



AGENDA  
COMBINED BOARD MEETING  
Bay County Tourist Development Council  
Panama City Beach Convention & Visitors Bureau, Inc.  
Panama City Beach

Tuesday, June 11, 2019

9:00 a.m.

Council Room, PCB City Hall

- I. CALL MEETING TO ORDER
- II. ROLL CALL
  - A. Invocation
  - B. Pledge of Allegiance
- III. REQUESTS TO ADDRESS THE BOARD ON AGENDA ITEMS (3 Minutes)
- IV. UPDATE ON TOURIST DEVELOPMENT TAX COLLECTIONS, Mr. Tyler Miller, Tourist Development Tax Specialist
- V. CONSENT AGENDA
  - A. BEACH NOURISHMENT – Approve APTIM Coastal Planning & Engineering, Inc. Invoice #448192-RI-00636
  - B. SPORTS PARK PROJECT MANAGEMENT – Approve Anchor CEI Invoice #269 and #270
  - C. FINANCIAL STATEMENTS – Approve CVB/TDC Financial Statements Dated April 30, 2019
- VI. PRESENTATIONS
  - A. Panama City Beach Sports Complex Construction Update, Mrs. Elizabeth Moore, Anchor CEI
- VII. BOARD ACTION ITEMS
  - A. Discuss and Consider for Approval rate structure with Hand Arendall Harrison Sale LLC, Mr. Dan Rowe, President
  - B. Discuss and Consider for Approval and recommend to the Bay County Board of Commissioners, Mr. Dan Rowe, President
    - a. Addendum to Marketing Agreement for Sports Park Funding
    - b. Post Opening Budget for Panama City Beach Sports Complex FY 19
    - c. SFM Operations Manual, SFM Finance Manual, SFM Handbook , SFM Sports Facilities Risk Management Guide
- VIII. PRESIDENT’S REPORT
- IX. CHAIRMAN’S REPORT
- X. AUDIENCE PARTICIPATION
- XI. ADJOURNMENT



APTIM  
2481 NW Boca Raton Blvd.  
Boca Raton, FL 33431  
Tel: +1-561-391-8102  
Fax: +1 561-391-9116

Dan Rowe  
Bay County TDC  
17001 Panama City Beach Pkwy.  
Panama City Beach, FL 32413

5/16/2019  
Invoice # 448192-RI-00636

Billing Period: through 4/30/19  
Consultant's Project # 1570003532

Professional Engineering Services Invoice For:

Phase 2 Geophysical and Geotechnical Sand Search for Mexico Beach, Florida  
Task Order # 16

TASK	APPROVED CONTRACT AMOUNT	PERCENT COMPLETE	TOTAL
Phase 2 Sand Search & Numerical Modeling	\$439,110.00	5%	\$21,955.50
Sub-Total:	\$439,110.00		\$21,955.50

TOTAL CURRENT AMOUNT DUE THIS INVOICE..... \$21,955.50

0091-5303104

Please note new remittance information (see letter attached):

P.O. Box 847958  
Boston, MA 02284-7958



Anchor Consulting Engineering and Inspection, Inc.  
 450 Magnolia Avenue  
 Panama City, FL 32401

# Invoice

Date	Invoice #
6/2/2019	269

Bill To
PCB Convention and Visitors Bureau 17001 Panama City Beach Parkway Panama City Beach, FL 32413

P.O. No.	Terms
TO 7 -14	Due on receipt

Description	Contract Amt	Prior Amt	Prior %	Curr %	Total %	Amount
Task Order No. 8 - Construction Inspection and Administration Services - May						
Construction Engineering and Inspection	33,360.00			100.00%	100.00%	33,360.00
Utility Meter Fee for City of Panama City Beach	9,644.30			100.00%	100.00%	9,644.30
SFM Travel Expenses	2,871.61			100.00%	100.00%	2,871.61
Infill Deep Meter	98.43			100.00%	100.00%	98.43
GS Preble - Sports Lighting Poles and Dugout Footer Design Structural Engineering	3,500.00			100.00%	100.00%	3,500.00
				<b>Total</b>		\$49,474.34
				<b>Balance Due</b>		\$49,474.34



# HANCOCK WHITNEY

## Transactions Details

Posting Date	05/31/2019
Transaction Date	05/31/2019
Description	DDA CHECK 0000001373
Transaction Type	Debit
T/C	0077

Front Back

*W/O 14235*

**Anchor Consulting Engineering and Inspection, Inc.**  
 450 Magnolia Avenue  
 Panama City, FL 32401

63-1278/031

1373  
 DATE: 5/24/19

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PAY TO THE ORDER OF Panama City Beach \$ 9,444.30

nine thousand six hundred forty four and 30/100

Hancock Bank  
 2305 Highway 77  
 Panama City, FL 32405

MEMO: P&B - Meter

VOID after 60 days

*[Signature]*  
 AUTHORIZED SIGNATURE

#001373# :063112786: 48054576#

# ***INVOICE***

*Invoice Number: 081.004-1*

*5/7/19*

*From:*

*G. S. Preble Engineering, Inc.  
2822 Remington Green Circle  
Suite 201  
Tallahassee, FL 32308*

*To:*

*Ms. Elizabeth Moore PE  
Anchor CEI*

*Reference Project # 081.004 Game Changer Ball Field Lighting*

<b>SERVICE</b>	<b>BUDGET</b>	<b>COMPLETED TO DATE</b>	<b>PREVIOUSLY BILLED</b>	<b>DUE THIS INVOICE</b>
<i>Preliminary design and prepare sketches &amp; material quantities for light pole bases</i>	\$3,500.00	\$3,500.00	\$0.00	\$3,500.00
<i>Final design and construction plan sketches and details</i>	\$1,000.00	\$0.00	\$0.00	\$0.00
<i>Sign and seal plans</i>	\$500.00	\$0.00	\$0.00	\$0.00
<i>Total</i>	\$5,000.00	\$3,500.00	\$0.00	\$3,500.00

*Please make checks payable to G. S. Preble Engineering, Inc. and mail to the address listed above.  
Please reference the invoice number on your check.*

**Thank you for your business!!!!!!!!!!**



Sports Facilities Management LLC  
 600 Cleveland Street  
 Suite 910  
 Clearwater, FL 33755  
 (727) 474-3845  
 finance@sportadvisory.com

## Invoice

### BILL TO

Anchor CEI, Inc.  
 450 Magnolia Avenue  
 Panama City, FL 32401

INVOICE # 4167  
 DATE 05/16/2019  
 DUE DATE 06/15/2019  
 TERMS Net 30

ACTIVITY	QTY	RATE	AMOUNT
<b>Reimbursed Travel</b>			
Reimbursable Travel Expenses			
Site Visit - FF&E			
Mike Mays - 4/29-5/2/2019			
Mike Mays - 5/15-116/2019			
See Attached Expense Report			
<b>Reimbursable Airfare</b>	1	594.00	594.00
Delta Airlines			
Mike Mays - 4/29-5/2/2019			
<b>Reimbursable Lodging</b>	1	596.91	596.91
Hampton Inn			
Mike Mays - 4/29-5/2/2019			
<b>Reimbursable Dining</b>	1	112.26	112.26
Mike Mays - 4/29-5/2/2019			
<b>Reimbursable Parking</b>	1	66.00	66.00
Tampa Airport Parking			
Mike Mays - 4/29-5/2/2019			
<b>Reimbursable Car Rental</b>	2	170.74	341.48
National Car Rental			
Mike Mays - 3/28/2019			
Mike Mays - 4/29-5/2/2019			
<b>Reimbursable Gasoline</b>	1	20.55	20.55
Texaco			
Mike Mays - 4/29-5/2/2019			
<b>Reimbursable Airfare</b>	1	664.00	664.00
Delta Airlines			
Mike Mays - 5/15-16/2019			
<b>Reimbursable Car Rental</b>	1	62.85	62.85
National Car Rental			
Mike Mays - 5/15-16/2019			
<b>Reimbursable Lodging</b>	1	293.23	293.23

ACTIVITY	QTY	RATE	AMOUNT
Hampton Inn			
Reimbursable Gasoline Texaco Mike Mays - 5/15-16/2019	1	11.39	11.39
Reimbursable Parking Tampa Airport Parking Mike Mays - 5/15-16/2019	1	44.00	44.00
Reimbursable Dining Mike Mays - 5/15-16/2019	1	64.94	64.94

WIRE INSTRUCTIONS:  
Sports Facilities Management  
Valley National Bank  
RT#: 021201383  
ACCT#: 500093182

**BALANCE DUE**

**\$2,871.61**



Anchor Consulting Engineering and Inspection, Inc.

450 Magnolia Avenue  
Panama City, FL 32401

# Invoice

Date	Invoice #
6/2/2019	270

<b>Bill To</b>
PCB Convention and Visitors Bureau 17001 Panama City Beach Parkway Panama City Beach, FL 32413

P.O. No.	Terms
TO 8 - 4	Due on receipt

Description	Contract Amt	Prior Amt	Prior %	Curr %	Total %	Amount
Task Order No 8 - Owner Purchase Items Admin and Oversight  Procure Owner Items for Sports Park	498,380.00	348,866.00	70.00%	20.00%	90.00%	99,676.00
<b>Total</b>						\$99,676.00
<b>Balance Due</b>						\$99,676.00



**PCB Accomplishments as of 6/3/19**

-Site visit and punch list created for B&T Fencing issues

-Selections Made, Obtained Purchase Orders, and Coordinated Installation for:

Furniture (indoor)

Furniture (outdoor)

First Aid Room

Concessions

Temporary Fencing

Loose Field Items

Lightning Detection System

Bleachers

Dugouts

Shade Shelters

Scoreboards

Sports Lighting

**PANAMA CITY BEACH CONVENTION AND VISITORS BUREAU, INC.**

**PANAMA CITY BEACH, FLORIDA**

**FINANCIAL STATEMENTS**

**FOR THE MONTH AND SEVEN MONTHS ENDED APRIL 30, 2019**

**PANAMA CITY BEACH CONVENTION AND VISITORS BUREAU, INC.**

**PANAMA CITY BEACH, FLORIDA**

**FINANCIAL STATEMENTS**

**FOR THE MONTH AND SEVEN MONTHS ENDED APRIL 30, 2019**

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## INDEPENDENT ACCOUNTANT'S COMPILATION REPORT

Panama City Beach Convention & Visitors Bureau, Inc.  
Panama City Beach, Florida

Management is responsible for the accompanying financial statements of Panama City Beach Convention & Visitors Bureau, Inc. (a corporation), which comprise the statement of financial position as of April 30, 2019, and the related statements of activities for the month and seven months then ended in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

The accompanying budget information of Panama City Beach Convention & Visitors Bureau, Inc. for the year ending September 30, 2019, that is presented in comparison with the statement of activities has not been compiled or examined by us, and, accordingly, we do not express an opinion or any other form of assurance on it.

Management has elected to omit substantially all of the disclosures and the statement of cash flows required by accounting principles generally accepted in the United States of America for financial statements and the summaries of significant assumptions and accounting policies required under established guidelines for presentation of prospective financial information (budget). If the omitted disclosures and statement of cash flows were included in the financial statements, and the omitted summaries were included in the budgeted information, they might influence the user's conclusions about the Bureau's financial position, results of operations, and budgeted revenues and expenses. Accordingly, the accompanying presentation is not designed for those who are not informed about such matters.

*Tipton, Marler, Garner & Chastain*

Panama City, Florida  
May 20, 2019

**PANAMA CITY BEACH CONVENTION AND VISITORS BUREAU, INC.**  
**STATEMENT OF FINANCIAL POSITION**  
**APRIL 30, 2019**

**ASSETS**

Current Assets

Cash - Operating Account	1,887,455.48
Cash - Sports Park Operating	208,546.42
Cash - Change Your Fall POV	5,109.26
Cash - Home For Holidays	2,003.63
Cash - Xchange Your Summer POV	5,109.26
Cash - Change Your Spring	5,109.26
Trustmark - Trust Account	7,719.19
Trustmark Bank	572,865.26
Trustmark - Sports Park Savings	95.93
Petty Cash	100.00
Accounts Receivable	167,152.32
Allowance for Doubtful Accounts	(49,870.00)
Other Current Assets	109.17
Prepaid Expenses	131,687.50
Total Current Assets	<u>2,943,192.68</u>

Fixed Assets

Land	498,453.00
Equipment	32,800.68
Boat	95,000.00
Construction in Progress	2,527,146.39
Accumulated Depreciation	<u>(10,567.27)</u>

Total Fixed Assets

3,142,832.80

**TOTAL ASSETS**

6,086,025.48

**LIABILITIES & NET ASSETS**

Current Liabilities

Accounts Payable - CVB	878,763.05
Accounts Payable - Sports Park	<u>774.03</u>
Total Accounts Payable	<u>879,537.08</u>

Other Current Liabilities

Accrued Vacation	94,768.71
Accrued Wages Payable	27,334.30
Employee Flexible Spend Acct	(893.20)
Deferred Revenue	<u>131,687.50</u>

Total Other Current Liabilities

252,897.31

Total Liabilities

1,132,434.39

Net Assets

Net Assets	4,162,160.51
Retained Earnings	1,120,019.90
Current Year Net Income (Loss)	<u>(328,589.32)</u>

Total Net Assets

4,953,591.09

**TOTAL LIABILITIES & NET ASSETS**

6,086,025.48

**PANAMA CITY BEACH CONVENTION AND VISITORS BUREAU, INC.**  
**STATEMENT OF ACTIVITIES**  
**FOR THE MONTH AND SEVEN MONTHS ENDED APRIL 30, 2019**

	<u>April</u>	<u>YTD</u>
<b>Revenue</b>		
<b>County Contract Revenue</b>		
Bay County TDC Contract	\$ 1,815,545.20	\$ 7,998,715.51
Sports Park Funding	0.00	486,810.29
<b>Total County Contract Revenue</b>	<u>\$ 1,815,545.20</u>	<u>\$ 8,485,525.80</u>
<b>Service Fee and Event Revenue</b>		
Co-Op/Visitor Guide Income	\$ 2,400.00	\$ 71,594.00
Fees from Web Site	34.11	604.87
Syndication Fees CTS-TV	0.00	2,762.50
Event Income	(1,041.36)	14,876.64
Winter Resident Program	0.00	18,095.00
Corp & Event Sponsorship Income	76,750.00	213,854.00
<b>Total Service Fee and Event Revenue</b>	<u>\$ 78,142.75</u>	<u>\$ 321,787.01</u>
Interest Income - CVB	3,241.12	16,189.38
Interest Income - Sports Park	9.02	28.98
Miscellaneous Income	1,000.00	1,197.00
<b>Total Revenue</b>	<u>\$ 1,897,938.09</u>	<u>\$ 8,824,728.17</u>
<b>Expenses</b>		
<b>Operations Department</b>		
Salaries	\$ 105,611.75	\$ 779,545.78
Payroll Taxes	7,937.89	55,944.01
401k Program	4,810.97	34,320.93
Insurance Employees	15,433.05	130,959.85
Professional Services	470.62	3,529.28
Legal Services	7,528.05	21,529.30
Accounting Services	2,192.00	2,192.00
Annual Audit	975.00	14,225.00
Film Commission	3,325.00	23,275.00
Meetings, Seminars & Travel	0.00	4,856.02
Mileage Reimbursement	0.00	4,602.41
Auto Allowance	500.00	3,500.00
Communication	275.80	1,967.90
Postage & Freight	7,305.16	48,227.88
Insurance-Bus, D&O, Work Comp	7,333.00	8,116.00
Printing	0.00	1,187.45
Promotional Items	0.00	21,270.19
Repairs and Maintenance	79.00	553.00
Surveys & Research	24,950.96	107,359.91
Bad Debt Expense	0.00	200.00
Community/Employee Relations	80.00	16,276.26
Miscellaneous Admin Expense	(8.24)	176.72
Office Supplies	1,107.74	8,195.79
Uniforms	656.98	4,050.16
Dues & Subscriptions	14,790.00	104,767.97
Training & Development	0.00	35.00
Reconciliation Discrepancies	(0.03)	0.24
<b>Total Operations Department</b>	<u>\$ 205,354.70</u>	<u>\$ 1,400,864.05</u>

**PANAMA CITY BEACH CONVENTION AND VISITORS BUREAU, INC.**  
**STATEMENT OF ACTIVITIES**  
**FOR THE MONTH AND SEVEN MONTHS ENDED APRIL 30, 2019**

	<u>April</u>	<u>YTD</u>
<b>Marketing Department</b>		
Agency Retainer	\$ 32,470.99	\$ 159,892.56
Advertising	337,819.02	2,106,915.91
Advertising Co-Op Sp Events	79,736.09	180,791.20
Advertising-Co op	947.93	4,958.94
Advertising Production	64,435.94	418,497.40
Meeting/Seminars/Travel	0.00	15,589.99
Internet Expense	0.00	125,030.35
Interactive Marketing	49,612.23	81,975.61
Printing Cost	6,237.05	33,470.80
Public Relations	20,152.00	189,280.42
Public Relations-Int'l	10,025.38	96,463.76
Familiarization Tours Inbound	0.00	43,313.65
Marketing - Misc.	0.00	880.49
Dues & Subscriptions	0.00	3,675.65
<b>Total Marketing Department</b>	<b>\$ 601,436.63</b>	<b>\$ 3,460,736.73</b>
<b>Sales Department</b>		
Citywide Convention Expenses	\$ -	\$ 17,060.00
Tradeshows	0.00	80,086.06
Travel & Entertainment	0.00	24,874.25
International	4,797.09	59,922.31
Sponsorships	0.00	21,198.63
Familiarization Tours-Inbound	0.00	314.56
Dues & Subscriptions	0.00	1,950.31
Tradeshow Displays	0.00	658.49
<b>Total Sales Department</b>	<b>\$ 4,797.09</b>	<b>\$ 206,064.61</b>
<b>Special Events Department</b>		
Travel & Entertainment	\$ -	\$ 2,186.89
Sponsorships	197,500.00	1,308,600.00
Festivals & Events	18,184.88	1,001,110.26
Equipment	2,188.00	105,260.81
<b>Total Special Events Department</b>	<b>\$ 217,872.88</b>	<b>\$ 2,417,157.96</b>
<b>Visitor Services Department</b>		
Contract Labor	\$ 2,516.00	\$ 13,274.00
Travel	0.00	(146.80)
Visitor Inquiry Fulfillment	0.00	600.00
Sponsorships	0.00	6,500.00
Visitor Services Events	873.86	118,908.56
Community Relations	0.00	411.68
Visitor Center Supplies	67.57	11,117.30
<b>Total Visitor Services Department</b>	<b>\$ 3,457.43</b>	<b>\$ 150,664.74</b>

**PANAMA CITY BEACH CONVENTION AND VISITORS BUREAU, INC.**  
**STATEMENT OF ACTIVITIES**  
**FOR THE MONTH AND SEVEN MONTHS ENDED APRIL 30, 2019**

	<u>April</u>	<u>YTD</u>
<b>Sports Marketing</b>		
Travel/Tradeshows	\$ -	\$ 4,528.98
Meetings/Seminar/Travel	0.00	13,679.59
Facility Usage	0.00	6,403.30
Sponsorships	243.50	56,264.50
Sporting Bid Fees	3,000.00	11,750.00
Familiarization Tours	0.00	0.00
Dues & Subscriptions	0.00	1,882.24
Tradeshow Booth	0.00	0.00
<b>Total Sports Marketing</b>	<u>\$ 3,243.50</u>	<u>\$ 94,508.61</u>
<b>Beach Renourishment Department</b>		
Beach Management Contract Labor	\$ 10,000.00	\$ 60,000.00
Miscellaneous	0.00	124.44
Dues & Subscriptions	0.00	1,500.00
<b>Total Beach Renourishment Department</b>	<u>\$ 10,000.00</u>	<u>\$ 61,624.44</u>
<b>Community Support Department</b>		
Development	0.00	2,459.93
<b>Total Community Support Department</b>	<u>\$ -</u>	<u>\$ 2,459.93</u>
<b>Tourism Development Department</b>		
Pre-Opening Expenses	\$ -	\$ 93,232.26
Visit PCB Magazine-Production	2,242.14	80,489.92
Chasin The Sun TV	0.00	479,042.17
Repairs and Maintenance	0.00	988.30
Visit PCB Magazine-Printing	1,277.29	66,679.22
Mktng & PR PC and MB	13,300.00	65,010.00
Planning & Development	0.00	390,972.05
Construction	0.00	466.93
<b>Total Tourism Development Department</b>	<u>\$ 16,819.43</u>	<u>\$ 1,176,880.85</u>
<b>Sports Park Department</b>		
Communication	\$ -	\$ 4,529.61
Printing	129.99	129.99
Community/Employee Relations	0.00	724.93
Misc. Admin Expense	4.07	4.37
Office Supplies	(46.54)	928.05
Dues & Subscriptions	0.00	810.90
Pre-Opening Expenses	10,399.63	172,620.58
Rent	750.00	2,607.14
<b>Total Sports Park Department</b>	<u>\$ 11,237.15</u>	<u>\$ 182,355.57</u>
<b>Total Expenses</b>	<u>1,074,218.81</u>	<u>9,153,317.49</u>
<b>Net Income (Loss)</b>	<u>\$ 823,719.28</u>	<u>\$ (328,589.32)</u>



**PANAMA CITY BEACH CONVENTION AND VISITORS BUREAU, INC.**  
**STATEMENT OF ACTIVITIES - BUDGET COMPARISON**  
**FOR THE SEVEN MONTHS ENDED APRIL 30, 2019**

	YTD	Annual Budget	Variance
<b>Revenue</b>			
County Contract Revenue			
Bay County TDC Contract	\$ 7,998,715.51	\$ 11,830,203.00	\$ 3,831,487.49
Fund 127 Revenues	0.00	150,000	150,000.00
Excess Collections PY	0.00	2,202,600	2,202,600.00
CVB Unrestricted Cash	0.00	1,660,000	1,660,000.00
Unrecognized PY Funds	0.00	2,975,000	2,975,000.00
Sports Park Funding	486,810.29	730,348	\$ 243,537.71
CVB Subsidy Income	0.00	451,000	451,000.00
Total County Contract Revenue	<u>\$ 8,485,525.80</u>	<u>\$ 19,999,151.00</u>	<u>\$ 11,513,625.20</u>
Other Funding			-
Florida Sports Foundation	0.00	\$ 50,000.00	\$ 50,000.00
Film Commission BCC	0.00	30,000	30,000.00
Total Other Funding	<u>0.00</u>	<u>\$ 80,000.00</u>	<u>\$ 80,000.00</u>
Service Fee and Event Revenue			
Co-Op/Visitor Guide Income	\$ 71,594.00	\$ 150,000.00	\$ 78,406.00
Fees from Web Site	604.87	0.00	(604.87)
Syndication Fees CTS-TV	2,762.50	0.00	(2,762.50)
Event Income	14,876.64	100,000	85,123.36
Winter Resident Program	18,095.00	0.00	(18,095.00)
Corp & Event Sponsorship Income	213,854.00	350,000	136,146.00
Total Service Fee and Event Revenue	<u>\$ 321,787.01</u>	<u>\$ 600,000.00</u>	<u>\$ 278,212.99</u>
Interest Income - CVB	16,189.38	5,000	(11,189.38)
Interest Income - Sports Park	28.98	0.00	(28.98)
Miscellaneous Income	1,197.00	0.00	(1,197.00)
Total Revenue	<u>\$ 8,824,728.17</u>	<u>\$ 20,684,151.00</u>	<u>\$ 11,859,422.83</u>
<b>Expenses</b>			
Operations Department			
Salaries	\$ 779,545.78	\$ 1,446,720.00	\$ 667,174.22
Payroll Taxes	55,944.01	116,040	60,095.99
401k Program	34,320.93	66,445	32,124.07
Workers Compensation	0.00	5,844	5,844.00
Advertising & Fees	0.00	348	348.00
Volunteer Recognition	0.00	204	204.00
Insurance Employees	130,959.85	211,368	80,408.15
Professional Services	3,529.28	9,996	6,466.72
Legal Services	21,529.30	90,000	68,470.70
Accounting Services	2,192.00	32,004	29,812.00
Annual Audit	14,225.00	15,000	775.00
Film Commission	23,275.00	39,900	16,625.00
Meetings, Seminars & Travel	4,856.02	24,996	20,139.98
Mileage Reimbursement	4,602.41	9,996	5,393.59
Auto Allowance	3,500.00	6,000	2,500.00
Communication	1,967.90	0.00	(1,967.90)
Postage & Freight	48,227.88	120,000	71,772.12
Insurance-Bus, D&O, Work Comp	8,116.00	6,996	(1,120.00)
Printing	1,187.45	5,004	3,816.55
Promotional Items	21,270.19	50,004	28,733.81

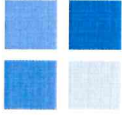
**PANAMA CITY BEACH CONVENTION AND VISITORS BUREAU, INC.**  
**STATEMENT OF ACTIVITIES - BUDGET COMPARISON**  
**FOR THE SEVEN MONTHS ENDED APRIL 30, 2019**

	YTD	Annual Budget	Variance
Repairs and Maintenance	553.00	0.00	(553.00)
Surveys & Research	107,359.91	200,004	92,644.09
Bad Debt Expense	200.00	0.00	(200.00)
Community/Employee Relations	16,276.26	20,004	3,727.74
Miscellaneous Admin Expense	176.72	992	815.28
Office Supplies	8,195.79	12,504	4,308.21
Uniforms	4,050.16	15,000	10,949.84
Dues & Subscriptions	104,767.97	80,004	(24,763.97)
Training & Development	35.00	7,500	7,465.00
Contingency	0.00	15,000	15,000.00
Reconciliation Discrepancies	0.24	0.00	(0.24)
<b>Total Operations Department</b>	<b>\$ 1,400,864.05</b>	<b>\$ 2,607,873.00</b>	<b>\$ 1,207,008.95</b>
<b>Marketing Department</b>			
Agency Retainer	\$ 159,892.56	\$ 414,000.00	\$ 254,107.44
Advertising	2,106,915.91	5,300,004	3,193,088.09
Advertising Co-Op Sp Events	180,791.20	495,000	314,208.80
Advertising-Co op	4,958.94	65,004	60,045.06
Advertising Production	418,497.40	500,004	81,506.60
Meeting/Seminars/Travel	15,589.99	30,000	14,410.01
Internet Expense	125,030.35	0.00	(125,030.35)
Interactive Marketing	81,975.61	675,000	593,024.39
Printing Cost	33,470.80	94,976	61,505.20
Public Relations	189,280.42	312,000	122,719.58
Public Relations-Int'l	96,463.76	125,004	28,540.24
Familiarization Tours Inbound	43,313.65	65,004	21,690.35
Marketing - Misc.	880.49	0.00	(880.49)
Dues & Subscriptions	3,675.65	15,000	11,324.35
Contingency	0.00	50,004	50,004.00
<b>Total Marketing Department</b>	<b>\$ 3,460,736.73</b>	<b>\$ 8,141,000.00</b>	<b>\$ 4,680,263.27</b>
<b>Sales Department</b>			
Citywide Convention Expenses	\$ 17,060.00	\$ 35,000.00	\$ 17,940.00
Collateral	0.00	10,000	10,000.00
Tradeshows	80,086.06	125,000	44,913.94
Travel & Entertainment	24,874.25	52,000	27,125.75
International	59,922.31	125,000	65,077.69
Sponsorships	21,198.63	10,000	(11,198.63)
Familiarization Tours-Inbound	314.56	10,000	9,685.44
Dues & Subscriptions	1,950.31	25,260	23,309.69
Tradeshow Displays	658.49	10,000	9,341.51
Contingency	0.00	10,000	10,000.00
<b>Total Sales Department</b>	<b>\$ 206,064.61</b>	<b>\$ 412,260.00</b>	<b>\$ 206,195.39</b>
<b>Special Events Department</b>			
Travel & Entertainment	\$ 2,186.89	\$ 12,000.00	\$ 9,813.11
Sponsorships	1,308,600.00	1,378,000	69,400.00
Festivals & Events	1,001,110.26	910,000	(91,110.26)
Equipment	105,260.81	125,000	19,739.19
Contingency	0.00	30,000	30,000.00
<b>Total Special Events Department</b>	<b>\$ 2,417,157.96</b>	<b>\$ 2,455,000.00</b>	<b>\$ 37,842.04</b>
<b>Visitor Services Department</b>			
Contract Labor	\$ 13,274.00	\$ 9,996.00	\$ (3,278.00)
Travel	(146.80)	2,400	2,546.80
Visitor Inquiry Fulfillment	600.00	20,004	19,404.00
Sponsorships	6,500.00	15,000	8,500.00
Visitor Services Events	118,908.56	150,000	31,091.44
Community Relations	411.68	0.00	(411.68)
Visitor Center Supplies	11,117.30	15,000	3,882.70
Training & Development	0.00	2,400	2,400.00
Contingency	0.00	7,500	7,500.00
<b>Total Visitor Services Department</b>	<b>\$ 150,664.74</b>	<b>\$ 222,300.00</b>	<b>\$ 71,635.26</b>

**PANAMA CITY BEACH CONVENTION AND VISITORS BUREAU, INC.**  
**STATEMENT OF ACTIVITIES - BUDGET COMPARISON**  
**FOR THE SEVEN MONTHS ENDED APRIL 30, 2019**

	YTD	Annual Budget	Variance
Sports Marketing Department			
Awards/Appreciation	0.00	\$ 504.00	\$ 504.00
Travel/Tradeshows	4,528.98	18,000	13,471.02
Meetings/Seminar/Travel	13,679.59	35,004	21,324.41
Facility Usage	6,403.30	15,000	8,596.70
Signage	0.00	3,000	3,000.00
Sponsorships	56,264.50	204,000	147,735.50
Sporting Bid Fees	11,750.00	301,500	289,750.00
Familiarization Tours	0.00	15,000	15,000.00
Dues & Subscriptions	1,882.24	76,500	74,617.76
Tradeshow Booth	0.00	9,996	9,996.00
Contingency	0.00	24,996	24,996.00
Total Sports Marketing Department	<u>\$ 94,508.61</u>	<u>\$ 703,500.00</u>	<u>\$ 608,991.39</u>
Beach Renourishment Department			
Beach Management Contract Labor	\$ 60,000.00	\$ 120,000.00	\$ 60,000.00
Miscellaneous	124.44	0.00	(124.44)
Dues & Subscriptions	1,500.00	1,500	0.00
Contingency	0.00	3,500	3,500.00
Total Beach Renourishment Department	<u>\$ 61,624.44</u>	<u>\$ 125,000.00</u>	<u>\$ 63,375.56</u>
Community Support Department			
Development	2,459.93	275,004	272,544.07
Total Community Support Department	<u>\$ 2,459.93</u>	<u>\$ 275,004.00</u>	<u>\$ 272,544.07</u>
Tourism Development Department			
Pre-Opening Expenses	\$ 93,232.26	\$ 108,928.00	\$ 15,695.74
Visit PCB Magazine-Production	80,489.92	621,424	540,934.08
Chasin The Sun TV	479,042.17	165,000	(314,042.17)
Repairs and Maintenance	988.30	600,000	599,011.70
Visit PCB Magazine-Printing	66,679.22	0.00	(66,679.22)
Mktng & PR PC and MB	65,010.00	135,000	69,990.00
Planning & Development	390,972.05	0.00	(390,972.05)
Construction	466.93	3,660,862	3,660,395.07
Total Tourism Development Department	<u>\$ 1,176,880.85</u>	<u>\$ 5,291,214.00</u>	<u>\$ 4,114,333.15</u>
Sports Park Department			
Pre-Launch Professional Services	0.00	21,000.00	\$ 21,000.00
Permits & Extensions	0.00	7,000.00	7,000.00
Relocation Expenses	0.00	3,000.00	3,000.00
Working Capital Reserves	0.00	8,000.00	8,000.00
Communication	4,529.61	0.00	(4,529.61)
Printing	129.99	0.00	(129.99)
Community/Employee Relations	724.93	0.00	(724.93)
Misc. Admin Expense	4.37	0.00	(4.37)
Office Supplies	928.05	0.00	(928.05)
Dues & Subscriptions	810.90	0.00	(810.90)
Pre-Opening Expenses	172,620.58	412,000.00	239,379.42
Rent	2,607.14	0.00	(2,607.14)
Total Sports Park Department	<u>\$ 182,355.57</u>	<u>\$ 451,000.00</u>	<u>\$ 268,644.43</u>
Total Expense	<u>9,153,317.49</u>	<u>20,684,151</u>	<u>11,530,833.51</u>
Net Income (Loss)	<u>\$ (328,589.32)</u>	<u>0.00</u>	<u>\$ 328,589.32</u>

**TOURIST DEVELOPMENT COUNCIL  
BAY COUNTY FUND 127 (3rd CENT)  
PANAMA CITY BEACH, FLORIDA  
FINANCIAL STATEMENTS  
FOR THE MONTH AND SEVEN MONTHS ENDED  
APRIL 30, 2019**



## INDEPENDENT ACCOUNTANTS' COMPILATION REPORT

Tourist Development Council  
Panama City Beach, Florida

Management is responsible for the accompanying financial statements of Fund 127 (3rd cent) of Bay County, Florida, which comprise the statement of financial position as of April 30, 2019, and the related statements of activities for the month and seven months then ended in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

The accompanying budget information of Fund 127 (3rd cent) of Bay County, Florida for the year ending September 30, 2019, that is presented in comparison with the statement of activities has not been compiled or examined by us, and, accordingly, we do not express an opinion or any other form of assurance on it.

Management has elected to omit substantially all of the disclosures and the statement of cash flows required by accounting principles generally accepted in the United States of America for financial statements and the summaries of significant assumptions and accounting policies required under established guidelines for presentation of prospective financial information (budget). If the omitted disclosures and statement of cash flows were included in the financial statements, and the omitted summaries were included in the budgeted information, they might influence the user's conclusions about the Company's financial position, results of operations, and budgeted revenues and expenses. Accordingly, the accompanying presentation is not designed for those who are not informed about such matters.

