

THE SPORTS FACILITIES COMPANIES // SPORTS FACILITIES ADVISORY, LLC

# SPORTS FACILITIES COMPANIES



CHELAN DOUGLAS REGIONAL PORT AUTHORITY // REQUEST FOR QUALIFICATIONS



## REGIONAL SPORTS COMPLEX FEASIBILITY STUDY

FEBRUARY 23, 2023

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*Dear Selection Committee:*

We are thrilled to present the Chelan Douglas Regional Port Authority (CDRPA) with the enclosed information, including a proposed scope of work and an overview of the team that we have assembled for the Regional Sports Complex Feasibility Study. It is our sincere hope this document is the first step toward a partnership that will lead to a sustainable and impactful regional facility.

Sports Facilities Companies (SFC) has established the industry's premier planning, funding, development, and operational network. Our team has more than 1,500 professionals across the country, all working toward our mission of improving the health and economic vitality of the communities we serve through sports, recreation, and wellness. The SFC team believes in the power of health/wellness, sports, and recreation not only because of our own personal experiences, but also because we have seen the impact activity makes on communities with whom we work. Since SFC was founded in 2003, we have served more than 2,500 communities across the United States and internationally, led the strategic planning of more than \$15 billion in sports and recreation assets, and provided management services for hundreds of facilities around the world.

Our depth of experience and commitment to working at a local level to enhance access to sports and recreation through our comprehensive services makes us the ideal partner for the CDRPA. Unlike any other national service provider in our industry, we fully stand behind our results; while this scope of work is specifically focused on a feasibility study, the approach we take is reflective of the long-range path to success and sustainability. If selected, Sports Facilities Advisory will lead the study by working with you to refine your vision, define success, and create the plan that best serves your community goals and needs. Through that process, the Advisory Team will incorporate real-world, real-time insights and best practices provided by our venue planning arm (Sports Facilities Development) and our management company (Sports Facilities Management).

To increase our impact to the Chelan/Douglas community, we have partnered with Councilman-Hunsaker (CH), the world leader in aquatic planning, design, and operations. SFC and CH have worked together for over 15 years on hundreds of projects. Our processes are aligned to create a seamless report for you. By partnering with CH, this team collaboration will be the most reliable, most credible assessment that will enable great decision making and set up the CDRPA for the highest impact, lowest risk path forward.

We hope the information and approach in this submittal resonates with your team and the detail included provides the selection committee with enthusiasm for working with us! We are passionate about this process and looking forward to working in, with, and for the CDRPA.

Sincerely,



*Evan A. Eleff*

EVAN ELEFF | PARTNER  
C: 813.220.2129  
eeleff@sportsfacilities.com



# FIRM OVERVIEWS



# SF COMPANIES: FIRM OVERVIEW



## PLAN & FUND

### SPORTS FACILITIES ADVISORY

Founded in 2003, we have served more than 2,500 communities and assisted with more than \$10 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 the Development Team 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

Sports Facilities Management 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 SF 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:** 1,500+

**CORPORATE STRUCTURE:**

Limited Liability Company (LLC)

**CONTRACTING FIRM:**

Sports Facilities Advisory, LLC

**COMMUNITIES SERVED:** 2,000+

**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

**ADVISORY CORE SERVICES:**

- Market Research
- Feasibility Reports
- Economic Impact Forecasts
- Financial Forecasts (Pro Forma)
- Community Engagement
- Facility Optimization Services
- Community Partnership Development
- Project Finance Strategy



# Getting to Know Us

## History

Councilman-Hunsaker was founded in 1970 as a collaboration between a world-famous swimming coach and one of his former athletes. Through his coaching career and extensive writings, James E. "Doc" Councilman, Ph.D., revolutionized the swimming world through research and innovation, training numerous Olympic and National champions along the way. One was Joe Hunsaker, a former three-time National Champion and World Record holder. With Doc Councilman serving primarily in a consulting role, Joe Hunsaker developed the firm into one of today's foremost authorities on design and operation of aquatic facilities.

## What Sets Us Apart

For more than 50 years, Councilman-Hunsaker has provided design and operational consulting for thousands of national and international aquatic projects of every size and complexity. Our portfolio includes newly designed and renovated pool projects for many market sectors: Parks & Recreation, Education, Hospitality and Wellness. Project types range from competition venues, leisure pools and waterparks to therapy pools and spas.

In addition, we have completed hundreds of Facility Audits and Feasibility Studies for the development of new or existing facilities and, having studied a multitude of facilities, we will help you benchmark the creation of your new facility and complete your project efficiently.

Councilman-Hunsaker is made up of an integrated team of design professionals and operational specialists with unrivaled aquatic industry experience. Our team brings exceptional collaboration skills and new project designs for the delivery of a high-quality, innovative aquatic facility. Our operational specialists will not only help you prepare for a successful launch, but will serve as your guide in achieving long-term operational success.

## Full Circle of Expertise

Councilman-Hunsaker offers a full circle of aquatic services from existing facility evaluation to comprehensive concept development; from project visioning through design, engineering and construction administration to business management and aquatic operations. These services are completely customized and configured in a variety of ways to precisely fit the needs, desires and objectives of the owner/operator and the project team.

### Web-Apps

Peace of mind comes through an efficient and safe facility but managing risk appropriately and effectively can be a challenge for operators. That's where HydroApps comes in, a full suite of web-based applications that takes aquatic facility management and professionalism to the next level. Developed in partnership with some of the most highly-regarded operational and educational leaders in the industry, our HydroApps provide you both the benefit of our combined aquatic knowledge and innovation along with the tools to streamline your compliance, documentation, and record keeping.

### Audit

Through our Facility Audit, many owners have discovered that replacing worn out equipment with short life cycles will allow them to serve a whole new generation of users. Other times, older pools can be economically reconstituted into modern swim centers. Councilman-Hunsaker's evaluation of an existing pool will give you the information needed to make a knowledgeable decision regarding repair, renovation or replacement.

With Councilman-Hunsaker as your partner, your new or renovated facility will become more than a pool or center. It will become a destination known for developing skills, creating memories and building communities through superior service and innovation.

### Study

Through this comprehensive approach, we will provide you with the information you need to make a knowledgeable decision about the future of aquatics for your community. Our study process supplies you with the necessary tools to reveal valuable insights and information before funding your new aquatic center.

