



**SWAN AQUATICS**  
water safety services

# Request for Proposal for Lifeguard and Swim Lesson Services City of Murrieta

# Letter of Transmittal

This letter confirms this Request for Proposal and the Fee Schedule within are valid and binding for one hundred and twenty (120) days.

Melissa Swanson  
President and CEO  
The Swimming Swan LLC  
903 Paseo del Lago, Fallbrook, CA  
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# Summary

The Swimming Swan, LLC fully understands what the requirements are within the Request for Proposal and our team is fully capable of providing both lifeguarding and swim lesson services to the City of Murrieta's residents.

Our organization was founded ten years ago on the premise that we would help with drowning prevention and our target age bracket is working with young children under the age of five.

Drowning remains the leading cause of death for children under the age of four and we do not take this responsibility lightly. As you will see, our team is composed of passionate, life long aquatic professionals. We have spent a decade perfecting our water safety services so that we can do what we do best which is operate municipal aquatic facilities.

From technology to training, we have all aspects of operations covered under our umbrella and we are thrilled by the opportunity to partner with the City of Murrieta.

Our team is your team. We hope that this document begins the forward movement of a long and successful partnership between the City and The Swimming Swan.

Thank you for your consideration, we will serve you well!



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# Statement of Understanding

The Swimming Swan, LLC is a team of highly trained pool operators who have focused on assisting municipalities with aquatic programming, risk management and overall water safety for over a decade.

Our management team brings their own strengths to create a multi-faceted company that encompasses the needs of a well designed aquatic program.

Murrieta's Point of Contacts are:

- Melissa Swanson, President and CEO
- Aaron Turnier, Aquatics Director
- Donovan Cruz, Regional Supervisor

This proposal will provide insights as to what The Swimming Swan can provide but not limited to:

- Pool Management and Operations
- Talent Acquisition and Recruitment
- Staff Training and Certifications
- Risk Management
- Communications and Marketing
- Technology



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A group of people are participating in an aquatic fitness class in a swimming pool. In the foreground, two women are seen from behind, wearing dark swimsuits and holding blue dumbbells with their arms raised. Other participants are visible in the background, also using dumbbells. A person in a yellow shirt and dark shorts stands in the pool, possibly leading the class. The water is clear and blue, and the background shows a bright, open space with large windows.

# BACKGROUND AND EXPERIENCE

# Company Overview

## Swan Network

Founded on August 26, 2014, Swan Aquatics consists of 250 employees. From Lifeguard Instructors, Instructor Trainers and Facility Operators that enable strategic expansion.

With a ready to deploy management team, training, certifying, and onboarding comes easy.

The knowledge and structure from our management team creates a quick turnaround.



## Innovative Operations

Swan has spent over a decade building out our robust, comprehensive technology platform that includes all operational needs on one system.

With direct and real-time access, our management team and clients are interconnected on one network.

We provide multi-website extensions and a mobile application for the municipalities we service.

## Experienced Leadership

With over a decade of experience, Swan has been through the trials and tribulations of Facility Management. We have ironed out the kinks and are methodical in our approach.

Most of our management team has been working throughout the industry for over 20 years. We have no bankruptcies or tied to any litigations.

Years in Operations: 10

Corporate Headquarters:  
903 Paseo Del Lago  
Fallbrook, CA 92028

FEIN # 47-1754638

Corporate Structure:  
Limited Liability Company (LLC)  
Woman Owned Small Business (WOSB)  
Minority Owned Small Business (MOSB)

Management Services:

1. Facility Operations
2. Human Resources
3. Strategic Planning
4. Operational Timelines
5. Operational Development
6. Community Partnership Implementation
7. Brand Development & Marketing
8. Program Management



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# Our Clientele

Swan Aquatics hits all the targets in the Aquatics Industry. Our team of highly trained individuals will put you at ease knowing that your facility has the right people in place.

Who we work with:

- Municipalities
- Hotels
- Resorts and Casinos
- Homeowners Associations
- Schools
- Camps
- Gyms and Health Clubs



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# Full-Time Management Team

Swan Aquatics was very methodical in who would represent the management team. Management works together to produce the following:

- Network of Managers and Instructor Trainers
- Robust, Human Resources Team that works directly with Pool Managers
- Clear chain of command from Pool Managers to the Aquatics Director
- Marketing Channels from Day 1
- Daily Operations and Management
- Scheduling
- Monthly Financial Reporting and User Reporting
- Legal Advisory and Risk Management Third Party Services
- Bookkeeping
- Program Development and Management
- Pre-Service Trainings and Orientation for New Staff
- On-going Monthly In-Service Trainings and Certifications
- Technology platform that allows for Real-Time Overviews of
- Financial Reporting, Ticket Sales, Concessions, Bather loads

Many people can become certified and lifeguard, however on-going, well-thought out trainings and audits create better, rescue ready team members. We aren't just a lifeguard company that opens the pool and staff's lifeguards. We are available at every step of the way to ensure the pool is running smoothly and efficiently.