The financial statements present only Fund 127 (3rd cent) of Bay County, Florida and do not purport to, and do not, present fairly the financial position of Bay County, Florida, as of April 30, 2019, and the changes in its' financial position for the month and seven months then ended in conformity with generally accepted accounting principles.

*Tipton, Marler, Garner & Chastain*

Panama City, Florida  
May 22, 2019

**TOURIST DEVELOPMENT COUNCIL  
BAY COUNTY FUND 127 (3RD CENT)  
STATEMENT OF FINANCIAL POSITION  
APRIL 30, 2019**

<b>ASSETS</b>	
Current Assets	
Cash in Pool	\$ 32,200,259.92
Due From Other Govn't Units	58,663.03
Accounts Receivable	7,765.90
Total Current Assets	\$ 32,266,688.85
Fixed Assets	
Equipment	\$ 3,634.65
Accumulated Depreciation - Equipment	(3,634.65)
Infrastructure	42,192,890.74
Accumulated Depreciation - Infrastructure	(7,492,710.28)
Total Fixed Assets	34,700,180.46
<b>TOTAL ASSETS</b>	<b>\$ 66,966,869.31</b>
<b>LIABILITIES &amp; ASSETS</b>	
Liabilities	
Accounts Payable	0.00
Total Accounts Payable	0.00
Total Liabilities	0.00
Net Assets	
Retained Earnings	\$ 65,320,948.34
Current Year Net Income (Loss)	1,645,920.97
Total Net Assets	66,966,869.31
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 66,966,869.31</b>

**TOURIST DEVELOPEMENT COUNCIL  
BAY COUNTY FUND 127 (3RD CENT)  
STATEMENT OF ACTIVITIES  
FOR THE MONTH AND SEVEN MONTHS ENDED APRIL 30, 2019**

	April	YTD
<b>Revenue</b>		
Sales & Use Tax - Tourism	\$ 391,079.31	\$ 1,642,289.23
Penalties	1,647.78	9,110.69
Interest - Pool	90,269.71	324,694.58
Interest - Sales & Use Tax	194.71	423.98
Unrealized Gain/Loss on Investment	0.00	46,302.08
<b>Total Revenue</b>	<b>\$ 483,191.51</b>	<b>\$ 2,022,820.56</b>
<b>Expense</b>		
Professional Services - Co Attorney	\$ 590.00	\$ 1,180.00
Professional Services- Other Attorney	0.00	587.50
Professional Services - Engineering	98,454.60	251,748.13
Contracted Services - Clerk	7,485.34	48,497.28
Contracted Services - Admin Fees	5,057.00	10,114.00
Contracted Services - Consultation	3,500.00	23,750.00
Contracted Services - Tur Trac	0.00	15,860.00
Dues & Memberships	0.00	6,000.00
CIP Beach Till/Scrapmt	19,162.68	19,162.68
<b>Total Expense</b>	<b>\$ 134,249.62</b>	<b>\$ 376,899.59</b>
<b>Net Income</b>	<b>\$ 348,941.89</b>	<b>\$ 1,645,920.97</b>

**TOURIST DEVELOPEMENT COUNCIL  
BAY COUNTY FUND 127 (3RD CENT)  
STATEMENT OF ACTIVITIES - BUDGET COMPARISON  
FOR THE SEVEN MONTHS ENDED APRIL 30, 2019**

	YTD	ANNUAL BUDGET	AVAILABLE BALANCE
<b>Revenue</b>			
Sales & Use Tax - Tourism	\$ 1,642,289.23	\$ 4,702,500.00	\$ 3,060,210.77
Penalties	9,110.69	18,000.00	27,110.69
Interest - Pool	324,694.58	175,000.00	499,694.58
Interest - Sales & Use Tax	423.98	4,500.00	4,923.98
Unrealized Gain/Loss on Investmen	46,302.08	0.00	46,302.08
Balance FWD- Cash Forward	0.00	23,800,000.00	23,800,000.00
<b>Total Revenue</b>	<u>\$ 2,022,820.56</u>	<u>\$ 28,700,000.00</u>	<u>\$ 30,722,820.56</u>
<b>Expense</b>			
Professional Services - Co Attorney	\$ 1,180.00	\$ 2,359.00	\$ 3,539.00
Professional Services- Other Attorn	587.50	16,500.00	17,087.50
Professional Services - Engineering	251,748.13	0.00	251,748.13
Contracted Services - Clerk	48,497.28	141,075.00	189,572.28
Contracted Services - Admin Fees	10,114.00	20,228.00	30,342.00
Contracted Services - Consultation	23,750.00	39,000.00	62,750.00
Contracted Services - Tur Trac	15,860.00	150,000.00	165,860.00
Dues & Memberships	6,000.00	110,000.00	116,000.00
CIP Beach Till/Scrapmt	19,162.68	6,000.00	25,162.68
Reserve for Contingencies	0.00	28,214,838.00	28,214,838.00
<b>Total Expense</b>	<u>\$ 376,899.59</u>	<u>\$ 28,700,000.00</u>	<u>\$ 29,076,899.59</u>
<b>Net Income</b>	<u>\$ 1,645,920.97</u>	<u>\$ -</u>	<u>\$ 1,645,920.97</u>



**TOURIST DEVELOPMENT COUNCIL  
BAY COUNTY FUND 125 (1<sup>ST</sup>, 2<sup>ND</sup> & 4<sup>TH</sup> CENT)  
PANAMA CITY BEACH, FLORIDA  
FINANCIAL STATEMENTS  
FOR THE MONTH AND SEVEN MONTHS ENDED  
APRIL 30, 2019**



## INDEPENDENT ACCOUNTANTS' COMPILATION REPORT

Tourist Development Council  
Panama City Beach, Florida

Management is responsible for the accompanying financial statements of Fund 125 (1<sup>st</sup>, 2<sup>nd</sup> & 4<sup>th</sup> cent) of Bay County, Florida, which comprise the statement of financial position as of April 30, 2019, and the related statements of activities for the month and seven months then ended in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

The accompanying budget information of Fund 125 (1<sup>st</sup>, 2<sup>nd</sup> & 4<sup>th</sup> cent) of Bay County, Florida for the year ending September 30, 2019, that is presented in comparison with the statement of activities has not been compiled or examined by us, and, accordingly, we do not express an opinion or any other form of assurance on it.

Management has elected to omit substantially all of the disclosures and the statement of cash flows required by accounting principles generally accepted in the United States of America for financial statements and the summaries of significant assumptions and accounting policies required under established guidelines for presentation of prospective financial information (budget). If the omitted disclosures and statement of cash flows were included in the financial statements, and the omitted summaries were included in the budgeted information, they might influence the user's conclusions about the Company's financial position, results of operations, and budgeted revenues and expenses. Accordingly, the accompanying presentation is not designed for those who are not informed about such matters.

The financial statements present only Fund 125 (1<sup>st</sup>, 2<sup>nd</sup> & 4<sup>th</sup> cent) of Bay County, Florida and do not purport to, and do not, present fairly the financial position of Bay County, Florida, as of April 30, 2019, and the changes in its' financial position for the month and seven months then ended in conformity with generally accepted accounting principles.

*Tipton, Marler, Garner & Chastain*

Panama City, Florida  
May 22, 2019

**TOURIST DEVELOPMENT COUNCIL  
BAY COUNTY FUND 125  
(1st, 2nd and 4th CENT)  
STATEMENT OF FINANCIAL POSITION  
APRIL 30, 2019**

**ASSETS**

Current Assets

Cash in Pool	\$	292,700.95
Due From Clerk of Court		23,297.71
Accounts Receivable		176,193.65
Prepaid Expenses		131,687.50

Total Current Assets	\$	<u>623,879.81</u>
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Fixed Assets

Buildings	\$	1,105,278.74
Accumulated Depreciation - Building		(549,799.04)
Improvements Other Than Buildings		228,174.74
Accumulated Depreciation - Improvements		(72,191.02)
Equipment		238,812.10
Accumulated Depreciation - Equipment		(225,073.14)
CIP - Building/Improvements		4,140.00

Total Fixed Assets		<u>729,342.38</u>
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<b>TOTAL ASSETS</b>	<b>\$</b>	<b><u>1,353,222.19</u></b>
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**LIABILITIES & ASSETS**

Liabilities

Accounts Payable	\$	14,500.00
Accounts Payable - Other		191.27
Accounts Payable - Retainages		59,711.00
Accrued Annual Leave		7,862.55
Capital Leases Payable		2,826.86
Net OPEB Obligation		113,448.56

Total Liabilities	\$	<u>198,540.24</u>
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Net Assets

Reserve - Promotion	\$	1,147,386.71
Reserve - BCBS Excess		173.24
Retained Earnings		3,748,099.42
Net Income (Loss)		(3,740,977.42)

Total Net Assets		<u>1,154,681.95</u>
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<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$</b>	<b><u>1,353,222.19</u></b>
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**TOURIST DEVELOPEMENT COUNCIL**  
**BAY COUNTY FUND 125**  
**(1st, 2nd and 4th CENT)**  
**STATEMENT OF ACTIVITIES**  
**FOR THE MONTH AND SEVEN MONTHS ENDED APRIL 30, 2019**

	April	YTD
<b>Revenue</b>		
Sales & Use Tax - Tourism	\$ 1,173,237.87	\$ 4,926,867.55
Penalties	4,943.33	27,332.10
Interest - Pool	4,514.74	26,232.90
Interest - Sales & Use Tax	584.19	1,271.94
Unrealized Gain/Loss on Investment	0.00	1,907.60
<b>Total Revenue</b>	<b>\$ 1,183,280.13</b>	<b>\$ 4,983,612.09</b>
<b>Expense</b>		
Tourism Administration		
Salaries & Wages - Regular	\$ 10,590.25	\$ 67,182.76
Salaries & Wages - Disaster	0.00	9,781.02
FICA Taxes Matching	765.56	5,608.34
Retirement Contributions	1,130.72	8,255.35
Life & Health Insurance	531.91	3,645.88
Virtual Doctor	6.00	30.00
Workers Comp	144.00	288.00
Professional Services - Attorney	11,115.00	22,230.00
Lifeguards	0.00	1,072.50
Contracted Services	18,708.07	25,036.64
Contracted Services - Beach Cleanup	152,750.63	291,715.02
Contracted Services - Consultation	664.00	664.00
Contracted Services - Clerk Finance	22,456.02	145,491.91
Contracted Services - Landscape	29,000.00	99,462.59
Contracted Services - Admin Fees	36,730.00	73,460.00
Contracted Services - PCBCVB	1,815,545.20	7,862,281.19
Contracted Services - Facilities	9,256.00	18,512.00
Communication Services	888.44	8,227.11
Communication Services - Leased Lines	0.00	2,400.17
Utility Services	903.33	5,260.28
Rentals/Leases - Building	871.00	5,470.00
Rentals/Leases - Equipment	701.67	1,581.09
Rentals/Leases - Equipment IT	243.06	4,199.58
Insurance & Bonds	1,722.00	3,444.00
R&M Building & Grounds	1,158.00	9,164.00
R&M Facilities Approved	500.00	2,752.50
R&M Equipment	0.00	666.25
Fees & Costs - Purchasing	1,169.00	2,338.00
Fees & Costs - Court Filing	10.00	30.00
Office Supplies	577.23	2,142.28
Operating Supplies	288.28	7,139.28
Equipment	0.00	2,205.29

**TOURIST DEVELOPEMENT COUNCIL  
 BAY COUNTY FUND 125  
 (1st, 2nd and 4th CENT)  
 STATEMENT OF ACTIVITIES  
 FOR THE MONTH AND SEVEN MONTHS ENDED APRIL 30, 2019**

	<u>April</u>	<u>YTD</u>
Equipment Less than \$1,000	369.40	1,706.02
Computer Software	0.00	4,314.44
Aid - Spring Break	4,657.45	15,783.37
FEMA B - Emergency	0.00	11,048.65
<b>Total Expense</b>	<u>\$ 2,123,452.22</u>	<u>\$ 8,724,589.51</u>
<b>Net Income</b>	<u>\$ (940,172.09)</u>	<u>\$ (3,740,977.42)</u>

**TOURIST DEVELOPEMENT COUNCIL  
BAY COUNTY FUND 125  
(1st, 2nd and 4th CENT)  
STATEMENT OF ACTIVITIES - BUDGET COMPARISON  
FOR THE SEVEN MONTHS ENDED APRIL 30, 2019**

	YTD	ANNUAL BUDGET	AVAILABLE BALANCE
<b>Revenue</b>			
Sales & Use Tax - Tourism	\$ 4,926,867.55	\$ 14,107,500.00	\$ 9,180,632.45
Penalties	27,332.10	50,000.00	22,667.90
Interest - Pool	26,232.90	15,000.00	(11,232.90)
Interest - Sales & Use Tax	1,271.94	10,000.00	8,728.06
Loan Proceeds	0.00	11,049.00	11,049.00
Balance FWD - Cash Forward	0.00	416,000.00	416,000.00
Unrealized Gain/Loss on Investment	1,907.60	0.00	(1,907.60)
<b>Total Revenue</b>	<b>\$ 4,983,612.09</b>	<b>14,609,549.00</b>	<b>9,625,936.91</b>
<b>Expense</b>			
Tourism Administration			
Salaries & Wages - Regular	\$ 67,182.76	\$ 122,000.00	\$ 54,817.24
Salaries & Wages - Disaster	9,781.02	0.00	(9,781.02)
FICA Taxes Matching	5,608.34	9,333.00	3,724.66
Retirement Contributions	8,255.35	17,213.00	8,957.65
Life & Health Insurance	3,645.88	15,196.00	11,550.12
Virtual Doctor	30.00	126.00	96.00
Workers Comp	288.00	577.00	289.00
Professional Services - Attorney	22,230.00	44,460.00	22,230.00
Lifeguards	1,072.50	470,000.00	468,927.50
Contracted Services	25,036.64	101,200.00	76,163.36
Contracted Services - Beach Cleanup	291,715.02	1,020,000.00	728,284.98
Contracted Services - Consultation	664.00	8,000.00	7,336.00
Contracted Services - Clerk Finance	145,491.91	423,225.00	277,733.09
Contracted Services - Landscape	99,462.59	225,000.00	125,537.41
Contracted Services - Admin Fees	73,460.00	146,919.00	73,459.00
Contracted Services - PCBCVB	7,862,281.19	10,569,008.00	2,706,726.81
Contracted Services - Facilities	18,512.00	37,024.00	18,512.00
Travel - Local	0.00	375.00	375.00
Communication Services	8,227.11	16,740.00	8,512.89
Communication Services - Leased Lines	2,400.17	4,543.00	2,142.83
Utility Services	5,260.28	14,500.00	9,239.72
Rentals/Leases - Building	5,470.00	13,000.00	7,530.00
Rentals/Leases - Equipment	1,581.09	10,000.00	8,418.91
Rentals/Leases - Equipment IT	4,199.58	6,910.00	2,710.42
Insurance & Bonds	3,444.00	6,887.00	3,443.00
R&M Building & Grounds	9,164.00	58,469.00	49,305.00
R&M Facilities Approved	2,752.50	170,000.00	167,247.50
R&M Equipment	666.25	32,500.00	31,833.75
Fees & Costs - Purchasing	2,338.00	4,675.00	2,337.00
Fees & Costs - Court Filing	30.00	0.00	(30.00)
Office Supplies	2,142.28	3,750.00	1,607.72
Operating Supplies	7,139.28	90,000.00	82,860.72
Equipment	2,205.29	0.00	(2,205.29)
Equipment Less than \$1,000	1,706.02	2,500.00	793.98
Computer Software	4,314.44	4,000.00	(314.44)
Aid - Spring Break	15,783.37	470,000.00	454,216.63
Aid - Leave No Trace	0.00	130,000.00	130,000.00
FEMA B - Emergency	11,048.65	11,049.00	0.35
Reserve For Contingency	0.00	370.00	370.00
Reserve - Cash Forward	0.00	350,000.00	350,000.00
<b>Total Expense</b>	<b>8,724,589.51</b>	<b>14,609,549.00</b>	<b>5,884,959.49</b>
<b>Net Income</b>	<b>\$ (3,740,977.42)</b>	<b>-</b>	<b>\$ 3,740,977.42</b>

Douglas J. Sale  
Direct Dial (850) 769-3434  
dsale@HSMcLaw.com

# HAND ARENDALL HARRISON SALE LLC

16901 PANAMA CITY BEACH PARKWAY ■ SUITE 300 ■ PANAMA CITY BEACH, FLORIDA 32413  
(850) 769-3434 ■ Facsimile: (850) 769-6121

June 6, 2019

Mr. Dan Rowe  
President/CEO and Executive Director  
Panama City Beach Convention and Visitors Bureau, Inc.  
Bay County Tourist Development Council  
Panama City Beach, Florida

Via email: [drowe@visitpanamacitybeach.com](mailto:drowe@visitpanamacitybeach.com)

Re: HAHS Engagement

Dear Dan,

As the Board and Council and you know, last year my entire firm, Harrison Sale McCloy, merged with the entire Hand Arendall firm, to become Hand Arendall Harrison Sale, LLC. The terms of my personal engagement with the CVB and the TDC did not change, but it has come to my attention that I may not have tendered to you, and the CVB/TDC a formal request to approve my firm's continued representation and rates under the new name. I have and will continue to work for you at a discounted, local government rate of \$250 per hour, as will our other local members when your needs require us to refer specialized work to them as we have done in the past. Associates rates vary from \$150 to \$200 per hour. Although typically minimal, we also charge out of pocket expenses incurred directly on your behalf.

We have maintained three separate time and billing accounts for the CVB. First and largest, General Administration. Second, Third Cent which relates to beach nourishment and which I understand is paid by the County out of that third cent. And finally, Beach Cleaning not directly associated with beach nourishment. If you would like to adjust those procedures, just me know.

In an abundance of caution and to avoid any confusion in the future, I would appreciate your bringing this letter to the attention of the CVB Board to consider approval, and to the extent our fees are paid directly by the County, the TDC's consideration of recommending approval to the Board of County Commissioners as well so there will be a record on the County's books.

It is always an honor to work for your Board and I look forward to continuing with even more resources available to serve you now.

Sincerely,  


MOBILE ■ BIRMINGHAM ■ ATHENS ■ FAIRHOPE  
DESTIN ■ PANAMA CITY ■ SANTA ROSA BEACH

## ADDENDUM TO FY 2019 AGREEMENT FOR MARKETING AND PROMOTIONAL SERVICES

### (SPORTS PARK FUNDING)

THIS ADDENDUM, made as of this \_\_\_\_ day of June, 2019, by and between the BOARD OF COUNTY COMMISSIONERS OF BAY COUNTY, FLORIDA, a public body (the "**County**"), and the PANAMA CITY BEACH CONVENTION AND VISITORS BUREAU, INC., a Florida not-for-profit corporation and a tax-exempt, 501(c)(6) qualified organization (the "**CVB**"), amends and supplements the FY 2019 Agreement for Marketing and Promotional Services (the "**Agreement**").

The parties agree as follows:

1. **Definitions.** All capitalized terms used herein which are not defined herein shall have the meaning ascribed in the First Amended and Restated Facility Management Agreement between the CVB and Sports Facilities Management, LLC (the "**Management Agreement**"). The term "**Lease**" shall mean the Sports Park and Stadium Complex Lease Agreement between the County and the CVB, dated April 2, 2018.

2. **Background Facts.** Pursuant to the Lease, CVB has agreed to operate the Facility for the exclusive public purpose of expanding, promoting and ultimately sustaining sports tourism to Panama City Beach and Bay County. To that end, CVB has entered into the Management Agreement with the Manager. The operation of the Facility will require a cash subsidy, which the County has agreed to fund from tourist development tax revenue.

3. **Deposit of Revenue from Sports Park Operations.** The CVB agrees to direct the Manager to deposit all Revenue into a designated Bay County account within one (1) working day after it is generated (the "**Revenue Account**") in accordance with procedures adopted in the approved Operations Manual. The County agrees that the Revenue Account shall be used solely for the purposes provided herein.

4. **Funding Obligations.** The County agrees to fund the Operating Account with: (a) monthly budgeted expenses pursuant to the approved Operating Budget consistent with the procedures described in Section 8.1 of the Management Agreement, except that the funds for each successive month shall be deposited at least ten (10) days in advance of the first day of that month; and (b) immediately upon execution of this Agreement, working capital equal to one-sixth of the total amount of expenses included in the Operating Budget (collectively the "**Management Funding Obligation**"). The County further agrees to pay to the CVB from the Revenue Account such sums as are described in the FY 2019 CVB budget attached hereto, to be used exclusively to fund the CVB's obligations or options under the Management Agreement or the Lease ("**Additional Funding Obligation**"). The Management Funding Obligation and the Additional Funding Obligation are collectively referred to as the "**Funding Obligation**". The funds described in Paragraph 3 of the Agreement shall not be available for funding the Facility except as approved by the County.



5. **Source of Funding Obligation.** The Funding Obligation described in Paragraph 4 of this Addendum shall be paid from the Revenue Account. In the event and to the extent the balance available in the Revenue Account is insufficient to pay the Funding Obligation, the County shall transfer the remainder of the Funding Obligation from a tourist development tax revenue account known as “**Fund 128**” to the Revenue Account. The net amount of tourist development tax revenue transferred to the Revenue Account, and not reimbursed as provided in Paragraph 6, shall be the “**Revenue Shortfall**”.

6. **Recovery of Revenue Shortfall.** If at any time the Revenue Account has sufficient funds to pay the current Funding Obligation, any additional funds in the Revenue Account shall be immediately transferred to Fund 128 until the Revenue Shortfall is zero.

7. **Applicability of the Agreement.** Except as provided in Paragraph 4 of this Addendum, Paragraphs 1, 2, 4, 5, 6, 7, and 8 of the Agreement shall apply to this Addendum except that no invoice shall be required for the funding of the Management Funding Obligation.

8. **Approvals by the County.** The CVB shall submit to the County, for the County’s prior approval (a) the Operating Budget and any changes to the Operating Budget; (b) the Business Plan, and any changes to the Business Plan; and (c) any amendments to the Agreement. The Operations Manual shall be reviewed and approved by the County Manager or his designee. No amendments to the Management Agreement shall be effective with respect to the County’s obligations hereunder unless approved by the County.

9. **Reports.** The Manager shall deliver to the County, on the same date delivered to the CVB, all reports described in Sec. 2.1(b)11 of the Management Agreement.

10. **Outside Auditor.** The CVB agrees that the independent certified public accounting firm described in Para. 2.1(b)5. of the Management Agreement shall at all times be the same as the County’s independent auditor.

11. **Commercial Rights.** Prior to entering into any Commercial Rights Agreements, the CVB shall adopt, and the County shall approve, policies governing the sale of Commercial Rights.

12. **Use of Revenue Account Funds.** Funds in the Revenue Account at the end of the fiscal year shall be used solely for those purposes described in the Sports Park and Stadium Complex Lease Agreement between the County and the CVB, dated April 2, 2018. Expenditure of such excess funds shall be pursuant to a budget adopted by the CVB and the County.

13. **Operating Account.** Notwithstanding any provision of the Management Agreement, the CVB may withdraw funds from the Operating Account solely to pay Operating Expenses or the fees described in Para. 3.1 of the Management Agreement, except as otherwise approved by the County.

14. **Effective Date.** This Agreement shall be effective upon execution and shall expire on September 30, 2019.

15. **Notices.** All notices, requests, consents, claims, demands, waivers, and other communications hereunder (each, a “Notice”) shall be in writing and shall be deemed to have been given (a) when delivered by hand (with written confirmation of receipt); (b) when received by the addressee if sent by a nationally recognized overnight courier (receipt requested); (c) on the date sent by or email (with confirmation of transmission) if sent during normal business hours of the recipient, and on the next day if sent after normal business hours of the recipient; or (d) on the third day after the date mailed, by certified or registered mail (in each case, return receipt requested, postage pre-paid). Notices must be sent to the respective parties at the following addresses (or at such other address for a party as shall be specified in a Notice given in accordance with this Paragraph:

If to the County:

Robert J. Majka  
County Manager  
840 W. 11<sup>th</sup> Street  
Panama City, FL 32401  
[bmajka@baycountyfl.gov](mailto:bmajka@baycountyfl.gov)

and with respect to the reports described in Paragraph 9, a copy to:

Bill Kinsaul  
Clerk of Court  
300 E. 4<sup>th</sup> Street  
Panama City, FL 32401  
[bkinsaul@baycoclerk.com](mailto:bkinsaul@baycoclerk.com)

If to CVB:

Dan Rowe  
President  
17001 Panama City Beach Parkway  
Panama City Beach, FL 32413  
[drowe@visitpanamacitybeach.com](mailto:drowe@visitpanamacitybeach.com)

16. **Miscellaneous Provisions.**

A. If any term or provision of this Addendum is invalid, illegal, or unenforceable in any jurisdiction, such invalidity, illegality, or unenforceability shall not affect any other term or provision of this Addendum or invalidate or render unenforceable such term or provision in any other jurisdiction. Upon such determination that any term or other provision is invalid, illegal, or unenforceable, the parties hereto shall negotiate in good faith to modify this Agreement so as to effect the original intent of the parties as closely as possible in a mutually

acceptable manner in order that the transactions contemplated hereby be consummated as originally contemplated to the greatest extent possible.

B. This Addendum may only be amended, modified, or supplemented by an agreement in writing signed by each party hereto. Except as expressly provided herein, any approval by the County requires the action of the Bay County Board of County Commissioners.

C. The parties agree that irreparable damage would occur if any provision of this Addendum were not performed in accordance with the terms hereof and that the parties shall be entitled to equitable relief, including injunctive relief or specific performance of the terms hereof, in addition to any other remedy to which they are entitled at law or in equity.

D. This Addendum is not assignable by either party.

E. This Addendum is for the sole benefit of the parties hereto and nothing herein, express or implied, is intended to or shall confer upon any other person or entity any legal or equitable right, benefit, or remedy of any nature whatsoever under or by reason of this Addendum. Notwithstanding the foregoing sentence, in the event the County fails to perform under its Management Funding Obligation, and the Manager has fully performed its obligations under the Management Agreement, may seek specific performance of the Management Funding Obligation against the County. Nothing herein makes the County a party to the Management Agreement, nor makes Manager a party to this Addendum.

F. The term "day" as used in this Addendum shall exclude Saturday, Sunday and other day on which the Bay County Circuit Court Recording Office is open for regular business.

IN WITNESS WHEREOF, this agreement is to be executed as of the day and year first written above.

Attest:

PANAMA CITY BEACH CONVENTION  
AND VISITORS BUREAU, INC.

\_\_\_\_\_  
Douglas J. Sale, Attorney for CVB

by: \_\_\_\_\_  
Dan Rowe, President, CEO                      Date

Attest:

\_\_\_\_\_

Print Name

Attest:

\_\_\_\_\_

Bill Kinsaul, Clerk of Court

by: \_\_\_\_\_

Buddy Wilkes, Chairman

Date

BAY COUNTY BOARD OF COUNTY  
COMMISSIONER'S

by: \_\_\_\_\_

Philip "Griff" Griffiths, Chairman

APPROVED AS TO FORM:

\_\_\_\_\_  
Bay County Attorney's Office

PANAMA CITY BEACH SPORTS COMPLEX

Summary P&L - Actual vs. Budget

July 2019 - September 2019

	3 Month
<b>INCOME</b>	
40300 - Soccer	27,200
40400 - Football	0
40500 - Lacrosse	4,000
40600 - Baseball	22,000
40600 - Softball	28,800
40800 - Youth Recreation	4,500
41500 Food and Beverage	160,139
41900 - Sponsorship & Other Revenues	26,000
<b>TOTAL INCOME</b>	<b>272,639</b>

<b>COST OF GOODS SOLD</b>	
50000 - Part Time Labor Costs	62,707
50300 - Soccer	1,360
50500 - Lacrosse	200
50600 - Baseball	2,200
50700 - Softball	2,880
50800 - Youth and Rec Programs	675
51500 - Food & Beverage	48,362
51900 - Other Revenues COGS	7,800
<b>Total Cost of Goods Sold</b>	<b>126,184</b>

<b>Gross Profit</b>	<b>\$ 146,455</b>
---------------------	-------------------

<b>EXPENSES</b>	
60000 - Advertising & Marketing	10,100
60400- Bank Service & Accounting	5,453
61000- Legal & Professional Fees	625
62000 - General & Administrative Expenses	10,313
63300 - Insurance Expenses	12,556
64000 - Supplies & Services	3,000
65000 - Salaries & Wages	118,250
66000 - Payroll Expenses & Payroll Taxes	13,455
67200 - Repairs & Maintenance	71,448
68600 - Utilities	20,612
Other Miscellaneous Expenses	100,000
<b>TOTAL EXPENSES</b>	<b>365,811</b>

<b>NET OPERATING INCOME (LOSS)</b>	<b>(219,355)</b>
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# Operations Manual



# SFM Operations Manual

## Panama City Beach Sports Complex



### Operations Manual

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# SFM Operations Manual

## Panama City Beach Sports Complex



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# SFM Operations Manual

## Panama City Beach Sports Complex



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#### **Emergency Management**

- Emergency Call List

#### **Operations**

- Lost and Found
- Delivery Log
- Field Maintenance Log

#### **Cleaning**

- Supply Closet Checklist
- Cleaning Cart Inventory

# SFM Operations Manual

## Panama City Beach Sports Complex



### **OPENING PROCEDURES:**

**Affected Personnel: GUEST SERVICES/FACILITIES TEAM/FOOD AND BEVERAGE**

#### **Entering the Facility**

Prior to entering the facility drive around the grounds and check for open doors, unusual vehicles, pedestrians or vandalism. If you notice something unusual, immediately call 911 and stay in your car.

- Enter the facility.
  - The Accessibility doors may be programmed to open at a designated time. Confirm times with General Manager
  - Check all alarm systems
- Walk the administration building and satellite buildings
  - Unlock the interior doors as needed
  - Look for puddles of water and overall facility cleanliness
  - Document any areas of concern, Contact the Department responsible for correcting the deficiency and relay the information to be addressed to the facility manager.
- Open cash drawers as needed
  - Get the master money envelope from the safe and remove the money
  - Count the money to verify \$200 per drawer and place money in the cash drawer(s.)
  - Complete the cash control form and place under the cash tray
- Open for business

#### **Turn on the Lights**

The facility lights may be set on an automatic timer or motion activated. If there is trouble in the automated system, the lights must be turned on manually.

#### **Field Opening**

- Ensure dug-outs/team areas are clean and free of debris
- Safety checks on any facility provided equipment
- Coolers filled and in place
- Trash receptacles emptied and in place
- Field equipment and scoreboards ready for play

# SFM Operations Manual

## Panama City Beach Sports Complex



### **CLOSING PROCEDURES:**

**Affected Personnel: GUEST SERVICES/FACILITIES/FOOD AND BEVERAGE**

#### **Facility Closing**

- After all activity ensure cleanliness
  - Sweep and spot mop floor if needed in tiled areas
  - Clean bathrooms
  - Empty trash bins
  - Vacuum rugs at front entrance
- Walk the administration building and satellite buildings
  - Lock the interior doors as needed
  - Document any areas of concern, Contact the Department responsible for correcting the deficiency and relay the information to be addressed to the facility manager.
- Ensure all money has been returned to a locked safe
- Turn off all lights, music, and TV's
- Set alarms

#### **Field Closing**

- Ensure all guests have left premises
- Remove all trash
- Secure trash receptacles and coolers
- Collect remaining guest items, follow lost and found procedure
- Prepare field for following day game play
- Check all facility provided equipment for damage. Report any repairs needed to manager immediately.
- Turn off scoreboards
- Clean team player areas, spectator seating for following day game play
- Clear sidewalks and thoroughfares of debris
- Turn off field lights
- Lock all gates

# SFM Operations Manual

## Panama City Beach Sports Complex



### **FACILITY RULES:**

The Facility House Rules are established and enforced to help ensure guest safety while participating at Panama City Beach Sports Complex. It is each Team Member's responsibility to help enforce the rules and address any violations appropriately and immediately. Panama City Beach Sports Complex's team members reserve the right to refuse service to any participant and/or spectator who violates any policy, procedure or engages in any verbal and/or physical abuse of the Sports Complex or its team members.

