountability while providing the City of Palm Desert with complete transparency into the facility's finances.

MARKETING

SFC's in-house marketing and design team will partner with the City to create a strategic marketing plan and actionable campaigns to generate the results for the facility which includes:

- » Website optimization and social media campaign
- » PR campaign
- » Local community event creation
- » Integration and collaboration with local program and stakeholder groups
- » Direct Mail campaign
- » Ongoing weekly support calls and monthly strategy sessions
- » Initial focus on staff recruitment

Using our experience in 40+ venues across the country, our team brings marketing strategies that utilize best practices and deep industry experience to drive conversions and achieve long-term performance goals.

ADDITIONAL SERVICES

In addition to operational oversight, staffing, marketing and financial tracking, the following services are also included in SFC's Full-Time Management Services:

1. Computer & IT services and support
2. Payroll administration and support
3. Provide and administer health insurance program
4. Provide worker's compensation insurance
5. Share 'best-practices' policies and procedures, acquired instructions and forms
6. Vendors, programs and software, and proven hardware solutions
7. Annual updating of Business Plan
8. Food & Beverage Plan
9. Insurance coverage, taxes and assessments, compliance with legal requirements, other fees and costs, etc.
10. Creation and annual review/updating of business plan and budgets
11. Detailed timeline and action items for development and facility/operation updates
12. Annual review of the business year prior and identification of new programming
13. Capital improvements suggestions and review
14. Identification of new investments
15. Recurring coaching and collaboration sessions with SFC management and SFC'S GM network.

This robust suite of services will help to ensure long-term success for Palm Desert Aquatic Center. SFC's Team is continually looking for opportunities to improve the guest experience and drive bottom line performance.



"WE ARE THRILLED BY THE PROSPECT OF PARTNERING WITH THE CITY OF PALM DESERT TO OPERATE THE PALM DESERT AQUATIC CENTER."

JASON CLEMENT, CEO





Under Jason’s leadership, the SF Companies have opened more successful sports and recreation venues than any organization in the country. As an experienced advisor he has provided planning, strategy, finance, and operational leadership to projects throughout the world.

CEO & FOUNDER

**JASON
CLEMENT**

SPECIALTIES:

SFC leadership and oversight,
long-term strategic direction, partnership
management

YEARS IN INDUSTRY: 21

The Sports Facilities’ firms have become globally recognized leaders focusing on transforming the health and economic vitality of communities around the world. As the Chief Executive Officer of SFC, Jason leads the strategic direction, culture, and service standards that define SFC in the public sector and private sector markets we serve.

Under Jason’s leadership, SF Companies recently launched new products to serve communities focused on economic development and the youth and amateur sports industry. The initiatives include an event company, new technology platforms, food & beverage and gaming options. The firm is also focused on merchandising, purchasing, and leveraging social capital to improve access to sport. Formally trained and licensed as an architect, Jason began his career in sports architecture before transitioning into commercial development and corporate real estate management. The experience was the spark to bring similar professional management services to the youth & amateur sports industry.

Jason is a passionate and faith driven contributor to causes that positively impact families and communities. He has founded, supported, and lead the growth as board chair to multiple organizations including Habitat for Humanity, Man Up and Go, Calvary Christian High School, Florida Small Business Development Center, and others.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

- ICMA - Strategic Partner & Speaker
- NRPA - Speaker
- SportsETA - Featured Speaker & Content Contributor
- Board Chair - Habitat for Humanity, Man Up & Go
- Tampa Bay Business Journal “Hall of Fame”

NOTABLE PROJECTS

- Aviator Sports & Events Center-Brooklyn NY
- Hoover Met Complex - Hoover, AL
- Pelican Bay Aquatic Center-Edmond, OK
- Spooky Nook Sports - Lancaster, PA
- Salvation Army KROC Center-South Bend IN
- Eugene Civic Alliance - Eugene OR
- The HUB Recreation Center-Marion, IL
- Panama City Beach Sports Park - PCB, FL
- Sand Mountain Park-Albertville, AL
- Paradise Coast Sports Complex - Naples, FL



Ken is responsible for SFC's Aquatics Venues nationwide, assisting our clients with operating and optimizing our indoor and outdoor pool facilities and water parks. His broad and successful career has spanned almost twenty years of operations, programming, training, marketing, budgeting and forecasting.