### Design

From project visioning and development through sealed engineering drawings, we do it all. Even when starting with just a sketch of your vision, we will work closely with you throughout the design process to create a facility that meets or exceeds your dreams, while staying within budget.

### Operate

At Councilman-Hunsaker, our goal is to optimize both our client's daily operations and the aquatic users' experiences. Our in-house swimming pool operators will assist with on-site facility operations. Our operations team is comprised of highly trained, experienced professionals who have obtained the highest ranking of Health and Safety Instructor certifications available. Our clients benefit from the experience and knowledge of our team, knowing that our recommendations and operational services are supported by all the leading aquatic safety providers.







# PROJECT UNDERSTANDING

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As detailed throughout this submittal, our team has developed a foundational understanding of the vision, objectives, and desired outcomes for the Regional Sports Complex Feasibility Study based on the Request for Qualifications documentation. Through our team's preliminary due diligence process, several elements of the documentation reviewed have given our team extreme confidence in our ability to perform the services desired, to work alongside Valley leaders, and to serve your community.

We are confident that our processes, results, and experience are the ideal match for this operational assessment and for the long-term objectives for the Chelan Douglas Regional Port Authority. Our team has direct and deep experience planning, funding, developing, and operating facilities and programs and we can translate this experience into a comprehensive feasibility study that will provide the CDRPA with strategies and steps necessary to put the proposed complex on the most likely path forward and to develop the foundation of a long-term sustainable and impactful facility plan. ***We are able to achieve this because we are not only experts in planning, but we are also industry-leading operators with a proven track record of successful implementation and delivery through operations.***

## SFC'S UNIQUE QUALIFICATIONS

- We have worked in over 2,500 communities throughout the United States and worldwide and understand the impact that wellness, sports, and recreation makes on healthy, vibrant communities.
- As part of our standard approach and reflecting one of our core concepts, we believe that local insights, data, and knowledge are critical to developing a holistic understanding of the opportunity. We will request and analyze existing data and engage directly with local user groups and key stakeholders through in-person and follow-up interviews to gather information from residents, participants, and decision-makers alike.
- We have more data related to youth and amateur sports and recreation than any other group, and we use that data, along with our real-world operating experience, to make strategic recommendations and provide the most reliable, credible information possible. Every analysis we perform and every recommendation we make is based on data from our managed facilities, facilities we advise,

data provided by clients and stakeholders, data from public surveys, data available through research, and our myriad of national associations (e.g. Aspen Institute Project Play, USIndoor, Sports ETA).

- Furthermore, each program and activity we analyze goes through an eight-step, 68-factor analysis that has been developed and is constantly updated by reverse engineering real-world operating data, key performance indicators, and national benchmarks.
- In the past five years, the Project Team has conducted hundreds of feasibility studies on sports/recreation and aquatics-related projects.
- As operators through Sports Facilities Management, we have first-hand knowledge and experience in balancing programming for multiple user groups and assessing the highest and best use of a facility's available space.

## STANDING OUT FROM THE CROWD

While we would be happy to elaborate on the many reasons that SFC is the most qualified firm in the country to perform the services requested for this initiative – including the experience of our clients, our history of success, the expertise of our team members, the size of our network, and many more – for the time being we believe one primary reason should be understood above all others: we are unique in the industry in that we plan, develop, and manage facilities and systems similar to those that the City and County are seeking. None of our competitors can demonstrate their willingness and ability to take responsibility for every process that will follow the current scope of work.

Once we are engaged, SFC makes the commitment that, if asked, we will implement the plans and strategies created during the assessment and planning phase to ensure that what we recommend is implemented and that the City and County will achieve long-term success through the partnership development, funding, design, asset development, preopening/improvement, and post-opening/improvement operational phases. If your team decides to proceed with any or all of the recommendations generated throughout this scope of work and asks us if we can support or lead into the future, we will demonstrate our belief in everything that has been produced by always saying “yes.” In other words, we are not in the business of creating planning documents, we are in the business of making real improvements that improve the health and economic vitality of our client communities.





# PROJECT APPROACH

# PROJECT APPROACH

The Project Team understands that the CDRPA seeks to create a regional sports tourism destination while most effectively meeting both current and future demand for local recreation. To achieve this goal, Sports Facilities Companies and Counsilman-Hunsaker have created the following project approach and stand willing to modify as needed to meet the needs and goals of the CDRPA. The order of the approach below differs slightly from the phases provided in the RFQ, however, based on our experience providing similar services in over 2,500 communities worldwide, we are confident that our phased approach meets all of the required steps of the RFQ while providing the most credible information possible.

## PHASE I

### STEP 1: PROJECT KICK-OFF CALL

To begin the project, the Project Team will organize a formal call with the CDRPA and appropriate stakeholders to kick-off this important project. This meeting will include:

- Introductions of all key team members from the Client and the Project Team (Sports Facilities Companies and Counsilman-Hunsaker)
- Review of the project goals, scope of work, and major steps within the scope.
- Data collection discussion – review available data, data that can be obtained through online research, and information about the market that you will share based on your knowledge, presence, and experience.
- Project communication – next steps, ongoing meeting schedule, set dates onsite.

### STEP 2: EXISTING DATA REVIEW & MARKET ANALYSIS

In this step, the Project Team will review any existing data, documentation, and/or resources the Client provides related to your project. The Project Team will conduct local market research to further understand local opportunities and constraints. The custom market research will include a drive-time analysis of demographic factors like population and density, income and spending, growth trends, etc. The Project Team will conduct market specific sports and recreation factors such as participation trends, an analysis of existing service providers, and a review of local organizations. The Project Team will focus on both the immediate community need and the larger regional/national opportunity. This level of research will allow us to facilitate an effective on-site strategy meeting

### STEP 3: SITE VISIT WITH DEVELOPMENT PLANNING SESSION (DPS), FACILITY TOUR, MARKET TOUR, AND COMPETITIVE FACILITY ANALYSIS

The Project Team will host a series of meetings, facility tours, and facilitate an in-depth strategy session with project stakeholders. Site tours will include all of the existing assets the Client is using for sports programming, as well as, a review of sites that could be in consideration for future use. This development planning session (“DPS”) will help to provide insights into the project history, scope, needs, purpose, goals, and constraints. This step also assists The Project Team in learning about potential contributions from program users and partners.