### **UNAUTHORIZED USERS WILL BE ASKED TO LEAVE.**

#### **✓ FACILITY AND GROUNDS**

- *Keep balls and other sports equipment in their respective playing areas*
- *Permitted play only on athletic fields/ no fence climbing*
- *Fields may be closed at any time for safety concerns*
- *No dragging of equipment across turf surfaces*
- *No pets allowed*
- *Service Animals must be leashed*
- *No littering*
- *No metal spikes – tennis shoes, turf shoes and rubber cleats are permitted*
- *No folding chairs, pop-up tents or outdoor furniture permitted on synthetic turf unless permitted by facility staff. All items must be properly secured*
- *Private vehicles are prohibited on turf surfaces, sidewalks, service drives and emergency zones*
- *No fireworks*
- *No open flames*
- *Only coaches, players and officials are allowed on fields*

#### **✓ NO OUTSIDE FOOD OR DRINK ALLOWED**

- *Food and drinks are available at the concessions area and the various vending machines located throughout the facility*
- *No outside coolers or grills*
- *No concession or merchandise sales without prior approval*

# SFM Operations Manual

## Panama City Beach Sports Complex



### ✓ PARKING

- *Parking is permitted only in areas marked as parking spaces*
- *Vehicles illegally parked will be towed at the owner's expense*
- *Handicap parking spaces are reserved only for vehicles that have proper handicap identification, All other vehicles will be towed at the owner's expense.*
- *Overnight parking is prohibited (including RVs and campers)*

### ✓ LOST & FOUND

- *Panama City Beach Sports Complex is not responsible for lost, stolen or damaged articles. In order to recover lost items, please visit the front office. Lost water bottles, socks, towels and other frequently lost items will only be retained by Panama City Beach Sports Complex for a limited time.*

### ✓ MEDICAL EMERGENCIES

- *It is recommended that managers and coaches carry medical release forms, first aid kits and extra uniforms to each game. In the event that a parent/guardian cannot be reached in an emergency, Panama City Beach Sports Complex reserves the right to seek emergency care for the injured player, including ambulance assistance or hospital care, as may be deemed necessary under the circumstances at that time.*

### ✓ BEHAVIOR

- *Disorderly conduct and physical/verbal assault will not be tolerated*
- *Team managers are responsible for ensuring that individuals (including spectators) associated with their team observe all Panama City Beach Sports Complex rules, regulations, and policies. Panama City Beach Sports Complex reserves the right to expel any individual or team from Panama City Beach Sports Complex property without refund for misconduct committed upon the premises.*
- *Improper actions by spectators, coaches, and/or players may result in match suspension, termination, or forfeiture. Any individual may be ordered to leave Panama City Beach Sports Complex property at any time for any reason.*

**SFM Operations Manual**  
**Panama City Beach Sports Complex**



**✓ PROHIBITED SUBSTANCES/ACTIVITIES**

- *Drugs, alcohol and tobacco products (including E-Cigarettes) are prohibited*
- *Glass containers or bottles are not allowed in the complex*
- *Gum, sunflower seeds, candy, and food are not allowed on fields*
- *No skateboards, roller blades roller skates or roller shoes*
- *No loudspeakers or artificial noisemakers*

# SFM Operations Manual

## Panama City Beach Sports Complex



### RADIO ETIQUETTE:

**Affected Personnel: OPERATIONS, EVENT STAFF, HOUSEKEEPING, SECURITY**

#### **Proper Radio Procedures**

- All users of the Panama City Beach Sports Complex portable radios are required to use proper radio procedures and ethics when communicating on the radios
- Remain courteous at all times
- Taking a few seconds to plan out what you are going to say helps keep all transmissions short and to the point
- Remain calm at all times regardless of the situation - You may be the first person to be aware of an emergency – a clear and concise communication will ensure the emergency response is as quick as possible
- Select the correct radio channel - At the beginning of the shift or when the radio is assigned to you make sure it is on the correct channels defined below
- Be aware of the condition of your portable radio – Is the battery charged? – Are you receiving/monitoring radio communication?
- Listen before you talk - in order to make sure that no one else is trying to communicate. Once you have determined that the channel is clear then proceed
- Limit the preliminary call to the Person / Department you are attempting to call. If there is no answer, wait 1 minute (unless it is an emergency) before repeating the call. If you don't get a reply after two attempts - Make the call later!
- Don't monopolize the radio frequency by continuing to call fruitlessly. Phrases like "Do you hear me?", "Are you out there?" are not necessary
- Never use profane or obscene language or transmit fraudulent messages - Penalties for the misuse of radio frequencies is a Federal Offence and includes fines up to \$10,000 and / or imprisonment

<b>Channel</b>	<b>Radio Location / Use</b>
1	Part Time Staff
2	Show Management
3	Police/EMT
4	PCBSC Events
5	Food Services

# SFM Operations Manual

## Panama City Beach Sports Complex



### Radio Use

- Panama City Beach Sports Complex's portable radios are not citizen's band (CB) radios - Don't use phrases such as "That's a big 10-4", "Come Back."
- In a non-emergency situation - Listen for about 10 seconds before transmitting to determine if the channel is in use. Speak clearly in a normal tone of voice and hold the microphone or portable radio about an inch from your mouth.
- **Never** use the word "non-emergency" as radio traffic can often be cut off, and the only word someone may hear is "emergency." Instead use words like "routine," or "asap" as applicable.
- Only in an emergency situation should you interrupt a radio conversation that is already occurring – if you have to interrupt be sure to state that it is an emergency; state the person you are calling and the nature of the emergency
- Do not shout!
- Know what you are going to say before pressing the Push-to-Talk button. After pressing the Push-to-Talk button, pause briefly (one second), and then speak into the microphone or portable radio
- Be mindful of where you are and who may be listening
- Do not transmit confidential or sensitive information over the radio system – the conversation is being heard by all staff with a portable radio
- If you need to communicate confidential information, do so in person or via a land line or cell phone
- If questions arise during radio transmissions, do not argue over the radio; Call Guest Services or your Supervisor on the phone to discuss the issue
- Keep radio traffic to a minimum
- Keep messages short and concise
- When making a call, identify the person you are calling and yourself. Only when you receive a response should you start talking to the person. Clear the radio channel when the conversation is finished
- Providing it does not interfere with the performance of your duties, where practical and if you have portable radio - monitor radio conversations (Do not respond unless you are directly requested to do so). Monitoring the calls will allow you to be informed of important issues.
- The portable radios are not for chatting or idle conversation
- Do not make any negative comments regarding the Event, Clients, or Guests as you do not know who can hear someone else's radio. This will help avoid an embarrassing situation for you, your fellow employees and the facility
- If you lose or damage a radio you may be held responsible for the damage if negligence is involved

**Unauthorized personnel are not allowed to use the portable radios**



# SFM Operations Manual

## Panama City Beach Sports Complex



### TELEPHONE ETIQUETTE:

#### Affected Personnel: GUEST SERVICES

The following is a guideline for proper telephone communication.

#### Answering the Telephone

- Answer promptly (before the third ring if possible). Don't pick up on the first ring – this will allow time to regroup and compose yourself before speaking
- Before picking up the receiver, discontinue any other conversation or activity such as eating, chewing gum, typing, etc. that can be heard by the calling party
- Speak clearly and distinctly in a pleasant tone of voice; make sure not to mumble or slur your words
- Use a proper greeting i.e. "Good morning, Panama City Beach Sports Complex, how can I help you", "Thank you for calling the Panama City Beach Sports Complex, how can I help you"
- Never lose your temper or "Get Smart" with the caller
- Treat the caller with dignity and respect
- Use the "Hold" button when leaving the line so that the caller does not accidentally hear conversations being held nearby – **Do not just place the receiver on the desk!**
- If you absolutely have to put the phone receiver on the desk – **Do So Gently!**
- If the caller has reached the wrong number - Be Courteous! Sometimes they have been transferred from another number with a simple question. If possible, attempt to find out where they should call and to whom they should speak. They will greatly appreciate it.
- When transferring a call, be sure to explain to the caller that you are doing so and to who and what telephone you are transferring them, and give them a direct line to reach you back if they become disconnected.
- Remember that you may be the first and only contact the caller has with the Complex, and that first impression will stay with the caller long after the call is completed
- 

#### Taking messages

- Record the time and date the call came in
- Verify the caller's name, company name, and phone number
- Initial the message, so if the person who received the message has any questions, he or she can contact you
- Get a short statement about the caller's intent
- Immediately email the content of that message to the intended recipient and provide a written copy if needed

# SFM Operations Manual

## Panama City Beach Sports Complex



### MANAGER ON DUTY RESPONSIBILITIES:

#### **Affected Personnel: MANAGEMENT STAFF/ASSIGNED MANAGER ON DUTY RESPONSIBILITIES**

The following are the primary responsibilities of the Manager on Duty:

#### **Opening Procedures:**

- Prior to starting the building inspection, the MOD is required to sign out the MOD keys and a portable radio.
- Check-in with the Operations Staff to turn on all the facility lights.
  - Turn on the lights and monitors in all guest areas. Contact the Operations Staff on source for the monitors.
- Meet with Show Staff to review the facility set up and schedule of staffing changes.
- Assign Show Staff radio, microphone (as needed) and keys. Be sure to complete sign-out forms.
- Be familiar with the operation of the portable radio and observe standard radio etiquette. Provide a managerial presence during events to aid Guest Services/Event Staff with direction and/or decision-making.
- Under normal circumstances, approximately 1 hour prior to “Doors”, start inspecting the building (both inside and outside) as detailed in the MOD Checklist Form.
- During building and grounds inspection, note any deficiencies! Contact the department responsible for correcting the deficiency and relay the information. Complete the inspection of an entire building/field before passing the deficiencies onto the department responsible.
  - The MOD pre-event building inspection should be completed at least 1 hour prior to “Doors”.
  - “Follow-Up” inspections of any deficient items should be completed by the Operations Staff at least 30 minutes prior to “Doors”. Should the deficiency not be corrected, contact the responsible department and confirm the status.

#### **Opening Box Office and Parking Procedures**

Check Box Office to ensure ticketing system is up and running and lobby area is set properly.

- See Ticketing Operations Set-up Procedures for details.
- Cash out Parking Ticket Seller; review Money Handling Procedures.
  - Take out preassigned bank from bank safe in the money counting area
  - Verify cash with Team Member in the cash area - one at a time
  - Have Cashier initial cash control form verifying bank
  - Send Staff to station
- Attend the Shift Lead pre-event briefing; review the event details and ensure Event Staff are aware of who the MOD is for that particular event
- Assist Event Services with opening doors, if requested
- Be available to greet Guests
- Monitor the building between “Doors” and “Show” and possible problem areas, i.e. line ups outside box office flow, etc.

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### Event Activities Procedures

- Monitor activity during the event and take actions as necessary
- Assist Shift Lead to assign breaks and changes in staffing
- Fulfill responsibilities under the fire safety plan
- Monitor the traffic flow and gauge the Guests' reaction to the show as they leave the facility

### Closing Procedures

- Close parking one hour before the end of the event or after the start of the last session
- Have the team members break down the parking by removing tents and signage
- Call Staff in, one at a time, to cash
  - Have the Staff count the money in the money counting room and verify against sell sheets
  - If numbers have more than a \$5 difference, a cash over/short form must be completed and signed by MOD and Staff Member. Any variance of twenty-five dollars (\$25.00) or more may result in disciplinary action up to and including termination on the first occurrence. Refer to Finance Manual for protocol
  - Put cash and cash control form from Seller in safe
- Collect distributed items
  - Radios from Show Staff, Police, Fire, Trainer and Housekeeping
  - Microphone and keys
- Contact Show Manager to verify box office closing
  - Repeat cash in process described above
- Print a daily box office report
- At the end of the Event, the MOD should add final comments to the MOD report form.
- At the end of the Event, the MOD is to return the MOD keys and the portable radio to GM or Security.

### Notes:

Managers on Duty are required to complete their responsibilities for the entire shift. If a MOD is aware that they are unable to complete their responsibilities for a specific event, they should make prior arrangements to have another trained/approved Staff Member complete the MOD responsibilities.

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### SHIFT LEAD RESPONSIBILITIES:

#### Affected Personnel: GUEST SERVICES - SHIFT LEAD

#### General Duties:

##### Setup Box Office

- Retrieve Ticket Office & Safe Key from pre-disclosed location
- Power-up each laptop and verify Wi-Fi connection
- Remove all non-event related items from the counter and place in the file cabinet by the ticket window
- Put ink pens on counter for credit card sales and have counterfeit detector pen accessible
- Make sure each ticket printer has tickets
  - Pull 1-2 reams of ticket stock from ticket office & put in file cabinet

##### Opening Box Office and Parking Procedures

- Check Box Office to ensure ticketing system is up running and lobby area is set properly (stanchions, signage)
- See Ticketing Operations Set-up Procedures for details
- Cash out Ticket Sellers and Parking Ticket Sellers; review Money Handling Procedures
  - Take out preassigned bank from bank safe in the money counting room
  - Verify cash with each Seller in the cash room, one at a time
  - Have Sellers initial cash control form verifying bank
  - Send Staff to stations

##### Pre-Event Meeting

- Organize the pre-event briefing; review the event details and ensure Event Staff are aware of who the MOD is for that particular event
- Assign Radio's to staff; fill out the Radio Checkout Form completely
- Review radio etiquette and channel assignments
- Review with the Staff the operation of the portable radio and observe standard radio etiquette

##### Event Responsibilities

- Check that Sellers have enough change in drawer (each drawer should be event ready)
  - If change is needed, have Seller bring large bills in blue, bank bag to ticket office
    - Shift Lead will take large bills and exchange for exact amount of change needed in small bills.
  - If cash drop, (just to get rid of bulky bills in drawer or excessive cash)
    - Have Seller put in master cash bag and count with them in ticket office
    - Shift Lead will mark Seller's cash form for amount dropped
- Check Seller's ticket stock in printer every so often
- Give breaks to Staff for pre-determined amount of time
- Check with MOD as needed

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### Closing Procedures

- MOD should check with Show Lead/Client to determine when to close box office
- Count Sellers down one at a time; at least one Guest Services Staff should remain at the front desk until the completion of the event
- Pull Ticketing Report
- Wrap cash control forms around counted cash with a rubber band, or place in bank bag and put in safe
- Lock down safe and ticket office and money counting room
- Check with MOD to let go remaining Staff
- Pick-up and store all event-related items and lock them in the money counting room
- Check with the MOD and review closing checklist
- Turn off the lights in money counting room and at the front desk

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### EVENT SECURITY:

#### **Affected Personnel: GUEST SERVICES**

The responsibility of the Event Security position is to observe and report activities and incidents at an assigned site, providing for the security and safety of client property and personnel. There are three types of security positions at the Facility: Entrance Guard, Parking Monitor, and Roaming Guard

#### **General Duties**

- Attend Pre-event security meeting
  - During this meeting to review the Event Data Sheet, event related responsibilities of the assigned position, facility contacts and other pertinent information
  - Pick up assigned radio

#### **Entrance Guard**

- Position self at assigned location
  - Guard must stay within 20 ft. of assigned location
  - No one is allowed to enter the facility other than the main entry and player entrance without ticket, wristband or badge
    - Check patron for either tickets, wristband, and badges as described in the pre event meeting, if they do not have the proper credentials direct them to the main entrance
- Monitor the areas for any safety or rules violations and report immediately
  - Continually monitor the area, pay special attention to the surrounding activities, the food vendor lines, other doors, and action on the grounds and fields. Focus on the unusual (angry fans, injuries on the play areas, rule violations or suspicious behavior)
  - Warn violators of rule infractions, such as loitering, smoking or carrying forbidden articles
  - If suspicious activities are observed, contact supervisor immediately and document any details and descriptions
  - If you witness an injury, call for EMS or Trainer immediately

#### **Parking Monitor**

- The Parking Monitor is positioned at various points outside to constantly roam to monitor the entire area to prevent individuals from double parking or blocking traffic or others from exiting
  - Document the name and license of any vehicle utilizing the loading dock area in case of violations or the need to move a vehicle
- Document any individual that parks/unloads in a secure area. Vendors are not allowed to enter the facility without giving their name and license plate number. Contact your supervisor if the vehicle is left for an extended amount of time
- Monitor and ensure safe and uncongested traffic flow at all times

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- Document any individual utilizing facility carts or other large equipment
- Observe departing personnel to protect against theft of company property and ensure that authorized removal of property is conducted within appropriate client requirements

### Roaming Guard

- Assist in the guest areas during the initial opening rush
- Patrols the facility; checks for unsafe conditions, hazards, unlocked doors, security violations, blocked entrances and exits, mechanical problems, and unauthorized persons.
- Continually monitor the area, pay special attention to the surrounding activities and guests. For example, the food vendor lines, action on the fields and grounds. Focus on the unusual, angry fans, injuries on the court, rule violations or suspicious behavior
  - If suspicious activities are observed, contact supervisor immediately and document any details and descriptions
- If you witness an injury, call for EMS or Trainer immediately
- Respond to all police or EMS calls to preserve any evidence and to document all actions in the event of accidents, emergencies, or security investigations.
- Warn violators of rule infractions, such as loitering, smoking or carrying forbidden articles
- Check the washrooms for cleanliness or vandalism and report to MOD or GM if attention is required
- Provide assistance to customers, employees and visitors in a courteous and professional manner
- Ensure the exterior parking lot lights are on at dusk and off when the patrons have left the facilities

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### **GUEST SERVICES STAFF:**

#### **Affected Personnel: GUEST SERVICES**

The Guest Services staff give the first impressions Guests have when attending events.

#### **General Duties:**

Attend Pre-event security meeting

- During this meeting, the Shift Lead review the Event Operations Sheet, event-related responsibilities of the assigned position, facility contacts and other pertinent information.
- Pick up assigned radio

There are three types of Guest Service positions:

#### **Line Control**

- Stand at the front of the line and prevent congestion at the ticket windows
- When prompted by a Ticket Seller, send guests to the open Seller
- Watch for guests entering the facility with prohibited items
  - Food, beverages, portable chairs, cribs or carts

#### **Ticket Takers**

- Check patron for either tickets, wristband, or badges, as described in the pre-event meeting; if patron does not have the proper credentials, direct him/her to the Ticket Sellers.
- Scan bar code on tickets or secure wristband on Guests
- Answer questions and assist Guests needs
  - If you do not know the answer, never respond with, "I don't know."
  - Direct them to Guest Services or call for the Shift Lead on the radio to respond to your location

#### **Roaming**

- Assist Front of House activities when needed
- Monitor doors/gates and entry policies
- Answer questions and assist Guests.
  - If you do not know the answer, never respond with, "I don't know"
  - Direct them to Guest Services or call for the Shift Lead on the radio to respond to your location



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### Ticketing / Box Office

- Open Cash Drawer
  - Get money from the Shift Lead
  - Count the money to verify proper amount and place money in the cash drawer
  - Complete the cash control form and place under the cash tray
- Log on to assigned computer
  - Username and password will vary depending on the event
- Receive ticket information from the Shift Lead during the pre-event meeting
  - Cost of tickets, age breakdown, any specials
  - Wristbands, tickets
- Greet customers and complete transactions
- Cash out drawer
  - Reconcile drawer with the Shift Lead
  - Verify accuracy and sign cash control form

### Guest Services

- Answer questions regarding the facility
- Answer basic question regarding the event
  - Hours of operations, length and type of event
  - Do Not handle Vendor complaints. Direct those questions to Show Management
- Answer phone calls

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### **DAY PORTER:**

#### **Affected Personnel: CLEANING STAFF**

The responsibility of the Day Porter is to ensure the cleanliness of the Administrative Office, Public Meeting Spaces and Washrooms.

#### **Check Buildings and Administrative Corridor**

- Sweep and dust mop floor,
- Wipe off fingerprint and stains from glass
- Wipe down counter and benches
- Sweep and Damp Mop stairs and dust railings

#### **Check and Clean Washrooms**

Start in the Women's Washroom and continue to the Men's and Family Room. Proceed to the Men's and Women's Washroom in the Event Space

- Check to ensure that the following items are complete and clean where necessary, sign washroom inspection card upon completion
  - Supplies Stocked
    - Toilet Paper
    - Hand Towels
    - Hand Soap
    - Air Fresheners
    - Seat Covers
    - Hygiene Supplies
  - Trash Emptied
  - Mirrors Cleaned
  - Sinks, Fixtures and Counter Tops Cleaned
  - Dispensers Polished
  - Toilets and Urinals Clean
  - Partitions and Walls Clean and free of Graffiti
  - Floor Swept and Mopped

#### **Check and Clean Meeting Rooms and Offices**

Open and check the three meeting rooms to ensure the table are free of trash and debris, floors are vacuumed, garbage is emptied. Clean where needed

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### **Check Break Room, Concessions Areas, Additional Guest Areas**

Complete a regular walkthrough of concessions spaces to ensure the tables are free of crumbs and stains, the floors are swept and clean, trash cans are emptied and the place smells fresh.

### **Sweep Front Entrance**

- Use the blower and sweep the front entrance
- Continue down the side walks
- Pick up large trash and debris in the plantings around the facility
- Continue to use the blower down the side walks
- Be sure to push the mulch back in the flower beds
- Pick up large trash and debris in the flower beds and in the traffic Islands
- Pick up large trash and debris in the Parking Lot

### **Sweep and clean the Concourse, Public Areas and Parking**

- Wash the concourse with the sweeper scrubber three times a week
- Use the blower to sweep the Concourse and Outside Areas
- Wash exterior walls

### **Detail Work**

- Complete Weekly or Monthly detail cleaning project by the Supervisor or Facility Manager

**Remember:** All P.M. and Repair work is to be recorded in Work Order sheets

### **Personal Protective Equipment**

- Safety Glasses
- Safety Footwear
- Biohazard PPE

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## Part 1: Introduction to Food Safety

### FOOD SAFETY TODAY AND EVERYDAY

#### Why is it Important?

According to the Centers for Disease Control and Prevention, each year 1 in 6 Americans (48 million people) get sick from unsafe food and up to 3,000 of those people that become sick will die from their illness. The people most likely to get sick from unsafe food are the very old (older than 65), the very young (under 5), and those who have a weakened immune system (e.g. pregnant, diabetic, cancer, or having other diseases/medications). This group of people is called the **highly susceptible population**.

Thank you for taking an active role in keeping yourself and other people safe through learning more about food safety. Provided in this manual is information on ways you can contribute to serving safe foods both at home and at work. As a food handler you are the first line of defense in keeping the food safe.

#### Objectives

This manual has been developed to provide you with the knowledge you need to help keep food safe. Once you have completed your reading you should be able to:

1. Identify the hazards which can cause foodborne illness.
2. Understand the importance of correct hand washing and your health.
3. Know safe food temperatures to avoid the Danger Zone.
4. Follow and understand general food safety rules.
5. Use this knowledge for safer food handling at work and at home.

### FOODBORNE ILLNESS

Almost everyone at some point in their life has experienced the symptoms of **foodborne illness** which is often referred to as the stomach flu or food poisoning. The symptoms can include diarrhea, vomiting, fever, headache, stomach aches, and fatigue. Anyone can become sick from foods which are handled unsafely whether it is from a restaurant or eaten at home.

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### The Hazards

Foodborne illness is caused by eating **contaminated** foods or beverages. Foods can become unsafe by things you cannot see, smell or taste. There are three main types foodborne hazard: **Physical, Chemical, and Biological.**

1. **Physical** – Caused when a foreign object enters the food and is eaten causing injury.
  - Broken glass, jewelry, band-aids, staples, stick pins, or fingernails.
  - How to prevent:
    - Wash fruits and vegetables carefully.
    - Watch closely as foods are prepared.
    - Do not keep items which could fall into food near any preparation areas.
  
2. **Chemical** – Occurs when a chemical enters the food and is ingested.
  - Cleaning agents, **sanitizer**, pesticides, certain metals, or unapproved food containers.
  - How to prevent:
    - All chemicals should be stored away from or below any foods or food-contact surfaces.
    - All containers of chemicals must be clearly labeled.
    - No unnecessary chemicals should be stored on site.
    - Only approved containers should be used for food storage.
    - Protect food while chemicals are being used for cleaning.
  
3. **Biological** – Germs which cannot be seen without a microscope. **This is the most common cause of food borne illness.**
  - *Parasites* – normally tiny worms which can live in fresh fish and meat or one cell organisms. (ex. Giardia or roundworms)  
*Viruses* – very small germs and it only takes a few to make a person sick. Often spread through poor or no handwashing. (ex. Norovirus or hepatitis A)  
*Bacteria* – germs which can grow in food and produce toxins if time, temperature, and cleanliness rules are not followed. (ex. E. coli or Salmonella)
  - How to prevent:
    - Store foods at the correct temperatures.
    - Cook all foods to proper temperatures.
    - Use approved sources of water.
    - Do not work while sick.
    - Wash hands correctly.
    - Use gloves or utensils when handling **ready-to-eat foods** (foods which will not be cooked after you are handling them before being eaten).
    - Wash, rinse, and sanitize all equipment.

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*Foods that can allow bacteria to easily grow are called **Potentially Hazardous Foods**. These foods must be kept hot or cold to keep them safe as they have the moisture and protein that the germs need to grow.*

**Potentially Hazardous Foods include:**

- Animal Products – all meat, poultry, seafood, fish, eggs, dairy products
- Cooked Starches – cooked rice, pasta, beans, potatoes
- Fruits and Vegetables – cooked vegetables or fruit, cut melons, cut

## Part 2: Preventing Foodborne Illness

### PERSON IN CHARGE

To help prevent foodborne disease, there are laws which govern food handling. All licensed foodservice facilities must have a designated **Person in Charge (PIC)** who is familiar with these laws. Please see the Food and Beverage Manager for local and state laws.

The facility must be operated in line with the requirements of the above-mentioned statute and rules. This person or their designee must be present and in charge during all hours of operation. This is the person responsible for knowing the food sanitation rules and procedures within the establishment and provides information for all other staff needed to perform their jobs. The PIC is usually an owner, manager, or supervisor, however it can be anyone who can demonstrate knowledge of the requirements above and has been given the authority to oversee the other employees or staff. A designated PIC must be on site all hours of operation.

These rules are in place to try and keep food safe. These rules can be grouped into three basic concepts to be followed:

- 1. Good Health and Personal Hygiene**
- 2. Temperature Control of Food**
- 3. Prevent Cross Contamination**

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### GOOD HEALTH

A food handler should never work while sick. A sick person can spread illness by touching food, dishes, counters, utensils, other surfaces, other people or by coughing and sneezing. The following guidelines should always be followed to determine if an employee should be excluded from certain duties or not be allowed to work.

1. Symptoms of vomiting or diarrhea.
  - If at work:
    - Stop work immediately.
    - Report to management.
    - Go home and return no sooner than 24 hours after the last vomiting or diarrhea symptoms have ended.
  - If the symptoms occur before you arrive at work:
    - Notify the manager by telephone.
    - Do not report to work until at least 24 hours have passed after the last vomiting or diarrhea symptoms have ended.
2. If you are not feeling well and your skin or eyes turn yellow:
  - Report the symptoms to the manager immediately and seek medical attention. The manager shall notify Lake Region District Health Unit.
  - Do not return to work until after receiving clearance from a health practitioner.
3. Infected wound or cut on hand or arm:
  - Report the wound or cut to the manager.
  - Properly clean and cover the area with a waterproof bandage and a single-use glove (for hand wounds), before returning to work.
4. Sore throat with fever:
  - Report the illness to the manager.
  - Manager should limit your activities to reduce the risk of transmission. You should not work with exposed food, clean equipment, utensils, linens, or unwrapped single-service articles.
  - If you work in an establishment serving a highly susceptible population (i.e. hospital, nursing home, or preschool) then you should stop work until a health practitioner has cleared you to return.

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### GOOD PERSONAL HYGIENE

Good personal hygiene practices are an essential part of providing safe food and keeping yourself healthy.

#### Handwashing

Clean hands are the most important food safety tool. You cannot see germs so even if your hands look clean, they could be contaminated. Be aware of what your hands are touching at all times in order to recognize when they may have become dirty and use the following guidelines. **Washing your hands often is the most important thing you can do to keep yourself healthy and the food you prepare safe.**

#### When to Wash:

1. Upon arriving at work.
2. Immediately before any food preparation which includes working with any food, clean equipment or utensils, and unwrapped single-service articles.
3. After touching any part of your body or uniform.
4. Before putting on gloves to handle food and between glove changes.
5. Before and after touching any raw foods or switching tasks.
6. After using the bathroom.
7. After handling any dirty equipment, dishes, or utensils.
8. After taking a break, smoking, eating, or drinking.
9. After any other activity which may contaminate your hands such as sweeping the floor, taking out the garbage, using any chemicals, coughing or sneezing.

#### 5 EASY STEPS TO PROPER HANDWASHING

1. Use a designated hand sink which should not be used for any other purpose. It must have hot and cold running water, soap, and paper towels available.
2. Thoroughly wet hands and exposed arms.
3. Apply soap and scrub for at least 20 seconds (sing Happy Birthday twice) making sure to get all fingers, fingertips (especially under fingernails), areas between the fingers, hands, and arms.
4. Completely rinse hands and arms under clean running warm water.
5. Thoroughly dry hands and arms with disposable paper towels or an air dryer. **Common cloth dish towels should never be used to dry hands.**



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### Common Mistakes of Hand Hygiene to Avoid:

- Directly touching ready-to-eat foods with your bare hand is prohibited. Ready-to-eat foods are foods which will not be cooked prior to serving such as sandwiches, salads, fresh fruit, bread, or any cooked foods. If you are not cooking or heating a food after handling it then gloves, tongs, wax paper, or another utensil **MUST** be used.
- Hand sanitizers **CANNOT** be used in place of handwashing. Sanitizer will not get rid of or kill as many germs as handwashing and can only be used after hands have been thoroughly washed and dried as an additional measure.
- Gloves can also spread germs. Hands should be washed and dried thoroughly before putting on gloves as well as whenever gloves are changed. Gloves need to be changed often and **ALWAYS** when switching tasks.
- Handwashing must be done in a designated sink and **NOT** in a 3 compartment sink, preparation sink, or mop sink. As well, handwashing sinks should not be used for **ANY** other task (discarding drinks, washing vegetables, etc.).
- Hand sinks should **ALWAYS** be available and have a supply of hand soap and paper towels.

### Personal Cleanliness

If you work with food, you must always be aware of how your own personal habits can affect food safety. The following guidelines should be followed:

1. An appropriate level of bathing as well as clean clothing or uniform is required.
2. Fingernails should be trimmed and maintained without fingernail polish or artificial fingernails.
3. Jewelry should not be worn while preparing food.
4. Tobacco should not be used in any form during food preparation, service, or in any area which could contaminate equipment or food.
5. Food and drink should only be consumed in areas designated for employee dining. Employees can drink from a closed beverage container as long as a cover and straw is used and it is not stored over preparation areas.
6. Hair restraints should be worn to avoid contact with exposed food or sanitized equipment.
7. Personal items (coats, bags, medication) must be stored in a designated area away from food, dishes, or other supplies.

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### TEMPERATURE CONTROL OF FOOD

Temperature control is the best way to kill harmful germs through cooking and to stop their growth by keeping foods hot or cold.

#### The Danger Zone

Potentially hazardous food must be maintained above 135°F or less than 41°F at all times. This means that food held in a cooler or refrigerator should be below 41°F and food that is cooked and being held hot for serving must be kept above 135°F. The temperature range between these two numbers is considered the **danger zone** where germs can grow, multiply quickly and produce toxins which can make people sick. All potentially hazardous foods should spend as little time as possible in the temperature danger zone during thawing, preparation, reheating, and cooling. Food may only be in the temperature danger zone for a maximum of two hours while being prepared. If a food is left in the danger zone for more than 2 hours, it cannot be reheated or cooled for hot or cold holding and must be eaten within the next 2 hours or thrown away.

**Thawing:** Foods must never be left to thaw at room temperature (on the counter). When this is done, the outer part of the food will thaw quickly and may remain in the danger zone for too long while the center continues to thaw. The following three methods can be safely used to thaw food.

1. Inside the refrigerator at 41°F or below. Be sure to place the item in a container and store below any other foods which could become contaminated from drips.
2. Under running water of 70°F or below. If this method is used; no part of the food can be above 41°F for any part of the thawing or preparation process for more than 4 hours.
3. In the microwave oven, only if the food is immediately cooked to the recommended temperature following the thawing.

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**Cooking:** All foods must be cooked to a specific internal temperature as measured by a thermometer. Different types of foods have different requirements.

<b>Cooking Temperatures</b>	
<ul style="list-style-type: none"> <li>• Poultry (chicken and turkey)</li> <li>• Stuffing or stuffed food</li> <li>• Casseroles</li> <li>• Reheated leftovers for hot holding</li> <li>• All raw animal foods cooked in a microwave</li> </ul>	<p>165°F (for 15 seconds)</p>
<ul style="list-style-type: none"> <li>• Ground meats (burgers, sausage)</li> <li>• Ground fish</li> <li>• Mechanically tenderized or injected meats</li> <li>• Eggs which are not for immediate service</li> </ul>	<p>155°F (for 15 seconds)</p>
<ul style="list-style-type: none"> <li>• Non-ground or whole muscle meats (beef and pork)</li> <li>• Seafood (fish)</li> <li>• Eggs for immediate service</li> </ul>	<p>145°F (for 15 seconds)</p>
<ul style="list-style-type: none"> <li>• Fruits and vegetables for hot holding</li> <li>• Commercially cooked foods being reheated (such as hot dogs or canned soups)</li> </ul>	<p>135°F</p>
<p>Additional cooking requirements apply to whole meat roasts (corned beef, pork roasts, ham, Etc.). Please see the Food Code or contact your local health department for information.</p>	

**Consumer Advisory:** An advisory is required if customers are offered or allowed to order any raw animal products not cooked to the temperatures listed in the chart above. If any items are served not cooked to the exact listed temperatures (e.g., rare hamburgers, over-easy eggs, and/or rare steaks) then those items need be identified and a safety reminder provided either on the menu or by another approved written method. Example below:

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### Consumer Advisories

Thoroughly cooking foods of animal origin such as beef, eggs, fish, lamb, pork, poultry or shellfish reduces the risk of foodborne illness. Individuals with certain health conditions may be at higher risk if these foods are consumed raw or undercooked. Consult your physician or

**Cooling:** Cooling is often the riskiest step in food preparation. Food must be cooled quickly to avoid being in the temperature danger zone for too long. Therefore, it is best to prepare foods fresh daily by cooking and holding hot only the food that will be served that day. When it is necessary to cool foods for reheating later you must follow the **cooling curve** to avoid germ growth in the food:

1. **135° F → 70°F within 2 hours (average of 1/2° per minute)**
2. **70° F → 41° F within the following 4 hours (average of 1/10° per minute)**

To achieve this rapid temperature change, the cooked food must be immediately cooled using one of the following methods based upon the type of food.

- Separate or cut the food into smaller or thinner portions and place into shallow pans;
- Stir the food in a container placed in an ice water bath;
- Use rapid cooling equipment (blast or tumble chiller or ice paddles);
- Use metal containers to allow easier heat transfer;
- Add ice as an ingredient;
- Leave food partially covered or uncovered in cooler until 41°F is reached.

**Reheating:** Foods that have been cooked and refrigerated and are being prepared for immediate service in response to a customer order may be reheated to any temperature. However, if a food is cooked, cooled, and reheated with the intention to hot hold that item for any length of time then that item must be reheated to 165°F within 2 hours. A cold food placed into a steam table will not reheat this quickly. A microwave, stovetop or oven should be used to reheat food for hot holding.

- **41°F → 165°F within 2 hours**

**Hot Holding:** After food has been cooked or reheated to the required temperature it must be held at 135°F or higher to avoid the danger zone and germ growth. Steam tables and other warmers should be turned on prior to placing food in them in order for them to be hot enough to keep food this temperature. Foods should also be frequently stirred and have a cover on them to maintain temperature.

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**Cold Holding:** Always keep cold food at 41°F or below and protect it with covers when not serving. If using ice to keep foods cold, be sure that the ice comes up to the level of the food in the pan. Food must be at 41°F or colder when being placed on a salad bar or ice.