**AQUATICS ACCOUNT
EXECUTIVE**

**KEN
COBB**

SPECIALTIES:

aquatics staff development, partnership
collaboration

YEARS IN INDUSTRY: 13

Ken has served as an Aquatics Director to municipal and recreational pools, competition pools, country clubs, water parks and private and public aquatic centers. He has worked with the YMCA, the American Red Cross®, and The Pool & Hot Tub Alliance® as a Water Safety Instructor, Lifeguard Instructor, and is a Certified Pool Operator.

Ken is also an accomplished swim coach having been a coach member of USA Swimming® since 1984. Over his 20 years of coaching age group, senior club swimmers and high school athletes, he has produced multiple Junior Olympic qualifiers and finalists, state champions, junior and senior national qualifiers and college scholarship recipients. Ken maintains close ties to the competitive swimming world as a certified coach with the American Swim Coaches Association®, US Masters® Swimming, and USA Water Polo®.

His vast experience overseeing our aquatics venues provides our clients the operational and programming expertise to appropriately serve their members and guests.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

Certified Pool Operator (CPO®)
American Red Cross® Water Safety Instructor® (WSI)
American Red Cross® Certified Lifeguard Instructor
American Red Cross® CPR, First Aid and AED Certified
Certified Coach Member of USA Swimming® Since 1985
American Swim Coaches Association® [ASCA] Level 3 Certification
Certified Masters Coach with United States Masters Swimming® [USMS]
Certified CPR, First Aid and Safety Training for Swim Coaches

NOTABLE PROJECTS

Adventure Cove Water Park - Abilene, TX
Artesia Aquatic Center - Artesia, NM
Caporella Aquatic Center - Tamarac, FL
Pelican Bay Aquatic Center - Edmond, OK



Marina has over thirteen years of experience in aquatics and programming, including experience with the YMCA and the Oklahoma City Parks and Recreation Department. Marina brings her enduring passion for aquatics and enhancing the local community to her role as the General Manager at Pelican Bay Aquatic Center in Edmond, OK.

AQUATICS SPECIALIST

MARINA WELLS

SPECIALTIES:

staff development & training, programming,
aquatic operations

YEARS IN INDUSTRY: 13

In this position, Marina leads all components of daily operations for the seasonal water park. She ensures that best practices are implemented in the areas of safety, customer service, business development, staff development, risk mitigation, programming, and marketing and branding.

Additionally, Marina attended Texas Tech University and is a certified aquatics facility operator and lifeguard instructor for the American Red Cross.

Edmond's Pelican Bay Aquatic Center is 17+ acre park that includes two 150 ft water slides, diving boards, a current channel, a climbing wall and a slide splash pool. Programming at Pelican Bay includes swim lessons, lifeguard certification, and aqua fitness as well as numerous special events throughout the season. The Center also has bathhouses and a concession area at the Pelican Bay Cafe Snack Bar and offers private rental for parties and events.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

Certified Pool Operator (CPO)
Aquatic Facilities Operator (AFO)
Lifeguard Instructor (LGI)
Lifeguard Management

NOTABLE PROJECTS

Pelican Bay Aquatic Center - Edmond, OK
*City of Oklahoma City Parks & Recreation Department
*YMCA



Jim is widely recognized as one of the leading designers and developers of youth sports complexes in the United States. In his role as the National Business Development Director, Jim Arnold leads the expansion of the SF Network of sports and recreation destinations across the country.

NATIONAL DIRECTOR OF BUSINESS DEVELOPMENT

**JIM
ARNOLD**

SPECIALTIES:

business development, program planning, sustainability

YEARS IN INDUSTRY: 19

EDUCATION:

BS, Business Administration
St. Bonaventure University

MBA

St. Bonaventure University

With over 18 years of experience in the industry, Jim has overseen the planning, design, development, and operations of many of the most innovative and successful facilities in the country.