## **“The People’s Department” Human Resources**

Advertising, interviewing, onboarding and training are all components of our HR process. We have spent years developing our online training and quizzes to mold to the covid climate to keep our facilities running. As life-long Aquatics Professionals, we understand the many facets of a good employee who sees value in their position and how important their work is.

Our HR team works closely with all management in deciding who to bring on board. We are looking for passionate, experienced individuals that meet the overall facility goals. Our network of staff are able to step in and work between our facilities which undercuts any lifeguard shortages that have become exacerbated over the years.







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**Melissa Swanson**  
CEO & Founder

**Specialties:**

Business Development, Finance,  
Operations

Years in Field: 23

Swan Aquatics is a Nationally based company that provides many services to communities, businesses and individuals since 2014. Our team consists of over 150 employees at a multitude of facilities including waterfront operations, indoor and outdoor facilities and water parks.

As the Chief Executive Officer, Melissa oversees all aspects of Business Growth and Development including compliance, risk management, technology, logistics and financial budgeting and forecasting.

With over 23 years of experience in the aquatics industry, Melissa understands aquatic operations. Having worked her way up the chain of command since a youth, a sense of personal responsibility and passion drive the business to success.

**Noteworthy Memberships:**

Aquatic Professional (AqP)

Aquatic Facility Operator (AFO)

American Red Cross Lifeguard Instructor



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**Aaron Turnier**  
Director of Aquatics

**Specialties:**  
Facility Operations, Training,  
Aquatic Programming

**Years in Field:**26

With over 26 years of experience in the aquatics industry, Aaron has held various positions in both the public and private sectors. His aquatic background includes management of personnel, operations, aquatic programming, training and pool maintenance.

As the Director of Aquatics for Swan Aquatics, Aaron oversees the facility operations in various counties in California, Nevada and Arizona through implementation of policies, procedures and training. Aaron is also involved in the development of programming and budgets for current and future aquatic facilities.

Aaron is a long term employee of Swan Aquatics and has been instrumental in the success and growth of the company.

**Education:**

Bachelors of Science, Physical Education  
University of Nevada, Las Vegas

**Certifications:**

Certified Pool Operator (CPO)  
Aquatic Facility Operator (AFO)  
American Red Cross Instructor Trainer, Lifeguard, Water Safety,  
First Aid/CPR/AED  
American Red Cross Instructor Lifeguard, Water Safety  
First Aid/CPR/AED



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Katie has over 18 years of experience as a certified American Red Cross Instructor and Lifeguard. She is committed to saving lives and bringing CPR classes to workplaces, the general public and communities across the nation.

# Katie Harker

## Director of CPR Operations

### Specialties:

American Red Cross certified  
CPR Instructor and Lifeguard Instructor

Years in Field: 18

Katie is a great addition to Swan Aquatics as she leads all components of daily operations for the CPR department. She ensures that best practices are implemented and always to American Red Cross standards. Some of her duties include: managing CPR instructors, setting up classes, arranging training for workplaces and the general public. She also handles hiring and setting up new locations, marketing campaigns to further our name in the community. She is vital to the growth of Swan Aquatics.

### **Noteworthy Memberships, Accreditations & Achievements:**

American Red Cross CPR/First Aid Instructor  
American Red Cross Lifeguard/Lifeguard Instructor  
American Red Cross Wilderness First Aid Instructor  
Water Fitness Certifications  
Osha Compliance Certification





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## Donovan Cruz

### Regional Supervisor

#### Specialties:

Lifeguard, CPR, BLS Instructor

Years in Field: 18

Donovan has over 18 years experience in the aquatic industry. He has held various positions throughout his time. His experience ranges from private, public and various attraction facilities. In addition, Donovan has managed many of these aquatic facilities. Which includes open water, attractions, and waterfront. He has 12 years of management experience in these facilities.