Potentially hazardous foods that have been cooked or prepared (e.g. meats, salads, cooked vegetables) must be eaten or discarded within 7 days. A food that is prepared and not eaten the same day must be marked with a date. This can be either the day it was prepared or the day it must be thrown if not used by. The day the food is prepared counts as day 1 of the 7 total days (e.g. chicken salad prepared on Monday and stored at 41°F or below will need to be eaten or thrown away by the following Sunday).

**Date Marking:** Potentially hazardous foods prepared on-site, held for more than 24 hours, and refrigerated must be labeled with the date prepared or the date to throw away.

### Thermometers

Accurate thermometers are necessary for safe food preparation and storage. All facilities must have enough thermometers on site for food temperatures to be checked. This includes metal stem thermometers for measuring the internal temperature of foods being cooked, cooled, or reheated, as well as thermometers to measure the temperatures of refrigerators.

- Each refrigerator should have a thermometer inside where it is easy to see when the door is opened. The thermometer should be checked regularly and should always read 41°F or colder.
- Metal stem thermometers should be used to check the internal temperatures of foods when being cooked, cooled, and reheated. These can be either dial or digital thermometers, although the digital thermometers are better for measuring temperatures in thin foods as they give a quicker reading. The dial thermometer works well for thick foods. For both types of thermometers, the stem must be inserted into the thickest part of the food and the reading allowed to stop changing before the temperature is taken.

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Dial Thermometer – best used for thick foods such as roasts as must be left in place for about 20 seconds for reading.



Digital Thermometer – better for measuring temperatures in thin foods such as hamburger patties as quicker.

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- Thermometers must be cleaned and sanitized in between uses.
- Accuracy of thermometers should be checked regularly. This can be done by placing the thermometer's sensor in a cup full of crushed ice which is then filled up with water. The thermometer should read 32°F. If the thermometer does not it may need adjusting or replacement.

### PREVENTING CROSS CONTAMINATION

**Cross contamination** can happen when germs from raw food or contaminated surfaces gets onto foods.

#### Tips to Avoid Germ Transfer

- Always wash hands before food preparation and especially after handling raw meat.
- Wash rinse and sanitize all surfaces every time you finish a task and between preparing different foods.
- Prepare raw meat in a designated area and on separate surfaces (e.g. cutting boards) which are separate from where other foods are being prepared. Also store wipe cloths used around raw meat separate from other wipe cloths.
- Never store foods which will not be cooked before serving in the same container or use the same utensils as were used for raw meat, fish, or poultry.
- All foods should be covered during storage and in labeled containers.
- Store scoops, tongs, or other utensils with the handle extended out of the food.
- Foods which will not be cooked before being eaten must be protected from drips from foods above. Store raw meat on lower shelves in refrigerator and in the order of cooking temperature to avoid contamination of foods below (e.g. poultry which must be cooked to 165°F must always be stored below all other meats and foods).

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- Top shelves store items which will not be cooked before being eaten or items such as vegetables which will be cooked to 135°F.
- Seafood, fish, eggs minimum cooking temperature of 145°F.
- Raw whole meats minimum cooking temperature of 145°F.
- Raw ground meats minimum cooking temperature of 155°F.
- Raw poultry minimum cooking temperature of 165°F.

Cleaning and sanitizing are different steps. Cleaning or washing; uses soap and water to get rid of dirt, debris, and left-over food. Sanitizing is the step to follow cleaning which uses chemicals or heat to kill germs. Sanitizing without first washing is not effective as the dirt and debris on a surface will not allow the chemical or heat to do its job. Washing without following with a sanitizing step leaves germ on surfaces. Therefore, both steps are needed. All surfaces which may come into contact with food are required to be washed, rinsed, and sanitized in that order.

All other areas, such as walls and floors, which do not have direct contact with food must also be kept clean. Keeping these other areas and surfaces clean will reduce cross contamination of food, prevent pests, and help prevent accidents.



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**Washing Dishes:** Dishes, utensils, and other food contact surfaces can be washed and sanitized by using a machine or by hand. Whichever methods is used the basic steps are the same:

1. Make sure the sink or machine is clean and sanitized before starting.
2. Scrape all left over food into the garbage.
3. Wash dishes in hot, soapy water. If doing by hand this is done in the first compartment of the sink.
4. Rinse dishes with clean, hot water. By hand this step is done in the second compartment of the sink.
5. Sanitize by soaking the dishes in warm water with the sanitizer mixed to the concentration listed on the label or in sanitizing temperature water. By hand this is done in the third compartment of the sink.
6. Air dry. A towel should never be used to dry dishes or to set dishes upon to dry as it can put germs back on the dish.

**Mechanical (Machine) Washing:** A dishwashing machine will automatically follow the wash, rinse, and sanitize steps; however, it must be checked often to make sure the correct temperature and chemical concentration are being met. Generally, wash water must be at least 120°F, chemical sanitizing concentration should be 50 **ppm** to 100 ppm, and heat sanitizing must reach 165°F at the surface of the dishes. Some machines will require different temperatures and concentrations as determined by the manufacturer's guidelines.

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### EMERGENCY /CRISIS MANAGEMENT:

#### Affected Personnel: MOD, SECURITY MANAGER, ALL

- During events at the Panama City Beach Sports Complex, Police and Fire personnel as well athletic trainers are usually on site and can be contacted via **Channel 3** on the radio.
- In the event of an emergency, request assistance immediately and provide your exact location. In most emergency situations, time is very important so the better you can provide your location the sooner assistance may be able to arrive.
- After contacting emergency personnel for assistance, contact the Manager on Duty and fill out an incident report
- If local Police and/or Fire personnel are not on site, immediately notify management of the emergency and call 911, if needed.

### EVACUATION PLAN

- 1) Evacuation route maps have been posted in each work area. The following information is marked on evacuation maps:
  1. Emergency exits
  2. Primary and secondary evacuation routes
  3. Locations of fire extinguishers
  4. Fire alarm pull stations
- 2) Site personnel should know at least two evacuation routes.

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**EMERGENCY PHONE NUMBERS**

FIRE DEPARTMENT: 850.233.5120

AMBULANCE: 911

POLICE: 850.233.5000

SECURITY ALARM COMPANY: TBD - Opening

FIRE ALARM COMPANY: TBD - Opening

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**UTILITY COMPANY EMERGENCY CONTACTS**

(Specify name of the company, phone number and point of contact)

**ELECTRIC:** Name: Gulf Power \_\_\_\_\_  
Phone: 850.832.6747

**WATER:** Name: City of Panama City Beach  
Phone: 850.233.5100

**GAS:** Name: Teco Peoples  
Phone: 877.832.6747

**PHONE COMPANY:** Name: Wow! Business  
Phone: 888.969.4249

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### **EMERGENCY – CALL LIST:**

**Affected Personnel: GUEST SERVICES AT FRONT DESK**

**In the Event of an Emergency that warrants calling the Police, Fire or Ambulance**

- Call the Emergency Services

The following is the list of contacts, one of which should be contacted after calling the Police - call in descending order until one of the following is contacted:

General Manager

Facility Manager

Security Manager

Operations Manager

Sport Manager

Finance Manager

Guest Services Coordinator

CONTACT LIST IN FORMS APPENDIX

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### MEDICAL EMERGENCY

- 1) Call medical emergency phone number (page 52):
- 2) Provide the following information:
  - a. Nature of medical emergency
  - b. Location of the emergency  
50 Chip Seal Parkway  
Panama City Beach, FL 32407
  - c. Provide additional location details  
(area of building, room number)
  - d. Your name and phone number from which you are calling.  
(979)229-3724
- 3) Do not move victim unless absolutely necessary.
- 4) Call trainer or management staff trained in CPR and First Aid to provide the required assistance prior to the arrival of the professional medical help:
- 5) If personnel trained in First Aid are not available, as a minimum, attempt to provide the following assistance:
  - a. Stop the bleeding with firm pressure on the wounds (note: avoid contact with blood or other bodily fluids).
  - b. Clear the air passages using the Heimlich Maneuver in case of choking.
- 6) In case of rendering assistance to personnel exposed to hazardous materials, wear the appropriate personal protective equipment. Attempt first aid ONLY if trained and qualified.

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### FIRE EMERGENCY

#### **When fire is discovered:**

- 1) Activate the nearest fire alarm (if installed)
- 2) Notify the local Fire Department by calling 850.872.3055.
- 3) If the fire alarm is not available, notify the site personnel about the fire emergency

#### **Fight the fire ONLY if:**

- 1) The Fire Department has been notified.
- 2) The fire is small and is not spreading to other areas.
- 3) Escaping the area is possible by backing up to the nearest exit.
- 4) The fire extinguisher is in working condition and personnel are trained to use it.

#### **Upon being notified about the fire emergency, occupants must:**

- 1) Leave the building using the designated escape routes.
- 2) Assemble in the designated area (specify location):
- 3) Remain outside until the competent authority (Designated Official or designee) announces that it is safe to reenter.

#### **Manager on Duty, Security Personnel or Supervisors must:**

- 1) Coordinate an orderly evacuation of personnel.
- 2) Perform an accurate head count of personnel reported to the designated area.
- 3) Determine a rescue method to locate missing personnel.
- 4) Provide the Fire Department personnel with the necessary information about the facility.
- 5) Disconnect utilities and equipment unless doing so jeopardizes his/her safety.
- 6) Perform assessment and coordinate weather forecast office emergency closing procedures

#### **Floor Staff must:**

- 1) Ensure that all employees have evacuated the area/building.
- 2) Report any problems to the Emergency Coordinator at the assembly area.

#### **Assistants to Physically Challenged should:**

- 1) Assist all physically challenged employees/guests in emergency evacuation

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### **EXTENDED POWER LOSS:**

In the event of extended power loss to the facility certain precautionary measures should be taken.

- 1) Unnecessary electrical equipment and appliances should be turned off in the event that power restoration would surge causing damage to electronics and effecting sensitive equipment.
- 2) Facilities with freezing temperatures should turn off and drain the following lines in the event of a long-term power loss.
  - a) Fire sprinkler system
  - b) Standpipes
  - c) Potable water lines
  - d) Toilets
- 3) Add propylene-glycol to drains to prevent traps from freezing
- 4) Equipment that contain fluids that may freeze due to long term exposure to freezing temperatures should be moved to heated areas, drained of liquids, or provided with auxiliary heat sources.

### **Upon Restoration of heat and power:**

- 1) Electronic equipment should be brought up to ambient temperatures before energizing to prevent condensate from forming on circuitry.
- 2) Fire and potable water piping should be checked for leaks from freeze damage after the heat has been restored to the facility and water turned back on.



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### **CHEMICAL SPILL:**

The following are the locations of:

Spill Containment and Security Equipment: TBD Opening \_\_\_\_\_

Personal Protective Equipment (PPE): TBD Opening

MSDS sheets for all chemicals are provided by appropriate vendors and located in the kitchen and in the cleaning storage room.

### **When a Large Chemical Spill has occurred:**

- 1) Immediately notify the designated official and Emergency Coordinator.
- 2) Contain the spill with appropriate equipment (e.g., pads, booms, absorbent powder, etc.).
- 3) Secure the area and alert other site personnel.
- 4) Do not attempt to clean the spill unless trained to do so.
- 5) Attend to injured personnel and call the medical emergency number, if required.
- 6) Call the local Fire Department (if arrangement has been made) to perform a large chemical (e.g., mercury) spill cleanup.
- 7) Evacuate buildings as necessary

### **When a Small Chemical Spill has occurred:**

- 1) Notify the General Manager and/or supervisor (select one).
- 2) If toxic fumes are present, secure the area (with caution tapes or cones) to prevent other personnel from entering.
  - 3) Deal with the spill in accordance with the instructions described in the MSDS.
  - 4) Small spills must be handled in a safe manner, while wearing the proper PPE.
- 5) Review the general spill cleanup procedures.

## **DESCENDING EMERGENCIES**

In the event of an emergency outside of the scope of training, and assistance with a descent is needed, call 911 and then contact the local fire department directly.

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### TELEPHONE BOMB THREAT CHECKLIST

INSTRUCTIONS: BE CALM, BE COURTEOUS. LISTEN. DO NOT INTERRUPT THE CALLER.

YOUR NAME: \_\_\_\_\_ TIME: \_\_\_\_\_ DATE: \_\_\_\_\_

CALLER'S IDENTITY SEX: Male \_\_\_\_\_ Female \_\_\_\_\_ Adult \_\_\_\_\_ Juvenile \_\_\_\_\_ APPROXIMATE AGE: \_\_\_\_\_

ORIGIN OF CALL: Local \_\_\_\_\_ Long Distance \_\_\_\_\_ Phone Number if on ID \_\_\_\_\_

#### VOICE CHARACTERISTICS

- |                                      |                                   |
|--------------------------------------|-----------------------------------|
| <input type="checkbox"/> Loud        | <input type="checkbox"/> Soft     |
| <input type="checkbox"/> High Pitch  | <input type="checkbox"/> Deep     |
| <input type="checkbox"/> Raspy       | <input type="checkbox"/> Pleasant |
| <input type="checkbox"/> Intoxicated | _____                             |
|                                      | Other                             |

#### ACCENT

- |                                  |                                    |
|----------------------------------|------------------------------------|
| <input type="checkbox"/> Local   | <input type="checkbox"/> Not Local |
| <input type="checkbox"/> Foreign | <input type="checkbox"/> Region    |
| <input type="checkbox"/> Race    |                                    |

#### SPEECH

- |                                   |                                    |
|-----------------------------------|------------------------------------|
| <input type="checkbox"/> Fast     | <input type="checkbox"/> Slow      |
| <input type="checkbox"/> Distinct | <input type="checkbox"/> Distorted |
| <input type="checkbox"/> Stutter  | <input type="checkbox"/> Nasal     |
| <input type="checkbox"/> Slurred  | _____                              |
|                                   | Other                              |

#### MANNER

- |                                     |                                     |
|-------------------------------------|-------------------------------------|
| <input type="checkbox"/> Calm       | <input type="checkbox"/> Angry      |
| <input type="checkbox"/> Rational   | <input type="checkbox"/> Irrational |
| <input type="checkbox"/> Coherent   | <input type="checkbox"/> Incoherent |
| <input type="checkbox"/> Deliberate | <input type="checkbox"/> Emotional  |
| <input type="checkbox"/> Righteous  | <input type="checkbox"/> Laughing   |

#### LANGUAGE

- |                                    |                               |
|------------------------------------|-------------------------------|
| <input type="checkbox"/> Excellent | <input type="checkbox"/> Good |
| <input type="checkbox"/> Fair      | <input type="checkbox"/> Poor |
| <input type="checkbox"/> Foul      | _____                         |
|                                    | Other                         |

#### BACKGROUND NOISES

- |                                   |                                     |
|-----------------------------------|-------------------------------------|
| <input type="checkbox"/> Factory  | <input type="checkbox"/> Trains     |
| <input type="checkbox"/> Machines | <input type="checkbox"/> Animals    |
| <input type="checkbox"/> Music    | <input type="checkbox"/> Quiet      |
| <input type="checkbox"/> Office   | <input type="checkbox"/> Voices     |
| <input type="checkbox"/> Machines | <input type="checkbox"/> Airplanes  |
| <input type="checkbox"/> Street   | <input type="checkbox"/> Party      |
| <input type="checkbox"/> Traffic  | <input type="checkbox"/> Atmosphere |

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### BOMB FACTS

PRETEND DIFFICULTY HEARING - KEEP CALLER TALKING - IF CALLER SEEMS AGREEABLE TO FURTHER CONVERSATION, ASK QUESTIONS LIKE:

When will it go off? Certain Hour                      Time Remaining

Where is it located? Building                      Area

What kind of bomb?

What kind of package?

How do you know so much about the bomb?

What is your name and address?

If building is occupied, inform caller that detonation could cause injury or death.

- 1) Activate malicious call trace after call: Hang up phone and do not answer another line. Choose same line and dial \*57 (if your phone system has this capability). Listen for the confirmation announcement and hang up.
- 2) Notify your supervisor immediately.
- 3) Call 911 and relay information about call.
- 4) Did the caller appear familiar with plant or building (by his/her description of the bomb location)? Write out the message in its entirety and any other comments on a separate sheet of paper and attach to this checklist.

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### SEVERE WEATHER AND NATURAL DISASTERS

#### **Tornado:**

- 1) When a warning is issued by sirens or other means, seek inside shelter.  
Consider the following:
  - a) Small interior rooms on the lowest floor and without windows,
  - b) Hallways on the lowest floor away from doors and windows, and
  - c) Rooms constructed with reinforced concrete, brick, or block with no windows.
- 2) Stay away from outside walls and windows.
- 3) Use arms to protect head and neck.
- 4) Remain sheltered until the tornado threat is announced to be over.

#### **Hurricane:**

- 1) Stay calm and await instructions from the Emergency Coordinator or the designated official.
- 2) Keep away from overhead fixtures, windows, filing cabinets, and electrical power.
- 3) Assist people with disabilities in finding a safe place.
- 4) Evacuate as instructed by the Emergency Coordinator and/or the designated official.

#### **Earthquake:**

- 1) Stay calm and await instructions from the Emergency Coordinator or the designated official.
- 2) Keep away from overhead fixtures, windows, filing cabinets, and electrical power.
- 3) Assist people with disabilities in finding a safe place.
- 4) Evacuate as instructed by the Emergency Coordinator and/or the designated official.

#### **Flood:**

If indoors:

- 1) Be ready to evacuate as directed by the Emergency Coordinator and/or the designated official.
- 2) Follow the recommended primary or secondary evacuation routes.

If outdoors:

- 1) Climb to high ground and stay there.
- 2) Avoid walking or driving through flood water.
- 3) If car stalls, abandon it immediately and climb to a higher ground.

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### CRITICAL OPERATIONS

During some emergency situations, it may be necessary for some specially assigned personnel to remain at the work areas to perform critical operations.

Assignments:

<u>Work Area</u>	<u>Name</u>	<u>Job Title</u>	<u>Description of Assignment</u>

- 1) Personnel involved in critical operations may remain on the site upon the permission of the site manager on duty.
- 2) In case emergency situation will not permit any of the personnel to remain at the facility, the manager on duty or other assigned personnel shall notify the SFM Home Office and to initiate backups. This information can be obtained from the Emergency Evacuation Procedures.

The following should be contacted:

Name/Location: SFM Home Office

Telephone Number: 727-474-3845

Name/Location: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

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### OPERATIONS

#### REFUELING ENGINES:

##### **Affected Personnel: OPERATIONS STAFF**

The following steps are to be followed when filling a gas storage tank on a small engine i.e. ice edger, lawn maintenance equipment, snow blower etc.

##### **Note: Never fill the gas tank while the engine is running!**

- The portable gasoline container should carry the UL Classification Mark of Underwriters Laboratories Inc.
- Fill equipment before using or allow equipment to cool down at least 15 minutes prior to refueling. Never attempt to refuel a HOT gasoline powered engine
- Only refuel outdoors and at least 10 feet away from all potential sources of ignition
- Refuel on concrete not on the asphalt. Gasoline will chemically destroy asphalt
- Keep a fire extinguisher nearby and know how to use it
- Ensure that you have the proper fuel. (4 cycle engine – gasoline, 2 cycle engine – mixed fuel)
- Ensure the gasoline fueled equipment has not been allowed to sit in direct sunlight for an extended period of time
- Remove the fuel cap slowly, any hissing indicates that fuel storage tank is under pressure – Do not remove the fuel cap. Allow the unit is allowed to “cool down” before the fuel cap is removed
- To avoid spilling, pour slowly, using a funnel or flex spout neck
- Do not spill any fuel on equipment. If a spillage occurs, clean up immediately and dispose of the cloths/rags in an air tight container to ensure no spontaneous combustion occurs
- Never overfill the fuel tank. Allow adequate room in the tank for expansion

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**REFUELING GASOLINE ENGINES MUST NOT BE CARRIED OUT WITHIN FACILITY - IT IS AN EXTREMELY DANGEROUS PRACTICE.**

**When refilling the portable gasoline container:**

- Dispense gasoline only into approved UL containers
- Do not fill a container while it is inside a vehicle, a vehicle's trunk, pickup bed or on any surface other than the ground.
- Bring the fill nozzle in contact with the inside of the fill opening before operating the nozzle. Static electricity will be a form of ignition
- Contact should be maintained until the filling operation is complete
- No Smoking is allowed in the vicinity of the refueling operations of any type of equipment

**Personal Protective Equipment**

- Safety Gloves
- Safety Eye Wear

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### **GOLF CART PROTOCOL:**

**Affected Personnel: FACILITIES/GUEST SERVICES/OPERATIONS/FOOD AND BEVERAGE**

**Golf carts are used to transport people during events. It is not recommended that Panama City Beach use them to transport patrons, but if they do then the following measures need to be in place:**

1. Only drivers possessing a valid state driver's license should be operating golf carts with passengers in them.
2. Avoid rear facing passengers unless absolutely necessary. All passengers should be in the front facing seats.
3. Only able bodied adults should be allowed to use the rear facing seats. Any children, elderly or physically challenged passengers should use the front facing seats.
4. When rear facing passengers are on board cart speed should be lowered to walking speed to minimize the risk of injury.
5. Each passenger should have his/her own seat on board the cart – i.e. a four-seat cart should seat no more than four passengers. Passengers are not permitted to hang off the sides or sit in other passenger's laps.
6. Small children should not be allowed to sit on the outside seats. Only adults or older children should be on the outside seats.
7. Drivers need to continually monitor their passengers while in transit.
8. Speed should be adjusted based on weather, safety of passenger or any other environmental conditions.
9. A first aid kit should be on any cart used to transport passengers.
10. Drivers should have a means to communicate with venue staff (e.g., cell phone, radio).
11. Damaged or defective carts should never be used to transport patrons.



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**WAIVER:**

**Affected Personnel: GUEST SERVICES**

Every person, regardless of age, must have a completed liability waiver on file to use the complex if not covered by an event certification of insurance. If 16 or 17 yrs. old, a parent/guardian must fill out a waiver, add the person as a minor, and sign the form; a photo ID is required for admission. If under 16 yrs. old, a parent/guardian must be at the venue along with the minor for supervision.

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### **CLEANING:**

#### **BLOOD BORNE PATHOGENS – EXPOSURE CONTROL PLAN & CLEAN UP PROCEDURES**

**Affected Personnel: HOUSEKEEPING, SPORTS COACHES, EVENT SECURITY**

#### **Responsibility**

The Facility Manager and Sports Coordinator are responsible for ensuring their employees comply with the provisions of this plan.

The Operations Department is responsible for providing all necessary supplies such as personal protective equipment, soap, bleach and Hepatitis B vaccinations identified in this procedure.

The Facility Manager or Sports Coordinator will be responsible for training and ensuring Operations – Housekeeping staff and Coaches staff members are aware of how to deal with bodily fluid spills and for disposing waste.

#### **Engineering and Work Practice Controls**

Don't touch or use anything that has the victim's body fluid on it without a barrier between you and the fluid. The safest assumption is that all body fluids are infectious and must be treated accordingly.

#### **Universal Precautions**

Universal Precautions are the minimum acceptable work practice for protection against transmission of blood borne pathogens in the workplace.

**It is the practice of treating all blood and other potentially infectious material as if it is infectious with blood borne pathogens and avoiding all direct contact with this material.**

Using Universal Precautions potentially excludes urine, feces, vomit, nasal secretions, saliva in non-dental settings and sweat from cautionary handling. Although these body fluids are not potentially infectious with blood borne pathogens all except sweat may be infectious with other diseases. The following protocols exist to protect oneself from infection.

- Universal precautions will be observed by all Operations employees in order to prevent contact with blood or other potentially infectious materials. All blood or other potentially infectious materials will be considered infectious.

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- Employees must wash their hands or other skin with soap and water, or flush mucous membranes with water, as soon as possible following an exposure incident (such as a splash of blood to the eyes or an accidental needle stick).
- Employees must wash their hands immediately (or as soon as feasible) after removal of gloves or other personal protective equipment.

Employees shall familiarize themselves with the nearest hand washing facilities. The Panama City Beach Sports Complex buildings are public access buildings; they have available hand washing facilities in public restrooms and janitorial closets.

### **Personal Protective Equipment**

Where occupational exposure remains after institution of engineering and work controls, personal protective equipment shall also be utilized.

The Operations / Sports Department or contracted cleaning company will provide:

- Gloves
- Face shields
- Masks
- Eye Protection

The Operations / Sports Department or contracted cleaning company as appropriate will supply, replace or repair personal protective equipment as necessary at no cost to employees.

All personal protective equipment to be used will be based upon the anticipated exposure to blood or other potentially infectious materials. The protective equipment will be considered appropriate only if it does not permit blood or other potentially infectious materials to pass through or reach the employee's clothing, skin, eyes, mouth, or mucous membranes under normal conditions of use and for the duration of time for which the protective equipment will be used.

Employees must:

- Utilize protective equipment in occupational exposure situations
- Remove garments that become penetrated by blood or other potentially infectious material immediately or as soon as feasible
- Replace all garments that are torn or punctured, or that lose their ability to function as a barrier to blood borne pathogens
- Remove all personal protective equipment before leaving the work area
- Place all garments in the appropriate designated area or container for storage, cleaning, decontamination, or disposal.

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If a routine booster dose of Hepatitis B vaccine is recommended by U.S. Public Health Service at a future date, such booster doses shall be made available at no cost to the employee.

### **Post-Exposure Evaluation and Follow-Up**

All exposure incidents shall be reported, investigated, and documented. When the employee incurs an exposure incident (blood borne pathogens), it is to be reported immediately to the Facility Manager or Sports Coordinator as appropriate.

Following a report of an exposure incident, the exposed employee will go to their immediate Supervisor who will arrange through HR for a confidential medical evaluation and follow-up, including at least the following elements:

- Documentation of the route(s) of exposure
- A description of the circumstances under which the exposure occurred
- The identification and documentation of the source individual. (The identification is not required if the employer can establish that identification is impossible or prohibited by state or local law.)
- The collection and testing of the source individual's blood for HBV and HIV serological status
- Post-exposure treatment for the employee, when medically indicated in accordance with the U.S. Public Health Service
- Counseling
- Evaluation of any reported illness

The Healthcare professional evaluating an employee will be provided with the following information:

- A copy of this plan
- A copy of the OSHA Blood borne Pathogen regulations (29 CFR 1910.1030)
- Documentation of the route(s) of exposure
- A description of the circumstances under which the exposure occurred
- Results of the source individual's blood testing, if available
- All medical records applicable to treatment of the employee, including vaccination status
- The employee will receive a copy of the evaluating healthcare professional's written opinion within 15 days of the completion of the evaluation.

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The healthcare professional's written opinion for Hepatitis B vaccination is limited to the following:

- Whether the employee needs Hepatitis B vaccination
- Whether the employee has received such a vaccination

The healthcare professional's written opinion for post-exposure evaluation and follow-up is limited to the following information:

- That the employee was informed of the results of the evaluation
- That the employee was informed about any medical conditions resulting from exposure to blood or other infectious materials that require further evaluation or treatment.

All other findings or diagnoses will remain confidential and will not be in a written report.

All medical evaluations shall be made by or under the supervision of a licensed physician or by or under the supervision of another licensed healthcare professional. All laboratory tests must be conducted by an accredited laboratory at no cost to the employee. All medical records will be kept in accordance with 29 CFR 1910.1020.

### **Training**

All high-risk employees (Janitors, Coaches, Event Crew) shall participate in a training program provided by their employer. Training will occur before assignment to a task where occupational exposure may take place and at least annually thereafter. Additional training will be provided when changes such as modification of tasks or procedures affect the employee's occupational exposure.

Any employee who is exposed to infectious materials shall receive training, even if the employee was allowed to receive the HBV vaccine after exposure.

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The training program will include at least the following elements:

- An accessible copy of the regulatory text of 29 CFR 1910.1030 and an explanation of its contents
- A general explanation of the epidemiology and symptoms of blood borne diseases
- An explanation of the modes of transmission of blood borne pathogens
- An explanation of the employer's exposure control plan and the means by which the employee can obtain a copy of the written plan
- An explanation of the appropriate methods for recognizing tasks and other activities that may involve exposure to blood or other potentially infectious materials
- An explanation of the use and limitations of methods that will prevent or reduce exposure, including appropriate engineering controls, work practices, and personal protective equipment
- Information on the types, proper use, location, removal, handling, decontamination, and disposal of personal protective equipment
- An explanation of the basis for selection of personal protective equipment.

### **HEPATITIS B VACCINE DECLINATION**

I understand that due to my potential occupational exposure to blood or other infectious materials that I may be at risk of acquiring Hepatitis B virus infection. I have been given the opportunity to be vaccinated with the Hepatitis B vaccine at no charge to myself. However, I decline the Hepatitis B vaccination at this time. I understand that by declining this vaccine, I continue to be at risk of acquiring Hepatitis B, a serious disease. If in the future I continue to have occupational exposure to blood or other potentially infectious materials and I want the Hepatitis B vaccine, I can receive the vaccine series at no charge to me.

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

# SFM Operations Manual

## Panama City Beach Sports Complex



### **BODILY FLUIDS – CLEAN UP USING SAFE N’ EASY EMERGENCY CLEAN UP KIT**

#### **Affected Personnel: HOUSEKEEPING**

Each Safe N’ Easy Emergency Clean-Up Kit should contain the following:

- (1) Emergency Clean-Up Powder
  - oz. Pak 120:1 Pick Up Ratio Gels Over 5 Quarts of Liquid
- (1) Pair Seamless Latex Hospital Grade Gloves
  - Added Touch Sensitivity, Strength and Protection
- (2) Pick Up Spatulas with Formed Handles
  - Water Resistant for Strength and Easy Scoop Up
- (1) Large EPA Registered Germicidal Cloth
- (2) Black Disposable Bags with Twist Ties
  - For Disposal of Non-Infectious Spills
- (1) Bio-Hazard Labeled Disposal Bag and Twist Tie
  - For Outer Bag Disposal of Hazardous Waste Only
- (2) Sets of Velcro Strips per 6 Pack Box
  - For Convenient Wall Mounting of Box

#### **Housekeeping – Clean Up Procedure**

Employees must perform all procedures involving blood or other potentially infectious materials in such a manner as to minimize splashing, spraying, splattering, and generation of droplets of these substances.

Staff responding to a “request to clean up a spill” will respond as follows:

- Take with them at least two Wet Floor Signs
- Wherever possible the Safe n’ Easy Emergency Clean Up Kit will be used
- Prior to cleaning the spill ensure that the Wet Floor signs are put in place
- If possible “Shut Down” the room or space where the spill has occurred
- Put on protective gloves and eye protection
- Open Emergency Clean-Up Powder packet. Sprinkle entire pouch over spill, starting from the outer edges and working to the center
- Wait approximately 30 seconds to 1 minute for spill to gel
- Take out the black bag disposal bags and open both of them. Roll down the tops of the bags until cuff is formed which will hold bags open
- Using spatulas, scoop up the gel and place in the first disposal bag
- Discard the spatulas in the first disposal bags

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- Close the first bag with the twist tie
- Place first sealed bag into second Black Bag
- Open germicidal cloth and thoroughly wipe down the contaminated area. Discard in second disposal bag
- NOTE: SURFACE WILL BE MOIST WITH VISIBLE DROPS OF GERMICIDE. ALLOW THE SURFACE TO AIR DRY (APPROXIMATELY 10 MINUTES)
- Take off gloves and place them into the second disposal bag
- Close the second disposal bag with the twist tie
- Wipe off your hands with the antiseptic towel
- If the spill is considered potentially infectious, place the closed Black Bags in the Red Bag and close with a twist tie
- The Red Bag is provided strictly as an outer bag to designate infectious waste
- If the spill is not considered infectious (Vomit, Non-Blood Body Fluid) – Do not use the RED bag. Discard the black disposable trash bags in the garbage dumpster in compliance with local regulations
- Take the trash bags, mop and bucket “back of house” or to a Janitor’s Closet
- Wearing gloves, clean the mop, wringer and bucket with a germicidal valve
- Hang the mop to dry

### **If the spill is considered potentially infectious**

Take the Red Bag(s) to one of the following locations (depending on the location of the spill) and place in designated container:

First Aid/Sports Storage or Sports Performance

Notify either a Facility Manager or the Sports Coordinator who will make arrangements to have the bag(s) containing the infectious waste to be “picked up” by an appropriate infectious waste handler.

### **Personal Protective Equipment**

- Disposable Latex Gloves
- Eye Protection



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## Panama City Beach Sports Complex



### SHARPS CLEAN UP:

#### Affected Personnel: OPERATIONS / HOUSEKEEPING

Operations / Housekeeping staff members that encounter improperly disposed needles will dispose of them in labeled sharps containers located at First Aid/Sports Room

#### Cautions

- Needles should never be recapped
- Needles may be moved or picked up **only by using a mechanical device or tool** (forceps, pliers, broom and dust pan)
- Known or suspected contaminated sharps shall be discarded immediately or as soon as feasible in container that is closable, puncture-resistant, leak-proof on sides and bottom, and marked with an appropriate biohazard label
- When containers of contaminated sharps are being moved from the area of use or discovery, the containers shall be closed immediately before removal or replacement to prevent spillage or protrusion of contents during handling, storage, transport, or shipping
- Reusable containers shall not be opened, emptied, or cleaned manually or in any other manner that would expose employees to the risk of percutaneous injury

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## Panama City Beach Sports Complex



### **GRAFFITI REMOVAL:**

#### **Personal Protective Equipment**

- Disposable Latex Gloves
- Eye Protection
- Forceps, pliers, broom and dust pan

#### **Affected Personnel: HOUSEKEEPING**

#### **Required Supplies & Equipment**

- Soap, water and a soft brush
- Commercial Cleaner and a medium bristle brush – as appropriate
- Removal product that's appropriate for the application method and surface – as appropriate

#### **Preparation**

- Cordon off work area while graffiti removal process underway

#### **Graffiti Removal Procedures for Graffiti Evaluation / Removal**

All instances of graffiti will be reported to the Facility Manager

The Facility Manager will attempt to identify the method of application and the durability of the surface. The sooner you remove graffiti, the easier it is to clean. Before selecting the best removal method, the Housekeeping Supervisor will identify the surface to be cleaned and the method used to apply the graffiti.