Notable has been his role in the development and growth of two of the largest brands in youth sports, Ripken Baseball and Sports Force Parks. As part of this role, Jim was instrumental in developing the company’s youth facilities from one park to three, with the additions of the Ripken Experience Myrtle Beach and the Ripken Experience Pigeon Forge. Jim’s projects are highly regarded for their ability to drive profitability throughout creative design and self-operations.

While his career has been focused primarily on youth sports facility development, Jim has been involved in projects that touch all levels of sports across the world. From his role in the design of SRP Park (2018 Minor League Baseball Ballpark of the Year) to overseeing the development of a country-wide growth and development strategy for New Zealand Baseball; his experience across the sports landscape has an influential role in helping clients develop the most innovative, unique and sustainable sports facilities in the industry.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

- 2019 Connect Sports Game Changer
- Baltimore’s 35 Under 35
- MILB Stadium of the Year
- Champion of Economic Impact

NOTABLE PROJECTS

- Cyclone Ballparks - Pecos, TX
- The Basin Sports Complex (UTPB) - Odessa, TX
- Ballparks of America - Branson, MO
- Paradise Coast Sports Complex - Naples, FL
- Cornerstone Sports Park - Starkville, MS
- Elizabethtown Sports Park - Elizabethtown, KY
- Ripken Experience - Myrtle Beach, SC; Pigeon Forge, TN; Aberdeen, MD*

**Please note: Projects completed prior to joining the firm.*



As an active collaborator and team leader, Ashley sits at the intersection of brand strategy, marketing, and sales. With award-winning creative work and proven strategies, Ashley brings with her a track record of success to every project and campaign. Clients get the benefit of SFC's in-house marketing and branding "agency" led by Ashley.

PARTNER & VP, MARKETING

ASHLEY WHITTAKER

SPECIALTIES:

marketing strategy, brand development,
business development

YEARS IN INDUSTRY: 14

EDUCATION

BA Industrial Design
University of Illinois

Ashley leads corporate business development and marketing for the Sports Facilities Companies as well as the SFC Facility Marketing Department which is responsible for the marketing, branding, and project management of SFM Network facilities. Under her leadership, inbound leads and inquiries have more than tripled, SFC's firms have been featured in major media outlets such as HBO, TIME, and Wallstreet Journal, and SFC leadership is regularly sought out for interviews and speaking engagements.

As the leader of SFC's in-house agency, Ashley and her team develop engaging brands, results-driven marketing strategies, and bring proven solutions to SFC clients. In 2019, Ashley created and launched the SF Network platform which drives online booking, brand awareness, and creates cooperative marketing activations for all the facilities in the SFC portfolio.

Ashley comes from a background in product design with Gill Athletics, the largest and oldest manufacturer of track and field equipment in North America and Porter Athletic, the basketball/volleyball heritage brand. Her unique blend of design thinking, leadership, and marketing strategy lends itself well to serving SF Network and SFC clients.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

SFC "MVP" Award Winner

#StrongerTogether SportEvents Sales & Marketing Committee

Guest Lecturer, University of Northern Iowa

Gold & Silver ADDY Awards for Design

Conference Speaker: ICMA, MRPA, US Indoor

NOTABLE PROJECTS

Hoover Metropolitan Complex, Hoover, AL

Iron Peak Sports & Events, Hillsborough, NJ

Cedar Point Sports Center, Sandusky, OH

The Hub Recreation Center, Marion, IL

Rocky Mount Events Center, Rocky Mount, NC

Horizons Edge Sports Campus, Harrisonburg, VA



An energetic and results-driven financial leader, Bob has guided teams that perform finance functions for some of the world's largest companies. Bob takes his experience developing and implementing financial processes at the highest level and his experience in a diverse set of industries to his role as Chief Financial Officer for SFC.