The DPS will encompass discussions related to existing programs, project goals, and plans for site development, as well as topics such as the business model, the program plan, design/space considerations, alliances with sports and other user groups, utilization, funding/financing, competition analysis and market share, the management and staffing plan, and much more.

In addition to Client assets, the Project Team will visit complementary and competitive facilities in the local/regional area. This will also include municipal, privately-owned, and school facilities in the area that the Client is currently using for event usage. As a result, we will provide an overview and assessment of competition and the resulting market opportunity. We will also use this as an opportunity to uncover local partnership opportunities and identify potential stakeholders for the process. The Project Team will also conduct research on the local hotel inventory, price points, and occupancy levels.



#### **STEP 4: COMMUNITY ENGAGEMENT & COMMUNITY SURVEY**

The Project Team will engage with staff, elected officials, community leaders, end users, and the community at large to gain alignment, develop a deep familiarity with the community and gather valuable input from decision-makers and residents alike through in-person or phone interviews, formal public meetings, and open-house workshops. Public forums will take place in neighborhood settings, such as community centers, churches, schools, and civic clubs, to expand outreach through accessible and familiar locations during various days/times. The primary goals of the Project Team's engagement initiatives are to:

- Define the parameters of a successful project.
- Determine the opportunities that exist and identify the challenges that must be addressed during the planning phase and through long-term operations.
- Understand the current and future demand, as well as any real or perceived service gaps.
- Gain insight and data to inform recommendations and projections for the project.

The Project Team will also develop, distribute, collect, and evaluate responses of a detailed user group survey. This survey will focus on users in order to quantify the likelihood of particular market segments using parks and recreation facilities and the specific amenities they may require. In order to obtain opinions and data from program participants and local user groups, the Project Team will work with the Client to identify the appropriate distribution list. Survey results will be analyzed to provide summaries of the following data specific to sports/recreation/community facilities:

- Past facility use
- Perceptions of existing facilities
- Likelihood of utilizing existing facilities
- Reasons for not using current facilities
- Facility amenity requirements and/or preferences
- Perceptions of other recreation facility
- Pricing sensitivity information and opinions in the areas
- Desired programs & community function

To ensure the quality control over the survey and to encourage participation, the survey process is developed and administered through a web-based survey program to provide ease of access, efficiency of process, and to encourage public participation. Understanding community feedback is important to the Client's decision making process; the Project Team will work with Client staff to ensure all desired areas of feedback are included in the survey.

#### **STEP 5: EXISTING FACILITIES ANALYSIS**

The Project Team will research and analyze all existing facilities locally that could impact the needs and recommendations. The facilities researched will include municipal parks and recreation facilities and local service providers that offer similar facilities and program offerings. This comprehensive facility analysis and market study will impact the recommendations, determining each facility's impact on the Client's parks and recreation system and the ability to achieve financial and operational success. The factors The Project Team will use to perform this analysis include, but are not limited to:

- **Existing Inventory**

The Project Team will analyze the existing facility inventory in terms of the quantity of existing sports assets and the quality of those assets.

- **Pricing**

The Project Team will research the market prices of user fees, rental rates, registration fees, etc. These factors will ultimately help to establish fair market value and set prices in the financial forecast.

- **Seasonality**

The Project Team will utilize its experience in planning and managing similar facilities to determine the optimized seasonality for hosting programs and events.

- **Marketing reach and capture rate**

The Project Team will assess the ability of potential new assets to effectively serve recreation participants on the following:

- Market factors such as demographics, socioeconomics, and participation rates.
- Competitive factors such as the quality of existing facilities in the local, sub-regional, and regional markets.
- Destination factors such as accessibility and the reputation of the destination.

- **Program mix and Service Offerings**

The Project Team will create a determine the number of potential programs and revenue streams for the recommendations based on the type, size, quantity, and quality of assets.



## STEP 6: GAP ANALYSIS

The Project Team will build upon its market, facilities, and program research and assess existing and potential new facilities, programs, and opportunities for both community-based recreation and sports tourism, identified in conjunction with the Client Team. Ultimately, this gap analysis will evaluate the system as a whole and create detailed insights related to sports assets within Chelan/Douglas Counties and the surrounding area.

The goal of the gap analysis is to evaluate current assets and programs to identify opportunities for improvement as well as to utilize the information previously gathered to establish recommendations for new assets and programs. All resulting recommendations will be intended to meet the current and future demands for local recreation and optimize the opportunity to generate economic impact and support economic development resulting from sports tourism.

The gap analysis will create recommendations based on three categories:

1. Data-Based Insights – equitable access (location), usage and participation rates, public input/survey data, participation trends by activity, population, and socioeconomic trends in the community with anticipated impacts on future participation/demand, and benchmarks/gap analysis for facilities, programs, and services, and more.
2. Physical Condition – quality and useful life of existing facilities, capital replacement plans, number of playing areas and layout, playing surfaces, and amenities for indoor sports assets.
3. Operations – equitable access (programs and fees), cost/benefit for existing and future assets and programs, staffing requirements and future needs, financial performance, economic impact, and more.

The Project Team will conduct a regional facilities and events analysis to determine where, when, and how sports tourism events are held throughout the region surrounding Chelan/Douglas Counties.

The Regional Facilities analysis will include:

1. Facility name
2. Facility location
3. Drive-time distance from Chelan/Douglas Counties
4. Summary of physical assets that support sports tourism tournaments and events.

The Regional Tournaments analysis will include:

1. Tournament/event name
2. Tournament location (including events held at multiple facilities)
3. Tournament/event dates
4. Tournament/event age groups (when available)
5. Tournament/event registration fees (when available)
6. Number of teams/athletes participating (when available)

The Project Team will also conduct a local facilities and program analysis to determine how new tournament-class assets will support local needs and expand service to residents of Chelan/Douglas Counties when not in use for economic impact-generating tournaments and events.

Using the data collected and analyzed related to existing facilities in Chelan/Douglas Counties, sub-regional and regional competition, sub-regional and regional tournaments and events, and participation rates, the Project Team will create a facility gap analysis to detail and prioritize the physical assets that will provide the most likely path to success.