Smooth, hard surfaces are the easiest to clean and rough, porous surfaces are the most difficult. Materials used to apply graffiti include spray paint, grease pencils, felt-tipped pens, water-based paint, stickers, shoe polish and even crayons

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The Housekeeping Supervisor will assess the best removal method after inspecting the surface type and the nature of the graffiti. The Housekeeping Supervisor will contact the Director of Operations if:

- If the graffiti is extensive
- On a surface that cannot be cleaned without damaging the original surface
- Of a substance that is either non removable or will leave residual marks
- The graffiti is gang related
- Pornographic or objectionable images or ethnic slurs
- Constitutes itself as a hate crime (an offense committed against another person, with the specific intent to cause harm to that person due to their race, gender, sexual orientation, religion, or culture, etc.)

**In those cases where the graffiti is extensive**, on a surface that cannot be cleaned without damaging the original surface or is of a substance is either non removable or will leave residual marks and that will result in significant cost to restore the surface to its original condition - the Facility Manager will treat the incident as malicious damage and contact the facilities Insurance Broker and the local Police Department.

**In those cases where the graffiti is gang related, pornographic, has objectionable images**, ethnic slurs or constitutes itself as a hate crime the local Police Department should be contacted immediately. If practical, the image should be covered immediately. No attempt at cleaning should made until after the Police Department have visited the site and decided on a course of action. When approved by the Police the graffiti should be removed as soon as possible.

Reporting to the appropriate agency is critical.

The Police Department should be contacted at their non-emergency number **to** report it as a crime. If appropriate, indicate that the graffiti is a bias / hate crime or gang-related. Ask the Police if they want to visit the site or should you proceed with the removal process.

**Caution:** If you choose to remove gang-related graffiti, be aware! Gang members may take offense to your actions. It's best to remove gang graffiti during early daylight hours with a partner.

**If the graffiti is minor and / or the Police have given their approval for removal** the Housekeeping Supervisor will ensure that a small test area is treated first to determine if the process has an adverse effect on the surface.

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### Removal Method

It is generally accepted that the best solution is to remove graffiti within 24 hours. Generally speaking, the removal process should be one that has the least destructive impact on the original surface. The following removal methods should be attempted:

- Using soap, water and a soft brush first
- Commercial Cleaner and a medium bristle brush
- Removal product that's appropriate for the application method and surface

In many instances, graffiti can be cleaned using a removal product rather than painting over it. Removing graffiti is preferred since it is easier than painting and eliminates the difficulty of matching paint color.

Most graffiti removal products are relatively inexpensive and easy to use. Generally, they are non-toxic however the MSDS has to be checked before any there is any attempt to use the product.

If the less damaging solutions noted above are effective other removal methods of graffiti removals are:

- Unpainted brickwork or stone - application of a graffiti remover solvent and wash with high pressure water
- Painted brickwork – test as for unpainted surface with low pressure wash or paint over in closest available color match
- Concrete paving or blocks - application of graffiti remover solvent and wash with high pressure water
- Timber - paint over in closest available color match
- Metal Fencing - application of graffiti remover solvent and immediate low-pressure water wash
- General Metal surfaces - application of graffiti remover solvent and wipe off. Water wash
- General Plastic surfaces - application of graffiti remover solvent and wipe off. Water wash
- Pretreated anti-graffiti surfaces - application of graffiti remover solvent and low-pressure water wash

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### **Notes:**

- The use of the high-pressure water equipment may cause minor abrasion to the surfaces of soft stonework or certain types of brick and block work
- Holding the high-pressure wash nozzle close to the surface dramatically increases the pressure being exerted on the surface and may damage the original surface
- The use of graffiti remover solvents may cause loss of color and paint peeling to painted or “color bond” surfaces
- The extent of surfaces to be painted over will generally be limited to the area of the graffiti, and will not extend to the total surface of the structure / wall
- No attempt at graffiti removal should be attempted until a test area has been completed

### **Record Keeping**

The Director of Operations / Housekeeping Supervisor will ensure that records are maintained detailing the number of incidents of graffiti appearing at the Hoover Met Complex. These records will include:

- Details of graffiti
- Location
- At least two pictures of the graffiti showing location
- Time/date reported
- Time/date removed
- Cost of removal

### **Personal Protective Equipment**

- Disposable Latex Gloves – dependent on cleaning product being used
- Rubber acid resistant safety gloves – dependent on cleaning product being used
- Eye Protection Glasses, Goggles, Face Shield – dependent on cleaning product being used

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### DUSTING:

#### Affected Personnel: HOUSEKEEPING

#### Required Supplies & Equipment

- Spray dust treatment
- Dust cloths
- Short-handled dusting tools
- Portable tank vacuum with attachments
- Soft whisk broom

#### Dusting

- Horizontal surfaces include the desk tops, tables, cabinets, ledges, window sills, decorative moldings, wall-mounted HVAC vents, and window blinds
- Vertical surfaces include sides of desks, tables, cabinets, furniture legs, picture frames doors and moldings
- If not using a pretreated dust cloth - spray dust treatment on the dust cloth or dusting tool to be used – being careful not to overspray onto the surrounding surfaces
- Dust furniture surfaces using the treated dust cloth or short-handled dusting tool
- Items such as computer screens telephones, desk-sets, and picture frames should be dusted, only dust the computer key board if the computer is off.
- Avoid moving items which appear too fragile to be handled safely
- Papers, books and other work material left on tops of furniture should not be moved
- **Never read or look through paperwork left on furniture**
- A short-handled dusting tool should be used to dust wall surfaces up to a height of about eight feet, and most low surfaces
- Move the treated cloth or dusting tool over the surface so that the dust particles are trapped in the fibers, avoid snapping, flicking or shaking the dust cloth or tool, which would redistribute the dust to other surfaces
- To dust decorative moldings, window blinds, upholstered furniture and other irregular surfaces, use a portable tank vacuum equipped with a soft brush attachment. Use a soft whisk broom to remove soil from crevices in upholstered furniture

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### Cleanup

- Vacuum dusting tool heads after use
- If dusting cloths or tools become soiled – use a one and put used cloth to be laundered and retreated
- If dust cloth is the disposable type, and is no longer usable, discard it properly

### Personal Protective Equipment

- Disposable Latex Gloves

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### RESTROOMS:

#### Affected Personnel: HOUSEKEEPING

#### Required Supplies & Equipment

- Restroom / Washroom closed for Maintenance Sign
- Glass Cleaner
- Soft cloth(s)
- Neutral disinfectant cleaner
- Toilet bowl disinfectant cleaner
- Broom and dustpan
- “Caution – Wet Floor” Signs
- Mop Pail cleaner
- Replacement supplies i.e. hand soap, hand towel, toilet tissue, trash / waste bags, seat covers, changing table pads, facial tissue and sanitary napkin dispenser refills Preparation
- Collect all equipment and materials to clean the entire washroom.
- Use the Janitors Cart Checklist
- Before entering announce your presence (“Housekeeping, is there anybody in here?”)
- If the building is open and the room is unoccupied/clear enter the room and put up a “Cleaning – Maintenance” sign at the room entrance
- If you discover any broken or vandalized equipment – Report it to your Supervisor who will refer it Engineering / Operations for repair or replacement

#### Restroom Cleaning - Steps

- Wear disposable gloves and any other Personal Protective Equipment required (i.e. protective eye wear when dealing with corrosive chemicals)
- Ensure you are familiar with the information on Material Data Safety Sheet for each cleaning product being used in the cleaning operation

#### Dusting

- Dust all high ledges
- Remove all dust and dust webs with a “lambs’ wool” duster
- Clean the wall vents, top of doors and partitions with wipers dampened with disinfectant solution (lights, door ledges, tops of restroom partitions, ceiling vents)

#### Mirrors and Light Fixtures

- Spray glass cleaner on mirrors and wipe
- Continue to wipe until streaks are gone and mirror is dry
- Wipe off the light fixtures with glass cleaner and clean wipers



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### Clean Wash Basins

- Using a crème, non-abrasive cleanser, mild acid cleanser, or germicidal solution (depending on soil levels) clean the interior surfaces of all wash basins
- Exterior surfaces, faucets, and piping under basins should also be cleaned daily
- Wipe chrome fixtures dry with a soft cloth or wiper
- The Wash basin should be disinfected during each cleaning operation
- Do not use powerful acid toilet bowl and urinal cleaners in wash basins. Wash basins are sometimes made of baked enamel that will be removed by strong acids or scrubbing with harsh abrasives. Use strong acid cleaners only on vitreous china toilets and urinals
- Check faucets for dripping and ease of operation; also check the drain flow to see that each drain is clean and empties the wash basin. If necessary, contact your Supervisor who will report any deficiencies to Engineering

### Spot Clean Walls and Partitions

- Dampen a cloth with a germicidal solution or spray germicidal cleaner directly to the surface
- Wipe off shelves, dispensers, receptacles, doors and partitions

### Counter Tops and Baby Change Stations

- Spray with neutral disinfectant cleaner
- Wipe dry using paper towel or clean rag

### Napkin Disposal Containers

- Empty contents into the garbage container
- Spray with neutral disinfectant cleaner
- Wipe dry using paper towel or clean rag
- Install a new disposal bag

### Toilet Bowls and Urinals

- Wear protective eye wear
- Apply toilet bowl disinfectant cleaner to toilets and urinals. See Procedure General - Toilet Disinfection & Cleaning and Procedure General - Urinal Disinfection & Cleaning
- Squirt toilet bowl cleaner on the inside, around the inside rim of the toilet/urinal
- Using a toilet brush or swab clean the inside of the toilet / urinal
- Let the cleaner stand while the balance of the restroom is being cleaned
- Flush when finished
- Spray outside of toilet bowl with disinfectant cleaner, then wipe dry (both sides of seat, basin, behind seat, handle)
- Spray chrome handle with disinfectant cleaner and wipe dry leaving no smear marks

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- Do not damage the smooth surface of vitreous china toilets and urinals by heavy scrubbing with abrasive materials
- Flush, agitate with the brush or bowl swab
- Flush again

### Spot / Graffiti Cleaning

- Use the general all-purpose cleaner for heavy build up or marks. See Procedure "Graffiti Removal"
- Spot clean walls and partitions

### Trash / Waste Containers

- See Procedure "General – Trash / Waste Containers – Emptying & Cleaning"
- Empty all Trash / Waste containers
- Do not compact garbage
- Be aware of sharp objects.
- Wipe down inside and outside of trash cans with a germicidal cleaner before replacing the plastic liner
- Put in new trash bag

### General

- Sweep debris into dustpan and empty into garbage container on your cart
- Polish waste cans, hand driers and drinking fountains
- Replenish Supplies - hand soap, hand towel, toilet tissue, trash / waste bags, seat covers, changing table pads, facial tissue and sanitary napkin dispenser refills
- Check the deodorizers and refill them when it is necessary. Ensure that all multiple toilet roll dispensers are full
- Check the working condition of all the dispensers in the restroom. Report any defects, broken dispensers, etc. to your Supervisor who will relay the information to Maintenance
- Mop the entire floor with a neutral cleaner mop six to eight inches up the baseboards - Change the mop water after every couple of bathrooms
- When finished mopping the floor – pour clean water down the floor drain(s) to keep the floor drain full of water
- If there is a smell from the floor drains – fill with water and report to Maintenance so that the trap seal primer can be checked

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- Place Wet Floor signs and leave in place until floor is dry – remove signs as soon as the floor is dry
- When finished cleaning tasks remove the disposable gloves by turning them inside out as you take them off and place disposable gloves in the garbage on the janitor’s cart

### **Personal Protective Equipment**

- Disposable Latex Gloves
- Safety Eye Wear

# SFM Operations Manual

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### TRASH:

**Affected Personnel: HOUSEKEEPING**

### Required Supplies & Equipment

- Custodial Cart with trash / garbage collection receptacle attached
- Disinfectant solution in plastic spray bottle
- Clean rags and sponges
- Supply of plastic trash / garbage can liners
- Stainless Steel Cleaner (if Stainless Steel units)

### Preparation

- Prepare a disinfectant solution in the plastic spray bottle in accordance with the manufacturer's instructions
- Spray the rag or sponge with the solution
- Keep another cleaning rag clean and dry

### Emptying / Cleaning Trash / Garbage Container

- Empty the trash receptacle into the trash collection bag on the cart or remove bag in its entirety if a large container
- Do not reach into the waste basket
- Carefully dump the contents into the bag
- If the plastic liner in the can is torn, soiled or wet or has previously been used for food /drink waste - replace it from the supply on the cart
- If the inside of the waste container itself is soiled or wet, damp wipe the inside using the disinfectant solution and a sponge or rag
- Damp wipe the outside of the container to remove soil and smudges. Spray additional disinfectant solution on the outside the container and dry using clean dry rag
- If the receptacle is stainless steel or another bright metal, use the stainless steel or metal cleaner to remove smudges and finger prints
- When replacing the trash / bag overlap the bag on the outside of the container to ensure it helps in place – if the bag is too large for the container tie a knot that will hold the bag in place – do not overlap the bag by more than  $\frac{1}{2}$ ". Ideally the bag should not be visible on the outside of the container

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- When the trash collection bag on the cart is full, remove it and place it at the designated pickup location. If the area is occupied by the public, ensure the full trash / garbage bag is not in the public area.
- Do not place trash bags on carpeted floors as liquids will seep out and stain the carpeting. If necessary
- Do not drag full containers – lift them (if paper only) or put them another cart to transport to the trash / garbage room or compactor – the bags will break

### **Personal Protective Equipment**

- Disposable Latex Gloves
- Safety Eye Wear

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### **CLEANING CART:**

**Affected Personnel: HOUSEKEEPING**

### **Required Supplies & Equipment**

- Neutral disinfectant in a plastic spray bottle
- Lotion cleaner (non-abrasive)
- Metal Polish
- Clean clothes or cleaning sponges
- Percolator brush
- Rubber Gloves
- Toilet Paper
- Trash Bags
- Mop/Broom

### **Remember:**

- Use precautionary measures when using cart around patrons
- Keep chemicals away from facility guests
- Always restock the Cleaning Cart and put away in the janitor's closet for the next morning
- Spray cleaning chemicals on the rags not the surface to be cleaned – it will stain or discolor
- Use one rag for each chemical; do not ever mix chemicals
- Rinse your mop with each water change and change the water often

### **Notes:**

- The Cleaning Cart Checklist is to be completed after each use
- Give completed form to the Facility Manager

# SFM Operations Manual

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### **WATER FOUNTAINS:**

#### **Affected Personnel: HOUSEKEEPING**

#### **Required Supplies & Equipment**

- Neutral disinfectant in a plastic spray bottle
- Lotion cleaner (non-abrasive)
- Metal Polish
- Clean cloths or cleaning sponges
- Percolator brush
- Rubber gloves

#### **Cleaning Water Fountain**

The following cleaning procedure will be used on all metal water fountains, free standing or built in design:

- Spray cleaner disinfectant on all top surfaces of the drinking fountain.
- Wipe all surfaces with a sponge or cloth dampened with the solution. Ensure the cleaning sponge / clothes or percolator brush are only used on basins and drinking fountains – brushes and or clothes used in a non-sanitary environment i.e. washrooms / restrooms is totally unacceptable
- If the basin of the fountain is stainless steel, wipe with a clean, dry cloth to prevent water spotting.
- Use a small amount of the lotion cleaner on a cloth to remove soil or mineral buildup. A small amount of lotion may be used on a percolator brush to remove soil and mineral deposits in the drain area and around the base of spigots and faucets
- Rinse the area with clear water and wipe dry
- Using a sponge dampened with cleaner disinfectant, wipe the sides and base of the drinking fountain. If sides are metal, use a metal polish to remove smudges and fingerprints

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### Cleanup

- If the cleaning solution is to be left in the bottle for future use - ensure there is an MSDS label attached to the spray bottle
- Rinse all cloths in warm water
- Wring them so that they do not drip
- Hang to dry

### Personal Protective Equipment

- Disposable Latex Gloves
  - Safety Eye Wear when dispensing / mixing cleaning chemicals





**SPORTS FACILITIES MANAGEMENT, LLC**  
**CORPORATE FINANCE MANUAL**

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- a. Team Member Contact Information

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- b. Cash Handling Policy
- c. Cash Drawer Reconciliation & Deposit Procedures
- d. Safe Management & Counting Procedures
- e. Petty Cash Fund Management
- f. Bank Reconciliation Policy
- g. Credit Card Processing

### **III. Revenues**

- a. Policy for Setting up New Customers
- b. Invoicing & Contract Requirements
- c. Booking Deferred Revenues & Advance Deposits
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- a. New Vendor Setup
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### **V. Expense Reports**

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- f. Safe Memorandum of Understanding
- g. Safe & Vault Log Sample Template
- h. Sample Expense Form Template
- i. Sample Petty Cash Form Template
- j. Month End Checklist (In Development)



**SPORTS FACILITIES MANAGEMENT, LLC**  
**CORPORATE FINANCE MANUAL**

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## **Bank Accounts & Authorized Signers**

### **Policy Sections:**

- I. **Overview**
- II. **Authorized Signer & Account Access**
- III. **Authorized Signer Obligations & Responsibilities**
- IV. **Adding and Deleting Authorized Signers**

#### **I. Overview**

There are two standard bank accounts at every facility: an operating account and a payroll account. The number of bank accounts that pertain to each individual facility may vary based on the facility size, owner requirements and operating needs. The operating account is in the name of the facility owner. The payroll account is in the name of Sports Facilities Management, under the specific SFM LLC entity created for your facility.

#### **II. Authorized Signer & Account Access**

In most cases, the General Manager of each facility will be granted access to the operating account as an authorized signer and will have many of the same rights to the account as the actual account owner. Authorized signers can sign checks and place stop payments.

The Finance Manager and General Manager will be granted certain levels of bank account access with the capability of viewing account balances, transactions and monthly bank statements.

Transactions made by the authorized account signer must always be conducted with the best interests of the business in mind. Authorized signers have no rights to the assets in the account and are not considered the beneficiary of the account should the contractual relationship with the account owner terminate for any reason.

If you wish to amend the rights to the account (i.e. deleting or adding an authorized signer), the bank will require these changes in writing from an actual account owner.

#### **III. Authorized Signer Obligations & Responsibilities**

When you accept the task of being authorized signer in your role, you also accept the following obligations & responsibilities:

- ❖ An authorized signer is considered a fiduciary related to the funds in the accounts and must never write or sign checks when they know the funds are unavailable.



## SPORTS FACILITIES MANAGEMENT, LLC

### CORPORATE FINANCE MANUAL

- ❖ Knowingly using funds in an unlawful or fraudulent manner, or for matters that are directly unrelated to business operations, will result in an investigation and may lead to suspension of duties and possible termination.

- ❖ A General Manager, or any other assigned authorized signer, that is caught abusing or misusing business funds, or caught using funds for personal use, may be open to a personal lawsuit that could result in potential restitution and repayment liabilities.

#### IV. Adding and Deleting Authorized Signers

Due to Federal Laws, banks may have very strict procedures around opening an account and adding or deleting an authorized signer, such as:

- ❖ The addition or deletion of an authorized signer must typically be done in person at the bank.
- ❖ A new signer may also be required to supply a picture ID **and** their Social Security number.
- ❖ Most banks will require written notification from an account owner to add or remove a signer's rights.

***Revoking an authorized signer must be a priority when there's any change in management structure*** to avoid being responsible for charges while the revocation or change is being made. Deletions of authorized signers may take up to 24 hours to be processed. Please plan accordingly to limit liabilities during known transition periods.

If you have any questions regarding the addition, deletion or revocation of an authorized signer, you can ask your local bank representative, or contact your SFM Home Office Accounting or Legal Team for further guidance.



## Cash Handling Policy

### Policy Sections:

- I. Overview
- II. Cash Handling Do's & Don'ts
- III. Securing Cash

#### I. Overview

This section identifies specific cash procedures that must be followed when dealing with cash at the facility level. Proper management and understanding of all cash handling operations are crucial to the success of the facility. The General Manager has the overall responsibility to ensure proper cash handling at each facility; however, each individual Manager and Team Member plays an integral role in ensuring that the facility's cash is handled with utmost care on every single transaction conducted within the facility.

#### II. Cash Handling Do's & Don'ts

All Managers and Team Members handling cash need to be properly trained **before** they are allowed to handle cash operations at any SFM Managed Facility. The General Manager has the responsibility to ensure that all Team Members, Managers on Duty (MODs) and any other Authorized Managers handling cash are properly trained on cash handling procedures and how it can impact the facility's overall performance.

All Team Members handling cash, including MODs and Authorized Managers that oversee these Team Members, must review and sign the attached Cashier and Drawer Reconciliation Policy (**See Appendix – Cashier/Cash Handling Training Plan**). This must be retained in each Team Member's personnel file serving as a memorandum of understanding for cash handling as part of their overall job responsibility and acknowledgement of expectations for their role.

- ❖ Cash must be counted in a designated and secure cash counting location within your facility. Designated counting areas will be identified by the General Manager and must always be in the presence of security cameras. Established cash counting locations are crucial to protecting the interests of the facility, as well as protecting the Team Member, MODs and Authorized Managers that are accepting responsibility for the cash banks and/or cash drops. These locations must be introduced to each Team Member as part of their new hire orientation.
- ❖ Whenever cash payments are received for services, a receipt for the payment must always be provided to the customer at the time of payment. A POS receipt or a



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handwritten receipt from a receipt book (**Staples Item #: 306647 | Model #: TC1182**) must be provided. The receipt book above provides three copies that should be handled accordingly: the original handwritten (white copy) must remain in the receipt book at all times, the pink copy goes to the customer and the yellow copy is turned in with the shift closeout envelope for that Team Member. Cash is hard to track if not properly documented, so this step is crucial when recording cash payments.

- ❖ The designated cash counting locations within the facility **AND** all operating Point of Sale terminals (POS), such as: the box office, ticket window registers and concessions registers that are accepting cash must be visible to security cameras at all times.
- ❖ Team Members accepting cash banks for a shift must always count their bank before starting their shift to ensure they are accepting responsibility for a complete bank.
- ❖ Two-person cash counting policies are a primary expectation; however, in cases where another person is physically unavailable due to facility demands, all counting must take place in a secured location and in the presence of security cameras in case verification of funds are necessary.
  - Two-person cash handling policies ensure the safeguarding of cash operations **and** also protect all Team Members, MODs and Authorized Managers that are handling cash funds by dually documenting and verifying the movement of cash funds.
  - The MOD or an Authorized Manager must always be the second person involved in cash counting, not another Team Member.

Team Members must feel secure when accepting the responsibility of cash for their shift. MODs or Authorized Managers are responsible for making sure all Team Members are accepting cash banks in a designated location, where it is safe for them to verify the funds prior to being in the presence of patrons.

### III. Securing Cash

Cash must always be secured and never left unattended. **NO EXCEPTIONS!!** The following procedures must be adhered to, at all times, by all Team Members, MODs and Authorized Managers that are responsible for handling cash. MOD's and Authorized Managers are responsible for ensuring these steps are followed by all Team Members at all times:

- ❖ Unattended registers must be locked at all times. A Team Member must log off and secure their register and cash drawers whenever it is left unattended.
  - Team Members are responsible for the cash in their drawers and will be responsible for any discrepancies on collections made under his/her name.



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- ❖ If a Team Member knowingly collects \$1,000 or more in cash during their shift or has an excessive amount of bills in their drawer, they must call the MOD or an Authorized Manager to do a mid-shift safe drop.
  - Keep in mind that any mid-shift safe drops must be recorded on the final drop envelope in order to balance the funds at the end of the shift. The Finance Manager needs to know how many drop envelopes to look for when reconciling the total cash from an individual's shift)
  - The cash must be placed into a drop envelope clearly marked with the Team Member name, shift date, shift location and completely sealed before calling the MOD or Authorized Manager to make a drop so the entire shift can be accounted for.
  
- ❖ Register keys must be held by a Manager at all times. Team Members must never have access to a register key, nor should they ever be left in the register drawer where Team Members have access to them.
  
- ❖ Additional cash banks, that are not in use for a shift, must always be securely stored in a locked Managerial Safe at all times until signed out by a Team Member starting a new shift. **(See Next Section - Safe Management & Counting Procedures).**
  
- ❖ Vending machines that accept cash, must be locked at all times and only emptied by an Authorized Manager in the presence of a security camera.
  
- ❖ Cash must never be left unattended in an office or left in unlocked desk drawer.



## **Cash Drawer Reconciliation & Deposit Procedures**

### **Policy Sections:**

- I. **Overview**
- II. **Deposit Safety**
- III. **Cash Drawer Responsibilities**
- IV. **Reconciliations & Deposit Preparations**
- V. **Bank Deposit Expectations**

#### **I. Overview**

Timely depositing funds from daily operations to facility's bank account(s) is critically important to the success of each managed facility. Deposits will include cash from the previous days' business operations, excess vault safe cash from larger events, sponsorship checks, advanced deposits, AR balance payments, etc.

#### **II. Deposit Safety**

Always exercise good judgement when bank runs are required. Larger deposits should always be handled with the depositing Team Member's safety in mind. The following guidelines to where the resources are available:

Ask for a police escort or a private security escort for night drops, large cash deposits and when picking up large cash orders from the bank. Some local police departments may be willing to provide that service at no charge if it has resources available.

- ❖ Avoid going alone when you are depositing large sums of money especially at night—buddy up with another Team Member.
- ❖ Always exercise good judgement and always discuss larger deposit plans with the General Manager to ensure safety is always a top priority.

#### **III. Cash Drawer Responsibilities**

At the beginning and end of every individual shift, every Team Member responsible for a specific cash bank will be required to perform certain tasks. The following steps should be done by the Team Member, with the Manager on Duty (MOD) or other Authorized Manager (Team Member assigned by the General Manager) overseeing these tasks.





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#### Shift Start

When a Team Member starts a shift, they will need to follow these steps:

- ❖ Punch in for the scheduled shift.
- ❖ Request and receive a cash bank for their register.
  - This will be provided by the MOD or Authorized Manager
  - The Team Member should not allow anyone else to use their register bank since they are accepting responsibility of the drawer and its contents until they return these funds at the end of their shift.
- ❖ The cash bank must always be counted by the Team Member prior to starting a shift. Bank starting amounts will be predetermined by the General Manager based on the specific financial needs of the facility. The starting amount in the bank should be counted and verified by the Team Member, and the MOD or Authorized Manager, to ensure all cash handling counting policies are enforced.
  - The Team Member is accepting the bank with a specified amount of cash. After verifying the starting amount with the MOD or Authorized Manager, they are accepting ownership and responsibility of all funds until they drop all funds at the end of their shift.
  - If there are cash discrepancies in a drawer prior to starting a new shift, the Team Member must immediately report the discrepancy to the MOD or Authorized Manager to have it verified and corrected. The Team Member has the right to reject the bank until it is made whole again.
- ❖ The Team Member will report to their shift and secure their bank in the register drawer for the entirety of their shift.

All monetary exchanges during a shift must be handled under a facility security camera located in the POS area.

#### Shift End

At the end of a shift, the Team Member must perform a series of tasks to complete their shift:

- ❖ Remove all funds from the drawer, under the drawer and check behind the drawer and place all contents into a zipped cash bag.
  - Leave the **empty** drawer in the register with the drawer left slightly open. This helps to reduce unnecessary break-ins to the register when the drawer is clearly accessible and empty.
- ❖ Print the shift journal or register closeout report for the individual shift.
  - Include this report in your bank bag.



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- ❖ The Team Member will then move to the designated and secure counting location assigned to them within the facility.
  - Remember: bank bags and shift funds must **always** be counted in front of a security camera and **never** in front of patrons for security reasons.

The Team Member should review their shift journal/close out report (styles may vary based on the system(s) being utilized in the individual facilities).

- The Team Member must understand how to read the register reports and must be trained on the facility's individual POS operations during orientation for their role (See Appendix for Training Plan).
- The Team Member will be able to determine the amount of revenue from their shift by deducting the starting bank amount, originally accepted at the start of their shift, from the total cash

reported on the shift closeout report at the end of their shift. This will also help identify overages/shortages that may have occurred during their shift once the actual cash/check amount is counted and verified.

- ❖ The cash in the bank bag is then separated into two piles, by the Team Member closing out the shift.
  - First, the cash is counted down to the original starting bank amount and placed into a separate bank bag. Cash should be counted with a MOD or Authorized Manager present; however, in instances where a MOD or Authorized Manager may not be readily available, all cash must be counted in front of a security camera for verification purposes. The bank bag is replaced into the Managerial safe when the MOD or Authorized Manager is present or dropped into the drop safe if a Manager is unavailable, so the funds always remain secured.
    - The Team Member should leave rolled change and smaller bills in the cash bank being returned for a future shift. Correctly prepping bank bags for future shifts helps avoid the next Team Member from having currency exchange needs during their shift.
    - Leave coins rolled until they are needed to make change. This process eliminates human error while counting and makes shift changeover's a more efficient process.
  - All remaining cash and checks, also known as the shift revenue, is counted and placed into a **Cashier Report Envelope (Item #MT230 from [www.cashierdepot.com](http://www.cashierdepot.com) or similar envelope)** with the shift date, Team Member name, shift location, fund analysis by currency and coin type and total amount of the shift revenue is identified on the front of or in the the envelope.
    - The employee should verify that the shift revenues match their shift close out report totals.



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- Team Members must notate the total cash from all mid-shift drops that pertain to their shift **before** counting the remaining cash or they will not balance. Currency types that made up the mid-shift drop total may not be identifiable, since the envelope may no longer be accessible to the Team Member, but the overall cash from these total drops must be noted on the final envelope.
- Any discrepancies between the shift close out report and the actual shift revenue cash counted should be reported immediately to a Manager. A detailed explanation of the discrepancy should be noted with final drop, so the Finance Manager has the details when they perform their reconciliation process.
- If the problem with the cash cannot be identified, the Finance Manager will try to identify the issue when preparing the daily deposit.
  - The employee drops their cashier report envelope in the drop safe where the Finance Manager will retrieve it the next business day, verify the cash count on the front of the envelope and prepare the deposit slips accordingly.

#### **IV. Reconciliations & Deposit Preparations – Finance Manager**

The Finance Manager at each facility is responsible for preparing daily deposits for their facility. The following procedure should be followed by the Finance Manager daily:

- ❖ Collect the shift drops from the previous business day from the drop safe.
- ❖ Obtain and review the shift close out reports for each individual shift you are working on. The cashier report envelope, combined with the shift close out report from the POS system, should provide the following details:
  - Team Member's name
  - Shift date
  - Shift location
  - Starting shift bank amount
  - Ending shift bank amount
  - The amount of calculated cash and credit cards received during the shift.
  - The amount of shift revenues to deposit (total shift sales, less starting bank amount provided and returned).
  - Identification of overages/shortages, depending on the system being used, and how they were handled by the MOD or Authorized Manager that was on duty.
  - Any notes regarding overages, shortages or cash discrepancies from the MOD, Authorized Manager or Team Member.
  -
- ❖ Count the total cash for each individual shift, using a calculator tape for support, and verify the total on the individual shift close out report.
  - This step may vary in each facility since there are multiple POS systems being utilized and different ways to reconcile shifts – some electronically through the POS and others manually.



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- ❖ Identify shift overages/shortages in cash, if applicable. If the discrepancy is more than \$5.00 the MOD or Authorized Manager should be notified. It is important to monitor if a cashier is consistently over or short on a shift. This allows the appropriate measure to take place, such as: re-training, coaching, or disciplinary action when necessary.
- ❖ Sign and date each individual shift closeout report to show that cash/check funds have been verified and by whom.
  - Make sure your total shift deposit includes **cash** and **checks** received on your shift, if applicable.
  - Circle the total deposit on the calculator tape for that individual shift, so it stands out and you know how much cash you are adding to the consolidated deposit pile.
  - Place checks, cash and coin into like denomination/coin piles as you verify the total for each shift.

When depositing enough bills or coins of like denominations, band or roll them in the following manner to make the final deposit count more efficient. A currency counting machine is recommended for the counting process.

- 25 x \$1 bills = \$25.00
  - 20 x \$5 bills = \$100.00
  - 25 x \$10 bills = \$250.00
  - 25 x \$20 bills = \$500.00
  - 50 x pennies = 50¢
  - 40 x nickels = \$2.00
  - 50 x dimes = \$5.00
  - 40 x quarters = \$10.00
- ❖ Place the shift closeout reports, with the calculator tape that was prepared to verify the counted cash, in a separate pile – to be added up in the next step.
  - ❖ When all shifts have been individually reconciled and verified, add up all the circled totals from each individual calculator tape slip on the closeout reports. This will be the total on the daily deposit slip.
  - ❖ Before preparing the deposit slip, verify the following:
    - Band like currencies and roll change, where applicable.
    - Re-verify all the cash as one lump sum (that was previously put into denomination piles) as each shift verification was completed.



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- **Always make copies of all checks before depositing them.** This level of detail is needed to ensure the checks are posted to the proper AR balances when the deposit is posted later into the venue's financial system.
- ❖ The shift closeout report(s) that support the total deposit being made for the day should be attached to a copy of the deposit slip. Once deposited, the actual bank receipt should be attached to the top of the deposit.
- ❖ The deposit should then be entered into the venue's financial system, splitting up revenue streams accordingly. **Don't forget this important step!!**
  - Make sure checks are posted to the proper AR balances and customers. This is where check copy details are a necessity.
  - Make sure all shift revenues are split to the proper revenue stream.
    - Ex. Concessions F&B Revenues would be posted to Concessions F&B income accounts, while FEC registers should be posted to FEC income accounts.
    - The shift closeout report and/or cashier report envelope information ensures the Finance Manager has the information necessary to post deposits to the proper revenue accounts.
- ❖ The Finance Manager must then file all entered deposit backup, into a folder by month and year, in a file drawer labeled Deposits. Each deposit should have all the required backup attached, prior to filing, so that audit trails are clear and detailed and past deposits can be researched, if needed.
- ❖ The filed deposit should always include the following:
  - Original printed bank slip from the bank showing the deposit amount and deposit date into the bank account.
  - A copy of the handwritten deposit slip brought to the bank for deposit.
  - All closeout reports that add up to the daily deposit total. This provides details of the deposit: individual shift totals, Team Member's that worked and departments with income on that deposit.
  - Copies of all checks received, prior to depositing.