PARTNER & CFO

**BOB
STOUT**

SPECIALTIES:

financial forecasting, budget creation, risk management

YEARS IN INDUSTRY: 20

Bob has extensive experience developing and implementing financial processes, systems, and controls for some of the world's largest companies, including Walmart, Inc. He has a proven record of achievement in E-commerce, real estate development, and retail. Through his work, Bob has managed planning, forecasting, and reporting (external and internal) for multiple segment levels and corporate support areas, and has driven productivity and improved bottom-line results. Bob has in-depth experience leading acquisition due diligence and negotiations, including lease and contract reviews, best practice analysis, risk assessments, and valuations. Prior to joining the SF Companies, Bob served in a number of roles over a 10-year span at Walmart, Inc. As CFO, Bob led the finance and accounting teams for Walmart's \$3 billion e-commerce business (walmart.com) from 2008-2010.

From 2012 to 2019, Bob also served as a city councilman and, then, as the mayor of the city of Little Flock, AR. This role provided Bob with experience in municipal budgeting, governmental fund accounting, state audits, and FEMA disaster application development and administration.

Bob joined the SF Companies as the Chief Financial Officer, overseeing corporate and SF Network venue finance teams. Bob also oversees risk management and major corporate growth initiatives.

RELEVANT PROJECTS

- Horizons Edge Sports Campus - Harrisonburg, VA
- Sand Mountain Park & Amphitheater - Albertville, AL
- Bridgeport Recreation Complex - Bridgeport, WV
- The Highlands Sports Complex - Wheeling, WV
- Rocky Top Sports World - Gatlinburg, TN



Tami is a dedicated human resources leader with a proven track record of building systems for attracting and retaining top talent and supporting the development of proactive work cultures for companies of various sizes and industries. Tami takes her experience building high-performing work forces to her role as VP of Human Resources for SFC.

VP, HUMAN RESOURCES

**TAMI
SWANSON**

SPECIALTIES:

talent acquisition, employee performance oversight, professional development

YEARS IN INDUSTRY: 21

In this position, Tami leads all of aspects of human resources from hire to retire, talent acquisition, payroll, benefits, and training and development. Her expertise in team development creates a talent pipeline for SF Network venues. Additionally, Tami is committed to creating an environment that is warm and welcoming to all team members through approachability, kindness, and respect.

Tami began her career in retail operations where she held several leadership roles. Her passion for helping team members reach their professional goals led to her transition into human resources. Since then, she's made a large impact on the organizations she's worked with by increasing the levels of employee engagement and continuous process improvement.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

Senior Professional in Human Resources Certification (SPHR)

Society of Human Resource Management – Certified Professional (SHRM-CP)

NOTABLE PROJECTS

Cedar Point Sports Center - Sandusky, OH

Publix Sports Park - Panama City Beach, FL

Community First Champion Center - Grand Chute, WI

Elizabethtown Sports Park - Elizabethtown, KY

Iron Peak Sports & Events - Hillsborough, NJ

Ballparks of America - Branson, MO



Bruce has 26 years of law practice experience and has taught and lectured on Sports Law topics during most of that time. He has worked in professional sports for the Indianapolis Colts, collegiate athletics at the University of Kentucky and as a volunteer leader for numerous local, state and national youth sports organizations and events.

GENERAL COUNSEL

BRUCE RECTOR

SPECIALTIES:

risk management & insurance
guidance, legal counsel

YEARS IN INDUSTRY: 26

EDUCATION

University of Kentucky

He also served as the 58th president of Junior Chamber International (JCI), a 200,000-member organization of young leaders and entrepreneurs from over 100 countries.

Prior to joining SFC, Bruce was President of KBA Sports, Inc., in Lexington, Kentucky where he led a team of professionals in organizing, hosting, and managing large sports and recreation programs including regional and national championship tournaments. In his final year at KBA Sports, the organization attracted over 500,000 visitors for various tournaments and events.