## PHASE 2

### STEP 7: POTENTIAL SITE ANALYSIS

The Project Team will analyze the suitability of a potential site based on a selection of variables for both sports, recreation, entertainment, and event venues as well as the potential of additional surrounding development. The Project Team utilizes a proprietary weighted scoring system that ranks sites using important factors including the following (not in order of importance):

- Cost
- Location
- Culture
- Site/Building
- Market
- Flexibility/Growth
- Timing
- Delivery Risk
- Other

While this analysis has been developed through The Project Team's experience in analyzing and developing facilities, this process does not include formal studies that are crucial when exploring development such as traffic studies, site development analyses, environmental studies, etc. This process allows The Project Team and its clients to pursue and prioritize a site location that have the highest likelihood for feasibility and operational success. In addition to the site

analysis focused on sports, recreation, entertainment, and event venue operations, The Project Team partners with commercial real estate developers to analyze the potential for development of supporting services surrounding and adjacent to new venues. This process includes a void analysis of commercial support services that are most synergistic to a new operation and the potential for creating successful business models that support the overall development goals.

### **STEP 8: FACILITY OPTIONS, PROGRAMS, AND CAPITAL COSTS**

Based on the CDRPA's definitions of success and in consideration of all factors that influence the opportunity, the Project Team will develop a facility program and an opinion of cost for each of the three potential facilities. The Project Team will utilize its vast experience in youth and amateur sports and aquatics facility planning and management to detail the type and size of all programming areas and the supporting amenities necessary to serve the intended uses and create a top-tier guest experience. The Project Team's facility programs will inform the opinion of cost, which is based on the team's direct role in the development of similar aquatics and sports complexes across the United States.

### **STEP 9: DETAILED FINANCIAL FORECAST (PRO FORMA) FOR EACH FACILITY OPTION**

The Project Team will utilize the existing data, market research, and information gathered during the strategy sessions to produce a 5-year financial forecast (pro forma). The Project Team's pro formas are detailed, institutional-grade financial forecasts, used to support decision-making and financing. The pro forma will provide the CDRPA with a detailed understanding of the financial reality for each of the three identified potential project options, including opinion of cost developed in Step 8.

The pro forma will provide insight into the financial potential of each project and will include projections related to construction and start-up costs, revenues/expenses by product/program, facility utilization, and more. The financial forecast will also address the wide range of key performance indicators and contributing factors that influence operations and the overall financial performance of the facility.

The pro forma will provide you with detailed financial details related to and based on:

- The ideal business model to best meet the definitions of success for your facility
- Realistic and/or recommended debt-to-equity mix and debt service

- Right-sized program spaces and space requirements
- Construction and start-up costs based on recent, comparable projects
- Recommended parking
- Product/program revenue
- Direct/variable costs (Cost of Goods Sold)
- Facility and operating expenses
- Management and staffing model
- Utilization projections
- Debt service

Understanding that the CDRPA is looking for this analysis to include models of operation, The Project Team will also provide examples of similar facilities operations and ownership structures. The pro forma will have a detailed breakdown of the required organizational structure and salaries required to operate the venue (operating financial model).

### **STEP 10: ECONOMIC IMPACT PROJECTIONS FOR EACH FACILITY OPTION**

The Project Team will forecast the economic impact of the projected facilities on an annual basis. Economic impact is defined as new off-site spending that will occur in the market because of tournaments and events held at the facility. This information is used to project economic activity from out-of-town visitors who would not be in the market but for the events that will be held at the facility.

The results, primarily quantified as room nights generated and direct spending, are used by elected officials and private developers alike to understand the impact that the venue will have on the lodging, dining, retail, entertainment, and transportation industries as well as on the tax base of the municipalities that benefit from new spending.

The Project Team's economic impact projections are developed based on projections for tournaments and events throughout the pro forma and reflective of several key drivers of economic impact, including:

- Number of Events
- Number of Teams
- Number of Participants
- Number of Affiliated Spectators
- Percent of Participants and Affiliated Spectators from out-of-County
- Length of Stay
- Average Daily Rate (ADR)
- Average Daily Expenditures (ADE)

Through this economic impact analysis, The Project Team will quantify the demand for local hotel rooms and other accommodations in the market. This information, coupled with the review of hotels onsite, will help provide the CDRPA with detailed recommendations as to the local market hotels and amenities analysis. Importantly, having access to the local STR report and working with the local tourism bureau will be important.

### **STEP 11: POTENTIAL FUNDING OPTIONS**

The Project Team can support the CDRPA by exploring several project financing options and constraints. The Project Team has experience with traditional debt/equity, public private partnerships, public finance mechanisms, and creative finance solutions. The Project Team will work with the CDRPA to explore the most advantageous finance structure for the project and forecast the cost of capital.

### **STEP 12: FINAL EASIBILITY REPORT**

Upon completion of the market research, survey, stakeholder engagement, and financial forecasting, the Project Team will package findings into a formal Program Review and Feasibility Study. The Feasibility Study will serve as summary of findings that address the market, ideal programming, finance solutions, and financial outcomes for the project. The report will include:

- Executive summary
- Market overview
- Demographic and socioeconomic overview
- Drive-time analysis
- Sports participation analysis
- Existing partnership review
- Facility program and construction cost estimate
- Overview of programs, products, and revenue streams
- Summary of financial performance
- Design review and recommendations
- Conclusion with key findings and next steps

### **STEP 13: FINAL PRESENTATION**

Upon completion of the market and financial analysis, the Project Team will draft the feasibility report and deliver the initial findings to the CDRPA via teleconference. After input from the CDRPA and any other team members, the Project Team will revise the report and present the final findings at an in-person presentation to both the CDRPA and any identified stakeholders. Upon request, the Project Team can make additional presentations to the Boards of County Commissioners for both Chelan and Douglas Counties.







# PROJECT TEAM



# PROJECT TEAM: ORGANIZED TO CREATE RESULTS

For every project, SFC assigns a corporate Account Executive and Project Manager that lead organization, communication, scheduling, strategy, and quality control for our clients while managing all of our project resources, which is often comprised of dozens of team members dedicated to fulfilling each scope of work. This two-resource leadership approach ensures that we have consistency across our services and that a primary point of contact is always available to “jump in” as the need arises.

Many of our services are led by our corporate team based out of Clearwater, FL. When leading from Florida, we will travel as necessary to attend all meetings that require in-person representation, and we lead/support remotely when appropriate to ensure we are being good stewards to our clients' financial resources.