Additional deposits from the mail or other sources, such as the vault following larger events, should be managed in a similar fashion. Checks received in the mail can be added to a daily deposit slip or can be prepared as its own deposit slip; however, it is still important to make copies of the checks for entry purposes. Safe deposits may be necessary after large events have concluded. Once cash needs for larger events have been met, the General Manager or Finance Manager should return funds to the bank for operating needs, instead of holding the additional cash onsite. Only a minimum level of cash should be kept onsite and what is needed to meet operating needs and all excess cash at the facility should be deposited with the bank as soon as practicable after any event. All the vault deposits/transactions should flow through the vault cash account in your financial system instead of the operating cash accounts. The vault



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GL in your financial system should match your vault's actual cash and show the movement of cash in and out of the vault.

#### V. **Bank Deposit Expectations**

Deposits must be ***prepared*** daily by the Finance Manager and should follow the reconciliation guidelines outlined above. This ensures that all reconciliations are done in a timely fashion, helps control cash flow and allows the Finance Manager to identify issues with shifts or specific Team Members while the discrepancies are still current.

Daily bank runs are ***preferred***; however, deposit totals should dictate the need for a bank run. If deposit totals are more than \$1,000, during normal banking hours, a bank run is required. If SFM's client expectations require a lower deposit threshold, those policies must be honored.



## Safe Management & Counting Procedures

### Policy Sections:

- I. Overview
- II. Safe Management
- III. Safe Counting Locations & Safe Log Procedures
- IV. Safe Types & Uses
  - a. Managerial Safe (MOD)
  - b. Drop Safe
  - c. Vault Safe(s)

#### I. Overview

SFM managed facilities are **required** to have safes on site. It is strongly recommended that every facility installs a minimum of three safes: a Managerial Safe (MOD), a Drop Safe and a Vault Safe. These safes are to secure and protect items of value, primarily cash. Procedures for using these safes are outlined below.

These safes **must be secured** by bolts to the floor or wall or installed properly and securely as a wall safe. A drop safe **must** have an access slot to accommodate MODs, Authorized Managers and Team Members that are responsible for shift drops and cash handling, while also limiting access to only authorized personnel and management once funds have been dropped.

#### II. Safe Management

The General Manager is the responsible party for all of the safes at each facility. They are also responsible for assigning safe access to the Finance Manager, MODs and Authorized Managers and must exercise care and caution when allowing safe access to others.

When granting someone access to a safe, the following policies must be adhered to at all times:

- ❖ Safe combinations are a privilege and they must never be shared with anyone.
- ❖ Safe access with two people present is always preferred. A two-person counting policy helps protect everyone's best interest and is also a priority per SFM's cash handling policies referenced previously in this manual; however, we realize that a second party may not always be available. If another party is unavailable, it is

acceptable to access the safes that are verifiable by security cameras when a need arises.



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❖ The General Manager, or Account Executive when there's a need, is responsible for changing safe combinations whenever a management transition or termination occurs, and that person had safe access.

### III. Safe Counting Locations & Safe Log Procedures

The General Manager must assign a secure counting location, that is not in the presence of patrons, to provide Managers and Team Members with a safe place to count funds. The designated areas **must** always be in the presence of security cameras to enhance loss prevention measures and also provide an environment where our Team Members feel safe handling and counting cash.

MOD and Vault Safes on site **must** have a safe log that includes specific information for every item transacted and **must** also be installed in the presence of security cameras. The Safe Log is crucial and mandatory because it monitors all of the cash movement, records the Managers that have accessed the safe and establishes a timeline to identify discrepancies should they arise. These safe types have a starting and ending balance that needs to be monitored and reconciled to.

Drop safes do not require a Safe Log since the cash accessibility for this safe is limited to only the Finance Manager and the funds are supported with shift close out reports and cashier report envelope reconciliations instead. This safe does not have a starting and ending balance to be monitored. Funds housed in this safe are reconciled by the Team Member making the drop, and the Finance Manager preparing the deposits the next business day.

The safe log for MOD and Vault safes **must** include the following information:

- ❖ Date and time for each cash transaction and/or bank bag movement.
- ❖ A clear signature identifying the person physically removing the cash.
  - The two-person counting rule should be enforced when possible; however, in unforeseen instances where a suitable second party may be unavailable, the MOD or Authorized Manager must make sure s/he is clearly counting the funds in the presence of a security camera.
  - We never want to invite random parties into the safe room and risk asset security just to have witness, so the security camera system can be utilized as a second "person" as a last resort only.
  - All funds, even with a second party witnessing the transaction, must still be clearly verified in the presence of a security camera.





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- ❖ Notation of the unique bank bag identification number as an audit trail for each bag. Bank bags must be uniquely numbered as they are changed out or added to the safe for the first time.
- ❖ Dollar amounts must be recorded on every individual transaction.
- ❖ A reason for the movement of cash – Ex. Currency or coin exchange for a register drawer, bank order pickup or return for a large event, bank deposit, etc. The type of transaction will vary depending on the safe type being accessed.
- ❖ The Safe Log is **not** optional for MOD and Vault safes and must be performed on every individual safe transaction, regardless of value or amount, and properly stored in binder using tabs sorted by month.

*(See Appendix for Sample Log – Safe Control Log Template)*

#### IV. Safe Types & Uses

As previously stated, each facility must have, **at a minimum**, three safe types. Each safe type is used for a specific purpose and Managerial accessibility will vary based on safe type and is at the discretion of the General Manager.

##### a. Managerial Safe (MOD Safe) – Accessible to all MODs, GM, FM

The Managerial Safe must only be utilized to store all prepared bank bags needed for **daily** operations and upcoming events and for making currency and/or coin exchanges for open shifts. The value stored in this safe will be set by the General Manager based on the facility's individual operating needs. Access granted to this safe will be assigned to Authorized Managers and MODs at the discretion of the General Manager **AND** after the Manager has been properly trained on the appropriate safe procedures (**See Appendix – Safe Memorandum of Understanding**).

The amount in each stored bank bag will also be determined by the General Manager. A recommended starting bank bag is \$200, but this may vary based on individual facility and event needs. Each bank bag must be identified by a unique number that is noted on the Safe Control Log and provides an audit trail for that specific bag should a discrepancy arise. The General Manager, Finance Manager, MODs and Authorized Managers may be granted discretionary access to this safe. Team Members must never be given direct access to any safe at the facility.



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Monetary needs for larger events must be discussed and prepared for during weekly Leadership Meetings at your facility. It is important to understand all upcoming operations that may require adjustments to your bank bag values, such as: large events requiring larger starting banks, different currencies based on event admissions prices, currency and change exchanges, etc. Event needs requiring specific currencies must be discussed with your bank prior to the event to ensure they can accommodate all monetary needs and currency types in the required timeframes leading up to an event date. Most banks require a 48-hour notice or more, so plan accordingly as events are approaching.

Procedures relating to the movement of bank bags to and from the managerial safe must be reported on the Safe Log as individual transactions and include all of the information required above (**Reference Section II Above-Safe Log Procedures**).

- ❖ This safe must be counted **daily** by the opening MOD or Authorized Manager, before shift operations commence, to ensure discrepancies are caught and corrected on a daily basis.
- ❖ The Finance Manager must perform a **weekly** verification count to ensure the MOD safe funds reconcile to the safe control log balance at that time.
- ❖ There will typically be a consistent amount of bank bags and cash in the MOD safe, with a standard safe value assigned by the General Manager; however, there will be instances where additional banks are made for a short period of time to accommodate events with additional funding needs.
  - Ex. The safe normally houses 10 prepped banks with \$200 per bank, so the safe will typically house \$2,000. During an event, the safe may house 10 additionally prepped banks making the safe \$4,000. This must all be recorded on the Safe Log showing the movement of the funds from the Vault Safe to the MOD safe for the additionally made cash banks.
  - At the end of the event, the funds will be returned to the MOD safe where they were originally obtained as bank bags. The funds can remain in the MOD safe as bank bags for future use, be withdrawn from the MOD safe and deposited to the operating bank account or withdrawn from the MOD safe and deposited back into the Vault safe.

#### **b. Drop Safe**

Every facility **must** have a drop safe on site. A drop safe allows for protection of the facility's daily cash operations and provides Team Members that are handling cash a secure place to drop their shift revenues and shift banks. This safe also allows MODs and Authorized Managers to make quick mid-shift drops to keep funds safe and secure when



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registers are heavy with cash. The Finance Manager is the **only** party with direct access to retrieve funds from the drop safe.

A drop safe will not require the use of a safe log; however, all dropped shift funds must be accompanied by the following items:

- ❖ All funds must be in sealed cashier report envelopes that include the name of the Team Member, the date of the shift, the shift location and the total amount of funds enclosed.
- ❖ Drop envelopes must include a shift close out report, signed by the Team Member, and must be bundled as follows:
  - One bank bag must be prepared with the original starting bank received at the start of the shift.
    - If the MOD is available, the starting bank bag must be verified and returned to the MOD safe for the remaining shifts and noted on the MOD safe control log.
    - If the MOD is unavailable, the bank bag must be prepared and dropped into the drop safe for safe keeping. It will be retrieved the next business day by the Finance Manager, returned to the MOD safe and noted on the Safe Log.
  - The cashier report envelope dropped must have the remaining funds and checks from the shift – the shift revenues. Shift revenues must match the close out report. Discrepancies must be found or noted and also reported to the MOD or Authorized Manager when discovered.
  - Additional mid-shift drop envelopes must be found, the cash verified and matched to the close out report for that Team Member, if applicable.
  - If there are multiple drop envelopes for any given shift, they must include the same information specified above **AND** the total number of drops should be noted on the final drop envelope at the end of the shift with the total value of those mid-shift drops noted on the cashier report envelope. The Finance Manager must have a way to reference how many drops pertain to that Team Member's shift.
- ❖ The drop safe must be managed and reconciled on a daily basis by the Finance Manager as part of their daily operational tasks (**See Section IV under Cash Drawer Reconciliations & Deposit Timeline Procedures**).

#### c. Vault Safe

The Vault Safe will house additional cash needed for larger events and may also be used to exchange currencies and coins for register banks, as well as other items of value the facility may want to keep secure. Petty cash bank(s), postage stamps, lost and found

valuables, etc. are examples of some of the additional items you may store in the vault safe.



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The General Manager, in conjunction with the Finance Manager, must manage the amount of cash kept in the vault safe. This amount may fluctuate based on the needs of the facility's operations. It is important to prepare this safe prior to an event and funding needs must be discussed amongst the Management Team. Most banks typically request that currency and coin orders are placed 48 hours in advance. Please contact your bank directly to determine what their order requirements will be. When an event concludes, any surplus cash funded to the safe to accommodate the event needs must be immediately deposited to the original source and noted on the Safe Log.

The General Manager and Finance Manager are the only two individuals that need access to the Vault Safe. If the MOD or Authorized Manager needs funding for bank bags, additional bank bags, or currency exchanges, this must be communicated to the above Managers so internal funding requests can be accommodated in a timely fashion.

The Vault Safe must be verified on a **weekly** basis and a final **monthly** reconciliation completed during the month end process. The safe must be counted by two Managers and must include either the Finance Manager or General Manager, along with a MOD or Authorized Manger to ensure segregation of duties during the reconciliation process. The monthly reconciliation must be provided to the General Manager to review, approve and sign. The signed reconciliation report must be filed with the month end reporting in a binder with tabs by month.



## **Petty Cash Fund Management**

### **Policy Sections:**

- I. **Overview**
- II. **Fund Management Guidelines**
- III. **Petty Cash Advances**
- IV. **Month End Process**

#### **I. Overview**

The General Manager at each facility may elect to have a petty cash fund on site for unexpected expenses or smaller reimbursements that could potentially require the need for immediate cash payments. Some examples of petty cash expenses include: purchases from a non-account vendor, small employee expense reimbursements, COD deliveries, lunch meetings with your Team, etc.

If your facility has a petty cash fund, this should be secured in the Vault Safe with the Finance Manager responsible for managing the fund. The General Manager will have access to the fund for instances where the Finance Manager may not be available and a funding need arises.

#### **II. Fund Management Guidelines**

SFM facilities should follow these guidelines for managing and reconciling your specific facility's petty cash fund:

- ❖ The petty cash fund starting balance is determined by your General Manager based on the facility's specific needs. The recommended value is \$200, which may be adjusted as funding needs change.
- ❖ The Finance Manager will control and maintain responsibility for the petty cash fund, with the General Manager also having access.
- ❖ Petty cash expenses must be reviewed and entered weekly, so expenses are recorded on the books during the period they were incurred so departmental spending ledgers remain current as Managers track their budgets vs. spending for the same period.
  - As receipts for petty cash expenses are entered weekly into the financial system, the amount reflected in the General Ledger for the petty cash account should match the amount of actual cash remaining in the petty cash fund.



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- ❖ Fund replenishments should be made as needed, but at a minimum, on a monthly basis based on the final reconciliation for the month. The petty cash fund starting balance should always be made whole again for the upcoming month of operations.
- ❖ A vendor called 'Petty Cash' should be created in your financial system. The vendor should be labeled 'Petty Cash' and the 'Check Name' should reflect the name of the individual, typically the General Manager, that will be responsible for cashing the check and accepting the responsibility to return the replenishment funds back to the facility. The Finance Manager should never be the person responsible for the replenishment of the fund to ensure that segregation of duties and internal controls are enforced.
  - Never use the check name 'Cash'. If a check made out to cash is ever misplaced or lost, the funds are susceptible to theft and fraud.
  - Make sure to update the check name, before printing a replenishment check, if the Manager going to the bank varies each month.

A petty cash receipt book (**TOPS Spiral Petty Cash Receipt Book, 2-Part, Carbonless, 4 Messages per Page, 200 Sets per Book**) must be purchased for when a petty cash transaction takes place. The following information must be recorded on the handwritten receipt for EVERY cash transaction taking place from the petty cash fund:

- The amount of the transaction reimbursement, payment or cash advance.
  - The date of the cash transaction.
  - Notate the General Ledger (G/L) number on the 'Account No. line' on the receipt, if known at the time of disbursement; otherwise, the G/L number must be notated on the receipt at the time of entry into the financial system.
  - The name of the person approving the money – either the Finance Manager or General Manager making the disbursement.
  - The name of the Team Member, Manager or Vendor receiving the cash for payment or use.
  - The reason for the transaction, so the correct account code can be recorded in the facility's General Ledger and a memo for the expense can be recorded in the ledger.
- ❖ There must always be two signatures on every petty cash transaction receipt, **no exceptions**:
- The name of the Finance/General Manager preparing and distributing the cash from the fund **AND** the name of the Manager, Team Member or Vendor verifying and/or receiving the cash from the fund.



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- The white copy of the petty cash receipt must remain in the petty cash receipt book at all times as record of all transactions during a given period of time.
  - The carbon copy must be placed into the petty cash bank bag, stapled to a copy of the original store receipt(s)/invoice(s) as supporting documentation. The amount of the purchase should match the amount of cash distributed to keep the fund balanced.
  - The petty cash receipts placed into the fund are in place of funds removed. All funds removed MUST have a receipt.
- ❖ A petty cash account number must be established in your facility's General Ledger, if one does not already exist, to manage this cash account. This account must be set up in the General Ledger as a cash account, detail type – cash on hand, with 10600 as the assigned G/L code as per SFM's standard chart of accounts code for Petty Cash Fund Management.

*Note: Your facility's General Manager may elect to round up to the nearest quarter dollar on all petty cash transactions to eliminate unnecessary change from the fund. This is at the General Manager's full discretion and must meet specific client expectations and guidelines for reporting, when applicable.*

### III. Petty Cash Advances

Advances of cash from the fund are for purchases that are needed but have not taken place yet.

Here's an example: A \$40.00 advance is given for an estimated purchase cost. The actual purchase total is \$38.50. The change given is \$1.50.

The following steps should be followed to record the advance and the actual expense incurred:

- ❖ Fill out a handwritten petty cash receipt for the advanced amount of cash. Both parties will sign for the distribution and receipt of cash.
  - In this example, the advance slip will show \$40.00 distributed.
- ❖ The Team Member receiving the cash will need to return an original store receipt, or invoice, showing the amount of the purchase, the total payment amount and the change received.
  - In this example, the item purchased will show as \$38.50 total, with a \$40 payment and \$1.50 change given.
- ❖ When the change from the purchase is returned, the Manager that distributed the funds will review the following:
  - Verify the original amount of cash distributed on the petty cash slip.





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- Verify that the Team Member has returned the original store receipt, or invoice, after the purchase has been made.
- Verify the amount of change being returned and that it's accurate.
  - The Team Member that made the purchase is responsible for returning all unused funds and change received.
  - The petty cash distributing Manager is responsible for making sure the receipt and change are returned to the fund and documented accordingly.
- The petty cash fund Manager will make sure the purchase amount, plus the returned change, totals the amount originally advanced to keep the fund in balance.
- The petty cash handwritten receipt amount distributed will be crossed out and updated from the original advance amount to the actual amount spent, with supporting backup attached.
  - In the example above, the \$40.00 will be crossed off and changed to the actual amount spent \$38.50.
- The change will be returned to the fund and only the \$38.50 is recorded on the books as the actual expense amount.

#### IV. Month End Process

A final monthly reconciliation must be completed by the Finance Manager as part of the month end close process to ensure the fund is replenished.

- ❖ Remaining cash in the fund must be sorted by currency and counted.
- ❖ The month end reconciliation must detail the following items:
  - The month being reconciled.
  - The starting balance of the fund.
  - The petty cash receipt, supported by an invoice or store receipt for backup.
  - The total amount of cash used for expenses during the month, broken down by individual transactions for posting purposes into the G/L.
  - The total amount of cash remaining in the fund.
  - The total amount of cash required to make the fund whole again.
  - The reconciliation should be prepared by the Finance Manager of the fund and reviewed and signed by the General Manager of the facility as a second point of verification and internal control.
  - Store receipts or invoices should be neatly stapled to the handwritten, signed petty cash disbursement receipt.
  - All receipts, both store/invoice and handwritten petty cash receipts, should be sorted by date and neatly placed into an envelope with the month noted on the front.





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- ❖ Once the reimbursement check is issued to make the fund whole again, the following items must be stored in the facility's AP file, named Petty Cash, for any future reference:
  - The prepared reconciliation form for the month, signed and dated by the Finance Manager **and** the General Manager, to maintain internal controls.
  - All handwritten petty cash disbursement receipts and original store receipts/invoices – neatly stored in one sealed envelope and stapled to the back of the reconciliation form.
  - A copy of the check stub to make the fund whole again showing proof of payment made and to whom.
- ❖ All expenses must be recorded in the G/L, throughout the month, as part of the weekly reconciliation process.
- ❖ Verify that the replenished petty cash account in the GL is the correct starting balance for the upcoming month.

**(See Appendix – Sample Petty Cash Reconciliation Form)**



## **Bank Reconciliation Policy**

### **Policy Sections:**

- I. **Overview**
- II. **Internal Control Guidelines and Frequency**

- I. **Overview**

It is the policy of all SFM managed facilities that all transactions involving incoming and outgoing funds to the facility's accounts are to be recorded in the general ledger for the venue on a timely basis. Bank reconciliations are essential to ensuring that we are handling all funds and transactions for our clients with transparency and accuracy.

Bank account reconciliations should be done in a timely manner. Reconciling the bank statement balance with the general ledger (books balance) is a necessary function to ensure the following internal controls:

- ❖ Verification that all receipts and cash disbursements are recorded in the ledger.
- ❖ Maintains complete and accurate monthly financial statements.
- ❖ Ensures that all issued checks/payments are clearing the bank in a timely fashion to prevent outstanding items from approaching a 'stale' date where they are no longer cashable.
- ❖ Identifies reconciling items and ensures they are being recorded correctly.
- ❖ Identifies potential duplicated postings of deposits or expenses.
- ❖ Ensures that the reconciled bank cash balance reconciles to the general ledger cash balance on the books at month end.

This policy applies to all bank accounts that are managed and maintained by SFM on behalf of its client. In many instances, multiple accounts may need to be managed and reconciled as part of the month end close process.

- II. **Internal Control Guidelines and Frequency**

The General Manager of the venue working with the venue's Finance Manager, will develop and maintain good cash controls and documented procedures for reconciling each bank account at the facility.



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When the provided accounting system allows for electronic matching of incoming and outgoing transactions with the applicable bank, it is highly recommended this function is utilized and reviewed daily. This helps to eliminate missed transactions in the general ledger, maintains a daily reconciliation of incoming and outgoing transactions, identifies potentially fraudulent transactions and identifies any other issues that may need to be immediately addressed.

The following guidelines and procedures should be exercised by every facility on a monthly basis during the month end closing process:

- ❖ Once a bank statement is available, all bank accounts will be reconciled on a monthly basis within **7** business days of \_\_\_\_\_.
- ❖ Any unmatched book/bank entries, or other reconciling items, should be corrected as soon as possible, but in no event longer than **30** days after the statement closing date of the reconciled month.
- ❖ Any issued checks, greater than **60** days outstanding, should be addressed as follows:
  - A follow-up call should be placed to the payee/vendor to determine the status of the check.
  - Lost checks should be reissued immediately (following a stop payment with the bank). The responsible individual for the cost of stop payment fees for lost checks will be determined on a case-by-case basis.
  - If a vendor is holding a check, please ask them to provide a status on when the check will be cashed and noted accordingly on the bank reconciliation summary.
- ❖ Bank reconciliations should not be performed by the same Team Member whose primary function is cash handling, cash deposits and cash disbursements, whenever reasonably possible.
  - *Note: This may not be feasible in smaller venues with lighter staffing requirements and budgetary means.*
- ❖ Bank account reconciliations are typically prepared by the venue's Finance Manager and must also be reviewed, signed and approved by the General Manager once completed.
- ❖ The General Manager's signature on the bank account reconciliation summary will confirm that current procedures were followed, and that the reconciliation accurately presents the status of the account at the bank, as well as on the books in the general ledger.



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- This step also provides an additional layer of review for the facilities where lighter staffing requirements don't allow for the segregation of duties between cash handling and bank reconciliations.
- ❖ The original signed bank account reconciliation, along with a full copy of the monthly bank statement, will be filed in the month end binder at the facility and must be secured at the close of each business day. This binder houses all month end financial reporting sorted by monthly tabs and fiscal year.
- ❖ Any other supporting documentation, such as reconciling item notations or uncashed/outstanding check notations, must also be filed in this binder, with the reconciliation reporting, for future reference.



## Policy for Accepting Credit Card Payments

### Policy Sections:

- I. Credit Card Overview
- II. Prohibited Credit Card Activities
- III. Credit Card Deposit Batches
- IV. Payment Card Processing Fees
- V. Refunds
- VI. Chargebacks
- VII. Maintaining Security
- VIII. Wireless Technology Usage
- IX. Training
- X. Credit Card Best Practice Guidelines

### I. Credit Card Overview

The purpose of this policy is to establish business processes and internal control procedures for accepting credit cards at all SFM facilities. Proper credit card management will help minimize the facility's risk, prevent chargebacks, protect personal information and ensure we are doing our due diligence in preventing identity theft for our patrons.

A merchant account will need to be established in order to process credit cards at the facility. In some instances, multiple merchant accounts may need to be established to accommodate certain facility programming. The merchant account application will allow the funds to be directed to specific facility or client specific bank account. ***All merchant processor contracts must confirm they are PCI DSS 12 compliant.***

Accepted payment types may vary for each individual facility; however, most SFM managed facilities accept major credit cards including Visa, MasterCard, American Express and Discover. Depending on negotiated fees with the merchant processor, a facility may choose to opt out of accepting a specific card type based on their negotiated rates. This will be determined by the General Manager of the facility when establishing the merchant accounts and discussed with our clients, when required.

### II. Prohibited Credit Card Activities

Credit cards are accepted in the form of payment for admissions, services or goods. The following items are prohibited when accepting credit card payments:

- ❖ Accepting credit cards for cash advances.
- ❖ Issuing a refund in excess of the original sale amount.



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SFM also discourages the following items, which also may be prohibited or limited by state law:

- ❖ Discounting a good or service based on the method of payment.
- ❖ Adding a surcharge or additional fee to payment card transactions, unless it is clearly defined that the purchased goods have a convenience fee that is the responsibility of the purchaser.

### **III. Credit Card Deposit Batches**

Shift's that are accepting credit cards as a form of payment will typically be part of the facility's daily credit card deposit batch. It is important to understand how your merchant processor batches your daily deposits (deposits by individual shift, batch deposits by date, brick and mortar vs. online sales batches, etc.). The merchant processor will issue a month end statement that identifies total credit card sales, fees charged, debits and credits that will hit the bank as deposits, chargebacks and fees for all merchant accounts established. All merchant card transactions on the statement must be matched not only to actual bank deposits, but also reconciled to the ledger clearing accounts on the books as part of the month end closing process.

Credit card batch revenues must be recorded in QB on a daily basis using the actual date of the sales. A merchant clearing account must be set up in the General Ledger as an "Other Current Asset Account" since it will primarily have a working debit balance. A merchant clearing account(s) is utilized for credit card batch postings until the batch deposits are actually deposited into the bank account.

- ❖ The initial entry will be a debit to the merchant clearing account and a credit to the proper revenue account to recognize the revenue on the actual date of the sales.
- ❖ The actual deposit of credit card funds will be recorded as a credit to the clearing account and a debit to the bank account in which the deposit took place.
- ❖ The final outcome in the merchant clearing G/L will be a net zero offset, as this is used as a passthrough account for the applicable debits and credits. If there are discrepancies, it is typically a chargeback or other type of dispute that may require additional attention and research.

A credit card batch deposit may take 2-3 business days to actually hit the operating bank account. In most instances, the debits and credits in the merchant clearing account will offset one another to zero; however, it is still important to reconcile the merchant statement at month end against the QB merchant clearing and cash accounts where adjustments for chargebacks or other discrepancies with deposits that may surface during this review can be booked. Usually, if the account has a balance, it indicates a different



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deposit amount from your settlement reports, or a possible chargeback situation where money expected was altered and requires additional research to resolve. It may also be a timing issue where a deposit is made in the month following the date of the sale. (**See Revenues section for more details**).

#### **IV. Payment Card Processing Fees**

Each credit card transaction may have an associated fee or percentage charged by the credit card company and/or merchant processor. Credit card fees must be coded to a merchant processing fees or credit card fees general ledger expense account. Most merchant processing companies charge this fee one time per month, as one monthly fee, a few days into the new business month. These fees will be reflected on your month end statement.

Processing fees, rates and charges on a sale will be facility specific based on the contract with your merchant processor. It is best to verify these fees as part of the month end process to ensure the processor is charging your facility the proper contracted rates. It is also extremely important to notify our patrons when the credit card fee is passed on to them as the customer – convenience fees for using credit, etc. where the customer absorbs the cost or part of the cost to use credit as their payment type.

Auto payment of processing fees is strongly recommended, and in some instances may be contractually mandatory, to avoid system interference due to a late or accidentally missed payment.

#### **V. Refunds**

When a good or service is purchased using a credit card and a refund is necessary, the refund must be credited back to the credit card account that was originally charged. Refunds in excess of the original sale amount or cash refunds are strictly prohibited (**See Section II-Prohibited Card Activities**).

#### **VI. Chargebacks**

Occasionally a customer may dispute a payment card transaction, ultimately leading to a chargeback. In the case of a chargeback, the merchant or bank will notify the owner of the merchant account in writing, to the legal address listed on the account, with as much information as possible regarding the chargeback. This will usually include the name of the customer, the amount disputed, the date of the dispute and a reason for the dispute.

If you have a way to research and reach the customer that has disputed the charge, it is recommended to contact the customer and discuss the reason for the chargeback.

If a disputed charge cannot be resolved directly with the customer, it is the Finance



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Manager's responsibility to gather and obtain all supporting documentation in response to the chargeback letter. In most instances, the chargeback letter will have a reference number and phone number to call. Gather all signed credit card slips, contracts and any other supporting documentation and follow the steps provided on the original dispute letter from the merchant processor to resolve the discrepancy.

If the chargeback is deemed fraudulent, and the credit card company is unwilling to reverse the chargeback, the facility will need to write the chargeback off as bad/uncollectable debt expense. This process must be discussed between the General Manager and Finance Manager to determine the best course of action on the facility level. The write off would be charged to bad debt expense and offset the Accounts Receivable balance for that customer to zero to clean up the AR Aging reporting.

It is extremely important to verify the signature on the back of the card with the signature on the customer receipt to try and reduce credit card fraud and possible chargebacks. Always have the customer sign a credit card slip when they are making in-person transactions.

#### **VII. Maintaining Security**

All facilities accepting payment cards must make security a priority. Protecting our patrons and the way we transmit their information must be handled with utmost security.

It is our intent that we do not want to save or maintain credit card information on any of our devices. Unfortunately, certain POS systems may automatically store information locally. It is important for facilities to understand if their POS stores information locally and delete this information, when possible, after the transaction is completed.

Below are some important things to consider when trying to maintain the highest level of security at your facility:

- ❖ Cardholder data shall never intentionally be stored on servers, local hard drives, or external (removable) media including floppy discs, CDs or thumb (flash) drives unless encrypted.
- ❖ Email must never be used to transmit full credit card numbers or personal payment information. If it is necessary to transmit credit card information via email only the last four digits of the credit card number should be displayed.
- ❖ Fax transmissions (both sending and receiving) of credit card and electronic payment information occurs using only fax machines which are attended by those individuals who must have contact with payment card data to do their jobs.
- ❖ The processing and storage of personally identifiable credit card or payment information on SFM computers and servers is prohibited. Only secure communication protocols and/or encrypted connections to the authorized





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merchant provider are used during the processing of e-commerce transactions.

- ❖ The three or four-digit validation code printed on the payment card is **never** stored in any form. The full contents of any track data from the magnetic stripe are **never** stored in any form. The personal identification number (PIN) or encrypted PIN block are **never** stored in any form.
- ❖ The primary account number (PAN) is rendered unreadable anywhere it must be stored.
- ❖ All but the last four digits of any credit card account number are masked when it is necessary to display credit card data.
- ❖ All media containing payment card or personal payment data is retained no longer than a maximum of six (6) months and then destroyed, shred or rendered unreadable.
- ❖ Notify the General Manager and Finance Manager of the facility if you feel that any of the above items have been breached. Our IT support company, Consertium, and/or the merchant processor must be contacted if a breach has occurred, so we can do our due diligence in preventing these types of breaches moving forward.
- ❖ Cardholder data shall never be stored unless approved or selected by the Cardholder and where they are accepting the terms of risk.

Any merchant processing company that handles payment cards, including debit and credit cards, must meet the 12 requirements of PCI DSS compliance directly or through a compensating control. ***Failure to meet the PCI DSS 12 requirements may result in fines or termination of credit card processing privileges.***

#### **VIII. Wireless Technology Usage**

SFM advises against the use of wireless technology to process or transmit cardholder data, as it could expose our customers to a non-secure payment environment; however, we realize that this technology may be used as part of our business operations. A secured wireless connection must be utilized to avoid breaches in data.

If the use of wireless technology is approved by the General Manager, the storage of cardholder data on local hard drives, floppy disks or other external media is prohibited. It is also prohibited to use cut-and-paste and print functions during remote access as this information may remain accessible after it has been pasted.



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#### IX. Training

Team Members who are expected to be given access to cardholder data must complete training explaining cardholder data security (***See Appendix - Cashier Policy & Drawer Reconciliation Training Outline***). Team Members shall be required to acknowledge that they have received training, understand cardholder security expectations, and agree to comply with these expectations as part of their role.

#### X. Credit Card Best Practice Guidelines

To ensure compliance, prevent chargebacks and hold Team Members to a high standard of security to protect our guests, the facility must always use good judgement when accepting a credit card payment.

Here are a few guidelines to consider every time you are processing a credit card for payment:

- ❖ Verify that the Cardholder is the person actually presenting the card and verify that the signature on the card matches the signature on the receipt.
- ❖ Don't be afraid to ask questions or ask for another form of ID if something seems suspicious. This measure is to protect all parties involved from fraudulent charges and chargebacks.
- ❖ The Purchaser must **always** sign the merchant copy. A signed slip may be our only leverage in a chargeback situation, so they must always be neatly turned in with your register bank drop for your shift, so they can be securely retained.
- ❖ If something doesn't seem right or appears suspicious during a transaction, don't be afraid to ask a Manager for assistance on the transaction.
- ❖ Payments for an event or registration that require multiple installments or auto payments must have a signed authorization on file for the period of time **AND** the approved amount the Cardholder is allowing or agreeing to on the automatic payment to prevent disputes and chargebacks.
- ❖ Direct your customer to the online portals for your facility where they can be responsible for entering their own payment information. Phone orders are not recommended. If a phone order ends up being fraudulent, and the facility does not have the signed credit card slip, the chances of recovering the lost funds are unlikely.
- ❖ If a credit card transaction appears fraudulent or suspicious, immediately notify a Manager. The Manager will need to decide, based on the facts of the situation, if Law Enforcement involvement is needed and if the facility should proceed or decline the transaction being attempted.



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## Policy for Setting up New Customers

### Policy Sections:

- I. Overview
- II. Mandatory Customer Fields
- III. Additional QuickBooks Fields

#### I. Overview

New customer setup in your financial system is important to ensure that the system reflects the correct billing, shipping and legal address information on file for every customer and business entity. Thorough entry of all available fields in the system allow for the facility to contact the customer more efficiently should the need arise.

SFM utilizes QuickBooks Online (QBO) as the financial tool to be used in the facilities. If a client requests a different system, the Account Executive will need to approve this deviation from SFM standards.

#### II. Mandatory Customer Fields

To ensure that customer data remains consistent across each facility, it is extremely important to maintain certain mandatory fields when entering a new customer into the system. General public customers have less field requirements than businesses and are shown below.