As the Regional Supervisor for the Southern District of California, Donovan oversees all contracts for Swan Aquatics. Donovan is the liason between the company's and it's fiduciaries, with one goal in mind- protecting the interest for both parties. In addition, Donovan manages all the staff, scheduling, training and facility safety for each location under his jurisdiction. He is a great addition to the Swan Aquatics Team and instrumental in the success of each location.

#### Education

University of La Verne College of Law

Juris Doctorate, Candidate 2025 (Leave of Absence, 2023)

Perdue University

Masters- Legal Studies 2020-2022

AMDA

BFA Acting 2010-2014

#### Certifications

American Red Cross Lifeguard

American Red Cross Lifeguard Instructor

American Red Cross Lifeguard Instructor Trainer

Basic Life Support

Basic Life Support Instructor



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Jolie has 25 years of experience in the aquatics field, ranging from public government facilities to the glitz and glamor of Las Vegas strip pools. Growing up as an at-risk youth in the Las Vegas valley, Jolie gained fond memories as a frequenter at the local county pool. She fell in love with being around the water and made it her life mission to share that joy. Focusing on water safety and training, Jolie obtained her American Red Cross Instructor Trainer certificates in both Lifeguarding and Water Safety.

# Jolie Teach

## Human Resources

**Specialties:**  
Training, recruitment,  
leadership, programming

**Years in Field:** 25

With a Bachelor's degree in Business Administration from UNLV and a Masters in Management from the University of Phoenix, Jolie believes that investing in people, both internal and external is key to a successful business. Jolie also has her National Pool Safety Foundation (CPO) certification as well as CPR and BLS Instructor. Programs that Jolie has supervised include open swim, learn to swim lessons, masters swim teams, lifeguard training, water safety instruction, synchro, aqua fitness, water polo, canine events, aquatic special events- to name a few. Jolie's expertise is paramount to Swan Aquatics. She is also a former Territory Aquatics Specialist for the American Red Cross representing the southwest territory of Nevada, New Mexico, Arizona and Southern California.

### **Notable Membership:**

Nevada Recreation and Park Society  
National Recreation and Park Association

**In Progress:**  
CPRP



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For the last 9 years, Regina has selflessly devoted her time to the aquatics program in her local Boy Scouts of America program. She is an American Red Cross Lifeguard and Water Safety Instructor. She has been teaching Learn to Swim lessons in her community for 8 years. As a swimmer her whole life, she is committed to delivering a rewarding program for children and adults in the community.

## Regina Hoskins

### Marketing

**Specialties:**  
Design and Marketing,  
System Operations and  
Human Resources

**Years in Field:** 9

Regina has been with Swan Aquatics for a short time but has already proven herself to be a big part of the management team. She started as a Lifeguard and Water Safety Instructor. She quickly moved up to Management and has filled many roles in the company. With a strong desire to contribute to the success of the company, she will likely go far.

With a strong background in designing, Regina has contributed to much of the marketing for Swan Aquatics. She also spent many years as an Operations Manager for a large company.

She has been a business owner of a learn to swim program for over 9 years and found her passion in working with children of all ages and abilities.

#### **Certifications:**

American Red Cross Lifeguard  
American Red Cross Lifeguard Instructor  
American Red Cross Water Safety Instructor  
Boy Scouts of America Aquatics Counselor

# APPROACH TO SERVICES





# Human Resources

Swan Aquatics has a dedicated team of Human Resources professionals that support our facilities with real-time operational assistance and expertise. Each facility has the support, development and leadership to be successful.

Our HR Services include:

- Market Research

- Advertising

- Talent Acquisition and Recruitment

- Staff Training

- PEO Services: Full Medical, Dental, Vision, 401K

- ADP Services: Payroll, HR and Legal Services

Time Tracking and Attendance



We partner with a mobile application called When I Work that allows us to deploy staff for various locations all while seeing the data in real-time. Scheduling, time tracking and attendance is all kept on one platform to streamline the process.



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# Risk Management and Safety

Swan Aquatics prides itself on our aquatic experience. We are not a management company; we are an Aquatics company and risk management is our bread and butter. We understand safety when it comes to operating aquatics facilities.

Our Risk Management is multi-layered.

## Trainings

From the start of a new project, training is crucial to operations. Our public training courses allow us to train while simultaneously hiring new candidates that are seeking employment and have fresh, hands-on experience.

Other Types of Trainings Offered:

- Pre-Service Training and Orientation
- In-Service Training
- Accident Prevention Training

## Audits

Swan Aquatics partners with a third-party company that specializes in risk management and auditing services to ensure best in class operations and compliance. Audits are performed unannounced and are videotaped for maximum benefit.