On the technical side of organization and communication, we provide working project timelines and weekly updates (at a minimum) to ensure that our clients are constantly aware of our progress and areas of focus. We work with our clients to outline and deliver on the organization and communication plan that works for them, and we adapt as necessary to ensure that our processes are reflective of the desired processes of our clients.



**Evan Eleff**  
Principal-in-Charge

## COUNCILMAN-HUNSAKER



**George Deines**  
Studio Director

## SPORTS FACILITIES COMPANIES



**Dan Morton**  
VP, Pre-Development Services



**Suzy Fisher-Reeder**  
Account Executive



**Kaleigh Hincman**  
Project Manager



**Nic Frame**  
Business Analyst



**Ryan Schmidtke**  
Research Specialist & Business Writer



Since 2012, Evan has led SFC to its current status as the preeminent planning and finance support service firm in the community sport and parks marketplace. Evan and his team have produced more than 2,000 studies that are transforming the parks and recreation, sports tourism, and community sport landscape.

**PARTNER**

**EVAN  
ELEFF**

**SPECIALTIES:**

financial forecasting, budget creation, program plan optimization

**YEARS IN INDUSTRY: 17**

**EDUCATION:**

*MBA, Sports Management*  
University of Florida

Evan has been directly involved in the development, opening, programming, management, and/or optimization of more than 50 SF Companies venues.

Evan is considered one of the country's foremost experts in the youth and amateur sports and recreation industry and is an authority on new facility planning, public-private partnership creation, sports tourism destination development, and operational optimization. He is a key resource and speaker for industry associations including International City/County Management Association (ICMA), International Association of Venue Managers (IAVM), National Association of Sports Commissions (NASC), The Aspen Institute Project Play, US Indoor Sports Association, and others.

Evan has served in key roles for several groundbreaking projects focused on expanding awareness of the social, educational, economic, and health-based impacts of sport and activity, including the multiple Project Play regional reports, the Florida Recreation and Park Association Parks Benefit Calculator, and the Pure Michigan Sports Economic Impact Report.

Prior to joining SFC, Evan was the Director of Operations for the largest YMCA in the Tampa YMCA Association and was the Director of Marketing for Facility Vendor Network.

**NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS**

Creator, National Recreation & Parks Association Calculator

Speaker and Content Contributor, ICMA

Speaker, US Indoor Sports Association

Blue Ridge Leaders' School

Tampa YMCA

**NOTABLE PROJECTS**

Steele Creek Park Master Plan - Bristol, TN

Sunset Empire Parks and Recreation - Seaside, OR

The Bridge Sports Complex - Bridgeport, WV

Florida Recreation and Park Association Impact Calculator - Statewide, FL

University of Wisconsin-Eau Claire - Eau Claire, WI

Sand Mountain Park & Amphitheater - Albertville, AL

The HUB - Marion, IL





Dan began his career in facility management of an indoor sports venue in the Northeast United States. For several years, he learned the day-to-day operations of sports and recreation facilities. This experience equipped him for a transition to the planning and analysis of new facility developments with SFC.

**VP, PRE-DEVELOPMENT  
SERVICES**

**DANIEL  
MORTON**

**SPECIALTIES:**

strategic planning, financial analysis,  
project management

**YEARS IN INDUSTRY: 13**

**EDUCATION:**

*BA, Sport and Recreation  
Administration  
Temple University*

Dan joined SFC in 2012 as a market research and document specialist, and today serves as as the Vice President of Advisory Services leading SFC's Advisory team through the development of market studies, financial forecasts, economic impact analyses, feasibility studies, and existing facility optimization plans. His work in this area is focused on serving SFC's clients to provide the most accurate and reliable information possible through dynamic financial and economic impact forecasting to create facility models that fulfill client goals as well as SFC's mission to positively impact the lives of its clients and the communities they serve.

Since joining, Dan has worked on a portfolio of over 350 projects totaling more than \$4 billion in planned and operational recreation, wellness, entertainment, and sports tourism assets.

**NOTABLE PROJECTS**

Iron Peak Sports and Events, Hillsborough, NJ  
Aviator Sports & Events Center, Brooklyn, NY  
Horizons Edge Sports Capus, Harrisonburg, VA  
Hill Country Indoor, Bee Cave, TX  
Bo Jackson's Elite Sports Columbus, Hilliard, OH  
Upward Star Center, Spartanburg, SC  
Sand Mountain Park and Amphitheater, Albertville, AL  
Panama City Beach Sports Complex, Panama City Beach, FL  
Cornerstone Sports Complex, Starkville, MS  
Cedar Point Sports Center, Sandusky, OH  
Myrtle Beach Center, Myrtle Beach, SC  
The HUB, Marion, IL  
Rocky Top Sports World, Gatlinburg, TN  
Parks & Recreation Department, Brandon, MS



Suzanne is a dedicated parks and recreation professional with over twenty years of experience managing municipal and county departments in the Southeast. She has extensive experience in the fields of parks and recreation, event management, natural disaster logistics, public works, utilities, and finance.

## ACCOUNT EXECUTIVE

# SUZANNE FISHER-REEDER

### SPECIALTIES:

public works,  
community engagement

### YEARS IN INDUSTRY: 22

### EDUCATION:

*Ph.D (candidate), Public  
Administration*  
Valdosta State University

*MPA, Public Administration*  
University of North Florida

*BS, Recreation Administration*  
University of Georgia

### CERTIFICATION:

Certified Park and Recreation  
Professional (1998)

In her role on the advisory team, Suzanne guides the optimization process for parks and recreation assets by analyzing financial data to make recommendations for capital improvements and develop strategies to improve facility performance. Through her role, Suzanne is advancing the ability of parks and recreation assets to enhance the health and economic vitality of their surrounding communities. Suzanne brings her passion for community engagement, sports tourism, and facility optimization to the advisory team as an account executive. She has a proven track record for navigating difficult political situations, building relationships with elected officials and stakeholders, and sound fiscal management of operations and capital improvement budgets.

Suzanne has a passion for providing accessible and equitable programs and facilities that improve the health and economic vitality of communities; for mentoring developing parks and recreation professionals; and for providing new and innovative collaborative programs that maximize community resources and optimize facilities.