#### General Public Customers

- ❖ Full Customer Name – A First and Last Name should be entered.
- ❖ Full Mailing Address – Be sure to include a complete address, including a full zip code.
- ❖ Customer phone number – Include a 10-digit phone number, including a valid area code.
- ❖ Customer email (if available) – This is not a mandatory field, but it is ***strongly recommended***.

#### For Business Customers

Business customers require the above information, plus the following fields:

- ❖ Full Legal Business Name
- ❖ Billing address and shipping address, if the two addresses are different.
- ❖ AP Contact Name, with a valid email and phone number.
- ❖ A resale or tax ID# certificate to identify tax exempt customers, when applicable.
- ❖ Net Payment Terms

It is important to use all of the fields in the financial system when entering a new customer. This information may be used for marketing and other sales initiatives, so it is important and



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mandatory to gather all of the above details. Customer and business information must also be entered correctly to ensure it is presented in a neat and professional manner on the invoices being sent.

No matter which financial software your facility is utilizing, all new customers should have net terms set up on their profile. This ensures invoices are always being sent with due dates that we can use to hold customers accountable for timely payments and also provides us with accurate A/R Aging reports.

#### III. Additional QuickBooks Fields

Additional tab information is available in QuickBooks Online on the new customer screen. These fields, although not mandatory, should be utilized if the information is available to you.

**Notes Tab** - This tab may be utilized for specific notes you wish to store regarding an individual customer. It may also be used to store A/R notes and collection attempts, so they are viewable by Home Office, Account Executives and other Management Teams.

**Tax Info Tab** - If you are using QB to track your facility's sales tax, the tax tab should be set up to default to the proper sales tax jurisdiction on all invoices based on their location. If a customer is tax exempt, they can be marked exempt and their tax ID number can be referenced on their file. Not all facilities will utilize the sales tax functions in QBO due to POS variances, but the option is available.

**Payments and Billing Tab** - Under the payments and billing tab, QBO allows you to select the net terms associated with a particular customer. This will reflect on the customer invoice and indicate when payments are due. This is a mandatory field for all new customer entries since all invoices should have payment terms on them prior to be sent.

**Attachments** - It is a good practice to upload documents that pertain to the customer and their tax status. If a customer is exempt, the exemption certificate should be attached to the customer file for future reference and easy accessibility. This tab can be utilized to attach all necessary documents pertaining to each individual customer.



## **Invoicing & Contracts Requirements**

### **Policy Sections:**

- I. **Overview**
- II. **Contract Preparation**
- III. **Invoice Expectations**

#### **I. Overview**

As your facility generates income from the goods or services that you sell to customers, an invoice may be necessary to collect and record certain revenues earned. SFM facilities process sales receipts through a POS system at the time of service for certain revenue streams, in which case an invoice would not be necessary. A clear invoicing policy helps keep cash flowing and streamlines and simplifies administration.

Balances on events and contracted services should be collected on the date of service, immediately following the event, unless other payment arrangements have been specified. Other walk-in services, provided within the facility, should be paid for at the time of service. This ensures the facility is accepting payments either before, or at the time of service to prevent outstanding A/R balances.

#### **II. Contract Preparation**

When a customer is purchasing a certain type of good or service, it is mandatory to outline the details of the purchase contractually. If a service is not sold through the daily POS operations (ex. concessions, climbing courses, FEC purchases, etc.) then a contract must be executed. Examples of services requiring a contract may be: facility rental agreements, banquets and catered events, outside vendors promoting events within the facility, etc.

Contract templates are available from the SFM Corporate Legal Department and must be used to create consistency amongst facilities. All contracts must have the following information specified:

- ❖ Venue Information – Name, Address, Phone and Email
- ❖ Responsible Party – Business Name, Sports Entity/Team or Full Legal Name.
  
- ❖ Contact information must include a contact name, a full address, a valid email address and a phone number.
  
- ❖ Date(s) and Time(s) the responsible party wants to secure/reserve.
  
- ❖ Description of what's included in the contract – menu selections, breakdown of price, guest count included, decorations included, location in facility, etc.



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- ❖ The time of arrival allowed, if applicable, for the event or rental.
- ❖ Payment Details – deposit due, refundable or non-refundable, dates of importance, balances due and due dates, payment structure for events with multiple payments, etc.
- ❖ For facility rentals, the contract should specify the rules and guidelines regarding early arrivals, usage time periods and fees imposed if a late departure from the space affects an incoming reservation, along with dates and facility locations pertaining to that specific contract.

### III. Invoice Expectations

In some cases, a facility may allow extended payment terms on certain goods and services. These services will require an invoice for payment to be made. It is the Finance Manager's and General Manager's responsibility to ensure that invoices extended with payment terms are sent in a timely fashion and collected within the specified timeframe allowed.

Invoices that are sent in conjunction with an executed contract should include the details of the contract it pertains to, such as: responsible party information, dates and times of events and facility usage, contract number, payment structure and any other pertinent details necessary.

Invoice structure may vary between facilities depending on the financial software being used; however, all SFM invoices should have, at a minimum, the following information clearly shown on every invoice they process:

- ❖ Responsible Party – Full Customer Name or Business Name.
- ❖ Mailing/Billing address.
- ❖ Terms – when the invoice is expected to be paid by before becoming delinquent.
- ❖ Late Fee Disclosure – if the invoice balance is not paid on time, the late fee disclosure should identify the terms of the late fee.
  - The grace period, amount/percentage to be charged and collections policy will vary by facility and should be determined by the General and/or Finance Manager.
- ❖ Clearly identify the purchased product(s).
- ❖ Clearly identify the quantities being purchased.
  
- ❖ Clearly identify the cost of each item and/or the cost of the event.



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- ❖ Clearly identify the event date(s).
  
- ❖ A total amount due, plus any applicable sales taxes, should be clearly itemized.
  
- ❖ All advance deposits or payments already received should be reflected on the invoice and itemized.
  
- ❖ A balance due must be clearly shown.

All invoices sent should clearly identify the name of the facility, along with the correct mailing address, facility phone number and a contact email in case questions arise.





## **Booking Deferred Revenues & Advance Deposits**

### **Policy Sections:**

- I. **Overview**
- II. **Deposits on Future Bookings**
- III. **Point of Sale Revenues**
- IV. **Advance Deposit Recording**
- V. **Deferred Revenue Recording**

#### **I. Overview**

Revenue must always be booked on the date it is **earned**, not the date it is received, so financial statements reflect revenues in the proper month for reporting purposes. Revenue is received in various forms, through various avenues. Each facility's structure will vary; however, typical avenues for receiving revenues are identified below:

- ❖ Point of sale systems – Daily operational sales will typically flow through a POS system, such as concession F&B, arcade sales, family entertainment center sales and activities, etc. These are activities that go on in the facility on a daily basis throughout the week and are paid for using cash, credit cards, gift cards and possibly checks at the time of purchase.
- ❖ Mail Receipts/Advance Deposits – Checks or money orders may be received by mail to pay A/R balances extended with terms or pay advance deposits on contracted events. These receipts are usually tied to a specific customer contract in the system and applied accordingly.
- ❖ Deferred Revenues – Sports programming registrations, facility fitness classes, personal training sessions and contracted facility rental contracts, etc. would be examples of a facility's deferred revenue. These revenues are usually tracked through a specific registration software, POS system, or manually through Excel and are earned and booked over a period of time.

#### **II. Deposits on Future Bookings**

Facilities may receive different types of deposits, as part of their normal daily operations, that are received for a future booking. For purposes of this manual, deposits that are received before a function or program takes place is recorded as either an advance deposit or a deferred revenue. The difference between booking monies received before an event or program date are as follows:



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- ❖ The **advance deposit** G/L should only be utilized for **one-time events**, such as: weddings, banquets, social events, birthday parties, corporate events, holiday parties and meeting rooms that are booked with one specific date in mind and a guaranteed contractual time slot.
- ❖ Deferred revenue GL's should be booked to the appropriate deferred revenue G/L account for that sport or rental type. This may include: facility rental agreements for turf over a period of time or possibly a deposit on a sports program that requires a deposit to reserve a spot. **Deferred revenues** should be booked for programs or facility rental contracts that are **recognized over a period** of days, months or possibly even multiple years.

The movement of these deposits and/or registration pre-payments, when revenues are finally recognized, will be outlined in more detail in the sections below. Recording revenues will vary based on how it is received.

### **III. Point of Sale Revenues**

If your facility utilizes a POS system for certain revenue streams, it is important to be cognizant of the sales date, especially the last few days of the month. Revenue is always booked on the date it is sold in the financial system; however, the corresponding credit card or cash deposit may not occur in the same month.

Cash deposits that clear the bank in a different month should remain in the undeposited funds account until the day the cash is physically deposited into the bank. The deposit date in QB should match the date of the actual bank deposit transaction. Credit card deposits may also take several days before they are received in the bank account. The merchant clearing account should be adjusted on the date of the actual credit card batch deposit.

In both instances, revenue accounts are credited to recognize the sales, using the actual date of the sale, with a debit to undeposited funds or the merchant clearing account. When cash is actually deposited, undeposited funds is credited and the cash bank account is debited. Similarly, when a credit card batch is deposited to the bank, the merchant clearing account is credited, and the cash bank account is debited.

Recording revenues when they were earned or sold keeps the P&L income section accurate, while posting the actual date of the bank deposits to the cash or bank account(s) ensures our system's records remain consistent with bank statement deposit dates. This is extremely important to monitor when booking POS reports manually into QB.



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#### IV. Advance Deposit Recording

As described above, the advance deposit(s) liability G/L account should house all deposits received, but not yet earned, for contracted one-time events or functions. The proper way to record this type of transaction is outlined below.

#### Recording the Receipt of an Advance Deposit in QuickBooks

When entering an advance deposit in QuickBooks, the following procedure should be followed:

- ❖ First, check the system to make sure the customer information is entered. If not, follow the new customer setup procedure described in this manual and make sure all required fields are populated in the customer profile.
- ❖ Since a deposit is typically required on all contract agreements, an advance deposit is a good indicator that a contract exists.
  - Obtain a copy of the contractual agreement that pertains to the deposit received, if you have not already done so.
- ❖ If this is the first ever advance deposit you have received for entry into QB, you will need to set up a 20000 series GL account, using “other current liabilities” as the type, and call it “Advance Deposits”.
  - It remains a liability on the balance sheet until the event takes place and the facility actually earns the income.
- ❖ Under invoicing in QuickBooks, you will need to set up a product/service item. It should be called Advance Deposits.
  - You will hit new to add the new item code, put Advance Deposits as the name, select Service and map the G/L liability account for advanced deposits to this item code.
- ❖ Select the plus sign in the top right of QuickBooks then sales receipt under customers. This step can also be done by selecting invoicing, customers, selecting the customer, clicking the green button in the top right corner labeled new transaction, then selecting sales receipt.
- ❖ The sales receipt should include the following information:
  - Customer Name (from the customer file in QB)
  - Customer Email (which will populate if it was entered into the customer’s profile)
  - Billing Address (which will populate from customer’s profile)
  
  - Sales Receipt Date will populate to the date of entry – it can be changed, if necessary



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- Choose the payment method from your drop down, add new payment methods, if necessary
  - Reference number should show the check number, wire or EFT number or left blank for cash.
  - Select the appropriate “Deposit to” account, typically the facility’s operating account.
  - Under product/service, you would type advanced deposits and it will populate.
  - The description should provide some level of detail to describe the reason for the deposit – Event Date or Event Name is recommended.
  - Enter the amount of the deposit received.
  - The signed contract should be attached to the sales receipt – see bottom left side of sales receipt screen.
  - Hit save and send.
- ❖ The receipt of the deposit will be sent to the customer via email as proof payment was received.
- ❖ The customer account will show the sales receipt in the history; however, it will not show as a credit on the customer account or the AR aging report as a negative amount due.

#### **Applying an Advance Deposit to the Final Invoice**

After you have received the deposit into the system, you may bill the final invoice or set up a delayed charge in QB, using the contract event date as the invoice date. You will invoice the full contracted rate, less the advance deposit, by following the steps listed below.

- ❖ The final invoice must always be dated the date of the actual function.
- This ensures the income is reported in the proper P&L month in which it was actually earned.
  - The date will drive the invoice’s status on your AR report. It will not show up on the aging until the event has occurred, or you run an AR aging report with a future date.
- ❖ The final invoice should be billed as follows:
- The total amount of the contract should be invoiced on the first line of the invoice, with the total contracted amount shown, to the proper revenue account(s).
  - The executed contract must be scan **AND** attached to the final invoice in QB.
  - All advance deposits received should be itemized on a separate line with the advance deposit liability account GL used and the amount of the deposit entered as a negative rate/amount to offset the original entry of the deposit to that account.
  - Verify that your debits and credits offset to zero for this particular customer in the Advance Deposit GL account. This account must be reviewed and reconciled as part of the month end process.



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- If you run a GL report for the advance deposit account using the event date, you should see a debit and credit for the customer for the deposit amount(s). These amounts should offset to create a net zero outcome in the GL account.

If there are adjustments that need to be made after the event concludes, you should adjust the invoice line items, as long as the period is still open for changes. If the period happens to be closed, a credit memo may be required for the adjustments needed; however, keep in mind the credit memo adjustment will reflect in a different period on the books.

- ❖ Service adjustment credits or any other additional changes, additions or deletions of services, should be itemized below on individual lines and **clearly** described on the final invoice.
  - Adjustments to reduce the invoice should be entered with a negative rate/amount.
  - Additions above and beyond the scope of the original contract should be entered as a positive rate/amount on the final invoice.
  - Itemizing the invoice details, especially when the amount varies from the original contract value, helps others understand the reasons why the final invoice may differ from the contract value following the closeout of an event.

The final invoice should be able to be deciphered by any party accessing the system. Attach a copy of the contract, plus any addendums, email chains or notes, to the final invoice in QB so it is easily accessible by all parties. Clearly invoiced items prevent questions from customers and also keeps a clean audit trail in the system for all parties that may be reviewing these items on a future date.

#### **V. Deferred Revenue Recording**

Although each facility may vary, almost every SFM managed venue promotes sports programming, tournaments, private training sessions, reoccurring facility rental agreements and sports or fitness classes that may span over a period of time. In many cases, the revenue earned from these programs are earned over more than one month. In cases like these, deferred revenues should be reported until the income is actually earned.

It is recommended that every facility have a deferred revenue liability account(s) set up to record these types of transactions. Deferred revenue account usage may vary by facility but must always follow the SFM Master Chart of Accounts numbering structure for deferred revenue accounts which can be requested from Home Office.

Deferred Revenues and how they are booked may also vary depending on the POS system being used in your facility. Some POS systems will identify deferred revenues and will automatically move them on reports to revenue accounts when the date in the system has occurred. Some facilities may have to book deferred revenues manually based on reports from online-based registrations and other registration software. In either case, tracking these



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revenues and when they are earned are a must. No matter which method your facility is utilizing, programs that span over multiple months should be recorded as earned income in the month it is actually earned.

Generally speaking, most deferred revenue income would be recorded as follows:

- ❖ Debit cash or debit merchant clearing for credit cards, credit deferred revenue and credit deferred sales tax (if tax applies).
- ❖ When the credit card money is actually received by the bank, it would be recorded as a debit to the cash/bank account and a credit to the merchant clearing account.
- ❖ When the event takes place, or at month end if preferred, earned revenue portions should be recognized on the P&L by debiting the deferred revenue account and deferred sales tax account and crediting the actual revenue account(s) and sales tax liability accounts accordingly.
  - If these items are tracked and amortized manually through Excel, it is important to upload the Excel attachment identifying the details of the entry.



## **Accounts Receivable & Collections**

### **Policy Sections:**

- I. AR Overview
- II. AR Aging Reports
- III. Extending Credit to Customers
- IV. AR Guidelines & Process
- V. Payment Agreements
- VI. Collections Guidelines

### **I. AR Overview**

There may be instances when certain customers do not pay the full amount due at the time of the event or service and a balance is left unpaid on the books as an Accounts Receivable. It is crucial that every SFM facility monitors and manages their accounts receivable balances with caution, care and time sensitivity. The longer you wait to pursue collecting on a balance, the less likely you are to collect, so time is of the essence.

### **II. AR Aging Reports**

Accounts receivable aging reports allow each facility to determine and account for all customer invoices that remain unpaid. It also identifies if they are current or past due. Regardless of the accounting software being used at the facility, an accounts receivable aging report will be available to you and should be reviewed on a **weekly** basis to monitor customer accounts. SFM managed facilities are primarily cash-based businesses, where sales are paid for in advance or at the time of service, so accounts receivable balances should remain rather low in most of our facilities.

### **III. Extending Credit to Customers or Businesses**

If your General Manager determines that extending credit terms is the right approach for your specific facility, these steps should be considered:

- ❖ Only extend terms to customers or business with verifiable credit worthiness.
- ❖ Request credit references to verify credit worthiness with other vendors.
- ❖ Being conservative on credit terms and liberal with collections will minimize risk for losses and uncollectable debts.



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**IV. AR Guidelines & Process**

When reviewing your outstanding AR balances, the following steps must be taken to minimize risk of loss:

- ❖ Run the AR aging report ***weekly***.
- ❖ Determine delinquent customer balances that need follow-up.
- ❖ Call the customer to discuss the delinquent balance and follow up with an email to document the nature of the call.
- ❖ Ask the customer to provide a status on their payment.
- ❖ All correspondence and communications regarding any past due accounts should be documented, organized and stored for future reference.
- ❖ At the end of each month, review previous notes and know the facts of the individual “case” before continuing your collections efforts.
- ❖ Send an itemized statement to all AR customers at ***month end***, regardless of due dates, to consistently keep them informed of their account status, balance and due dates. Statements must show each invoice number and amount as an individual line item, not inclusive in a previous balance. You should use the open transactions statement type so that all open invoices, both past due and current, are clearly itemized.
  - Email is a great way to date and time stamp these communications.
- ❖ The General Manager should be updated at your weekly Team meeting on all AR efforts that may require additional attention or escalation.
  - Your Account Executive (AE) should be looped in on all AR challenges if they continue to escalate or remain unresolved after 30 days past due.
  - With approval from the General Manager, business services and/or facility usage, may be temporarily discontinued if a customer has an outstanding balance exceeding 60 days delinquent.

If a customer is not available by phone, it may be necessary to re-send them the invoice and/or a statement by mail and email. If collections efforts are being ignored by the customer, certified mail with a signature required should be used to document all attempts to reach them before utilizing other resources, such as a collections agency.





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**V. Payment Agreements**

In some instances, a payment agreement may be the solution to help collect an unpaid and past due balance. For customers that show good faith in wanting to pay their balance, a payment agreement may be an alternative option to collections. This should be at the discretion of the General Manager of the facility, with the approval of your Account Executive, and will provide each individualized case an additional layer of legal documentation should the collections case escalate to a more formalized legal matter.

Payment agreements must have the following items clearly identified:

- ❖ Date of agreement
- ❖ Name of responsible parties
- ❖ Total account balance past due (as part of agreement)
- ❖ Terms of payment
  - When the first payment date begins
  - Amount and frequency of payments
  - Total payments due under the duration of the agreement
  - Due date for which payments are to be received by
  - Interest and late fees added to payment, if received past a due date
- ❖ Agreement should be executed by both parties' signing and dating.
- ❖ Agreement should include verbiage on consequences if terms are not followed.

Examples:

- Payments not received on time will negate the payment agreement and collections will be pursued.
- Payments not received by the specified due date will have additional late fees incurred. Specify late fee structure.
- Deviation or violation of this agreement in any way may result in collections actions against you.

**VI. Collections**

Collections policies are key to ensuring that money owed for a sale is collected either at the time of service or in a timely fashion when net terms are extended to our customers. With this in mind, it is extremely important to have a clear collections policy and standard within each SFM facility. We strive to have a consistent and courteous approach to collections in order to avoid any necessity to engage in dunning activities.

- ❖ Accounts will be invoiced in a timely fashion:



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- Contracted events will be provided an invoice that corresponds to the payment structure in the contract.
- Customers purchasing a service on terms must always be provided with an invoice at the time of purchase or conclusion of an event, especially if the event had upgrades from the original contract that may have altered the contracted prices.
- ❖ Accounts will be called when they are one week past due and calls will continue weekly. If no payments are received after three calls, the sales representative will be asked to contact the customer as a final attempt.
- ❖ If an account is 30 days late, pre-collections attempts should be made via certified mail.
  - Include invoice.
  - Any supporting documentation (signed contract, email agreements, etc.).
  - A professionally written letter stating they will be placed into collections if left unpaid.
    - Provide a date to respond by in the letter.
- ❖ If there is still no response, the account is considered for third-party collections and/or legal action.
  - Submit the documentation and all other correspondence notes to our Legal Department for further review and advice on how to proceed.

Terms established should never exceed net 30 days. All credit worthy customers are expected to pay within this period. Any exceptions must be based on competitive practices in accordance with established procedures. Companies seeking longer terms must be subject to closer scrutiny and verification prior to allowing credit terms.



## **New Vendor Setup**

### **Policy Sections:**

- I. **Overview**
- II. **New Vendor Entry**
- III. **Guidelines for New & Existing Vendors**

#### **I. Overview**

This policy was created in order to maximize efficiency within the Accounts Payable (A/P) function to avoid duplicate vendor payments and inaccuracies in vendor information.

It is extremely important to be consistent in the manner in which you enter vendors to avoid duplicates. Address information should also be entered in its entirety to ensure the vendor system is compliant to SFM standards.

#### **II. New Vendor Entry**

A new vendor information form should be utilized when entering a new vendor into the system (**See Appendix – New Vendor Form**). This vendor form will ensure you are receiving all of the required documentation **PRIOR** to entering the vendor information into the system for payments.

Please follow these steps and make sure you have the following information before entering or changing vendor information in the financial system:

- ❖ Complete a new vendor information form for all new vendors in its entirety.
- ❖ Be sure you have all of the pertinent information for the vendor. This information can be found on the new vendor form and must be entered into the system.
  - Customer name, Business name and D/B/A name, if applicable.
  - Mailing address and correspondence address, if different.
  - Contact information for the business and/or the individual.
  - Phone, Fax and Email information.
- ❖ You will need to know if the vendor should receive a 1099 at year end. This can be verified by obtaining a W-9 form as part of **every** new vendor package.
  - Check the 1099 box when entering the vendor information, only if the vendor is due to receive a 1099 form at year end.
  - Always scan and attach the W-9 to the vendor file in QB.



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❖ All subcontractors and individuals that will be performing services on site (landscaping, HVAC, facility maintenance, snow removal, etc.) **must** have a Certificate of Insurance (COI) on file **prior** to performing services and more importantly, before any payments may be issued.

- COI must list the facility as the certificate holder
- COI may require additionally insured parties, such as your client or SFM LLC.
- COI may be required to meet specific general liability, auto and worker's comp limits as specified by each individual contract and/or the standards set forth by the SFM Home Office Legal Department.
  - Contact the SFM Home Office Legal Department for additional information, questions or concerns relating to COI requirements.
- Under no circumstances should any vendor receive payment for services without the required insurance documentation on file.
- Always scan and attach the COI to the vendor file in QB – including updated COI's as policy dates are renewed.

### III. Guidelines for New & Existing Vendors

Here is a list of guidelines you should follow for all new and existing vendors and subcontractors due to missing documentation. It is important to be cognizant of these guidelines to avoid more work for yourself at year end or during audit periods.

- ❖ Make sure all Managers responsible for hiring new vendors are aware they should fill out the new vendor form **AND** also be requesting the COI and W9 before work proceeds.
- ❖ All subcontracted scopes of work or re-occurring work should be proposed in writing and authorized by a Manager before work commences.
- ❖ Finance should be provided with and maintain file storage of all contracts in a binder, filed by event date, in safe place. Contracts should always be scanned into the vendor file, if the financial system allows, for cloud storage safety and also easy accessibility for remote parties accessing the files for various reasons.
  - Many of the facilities we manage have been impacted with storms and other natural disasters. Electronic storage in the cloud, such as QB attachments, Drop Box or Share Point is the only way to ensure documents remain recoverable should a disaster occur. Please plan accordingly and make sure your documents are always safely stored.
- ❖ Consider using a purchase order system within your facility to help maintain consistency, document agreed pricing and assist with accruals at month-end for items completed, but not yet invoiced. Larger facilities may find this as a useful option, but it is not required.



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- ❖ Do not enter or pay a vendor that has incomplete paperwork or documentation.
  - This allows the vendor to receive payment without possible tax information that may be required at year end.
  - Paying a vendor decreases our leverage to receive the necessary forms and puts us at risk if certain forms cannot be obtained.
  
- ❖ Certificates of insurance should be kept easily accessible and filed neatly in a binder for future audit(s) and reference. Always make sure you have a valid certificate on file for vendors we have used previously. There must be a valid COI on file for all subcontractors whenever they are actively being paid. All COI's received must be neatly filed in a binder, using A-Z tabs, filed alphabetically by vendor name. The newest COI should always be combined with the expired certificates for that vendor by paperclipping the active COI to the top of that vendor's COI submissions. Audits may require access to expired COI's depending on the audit period, so it's important to keep them.
  
- ❖ Scanning the new vendor form, w-9 and COI to the vendor file is mandatory into the QB online vendor profile.

Since many of our clients are county, city, municipal and/or government entities, audits are going to become a responsibility that your facility will encounter. Plan ahead. Organize your work. Have a structure in place. Documenting and scanning your work helps build trust with the client by providing information freely, makes it easily accessible by them, eliminates unnecessary communications and safely keeps our information stored.



## Policy for Accounts Payable Invoice Approvals & Best Practices Guide

### Policy Sections:

- I. Overview
- II. AP Process
- III. AP Best Practice Guidelines

#### I. Overview

Accounts Payable invoices from vendors must always be **reviewed**, **approved** and **coded** by the Departmental or General Manager prior to entry into the financial system. This policy ensures that the Manager responsible for the purchase has verified receipt of the items being billed on the invoice, reviewed pricing to ensure that it agrees with quotes and/or agreed pricing and verifying that quantities and sales tax rates are correct.

#### II. AP Process

As invoices from vendors are received, it is important to follow the steps below to ensure the proper internal controls are in place and that all necessary Managers are involved with the process. Segregation of duties becomes a mandatory part of any AP process. The Manager running the checks should not be the person responsible for signing and reviewing the checks. Typically, the Finance Manager prints the checks and the General Manager is the authorized signer responsible for reviewing and signing the checks.

- ❖ After opening the mail, all invoices must be stamped with a dated received stamp.
  - If your facility does not have one, it is important to obtain one. **Please purchase Staples: Offistamp® Traditional Date and Received Stamp Item #: 920340 | Model #: 034522/10690.**
- ❖ Sort and distribute the invoices to the appropriate Manager(s) for review, approval and coding.
  - A color-coded folder system is an ideal way to keep AP invoices neat and organized, but also identifiable by the manager assigned to a specific color. Be sure to develop an internal distribution method that works well for your specific facility and that the process expectations are clearly communicated to the Managers involved.
  - Each facility may vary, but the General Manager or Department Manager(s) for each specific department should be reviewing every invoice that the



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facility receives and plans to process. Invoices must be approved before they are entered into the financial system for payment.

- Frequency of invoice distribution to Managers for approval is minimally once per week; however, each facility may choose to determine alternative or more frequent internal policies. Frequency and internal methods of transferring the information amongst departments should be discussed with your management team to ensure vendors are being paid in a timely fashion.
- ❖ The Manager responsible for the invoice approval will verify the invoice for accuracy, code the invoice with the appropriate GL code and approve the invoice for entry and payment by signing and dating.
  - Any changes to an invoice must be clearly marked (i.e. price change, sales tax exemptions, quantity changes, etc.).
  - If multiple GL codes pertain to the invoice, the Manager must clearly indicate the splits on the invoice by providing the GL code and the amount to record to that GL code.
- ❖ Approving Managers will return the approved invoices to the appropriate party in the Finance Department for entry into the financial system.
- ❖ The Finance Department will enter invoices.
  - Remember to check for, and enter, all available discounts.
- ❖ Checks must be run minimally **once per week**, with the chosen day of the week remaining consistent and also so management knows the schedule. To prep for the check run, the Finance Manager should first verify available cash balances. The AP aging report should be run and all items that are past due, or coming due, should be paid if cash is available. Send the cash availability and the AP aging report to the General Manager and identify which items you wish to pay.
- ❖ The General Manager should review and approve all requested check payments prior to the check run. Following his/her approval, the Finance Team should perform the check run on the items approved for payment.
- ❖ Verify that the check numbers in the system properly match the physical checks for that vendor. Run a check register, including the check numbers, and prepare the supporting invoice backup.



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- ❖ The full check should be placed on top of the corresponding invoice(s) being paid and provided to the General Manager for a final review and signing of the checks.
- ❖ When the pile is returned to Finance for collating and mailing, the Finance Team should perform the following:
  - Verify that all invoices being paid on the check stub are physically present for each check and that the amount being paid matches the amount approved by the Manager for payment.
  - Make sure the General Manager signed all checks and didn't accidentally miss one.
  - Scan the weekly A/P pile. Include a check register on top, followed by check and the supporting invoice backup for each individual payment. It is helpful to keep the scanned file saved on a backed-up cloud drive with the AP batch saved as the date of the check run in case the paper files are ever destroyed or lost.
  - This file may also be required to be sent to the client for approval before checks are actually mailed. Some agencies may require additional steps, such as entry into a banking or positive pay system, following their approval of the check batch. This step may vary depending on your facility's contractual arrangements.
- ❖ After being scanned, staple the bottom check stub to the invoice backup. The check with the remaining stub should be placed in an envelope, stamped and mailed. The invoice backup and check stub should be stapled and filed in the facility's AP files for future reference.

### III. AP Best Practice Guidelines

While entering AP, keep the below guidelines in mind. These best practices will help avoid duplication of vendors and payments and will also ensure you have minimal work to do at year end obtaining documentation.

- ❖ Never pay or enter items from a statement alone. Individual invoices referenced on a statement should be entered individually to the vendor file and not as a bulk statement amount. If you wish to pay a statement amount monthly on one check, you should first verify that all invoices have been individually entered into the financial system and then attach those individual invoices to the statement as backup. If invoices are missing, you must call the vendor and request an individual copy.
- ❖ Always pay AP from original invoices. If you have to pay from a copy, be sure to thoroughly check your vendor records for the same invoice number and dollar amount first to avoid duplication. Also, if your financial system allows, it is recommended to adjust your company settings to prompt or warn you regarding duplicated invoice numbers.
- ❖ Never combine multiple invoices into one AP entry. If an invoice has its own unique





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invoice number, it is meant to be entered that way. Invoice number history is key to avoiding duplicated payments and needs to be clearly identified in the vendor's history for audit trail purposes.

- ❖ When paying **any** vendor, be sure there is a W-9 on file for them **and** that it has been attached electronically to the vendor file, when the financial system allows. This will save a lot of hassle at year-end when you need to prepare 1099's. Fines for not complying with 1099 reporting requirements can be hefty. As per SFM's policy for adding a new vendor, a vendor should not be entered into the system without having a W-9 on file first.
- ❖ Be sure to develop an internal policy at the facility on how invoice numbers should be entered. Although most invoices have numbers distinguishing them, utility companies and some other vendors may not have a numbering system pre-populated on their invoice.
- ❖ The person entering the invoice (Finance Department Representative) should be different from the person approving the invoice (Departmental Manager), who should be different from the person signing the check (General Manager). The distinction between these duties helps to minimize errors on invoice entries, minimizes the ability for theft and/or personal purchases, verifies that check payments match the invoices on the check stub and ensures that multiple parties are viewing and verifying the validity of the invoice prior to any payments being processed and sent.
- ❖ Have all invoices come to the finance department first before being sent out for approval(s). If invoices consistently go missing during the approval process, the finance department may opt to log them prior to sending them out for management approvals.
- ❖ Payments that are made online for an open invoice should be recorded in the system using the confirmation number as the check number.
- ❖ All invoices should have the account coding written on them as well as any notes about special handling as part of the approval process. This also helps to maintain a clear audit trail when invoices are adjusted or modified.
- ❖ The amount of the invoice should be entered with the amount billed even if you don't plan on paying the full amount. A separate line item on the bill entry may be utilized to indicate a short payment, so it is clearly noted and understood why the full amount is not being paid. A credit memo may also be entered and matched against the invoice later if you are disputing a line item. The key is to remember audit trails and keep all questions that may arise later clearly noted in the system for an outsider looking in.



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- ❖ Have a new vendor welcome letter that you can send informing them of where invoices should be sent, what information you require to process their invoices and any forms you need completed (w-9, COI, new vendor information form, etc.). Vendors will appreciate the information to ensure their payments aren't held up and it will create consistency in your AP processes (**See Appendix-New Vendor Welcome Letter Template**).
- ❖ Watch your payables carefully to take advantage of any discounts being offered by vendors. It can add up to a nice sum by the end of the year if properly managed.
- ❖ AP files should be maintained on a fiscal year basis. This allows the facility to have a clean filing system that is purged annually. This not only allows for space, but it keeps the files neat and organized for auditing and other year-end purposes where files may need to be accessed or pulled. If you have room in your filing cabinets, it is helpful to keep two years of files accessible at all times.



## **Policy for Disbursements**

### **Policy Sections:**

- I. Accounts Payable Disbursements**
- II. Credit Card Purchases**
- III. Check Request Forms**
- IV. Expense Report Disbursements**

Check disbursements and/or spending of facility funds must be monitored by the General Manager of the facility with strict segregation of duties to promote and reduce loss prevention. There are several types of disbursements that may occur in SFM facilities. Accounts payable disbursement checks, credit card purchases using facility credit cards, check requests for special payments and expense report disbursement checks to employees are a few examples of some of the types of fund disbursements you may handle in your facility on an ongoing basis.

Each disbursement is handled in a similar fashion; however, these policies should be upheld with disbursing or spending facility funds.