An inspiring speaker, trainer and author on leadership topics, Bruce is the author of Monday Morning Messages: Teaching, Inspiring and Motivating to Lead (Xephor Press 2005). He currently serves on the board of trustees at the University of the Cumberland and is also active in a number of non-profit organizations in the Tampa Bay area.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

University of the Cumberland Board of Trustees

Leadership Pinellas

Clearwater Regional Chamber of Commerce

NOTABLE PROJECTS

Rocky Top Sports World - Gatlinburg, TN

Myrtle Beach Sports Center - Myrtle Beach, SC

Elizabethtown Sports Park - Elizabethtown, KY

Publix Sports Park - Panama City Beach, FL

Rocky Mount Event Center - Rocky Mount, NC

Bo Jackson's Elite Sports - Hilliard, OH

Pelican Bay Aquatic Center - Edmond, OK

Ballparks of America - Branson, MO



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CEO & FOUNDER

**JASON
CLEMENT**

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long-term strategic direction, partnership
management

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- ICMA - Strategic Partner & Speaker
- NRPA - Speaker
- SportsETA - Featured Speaker & Content Contributor
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EXECUTIVE**

**KEN
COBB**

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collaboration

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American Red Cross® Certified Lifeguard Instructor
American Red Cross® CPR, First Aid and AED Certified
Certified Coach Member of USA Swimming® Since 1985
American Swim Coaches Association® [ASCA] Level 3 Certification
Certified Masters Coach with United States Masters Swimming® [USMS]
Certified CPR, First Aid and Safety Training for Swim Coaches

NOTABLE PROJECTS

Adventure Cove Water Park - Abilene, TX
Artesia Aquatic Center - Artesia, NM
Caporella Aquatic Center - Tamarac, FL
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NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

Certified Pool Operator (CPO)
Aquatic Facilities Operator (AFO)
Lifeguard Instructor (LGI)
Lifeguard Management

NOTABLE PROJECTS

Pelican Bay Aquatic Center - Edmond, OK
*City of Oklahoma City Parks & Recreation Department
*YMCA



Jim is widely recognized as one of the leading designers and developers of youth sports complexes in the United States. In his role as the National Business Development Director, Jim Arnold leads the expansion of the SF Network of sports and recreation destinations across the country.

NATIONAL DIRECTOR OF BUSINESS DEVELOPMENT

**JIM
ARNOLD**

SPECIALTIES:

business development, program planning, sustainability

YEARS IN INDUSTRY: 19

EDUCATION:

BS, Business Administration
St. Bonaventure University

MBA

St. Bonaventure University

With over 18 years of experience in the industry, Jim has overseen the planning, design, development, and operations of many of the most innovative and successful facilities in the country.

Notable has been his role in the development and growth of two of the largest brands in youth sports, Ripken Baseball and Sports Force Parks. As part of this role, Jim was instrumental in developing the company's youth facilities from one park to three, with the additions of the Ripken Experience Myrtle Beach and the Ripken Experience Pigeon Forge. Jim's projects are highly regarded for their ability to drive profitability throughout creative design and self-operations.

While his career has been focused primarily on youth sports facility development, Jim has been involved in projects that touch all levels of sports across the world. From his role in the design of SRP Park (2018 Minor League Baseball Ballpark of the Year) to overseeing the development of a country-wide growth and development strategy for New Zealand Baseball; his experience across the sports landscape has an influential role in helping clients develop the most innovative, unique and sustainable sports facilities in the industry.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

- 2019 Connect Sports Game Changer
- Baltimore's 35 Under 35
- MILB Stadium of the Year
- Champion of Economic Impact

NOTABLE PROJECTS

- Cyclone Ballparks - Pecos, TX
- The Basin Sports Complex (UTPB) - Odessa, TX
- Ballparks of America - Branson, MO
- Paradise Coast Sports Complex - Naples, FL
- Cornerstone Sports Park - Starkville, MS
- Elizabethtown Sports Park - Elizabethtown, KY
- Ripken Experience - Myrtle Beach, SC; Pigeon Forge, TN; Aberdeen, MD*

**Please note: Projects completed prior to joining the firm.*



A driven collaborator and team leader, Ashley sits at the intersection of brand strategy, marketing, and sales. With award-winning creative work and proven strategies, Ashley brings with her a track record of success to every project and campaign. Clients get the benefit of SFC's in-house marketing and branding "agency" led by Ashley.