### NOTABLE PROJECTS

Recreation Optimization Study - Heber Springs, AR

Steele Creek Park Master Plan - Bristol, TN

Recreation Master Plan Update - Mt. Lebanon, PA

Recreation Impact Calculator - Kansas Recreation and Parks Association

Recreation Value Calculator - California Parks and Recreation Society

Pickerington Sports & Events Complex - Pickerington, OH

Strategic Planning & Highest and Best Use Modeling - Seaside, OR

\*Creation of Parks and Recreation Department - City of Jefferson, GA

\*Construction of Edgar Johnson Senior Center - Putnam County, FL

\*Gordon Sports Complex Renovation - Albany, GA

\*Renovation & Improvements, Multiple Facilities - Delray Beach, FL

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



Kaliegh is an emerging sports and recreation leader who has created, implemented, and operated sports programs for YMCA's throughout the Tampa Bay area. Kaliegh takes her extensive experience in program development, cultivating community partnerships, and budget management to her role as Project Manager at the Sports Facilities Companies.

**PROJECT MANAGER**

**KALIEGH  
HINCMAN**

**SPECIALTIES:**

program development, community engagement

**YEARS IN INDUSTRY: 15**

**EDUCATION:**

*BA, Hospitality and Recreation  
Management*  
University of West Florida

In this role, Kaliegh serves as project lead for SFC's advisory projects, including client communications and plan development. She is a contributor for several industry-leading reports, including feasibility analysis, Pro Formas, economic impact analysis, market opportunity reports, and facility program and opinion of cost reports.

Prior to joining the SFC team, Kaliegh led the development of sports programs for a newly opened YMCA in the Tampa Bay area. She also led a staff of 40+ employees and developed a partnership with the Tampa Bay Lightning that brought ball hockey clinics to several YMCA locations.

**NOTABLE PROJECTS**

\*Tampa Metropolitan Area YMCA-Tampa Bay Lightning Partnership

Boys & Girls Club of Portage County: Community Rec Center

Montgomery County, TX: Sports Tourism/Community Outdoor Recreation

Visit Topeka: Indoor Sports Tourism Complex

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





Nic is a dedicated market and business analyst who has worked with the Tampa Bay Lightning, Women's Tennis Association (WTA), and Power Design, Inc. Nic brings his analytical skills, technical support experience and business intelligence software adaptability to his role as Business Analyst for SFC projects.

## BUSINESS ANALYST

# NICHOLAS FRAME

### SPECIALTIES:

business process improvement, systems management , data visualization/analysis

### YEARS IN INDUSTRY: 8

### EDUCATION:

*MBA, Business Administration*  
University of South Florida

*BA, Sport Management*  
Flagler College

In his role, Nic builds, automates, and maintains financial forecast, economic impact, and other business modeling templates. He also supports SFC's Development/Strategic Advisors and Project Managers in the enhancement and execution of formal documents used to make financial decisions for public and private projects. Additionally, Nic guides our facility optimization and financial planning and analysis (FP&A) processes. Currently, he is integrating data visualization into many of our research projects.

Nic's ability to develop and manage business process improvement has generated proven results for companies in the sports, finance, and construction industries.

### NOTABLE PROJECTS

Pro Forma Automation

Power BI Visualization

Database Creation - Benchmarks & Performance



Ryan is a dedicated writer and research professional with extensive experience developing articles and comprehensive guides on a variety of topics. Ryan brings his ability to research and communicate a high volume of information, some of it complex in nature, to his role as Research Specialist & Business Writer.

**RESEARCH SPECIALIST &  
BUSINESS WRITER**

**RYAN  
SCHMIDTKE**

**SPECIALTIES:**

market research, business writing

**YEARS IN INDUSTRY: 9**

**EDUCATION:**

*JD, International Law/International  
Business Law*  
Stetson University

*BA, History  
Hispanic Studies*  
East Carolina University

**CERTIFICATION:**

Diversity, Equity, and Inclusion in Business

**LANGUAGES:**

Portuguese, Spanish, Catalan

Ryan plays a key role for SFC by developing and writing market opportunity reports, feasibility studies, business plans, presentations, and other reports as well as collecting, assessing, and reporting on the internal and external market and industry data that forms the foundation of SFA's institutional-grade analyses and forecasts.

Ryan is a recent graduate of Stetson University College of Law in St. Petersburg, Florida. He has completed various pro bono legal opportunities while at Stetson in the areas of immigration and elder law, utilizing university-learned and self-taught linguistic skills in Spanish, Portuguese, and more.

Ryan is also a contributor to sports and sports business article collections on Medium.com. His work also includes The International Football (Soccer) Legal Research Guide.

**NOTABLE PROJECTS**

Bluhawk Sports Park - Overland Park, KS

Brandon Parks & Recreation - Brandon, MS

Lauch Pad Sports Complex - Cocoa, FL



**PROFESSIONAL BACKGROUND**

George has worked on over 100 aquatic facility projects spanning 34 states in his 8+ years with Counselman-Hunsaker. When you couple this with his 20+ years of municipal aquatic experience, he understands the need for and operation of municipal aquatic centers, whether they are indoor or outdoor, competitive or leisure. He has worked on numerous studies that focus on competitive aquatic venues designed to generate economic impact, as well as studies with a regional focus on partnerships between several different entities and/or organizations. George has used this experience to speak on a variety of topics related to aquatics at national conferences such as the Association of Aquatic Professionals, Athletic Business, the National Recreation and Park Association, NIRSA and the World Waterpark Association, and has spoken at state conferences in Arizona, Arkansas, Illinois, Michigan, Nevada, Oklahoma, Texas, Virginia, Washington, and Wisconsin.