Audits include the following:

1. Overview of Facility Risk Documentation
2. Zones of Surveillance
3. Emergency Action Plans
4. Certifications
5. Increase lifeguard accountability, attention to safety & professionalism
6. Reinforce & strengthen lifeguard emergency response skills
7. Maintain high lifeguard operational standards

## Insurance

Swan Aquatics carries multiple insurance policies that meet or exceed the standard insurance requirements. Depending on the facility and needs, these coverages may include: general liability, workman's compensation, auto, employment protection liability, professional, property and sam.

## Policies and Procedures

All staff are regularly trained on our policies and procedures to mitigate risk, ensure compliance and make sure everyone is on the same page.

Examples of Facility Policies and Procedures:

1. Standard Operating Procedures
2. Emergency Action Plans
3. Facility Opening and Closing Duties
4. Daily Pool and Slide Inspection
5. First Aid & AED
6. Incident & Accident Reports



# Pool Management and Operations

Multiple channels are in place well before a facility opens. Our team is hard at work marketing, advertising, conducting market research and creating the overall budget to make sure we stay focused and on task.

Pool Management Services include:

1. Training and certifying the public
2. Marketing and advertising distribution
3. Hire and onboard staff
4. Trainings
5. Manage on-going operations
6. Ensure compliance
7. Auditing
8. Create and host community partnerships
9. Maintain and manage websites
10. Routinely poll residents
11. Maintain and manage daily maintenance
12. Manage Aquatic Programming
13. Manage front desk, concessions and janitorial services

# Aquatic Programming

## **Swimming Lessons:**

Providing group and private lessons are pivotal to our mission and is something we offer all ages and abilities from 6 months of age to seniors. As members of the American Red Cross, we follow their teaching curriculum and in addition, we have created the Swan Curriculum with custom lesson plans and certificates of achievements provided to each participant after each session.

## **Club Swim Team:**

Regular, team practices create community and increase batherload and revenue for our facilities. We offer three club swim teams from ages 4 to 17. This is a pre-competitive atmosphere for participants that have passed the learn to swim program and are interested in on-going exercise with similarly aged children.

## **Birthday Parties:**

Private parties are typically made available by reservation only. There is a limit of one party reservation per day. Party fees include the cost of the rental space plus a certain number of party participants.

## **Other Programming:**

- Aqua Fitness Classes
- Red Cross Certification Courses
- Scuba Diving Certification Courses
- Aqua Wellness and Therapy Courses





# Swan Aquatics Affiliates



Swan Aquatics is a licensed training provider of the American Red Cross and a Training Site of Starguard. Our organization is able to provide training through both Red Cross and Starguard agencies.

1. American Red Cross
2. Starguard
3. Association of Aquatic Professionals (AOAP)
4. USA Swimming
5. United States Swim School Association (USSSA)
6. National Recreation & Park Association (NRPA)
7. American Camp Association (ACA)
8. Community Associations Institute (CAI)
9. San Diego Aquatic Council
10. Southern California Public Operator Association (SCPPOA)
11. Bay Area Public Pool Operator Association (BAPPOA)



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# Communications and Marketing

Swan's proven marketing approach is designed to communicate, engage and convert prospective customers. Our annual marketing plan is a foundational pillar of what makes our operations successful.

Marketing Campaigns is what drives the right message.

- Custom and Strategic Design
- Brand Awareness
- Social Media Campaigns
- Email Marketing Campaigns
- Website Creative Direction
- Promotional Campaigns



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# Swan Technology Platform

The Swan Community Platform is a commercially tested proprietary software platform which provides our clients with a dedicated, web based application.

1. Customizable URL
2. Websites are all encrypted and secure
3. Resident Accounts that are password-protected
4. Ability to solicit, accept, track and respond to inquiries, registrations and feedback submissions
5. Full scheduling, descriptions, waivers
6. Process payments, discounts, credits and refunds
7. Multiple programming
8. Facility rentals for private or other vendors
9. Reporting
10. Email and text message capabilities
11. Full integration with Square Point of Sale for purchases, retail and concessions
  - a. Payment Systems including membership passes

Online Swim Lesson Registrations are available starting on April 15th. Swim lesson assessments are optional. The pool will officially open for the summer season on Saturday, May 25th, 2024.