PARTNER & VP, MARKETING

ASHLEY WHITTAKER

SPECIALTIES:

marketing strategy, brand development,
business development

YEARS IN INDUSTRY: 14

EDUCATION

BA Industrial Design
University of Illinois

Ashley leads corporate business development and marketing for the Sports Facilities Companies as well as the SFC Facility Marketing Department which is responsible for the marketing, branding, and project management of SFM Network facilities. Under her leadership, inbound leads and inquiries have more than tripled, SFC's firms have been featured in major media outlets such as HBO, TIME, and Wallstreet Journal, and SFC leadership is regularly sought out for interviews and speaking engagements.

As the leader of SFC's in-house agency, Ashley and her team develop engaging brands, results-driven marketing strategies, and bring proven solutions to SFC clients. In 2019, Ashley created and launched the SF Network platform which drives online booking, brand awareness, and creates cooperative marketing activations for all the facilities in the SFC portfolio.

Ashley comes from a background in product design with Gill Athletics, the largest and oldest manufacturer of track and field equipment in North America and Porter Athletic, the basketball/volleyball heritage brand. Her unique blend of design thinking, leadership, and marketing strategy lends itself well to serving SF Network and SFC clients.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

SFC "MVP" Award Winner

#StrongerTogether SportEvents Sales & Marketing Committee

Guest Lecturer, University of Northern Iowa

Gold & Silver ADDY Awards for Design

Conference Speaker: ICMA, MRPA, US Indoor

NOTABLE PROJECTS

Hoover Metropolitan Complex, Hoover, AL

Iron Peak Sports & Events, Hillsborough, NJ

Cedar Point Sports Center, Sandusky, OH

The Hub Recreation Center, Marion, IL

Rocky Mount Events Center, Rocky Mount, NC

Horizons Edge Sports Campus, Harrisonburg, VA



An energetic and results-driven financial leader, Bob has guided teams that perform finance functions for some of the world's largest companies. Bob takes his experience developing and implementing financial processes at the highest level and his experience in a diverse set of industries to his role as Chief Financial Officer for SFC.

PARTNER & CFO

**BOB
STOUT**

SPECIALTIES:

financial forecasting, budget creation, risk management

YEARS IN INDUSTRY: 20

Bob has extensive experience developing and implementing financial processes, systems, and controls for some of the world's largest companies, including Walmart, Inc. He has a proven record of achievement in E-commerce, real estate development, and retail. Through his work, Bob has managed planning, forecasting, and reporting (external and internal) for multiple segment levels and corporate support areas, and has driven productivity and improved bottom-line results. Bob has in-depth experience leading acquisition due diligence and negotiations, including lease and contract reviews, best practice analysis, risk assessments, and valuations. Prior to joining the SF Companies, Bob served in a number of roles over a 10-year span at Walmart, Inc. As CFO, Bob led the finance and accounting teams for Walmart's \$3 billion e-commerce business (walmart.com) from 2008-2010.

From 2012 to 2019, Bob also served as a city councilman and, then, as the mayor of the city of Little Flock, AR. This role provided Bob with experience in municipal budgeting, governmental fund accounting, state audits, and FEMA disaster application development and administration.

Bob joined the SF Companies as the Chief Financial Officer, overseeing corporate and SF Network venue finance teams. Bob also oversees risk management and major corporate growth initiatives.

RELEVANT PROJECTS

- Horizons Edge Sports Campus - Harrisonburg, VA
- Sand Mountain Park & Amphitheater - Albertville, AL
- Bridgeport Recreation Complex - Bridgeport, WV
- The Highlands Sports Complex - Wheeling, WV
- Rocky Top Sports World - Gatlinburg, TN



Tami is a dedicated human resources leader with a proven track record of building systems for attracting and retaining top talent and supporting the development of proactive work cultures for companies of various sizes and industries. Tami takes her experience building high-performing work forces to her role as VP of Human Resources for SFC.