**NOTABLE PROJECTS**

- City of Irving Lee and Lively Park Swimming Pools (Audit) - TX
- City of Wylie (Study) - TX
- City of Richland Hills (Study) - TX
- Eanes ISD - Westlake High School (Study) - Austin - TX
- City of Eagle Pass (Study) - TX
- City of Granbury (Study) – TX
- City of Denton (Study) - TX
- City of Northport (Study) - AL
- City of West Memphis (Study) - AR
- Clarksville Public Pools (Audit) - Clarksville - TN
- Coronado Aquatic Center (Study) - CA
- Derry Aquatic Center (Business Plan and Study) - PA
- Doral Aquatic Center (Study) - FL
- Forest Hills Swimming Pool (Study) - Cleveland - OH
- Hopkins Park Pool (Study) - Dekalb - IL
- Jackson County Recreation Center (Study) - Cullowhee - NC
- Jackson Lick and Hall Manor Pools (Audit and Study) - Harrisburg - PA
- Keiser University (Study) - West Palm Beach - FL
- Kingsport Aquatic Center (Operational Audit) - Kingsport - TN
- Nay Aug Park Pool (Study) - Scranton - PA
- Patagonia High School Pool (Study) - AZ
- Topton Pool (Study) - Topton - PA

**EDUCATION**

- University of North Texas – 2000  
Bachelor of Arts
- Dallas Theological Seminary – 2006  
Master of Arts

**YEARS OF EXPERIENCE**

With Counselman-Hunsaker  
2014 - Present

**RELEVANT PAST EXPERIENCE**

- 2007-2014:  
Aquatics Manager  
City of Garland, TX  
Parks, Recreation & Cultural Arts Department
- 2000-2007:  
Aquatics Coordinator  
Aquaducks Head Swim Coach  
City of Plano, TX  
Parks and Recreation Dept.

**CERTIFICATIONS/ AFFILIATIONS**

Certified Pool Operator - PHTA

**CONFERENCE SPEAKING**

- Developing your Aquatic EAP: Essential Aquatic Philosophies - Illinois Park and Recreation Conference, 2022*
- Finding Success with Five Types of Aquatic Employees - Michigan Park and Recreation Conference, 2021*
- Conversing with Council, and Developing your Aquatic EAP: Essential Aquatic Philosophies - Texas Park and Recreation Conference, 2021*

**PUBLICATIONS**

- “Setting The Value of Municipal Aquatic Centers.” World Waterpark. June 2021: 30:35
- “COVID 19 Challenges Summer Pool Programs.” Texas Recreation and Park. Nov 2020: 26:28
- “The Three S's - Key to a Successful Aquatic Operation.” Park and Rec Business. April 2020: 20:23





# ABILITY TO PERFORM

# PROJECT SCHEDULE & BUDGET

Based on the scope and workplan, our team has created the following tentative project timeline, which demonstrates our plan to complete the project within the timeframe provided in the RFQ. During the Project Kick-Off Call, our team stands ready to make revisions to the schedule based on discussion with the Client Team.

	WEEK ENDING	APR 2023	MAY 2023	JUNE 2023	JULY 2023	AUG 2023	SEP 2023	OCT 2023	NOV 2023	DEC 2023	JAN 2024	
		17 24	1 8 15 22 29	5 12 19 26	3 10 17 24 31	7 14 21 28	4 11 18 25	2 9 16 23 30	6 13 20 27	4 11 18 25	1 8	
PROJECT STEPS		PHASE 1						PHASE 2				
Step 1: Project Kick-Off Call		█										
Step 2: Existing Data Review & Market Analysis		█	█	█								
Step 3: Site Visit With Development Planning Session (DPS), Facility Tour, Market Tour, And Competitive Facility Analysis			█	█	█							
Step 4: Community Engagement & Community Survey			█	█	█							
Step 5: Existing Facilities Analysis			█	█	█	█						
Step 6: Gap Analysis			█	█	█	█						
Step 7: Potential Site Analysis						█	█					
Step 8: Facility Options, Programs, And Capital Costs							█	█	█			
Step 9: Detailed Financial Forecast (Pro Forma) For Each Facility Option							█	█	█	█		
Step 10: Economic Impact Projects for Each Facility Option								█	█			
Step 11: Potential Funding Options									█	█		
Step 12: Final Feasibility Report										█	█	
Step 13: Final Presentation											█	

## PROJECT BUDGET

Step 1: Project Kick-Off Call	\$2,250
Step 2: Existing Data Review & Market Analysis	\$9,500
Step 3: Site Visit With Development Planning Session (DPS), Facility Tour, Market Tour, And Competitive Facility Analysis	\$13,500
Step 4: Community Engagement & Community Survey	\$8,500
Step 5: Existing Facilities Analysis	\$7,500
Step 6: Gap Analysis	\$9,000
Step 7: Potential Site Analysis	\$10,500
Step 8: Facility Options, Programs, And Capital Costs	\$16,500
Step 9: Detailed Financial Forecast (Pro Forma) For Each Facility Option	\$66,000
Step 10: Economic Impact Projects for Each Facility Option	\$10,500
Step 11: Potential Funding Options	\$4,500
Step 12: Final Feasibility Report	\$8,500
Step 13: Final Presentation	\$4,500
<b>TOTAL</b>	<b>\$171,250</b>
	+ Reimbursable Travel Expenses

\*Travel expenses encompass flights, hotel accommodations, ground transportation and associated fees (parking, tolls, etc.), and meals, which will be billed at \$65 per consultant per day.





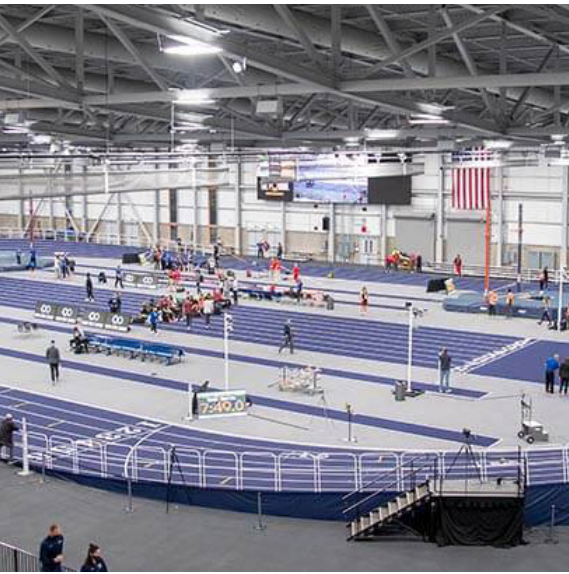
# PROJECT PROFILES & REFERENCES



# THE PODIUM

THE FIRST PLACE FOR SPORTS.™

## THE PODIUM SPOKANE, WA



Sports Facilities Companies was engaged by the Spokane Public Facilities District and the Spokane Sports Commission to complete a feasibility analysis related to the development of an international-caliber indoor track facility in Downtown Spokane. Throughout the development process, SFC was re-engaged multiple times to provide additional support and ensure that critical design and operational planning decisions were informed by real-world, real-time data and operational best practices. Working alongside the client team, community leaders, key stakeholders, and potential user groups, SFC developed the plan and recommendations for what is now known as “The Podium” – one of the most successful indoor track and event facilities in the United States.