[Pool Information](#) [Schedule](#) [Activities](#) [Scholarships](#) [Contact](#) [My Account](#) 



Welcome to Gilroy CHS Aquatics Center



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# REFERENCES AND POTENTIAL CONFLICTS OF INTEREST

# References

1. Adam Henig, Recreation Manager, City of Gilroy
  - a. (510) 415-1820
  - b. Adam.Henig@ci.gilroy.ca.us
2. Ebony Perkins, Parks & Recreation Manager, City of Riverside
  - a. (951) 485-2045
  - b. EPerkins@riversideca.gov
3. Jamila Stoker, General Manager of Moreno Valley Ranch HOA
  - a. (951) 485-2020
  - b. gm@morenovalleyranch.com
4. Jamie Kim, General Manager, Eastlake 1 HOA
  - a. (619) 421-5755
  - b. jkim@waltersmanagement.com
5. Tom Hadjis, Director of EVS and Recreation Services, Circus Circus
  - a. (702) 691-5960
  - b. Thadjis@circuscircus.com
6. Jessica Laguna, Program Administrator, Clark County
  - a. JRalles@clarkcountynv.gov





## Christopher High School Aquatics Center Gilroy, California

Just south of the San Francisco Bay Area, Gilroy is a 58,000 person city that is quickly growing. Christopher High School Aquatic Center is the only Aquatic Center in the city that has waterslides, aqua play structure and two pools.

Swan Aquatics was awarded the Operations and Management bid in 2021 after a several year closure due to the pandemic. Our team began the project with strategic planning and operational development.

### Project Highlights:

- Competition Pool
- Activity Pool
- Waterslides & Aqua Play Structure
- Zero Depth Entry
- Concessions

### Swan Services:

- Strategic Planning
- Operational Development
- Facility Operations
- Brand Development & Marketing
- Safety Training





## Riverside, Islander Aquatic Center Riverside, California

In the heart of the Inland Empire sits the Islander Pool that gives access to the 2.4 million Riverside County residents all throughout summer. This location offers swim lessons, aqua play, concessions, volleyball court and open picnic areas.

### Project Highlights:

- 2 Pools
- Concessions
- Volleyball Court
- Picnic Tables

### Swan Services:

- Facility Operations
- Program Management
- Safety Training



# Eastlake HOA

## San Diego, California

Located in San Diego, Eastlake Community consists of over 4,000 families. Swan Aquatics was awarded the Operations and Management of the community lifeguarding operations.

### Project Highlights:

- Community Pool
- Lakefront Operations

### Swan Services:

- Facility Operations
- Safety Training





# COMPENSATION & REIMBURSEMENT

# Swan Aquatics Fee Structure

Based on the RFP, it is our intention to work with the City in rebuilding the participation and success of the Aquatics Center. Swan Aquatics views this partnership as a collaborative effort where our approach is aligned with the City's desired financial and operational outcomes.

Items:	Billable Rate:
Labor costs	\$61,000
Insurance	Included
Training and Certifications	Included
Uniforms and Equipment	Included
Administrative Costs (HR Marketing/ IT	Included
Employee Incentives	Included
Risk Management	Included
Other/Travel	Included
<b>Total:</b>	\$61,000



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## Program Pricing

Group Swim Lessons	\$110 per participant
Private Swim Lessons	\$50 per participant
Aqua Fitness Classes	\$10 per participant

All class descriptions, registrations, waivers and payment systems are online through the website that would be issued exclusively to City of Murrieta's residents. Once online, residents can choose and register which session they would like to enroll in.

1. Swim Lesson sessions are 2-weeks in length and total 4 Classes per session.
  - Weekdays : Mondays/Wednesdays x 2 Weeks
  - Weekends: Saturdays/Sundays x 2 Weeks
2. Private Swim Lessons are offered on a 1:1 basis from 12 PM - 4 PM during operating hours.

## Hourly Rates for Staff

Lifeguard	\$19 - \$20.50 range
Swim Instructor	\$20 - \$21.50 range
Lifeguard Supervisor	\$21 - \$22.50 range

## Extra Services

Our team can potentially offer public classes for the following courses.

Lifeguard Training	\$225
Water Safety Instructor Training	\$250
First Aid/CPR/AED Training	\$85

# Additional Information

The Swimming Swan, LLC has done business throughout San Diego and Riverside Counties for the past 10 years. With a home office in Fallbrook and staff from San Diego to Palm Springs and upwards beyond the City of Riverside, our team is positioned to provide staff for the City of Murrieta very quickly.

We can depoly staff amongst the facilities we operate through our technology platform, WhenIWork and our proprietary Swan Software. Our custom websites for municipalities are built for ease of use by residents and it would be our pleasure to partner with the City of Murrieta .



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