VP, HUMAN RESOURCES

**TAMI
SWANSON**

SPECIALTIES:

talent acquisition, employee performance oversight, professional development

YEARS IN INDUSTRY: 21

In this position, Tami leads all of aspects of human resources from hire to retire, talent acquisition, payroll, benefits, and training and development. Her expertise in team development creates a talent pipeline for SF Network venues. Additionally, Tami is committed to creating an environment that is warm and welcoming to all team members through approachability, kindness, and respect.

Tami began her career in retail operations where she held several leadership roles. Her passion for helping team members reach their professional goals led to her transition into human resources. Since then, she's made a large impact on the organizations she's worked with by increasing the levels of employee engagement and continuous process improvement.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

Senior Professional in Human Resources Certification (SPHR)

Society of Human Resource Management – Certified Professional (SHRM-CP)

NOTABLE PROJECTS

Cedar Point Sports Center - Sandusky, OH

Publix Sports Park - Panama City Beach, FL

Community First Champion Center - Grand Chute, WI

Elizabethtown Sports Park - Elizabethtown, KY

Iron Peak Sports & Events - Hillsborough, NJ

Ballparks of America - Branson, MO



Bruce has 26 years of law practice experience and has taught and lectured on Sports Law topics during most of that time. He has worked in professional sports for the Indianapolis Colts, collegiate athletics at the University of Kentucky and as a volunteer leader for numerous local, state and national youth sports organizations and events.

GENERAL COUNSEL

BRUCE RECTOR

SPECIALTIES:

risk management & insurance
guidance, legal counsel

YEARS IN INDUSTRY: 26

EDUCATION

University of Kentucky

He also served as the 58th president of Junior Chamber International (JCI), a 200,000-member organization of young leaders and entrepreneurs from over 100 countries.

Prior to joining SFC, Bruce was President of KBA Sports, Inc., in Lexington, Kentucky where he led a team of professionals in organizing, hosting, and managing large sports and recreation programs including regional and national championship tournaments. In his final year at KBA Sports, the organization attracted over 500,000 visitors for various tournaments and events.

An inspiring speaker, trainer and author on leadership topics, Bruce is the author of Monday Morning Messages: Teaching, Inspiring and Motivating to Lead (Xephor Press 2005). He currently serves on the board of trustees at the University of the Cumberland and is also active in a number of non-profit organizations in the Tampa Bay area.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

University of the Cumberland Board of Trustees

Leadership Pinellas

Clearwater Regional Chamber of Commerce

NOTABLE PROJECTS

Rocky Top Sports World - Gatlinburg, TN

Myrtle Beach Sports Center - Myrtle Beach, SC

Elizabethtown Sports Park - Elizabethtown, KY

Publix Sports Park - Panama City Beach, FL

Rocky Mount Event Center - Rocky Mount, NC

Bo Jackson's Elite Sports - Hilliard, OH

Pelican Bay Aquatic Center - Edmond, OK

Ballparks of America - Branson, MO

PROJECT TEAM: ORGANIZED TO CREATE RESULTS



CITY OF PALM DESERT



»»» Michael Kelly
Executive Vice President

SPORTS FACILITIES COMPANIES



»»» Bruce Rector
Legal Compliance
Risk Management



TBD

»»» TBD
Onsite General
Manager

SFC will conduct a national search inclusive of existing staff and personnel within the SFC ecosystem in effort to find the top candidate. The City will have ultimate veto and approval authority for this role.



»»» Ken Cobb
Aquatics Design
Subject Matter
Expert



»»» Jason Clement
CEO



»»» Ashley Whittaker
VP of Marketing



»»» Bob Stout
Finance & Accounting



»»» Jim Arnold
Partner,
Business Development



»»» Tami Swanson
Human Resources
Team Development