### PROJECT STATISTICS & PERFORMANCE HIGHLIGHTS

#### Features:

- |  |  |
|--|--|
| 135,000 sq. ft. facility               | Administrative Space   |
| Administrative Space                   | Convertible to indoor sports, group events, and concert space. |
| Hydraulically-Banked 200M Indoor Track | Production and Event Support Space                             |

### FIRM ROLES & SERVICES

- |                  |                          |                                     |
|------------------|--------------------------|-------------------------------------|
| <b>Advisory:</b> | Existing Data Review     | Implementation Planning             |
|                  | Market Analysis          | Design and Development Consultation |
|                  | Financial Forecasting    |                                     |
|                  | Program Planning         |                                     |
|                  | Economic Impact Analysis |                                     |
|                  | Feasibility Study        |                                     |

### REFERENCE

**Eric Sawyer, President/CEO**  
**Spokane Sports Commission**  
 (509) 742-9371  
[erics@spokanesports.org](mailto:erics@spokanesports.org)



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.

The City of Albertville engaged SFC's Advisory team to provide a feasibility study, pro forma development and economic impact analysis. Additionally, the team provided program planning to right-size the numerous features of the complex. SFC's Development and Management teams were re-engaged by the City of Albertville to provide venue planning, FF&E procurement, pre-opening, and full-time management services for the entire venue.

## PROJECT STATISTICS & PERFORMANCE HIGHLIGHTS

**Size:** 130 acres, 100,000 ft<sup>2</sup>

### 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      **Development:** Venue Planning  
 Program Planning

**Management:** Pre-Opening Management  
 Full-Time Management

## REFERENCE

**Tracy Honea, Mayor**  
 City of Albertville, AL  
 (256) 891-8208  
[mayorhonea@cityofalbertville.com](mailto:mayorhonea@cityofalbertville.com)





The original Chehalem Aquatic Center opened late 1970. This was the first major construction project of CPRD, then just five years old, funded by a tax bond of just \$572,000. Built on the wooded outskirts of town, Newberg's first indoor swimming pool facility had a projected lifespan of 50 years. As the facility passed the age of 40 – and the community continued to grow – the facility began to deteriorate, and its pool mechanics became obsolete. A concerned group of citizens came together to make a difference, just as they did to form the park and recreation district in 1965. Through a lot of hard work and faith, the dream to save the pool became a reality, and a ballot measure passed by a clear majority in November of 2014, directing \$19 million to construct a new state-of-the-art facility.



The Chehalem Aquatic and Fitness Center construction project has two phases; Phase I is the construction of a brand-new aquatic center, with Phase II concentrating on the renovation of the current recreation facility.

Phase I, the new aquatic center wing, opened in the spring of 2018 and houses an aquatic leisure complex complete with dressing rooms, showers, saunas, hot tub, and leisure and competition pools. Aquatic amenities include:

7,000 sq. ft. Stretch Competition Pool

- Eight 25-yard or 25-meter lap lanes
- Five 60 ft. lap lanes
- Stair entry
- Bulkhead

5,500 sq. ft. Leisure Pool

- Three 60 ft. lap lanes
- Four stair entries
- Underwater shelf
- Vortex
- Current channel
- Dropslide
- Two climbing walls
- Ramp entry
- Play system
- Various water features
- One-meter diving board

170 sq. ft. Spa

- Stair entry and hydrotherapy bench.

Phase II is the renovation of the existing building completed in the fall of 2018, joining the two buildings together, forming a single building with an aquatics wing and a recreation and fitness wing.

Publications and Awards:

- 2018 - 'Aquatic Design Portfolio' - *Athletic Business* magazine
- 2020 - 'DJC Top Projects Award' Daily Journal of Commerce (DJC) Oregon



Photos courtesy of Eckert & Eckert Photograph

Reference:

Jim McMaster (Retired)  
Chehalem Park & Recreation District  
Parks & Facilities Supervisor  
125 South Elliott Road  
Newberg, OR 97132  
Phone: 503.209.2222

Email: bikemmaster@gmail.com

Project Cost: \$19,000,000

Aquatics Cost: \$3,125,000

Date Completed: June 2018

Services Provided:

Aquatic Design & Engineering





In 2016, ARC Architects and Councilman-Hunsaker were selected by the City of Fircrest to investigate design options for improving the Fircrest Community Center and Community Pool. The study provided guidance and strategies for future design including technical information and options. Four strategies were presented, providing cost estimates in addition to pros and cons for each scenario. Each strategy enhanced programming and use, integrated on-going use with proposed improvements, and addressed current code requirements.

Pleased with the results from the study and with the voter's approval of a \$13.5 million parks bond measure, the city retained ARC Architects and Councilman-Hunsaker to design a new community center with an outdoor pool. Five public meetings were held throughout the concept planning and design phases. The design team worked with a Steering Committee, Parks Department, and City Council to include ideas and address project concerns.

Phase 1 - 16,165 sq. ft. outdoor pool and pool house - completed in June 2020 includes:

5,200 sq. ft. Recreation Pool

- Six 25-yard lap lanes
- Two stair entries
- 1-meter diving board
- Volleyball net
- Water basketball
- Vortex
- Underwater bench

600 sq. ft. Tot Pool

- Zero entry
- Stair entry
- Various spray features

Phase 2 - 15,000 sq. ft. community center building completed in 2021.

The 15,000 sq. ft. community center includes spaces for weddings and business rentals, a multi-purpose gym for sports and fitness programs, and an outdoor plaza and pedestrian pathway better connecting the pool, community center, and adjacent park.

Project Cost: \$12,500,000  
Aquatics Cost: \$1,240,000

Services Provided:  
Aquatic Design & Engineering: August 2020  
Feasibility Study: 2016

Reference:

Jeff Grover, Director Parks & Recreation  
City of Fircrest  
Fircrest Parks and Recreation  
555 Contra Costa Avenue  
Fircrest, WA 98466  
Phone: 253.238.4160  
Email: jgrover@cityoffircrest.net



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