### **I. Accounts Payable Disbursements**

- ❖ Disbursements for vendors are selected accordingly, using the Accounts Payable Aging report and the vendor's net payment terms as a guideline for priority of payments.
- ❖ In the check printing screen, you must verify the following:
  - Verify that you have selected the appropriate bank account from which the funds are to be disbursed from so the bank register is accurately represented.
  - Verify that the starting check number in the system matches the starting check number on the check stock and also understand how your printer pulls the checks through to keep check numbers accurate in the system.
  - Verify that the date of the check batch in the system matches the date you want reflected on your checks.
- ❖ Once checks are printed, you will need to pull the invoices that are being paid.
- ❖ The invoices should be neatly paperclipped to the corresponding check payment. Do not staple.
- ❖ The check disbursements, and supporting backup, are handed to the General Manager for check signing and one final review.
- ❖ The disbursement checks are returned to the Finance Department after they are reviewed and signed.



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- ❖ The Finance Department will scan the entire file, checks with the supporting invoices following, and save as APXXXXXX (using the date of the checks in an 8-digit form – two digit month, two digit date and four digit year) to a backed-up or shared drive.
- ❖ The check and one detailed stub will be removed and mailed to the vendor.
- ❖ The remaining stub will be neatly stapled to the supporting invoices as backup.
- ❖ The invoice backup and check stub for the disbursement is filed in your closed AP file.
- ❖ AP files should be maintained on a fiscal year basis and it is recommended that each facility keeps the current and prior year AP files available and accessible.

## II. Credit Card Purchases

Use of a facility's credit card is a privilege and must be handled with care. Even though funds are not being directly distributed at the time of purchase, it is important to treat these purchases similar to that of a vendor invoice.

When a credit card statement is received, it is handled as one AP disbursement with payment to the credit card vendor; however, the information on the statement still requires proper coding and approval from the Manager utilizing the facility's card to prevent fraudulent charges from being overlooked.

When using a facility credit card, the following steps must be taken:

- ❖ Manager makes the purchase and obtains a purchase receipt.
- ❖ The purchase receipt is coded with the appropriate GL(s), signed/initialed and dated.
- ❖ The approved receipt is turned into the Finance Department for entry into the system. As a credit card holder, it is your duty to turn in all receipts promptly and also make sure they are legible and neat.
- ❖ Once the credit card statement is received, the receipts are matched to the statement purchases.
  - Many of these purchases have already been recorded in the system from the receipt – noting the purchase date, vendor and amount, but instead of disbursing through a cash account, the credit card liability account is selected instead.
- ❖ The Finance Department will reconcile the credit card statement to the individual receipt entries in the system.
- ❖ Once all purchases are accounted for, the disbursement payment on the statement will be issued as part of the weekly AP disbursement.

It is very important to treat every credit card receipt like an “invoice” since this will allow the Finance Department to verify actual charges made vs. possible fraudulent charges

that could appear on the statement. The disbursement of the funds to pay the statement is then handled as an AP disbursement, payable solely to the credit card company vendor, following the process mentioned in Section I.



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#### III. Check Requests (for Special Payments)

There may be instances where your Management Team needs a check to pay a vendor and you do not have an invoice. One example of this could be a COD (Cash on Delivery) payment for goods and services. If a check needs to be prepared prior to receiving an invoice, the Manager requesting the payment should follow these steps:

- ❖ Fill out a check request form in its entirety (***See Appendix-Check Request Form***) and have the General Manager approve.
  - Include the date requested and date needed
  - Provide at least one weeks' notice, when possible
  - Vendor Name
  - Check Amount
  - Reason for Check(s)
  - GL code(s)
  - Manager Approval
- ❖ The Finance Department will enter the check request in place of an actual invoice and will have the check ready as part of their weekly AP disbursement.
- ❖ Once delivery of merchandise, goods or services is accepted, you will need to provide the Finance Department with a receipt of payment or a paid invoice. The Finance Representative should attach the invoice or receipt to the original check request form, attach a copy of the check stub from the disbursement payment and file in the paid AP file. Check emergencies may arise where a check is needed ASAP; however, it cannot be guaranteed that a check will always be issued under these circumstances, so it is best to always plan ahead, when possible.

#### IV. Expense Reports

Disbursement checks to employees for expenses paid out of pocket must be submitted on an expense report template (***See Appendix-Expense Report Template***). These disbursements are issued as part of the weekly AP disbursement and the expense report template, with receipt backup, is used in place of an invoice.

Expense reports policies and allowances are covered in more detail in the next section. Disbursements for out of pocket expenses cannot be done without submission of the expense report documentation required in the next section and ***always*** requires a receipt or supporting document in order to be reimbursable to the employee.

## Expense Reports

### Policy Sections:



I. Overview

II. Approval Process

III. Incorrect or Incomplete Expense Reports

I. Overview

There may be instances where an employee pays for a business-related expense and requires a reimbursement for the costs they paid out of pocket. Primary examples of an employee submitting an expense report could be for self-booked business travel, mileage or business meeting/lunch expenses, paying for business related items when the company credit card is unavailable, or other business-related items.

All expense report submissions must follow specific SFM guidelines and allowances for approval and reimbursement to occur.

II. Expense Report Approval Process

Expense reports should be submitted on an approved SFM Expense Report Template. There is a sample template in the Appendix of this manual and the Excel version can be obtained from Home Office. All expense report submissions must adhere to the following process:

- ❖ Employee pays for a business-related cost and obtains a receipt. All business-related expenses should be approved by a Manager prior to the purchases being made.
  - Receipts for mileage are a requirement. These can be obtained by using map quest or another online mapping tool specifying starting and ending points and mileage totals.
- ❖ Employee completes the SFM expense report template (**See Appendix**).
- ❖ All receipts must be attached to the expense report as supporting documentation. Every expense requires supporting documentation as backup. Acceptable forms of backup are:
  - Itemized store receipt for a purchase
  - Map quest printout showing starting and end points and total mileage
  - A vendor invoice showing date and items purchased
  - Email confirmations showing date, price of items and items purchased
- ❖ All receipts should be coded with the appropriate GL prior to submitting the expense report to your Supervising Manager for final approval.
- ❖ The employee submits their expense report, and all supporting documentation, to their direct report supervisor for approval. The following items should always be reviewed prior to approval:
  - Employee name is clearly shown on the submitted report
  - Report is dated – indicate the period of time the report covers
  - Reasons for expenses are clearly indicated and include supporting documentation for the expense incurred
  - Items purchased - quantity and cost should be clearly identified



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- Items for personal use should not be included on the reimbursement report and should be identified as personal on the receipt
  - Date of purchase should be noted
  - Reason for the purchase and/or how it is business-related (i.e. was the expense associated with a specific facility function, event, meeting, etc.).
  - General Ledger (GL) codes should be indicated so the Finance Department can code appropriately. The approving Manager is responsible to code if the employee is unable or unsure.
- ❖ Once the expense report is verified and approved by the direct report supervisor, it should be submitted to the Finance Manager for processing. The Finance Manager will also review the report for inaccuracies, such as math errors, missing receipts and missing GL codes. The report is then entered into the system for payment processing once it has been additionally verified.
- ❖ The General Manager is provided the expense report and the disbursement check for signing. The General Manager should also review the report for budgeting and inaccuracies during this time as an added layer of verification prior to signing the check for distribution to the employee.

### III. Incorrect or Incomplete Expense Reports

Expense reports that are incorrect, incomplete or include disorganized receipts:

- ❖ Will be returned to the approver for completion.
- ❖ May result in delay or non-reimbursement of specific items.
- ❖ Altering of receipts can result in disciplinary action up to and including termination.
- ❖ Employees must obtain approval from their direct manager to spend travel dollars in advance of the trip.



## **Corporate Policy for Travel Expenses & Allowances**

### **Policy Sections:**

- I. General Guidelines Overview
- II. Policy Key Points
- III. Employee Responsibility
- IV. Alcoholic Beverages
- V. Reporting Guidelines
- VI. Documentation Requirements
- VII. Corporate Allowance Guidelines by Expense Type
- VIII. Entertainment Expenses: Entertaining Customers
- IX. Approval Process
- X. Travel Policy Procedure

### **I. General Guidelines Overview**

These policies and procedures are designed to act as a guideline for business travel and entertainment expense and miscellaneous expense reimbursements. They are based on practices employed by most organizations of our size and take into consideration what is considered reasonable and customary. While this manual does contain suggested expense limits, we challenge all employees to use professional judgment when incurring expenses on behalf of the Company. This manual recognizes that, in some isolated cases, business related expenses might need to be reviewed on a case-by-case basis; however, this primarily applies if the expense in question was not discussed in this policy.

***ALL APPROVED EXPENSES INCURRED MUST BE IN ACCORDANCE WITH YOUR INDIVIDUAL DEPARTMENTAL BUDGET. IF YOU ARE UNCLEAR AS TO YOUR EXPENSE BUDGET, PLEASE CONTACT YOUR DEPARTMENT HEAD OR FINANCE PRIOR TO INCURRING ANY EXPENSES.***

### **II. Policy Key Points**

This policy is designed to accomplish the following key points:

- ❖ Ensure all employees have a clear and consistent understanding of policies and procedures for business travel and expenses.
- ❖ Ensure employees are reimbursed for legitimate business travel and entertainment expenses.





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- ❖ Provide employees who must travel with a reasonable level of service and comfort at the lowest possible cost.
- ❖ Maximize the company's ability to negotiate discounted rates with preferred suppliers and reduce travel expenses.
- ❖ Provide the appropriate level of accounting & business controls for the company to ensure that expenses are reviewed & approved by the appropriate person.

#### III. Employee Responsibility

The traveler is responsible for complying with Company Travel Policies. The manager who approves and signs expense reports is responsible for accurately reviewing expense reports for compliance. The Company will reimburse employees for all reasonable and necessary expenses while traveling on authorized company business or entertaining business clients. The company assumes no obligation to reimburse employees for expenses that are not in compliance with this policy. The company CEO must approve any deviation from this policy.

Employees who do not comply with this policy may be subject to delay or withholding of reimbursement and/or, disciplinary action.

#### IV. Alcoholic Beverages

The Company policy is to refrain from consuming alcoholic beverages during business functions. The cost of alcoholic beverages will **not** be reimbursed. If you choose to purchase alcohol, it should be on a separate check and paid for personally.

In the event an employee chooses to consume alcoholic beverages in connection with a business function, the Company expects that employees will act responsibly and avoid excess. If an employee has any concerns that he/she is not capable of safely driving after such events, the Company will reimburse the cost of alternative transportation to ensure that the employee does not place themselves or others in danger. An employee, who is arrested and convicted for Driving Under the Influence while in the performance of company business, or when returning from a business function, is subject to disciplinary action up to and including termination.

#### V. Reporting Guidelines

Employees must file travel expense reports no later than three (3) days following the completion of the trip or of incurring the expense. All expense reports submitted by Thursday will be reimbursed by the following Friday. Expenses must be submitted for reimbursement within one (1) month of being incurred, or they will not be reimbursed.



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#### VI. Documentation Requirements

Employees must provide the following information in order to be reimbursed for any business-related meals or entertainment expenditures:

- ❖ First and Last Names of individuals present, their titles, company name and business purpose
- ❖ Name and location of where the meal or event took place.
- ❖ Exact amount and date of the expense
- ❖ Receipts for all expenditures and meals.

Employees must submit the following documentation with their Expense Report:

- ❖ Air/Rail – original passenger receipt.
- ❖ Hotel – hotel folio plus credit card receipt or other proof of payment.
- ❖ Car Rental – credit card receipt or rental agency invoice.
- ❖ Entertainment – credit card receipt or register receipt for all expenses.
- ❖ Meals – credit card receipt and detailed meal receipt for all meal expenses.

Please note: Restaurant chits and credit card statements (i.e. Amex tear out receipts included in a monthly statement) are not considered an acceptable form of receipt. Receipts must include the name of the vendor, location, date and dollar amount. All expenses must be reported, regardless of how they were paid. The following receipts are acceptable:

- ❖ Original receipt completed by the vendor
- ❖ Customer's copy of credit card slips
- ❖ IRS-approved electronic ticket receipt

If appropriate documentation is not submitted, those charges will not be reimbursed to you.

#### VII. Corporate Allowance Guidelines by Expense Type

##### Air/Rail Travel

Air travel reservations should be made in such a manner as to secure the best available fare.  
**ALL AIR TRAVEL MUST BE IN COACH CLASS.**

When traveling by air:

- ❖ Employees are expected to use the lowest logical airfare available.



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- ❖ Employees are expected to reserve 7-day advance notice purchases.
- ❖ Employees are expected to use non-direct flights when the savings are substantial.
- ❖ Obtain CEO approval for all trips over \$1,000
- ❖ Obtain CEO approval for all International travel

#### **Upgrades for Air Travel**

Upgrades for air travel are not reimbursable. If an employee wishes to upgrade, it is done at the employee's expense.

#### **Cancellations**

When a trip is cancelled after the ticket has been issued, the traveler is responsible for contacting the airline to cancel or change the ticket asap to ensure any remaining credit can be reused. Unused credits are the property of the company and should be used to offset future company travel expense for non-billable trips when possible.

#### **Airport and Train Station Parking**

When parking at an airport or train station is part of business travel, it is expected that employees will utilize Long Term parking lots. Short Term parking fees will not be reimbursed.

#### **Auto Travel: Car Rental**

Employees may rent a car to get to their destination when driving is more cost effective than airline or rail travel. Employees may rent a car at their destination when it is less expensive than other transportation modes such as taxis, airport limousines and airport shuttles, Uber/Lyft, or when entertaining customers. Whenever multiple employees are traveling together, every effort to rideshare or carpool must be made.

Employees must reserve a car in the compact rental car category. When picking up a rental car, check with the rental car agent for any promotional rates, last-minutes specials or free upgrades. At the time of rental, inspect the car and be sure that any damage found is noted on the contract before the vehicle is accepted.

When plans change, employees are responsible for cancelling rental car reservations. Employees may book a car rental class of service one level higher when:

- ❖ The traveler can be upgraded at no extra cost
- ❖ Two or more company employees are traveling together



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- ❖ Entertaining customers
- ❖ Cars in the authorized category are not available
- ❖ Transporting excess baggage such as tradeshow displays, etc.

#### **Travel Authorization**

Domestic travelers should always decline the collision and all other insurances offered by rental agencies. International travelers should accept all insurances offered. Additionally, whenever possible, the prepaid gas option should be declined, and the employee should refill the gas tank prior to returning the car.

Only the employee(s) listed on the rental car contract as primary or additional drivers are permitted to operate the rental vehicle.

Rental cars must be returned as follows:

- ❖ To the original rental city unless approved for a one-way rental
- ❖ Intact (i.e. no bumps, scratches, or mechanical failures)
- ❖ On time, to avoid additional hourly charges
- ❖ With a full tank of gas.

Should a rental car accident occur, employees should immediately contact the rental Car Company, local authorities (as required), and the Human Resources Department.

#### **Rental Car Gas**

Gasoline for use in rental cars is reimbursable with proper documentation. Make sure to log this expense as AUTO RENTAL & GAS.

#### **Cell Phone Use While Driving**

Use of a cell phone while driving is not recommended in any situation and employees are expected to refrain from using their phone while driving. Employees are strongly encouraged to pull off to the side of the road and safely stop the vehicle before placing or accepting a call. If acceptance of a call is unavoidable and pulling over is not an option, employees are expected to keep the call short. Employees are strictly prohibited from using a cell phone without a hands-free device while driving.



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#### Taxi / Shuttle / Parking Fees

The use of airport shuttles, taxis and Uber/Lyft upon arrival at the employee's destination is the preferred mode of transportation. Make sure to ask for a receipt if one is not offered.

#### Business Use of Personal Vehicle

Employees may use their personal vehicle for business purposes if it is less expensive than renting a car, taking a taxi, or using alternate transportation. Personal vehicles may also be used when transporting company goods for delivery or entertaining clients.

It is the personal responsibility of the vehicle owner to carry adequate insurance coverage for their protection and for the protection of any passengers. Mileage is reimbursed at the rate established by the IRS. This mileage allowance is in lieu of actual expenses for gasoline, oil, repairs, tags, insurance, and depreciation. Therefore, actual expenses for those items will not be reimbursed when your personal vehicle is used for business.

To be reimbursed for the use of your personal vehicle for business, employees must list on the expense report:

- ❖ Date and purpose of the trip
- ❖ Locations traveled to and from
- ❖ Mileage (only mileage in excess of normal commuting to the employee's normal work location is reimbursable)

#### Lodging / Hotel

Hotel reservations should be made in such a manner as to secure the best available rate.

Employees are required, whenever possible, to use properties in the Standard Room category.

#### Meals

Personal meals are defined as meal expenses incurred by the traveler when dining alone on an out-of-town business trip. Recommended meal guidelines are shown below, with a maximum \$55.00 per day cap. Additional meal expenses above and beyond \$55.00 daily are not reimbursable and will be at the employees own expense.

- ❖ \$10/day for breakfast
- ❖ \$20/day for lunch
- ❖ \$25/day for dinner.
- ❖ The itemized restaurant bill must always be provided



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#### Business Meals Taken with Other Employees

Employees will be reimbursed for business-related meals taken with other employees only in the following circumstances:

- ❖ When a client is present
- ❖ When at least one company employee is from out of town
- ❖ When, for confidentiality reasons, business must be conducted off company premises

The following documentation is required by the IRS, and must be recorded on the expense report:

- ❖ First and Last Names of individuals present, their titles and company name
- ❖ Business purpose
- ❖ Name and location of where the meal or event took place
- ❖ Exact amount and date of the expense
- ❖ The itemized restaurant bill must always be provided

Please note that employees will not be reimbursed for entertaining other employees unless there is a direct reporting relationship between them.

#### Miscellaneous Expenses

The Miscellaneous column is designated for expenses that do not fit into the previous categories, yet are directly business related, and therefore reimbursable. ONLY the following items can be considered as reimbursable business expenses:

- ❖ Office services (i.e. faxes, copies, overnight delivery / postage)
- ❖ Currency conversion fees
- ❖ Business gifts of reasonable value with prior management approval
- ❖ Laundry / Dry Cleaning / Suit Pressing for trips exceeding 5 days
- ❖ Seminar fees / training classes with prior approval
- ❖ Subscriptions with prior approval

Be sure to note that the following items are NOT reimbursable under this policy:

- ❖ Airline club / Country club membership dues
- ❖ Parking tickets or other fines
- ❖ Delinquency fees / Finance charges for personal credit cards
- ❖ Excess baggage charges
- ❖ Clothing
- ❖ Luggage or briefcases



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- ❖ Expenses for travel incurred by companions / family members
- ❖ Expenses related to vacation or personal days while on a business trip
- ❖ Loss / Theft of personal funds or property / Lost baggage
- ❖ Avoidable "No-Show" charges for hotel or car service
- ❖ Non-compulsory insurance coverage
- ❖ Rental car upgrades
- ❖ Repairs due to accidents
- ❖ Mini-bar charges
- ❖ Personal toiletries
- ❖ Pet care
- ❖ Prescription Refills
- ❖ Shoeshine
- ❖ Souvenirs and personal gifts
- ❖ Personal entertainment
- ❖ Barbers/hairdressers
- ❖ Car washes

Never assume that an item will be covered under the "Miscellaneous" category. Be sure to check with your manager if an item you need is not outlined specifically in this policy.

#### **VIII. Entertainment Expenses: Entertaining Customers**

Entertainment expenses include events such as nightclubs, theatre and sporting events, whereby a business discussion takes place during, immediately before, or immediately after the event. Approval for reimbursement of entertainment expenses can only be granted by a CEO and will only be granted if:

- ❖ Person entertained has a potential or actual business relationship with the company
- ❖ Expenditure directly precedes, includes or follows a business discussion that would benefit the company.
- ❖ Prior approval before incurring the expense, from the CEO is required to receive reimbursement.

#### **IX. Approval/Authorization Process**

The employee's manager must approve all expense reports. No employee is authorized to approve his/her own, a peer's, or a manager's travel expense report. The manager is responsible for verifying:

- ❖ Business purpose



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- ❖ Correct totals
- ❖ Supporting documentation and receipts
- ❖ Policy compliance

In addition, the person in attendance with the most senior title must put the expense on his/her expense report to facilitate review by a more senior person not in attendance.

- ❖ Traveler is responsible for complying with the Employee Travel Expense Policy
- ❖ Manager who approves and signs the expense report is responsible for reviewing the report for compliance.

Once approval has been obtained, be sure to make a copy of the signed report along with copies of your receipts to keep for your own records.

Employee Travel Expense Policy Guidelines are designed to facilitate successful and cost-effective travel. Please check with Accounting or HR regarding questions and/or feedback.

#### **X. Travel Policy Procedure**

- ❖ Employee obtains approval for business trip
  - Manager can approve trips up to \$1,000 (airfare + hotel)
  - CEO approves trips in excess of \$1,000 (airfare + hotel)
- ❖ Employee self-books trip using normal internet practices and following Travel Policy guidance
- ❖ Company credit card may be used to charge airfare
- ❖ Employee uses personal credit card to reserve and pay for hotel room and rental car
- ❖ Employee uses personal credit card to pay for meals, re-fill rental car with gasoline, parking and any other travel expenditures

At conclusion of trip, employee completes an expense report and submits for manager approval. Manager is expected to confirm compliance with Travel Policy and if so, approve within **3 business days**.

Accounting completes an additional check to ensure compliance with Travel Policy and if so, reimburses employee within 5 business days.

#### **Cashier Policy and Drawer Reconciliation Process**

##### **Policy Sections:**

- I. **Cash Handling Overview**
- II. **Appropriate Handing of Cash and Property**





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- III. Opening Procedures
- IV. Money Management
- V. Protecting Logins and Password
- VI. Cash Handling Basics
- VII. Requesting Change
- VIII. Shift Drop
- IX. Voids & Sale Cancellations
- X. Refunds
- XI. Closing Procedures
- XII. Overages/Shortages
- XIII. Counterfeit Money
- XIV. Personal Checks
- XV. Traveler's Checks
- XVI. Credit Cards/Debit Cards
- XVII. Security Training on Credit Card Acceptance
- XVIII. Coupons
- XIX. In Case of Robbery
- XX. Summary

#### I. Cash Handling Overview

Handling cash is a serious business operation, which requires skills and concentration from all Team Members. A cashier's primary responsibility is the proper handling of the money received from customers. Accuracy is a paramount issue, when handling any amount of cash. Please study this guide carefully, ask questions, and be accurate and transparent when money at our managed facilities.

#### II. Appropriate Handing of Cash and Property

All Team Members are responsible for the handling of cash, tickets, passes, products, inventory and all property of our clients appropriately. SFM treats the handling cash and the client's property very serious. Team Members who are dishonest or unable to properly account for money and/or property entrusted to them are subject to disciplinary action as outlined in the Team Member Handbook including the possibility of termination and may be subject to criminal penalties under applicable laws.

If you suspect any person of theft at one of our managed facilities, it is your responsibility to report it to your Supervisor or anonymously to the SFM Home Office immediately. The corporate email for anonymous reporting is [confidential@sportadvisory.com](mailto:confidential@sportadvisory.com).

#### III. Opening Procedures



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All funds must be properly accounted for and safeguarded. Only one Team Member should work out of a single cash register drawer at any time. When beginning a shift on a register, it is the responsibility of the Team Member responsible for a drawer to follow all register opening procedures listed below. Register drawers must always be secured and never left unattended.

- ❖ The Team Member should begin the shift by counting the starting register drawer cash (“bank”), along with a Manager on Duty present, to verify the amount of the opening bank they will be responsible for returning at the end of their shift.
- ❖ The Team Member must report any discrepancies in the amount of the opening bank immediately to a Supervisor or Manager on Duty and prior to starting a shift and handling any transactions for customers.
- ❖ The Team Member should check your register tape (if applicable), to ensure an adequate supply of both receipt and journal tape. The Team Member should notify a Supervisor of any receipt or journal tape requirements prior to starting a shift.

#### IV. Money Management

The primary responsibility as a cashier is the correct, organized handling of cash. Below are a few simple rules you must follow to keep cash neat and easy to handle:

- ❖ Keep bills face up and facing the same direction.
- ❖ Do not open rolled coins unless needed. This makes the close process at the end of your shift easier to manage.
- ❖ Bundled currencies are to be placed face up, in the same direction, and paper clipped. They should still be confirmed and counted at the end of your shift to ensure they are bundled accurately.

#### V. Protecting your Login and Password

Most facility workstations require individual Login ID’s and an assigned password for the register to operate. Before you are scheduled to work at one of these workstations, your Supervisor/Manager will issue you a personal Login ID and a password. Do **not** share it with anyone. Should you feel that your password has been compromised, contact your Supervisor/Manager immediately so that your password can be reset.

#### VI. Cashier and Cash Handling Basics

There are several basic procedures you should follow:



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- ❖ Never leave money unattended or your cash drawer open (you should remove the clerk key from the register in your absence). Always keep your drawer locked and secured when you step away from the register.
- ❖ Acknowledge the presence of a guest/customer even if you are unable to assist him/her immediately. This can often be done simply by making eye contact with guests waiting in line and telling them you will be with them shortly.
- ❖ Clearly state the total amount due from the guest. Upon accepting the guest's payment, repeat the amount of the sale, as well as the amount of money he/she gave you. This will help prevent errors. Always provide a receipt for payments received.
- ❖ In instances where the guest will receive change, keep their money sitting on your drawer until you hand them their change and receipt, and complete the transaction. This will help prevent discrepancies about how much money the guest initially gave you.
- ❖ Once you have rung up the sale and the guest has given you payment, follow these steps to close the transaction:
  - ✓ State the amount of change when giving it back to the customer.
  - ✓ Give every customer a receipt.
- ❖ Once a customer has counted his or her change and left your station, you cannot make up any reported shortages. It is the customer's responsibility to check his or her change before he/she leaves your station. If a patron returns and claims he/she was short-changed, never give change back without your Supervisor/Manager to pull your cash journal and count your drawer.
- ❖ Always use the least amount of coins and bills possible when making change.

#### **VII. Requesting Change**

When you need to order change for your station, please follow this simple procedure:

- ❖ Determine how much change you need.
- ❖ Plan and anticipate busy times when change will be needed. Do not wait until you are out of change to call! If you open the last roll of coins of that denomination, call and make a request for more before you run out.
- ❖ All cashiers will pay for any change they order with money from their own cash drawer.

#### **VIII. Shift Drop**

A "DROP" is the withdrawal of money from your register drawer for purposes of convenience and security. If you accumulate large amounts of bills during your shift, request a drop from your Supervisor. The Supervisor will respond and determine if a drop is necessary.

#### **IX. Voids & Sale Cancellations**



## SPORTS FACILITIES MANAGEMENT, LLC

### CORPORATE FINANCE MANUAL

If you make a mistake while processing a transaction, you should follow these procedures.

- ❖ If your Supervisor is not available, you should complete the transaction, then take the receipt with the mistake on it and write the word “void” along with your initials. Place it in your cash drawer.
- ❖ Start a new transaction and ring it up correctly. Make sure you keep every voided receipt in your cash drawer. Prior to a Manager or Supervisor closing out your register, let them know that you have voids and they will correct the transaction.

#### **X. Refunds**

Cashiers are not permitted to complete refund transactions. Should a customer return an item to your workstation or request a refund, call your Supervisor.

#### **XI. Closing Procedures**

It is the responsibility of each employee to properly follow the established closing procedures. At the end of your work shift you are required to count your cash drawer.

Only the cashier assigned to the cash register can count the money. If you are assigned to close out a cash register, follow the procedures listed below:

- ❖ Notify your Supervisor if you have made any voids during the day. Remain with your Supervisor while your cash drawer is being closed out. Never leave your cash unattended.
- ❖ Remove the drawer from the register. Be sure to check behind and beneath the cash drawer for any misplaced currency or paperwork.
- ❖ Cover your cash and proceed to your designated counting location. Never count your register drawer in the presence of patrons. Always count your drawer in the area designated for drawer cash counting by your Supervisor.
- ❖ Count out an amount equivalent to the starting cash you began with at the start of your shift. To do this, start by counting all your change to the highest, even dollar amount, then use \$1 bills, some \$5 bills, and possibly a few \$10 bills to equal the amount of your starting cash (use smaller bills for start-up money and deposit larger bills). Remove all other monies, (your “refractility” for the day), and place the new starting cash amount into the cash drawer. Your Supervisor will verify your starting cash amount.
- ❖ Count the remaining money. This is your revenue. It may include bills, coins, travelers and personal checks, coupons, credit card drafts, and gift certificates. Your Supervisor will verify your revenue amount and the amount will be recorded on the appropriate form. This figure will be reconciled against the cash journal/drawer reconciliation form.
- ❖ Once your Supervisor has sealed your revenue in an approved bank deposit bag, you will sign a cash journal/drawer reconciliation form verifying your revenue and any overages/shortages and drop the bank bag into a facility safe.



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#### **XII. Cash Overages & Shortages**

Every Team Member is responsible for handling cash at our managed facility with full transparency and complete accuracy; however, there are often times, especially during periods of heavy volumes of transactions when mistakes are made and need to be addressed. The following is a guideline for situations that arise when a Team Member discovers a cash handling variance (overages & shortages):

For any instances when an overage or shortage of more than **five dollars (\$5.00)** occurs, the following reporting procedures must be followed:

- ❖ Double check the net sales versus the variance to confirm there is a variance
- ❖ Once an over/short variance has been confirmed an exception report must be completed.
- ❖ The exception report includes:
  - ✓ the name of the team member
  - ✓ the date of the variance
  - ✓ identification of the revenue center where the cash was handled (concessions, retail, gate, etc....)
  - ✓ an explanation of the variance, and back up paperwork including copies of the team members "z" and cash-out sheet completed by the Team Member.
  - ✓ If a receipt or a signature is missing that causes the over/short, copies of any receipts or back up helpful in understanding the variance should be taken need to be included as well.

Once the exception report is fully completed by the Team Member, it is submitted to the General Manager for review, evaluation of the Team Member's conduct that may lead to disciplinary action, up to and including, immediate discharge.

#### **XIII. Discovery of Counterfeit Money**

If an employee suspects a counterfeit bill is being used, the Manager on Duty must be notified immediately. The Team Member should collect descriptive information about the person tendering it, including their appearance, direction of travel, and vehicle information, but never approach, confront or follow that person in any way.

#### **XIV. Personal Checks**

Follow these procedures when accepting checks at our facilities:



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- ❖ Customers may write checks for the amount of purchase only. We are not able to provide any cash back to customers.
- ❖ All checks must be made out to the correct facility name/LLC. Do not accept checks made out to any other payee.
- ❖ The check must have a pre-printed name, address, account number, routing number, and check number, if not call your Supervisor for approval.
- ❖ When accepting a check as payment through POS, be sure to attach the transaction to a customer or specific event deposit, when applicable.
- ❖ We DO NOT accept starter checks of any kind.
- ❖ Returned checks are assessed a \$30 NSF fee that is passed on to the customer.
- ❖ Ask for ID on every check purchase. Verify ID and write the following on the check:
  - ✓ Home, work, and/or cell phone number
  - ✓ Driver's license number and issuing state

#### **XV. Traveler's Checks**

Traveler's Checks may be accepted as payment our facility locations.

- ❖ Traveler's Checks are a cash substitute used by travelers for protection from theft. Traveler's Checks are pre-signed, once, by the purchaser at the bank.
- ❖ Our Managed-Facilities only accept domestic currency Traveler's Checks as payment (Traveler's Checks purchased in the United States). All other Traveler's Checks must be exchanged at a commercial bank for cash.
- ❖ Our Managed Facilities do not accept Traveler's Checks that have been previously counter signed and have more than one of the same signature. Checks should have one signature when presented as payment. The customer must sign the check again in your presence in order to use as a form of payment.
- ❖ When accepting a Traveler's Check, it is your responsibility to verify that the signatures and counter signatures on the Traveler's Check match. If the
  - ❖ signatures do not match, the Traveler's Check cannot be accepted, and a Supervisor must be notified.
  - ❖ Traveler's Checks may only be used when paying for a product or service. We do not honor Traveler's Checks for cash only.
  - ❖ Traveler's Checks must be dated and made payable to the facility at which you are working.

If a Traveler's Check has no pre-signature, the guest must sign both lines as you watch. In this case, ask for one form of identification with the guest's photo and signature.

Acceptable forms of identification include:

- ✓ State/international driver's license
- ✓ School identification (with picture)
- ✓ State identification



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✓ Passport

- ❖ Do not accept a Traveler's Check if the original signature appears to be altered. For example: overwritten or written with a felt-tip pen. If a check appears to be altered, notify your Supervisor.
- ❖ Key the amount of the Traveler's Check into the cash register as a payment to finalize the transaction.
- ❖ Traveler's Checks are like cash, so if the sale is less than the amount received, change will be given to the guest in currency and/or coins.

#### **XVI. Credit Cards/Debit Cards**

Credit/Debit cards are accepted as a form of payment for purchases in all facilities and locations.

- ❖ The amount placed on the credit card may not exceed the amount of the sale. No change will be given.
- ❖ Verify photo ID. The customer's signature is required on the credit card draft if the customer is present. Credit card transactions are only taken over the phone or in the mail, with the prior approval of the General Manager. If such a transaction is authorized by the GM, simply write "over the phone" or "received by mail" on the draft where the customer signature would go.
- ❖ Compare the signature on the draft to the signature on the back of the credit card. If they do not match, contact a Supervisor.
- ❖ If a customer wishes to pay any type of refundable deposit for rental equipment using their credit card, the card should be charged for the deposit amount. Once the rental equipment has been returned, the deposit return should be

issued to the same card. Cash should never be given as a deposit return for a deposit that was paid by credit card.

#### **XVII. Security Training on Credit Card Acceptance**

All Team Members accepting payment cards must make security a priority. Protecting patron's information is critical and it must be handled with utmost security.

It is our intent that we do not want to save or maintain credit card information on any of our devices. Unfortunately, certain POS systems may automatically store information locally. It is important for facilities to understand if their POS stores information locally and delete this information, when possible, after the transaction is completed.

Below are some important things to consider when trying to maintain the highest level of security at your facility:





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- ❖ Cardholder data shall never purposely be stored on servers, local hard drives, or external (removable) media including floppy discs, CDs or thumb (flash) drives unless encrypted.
- ❖ Email must never be used to transmit full credit card numbers or personal payment information. If it is necessary to transmit credit card information via email only the last four digits of the credit card number should be displayed.
- ❖ Fax transmissions (both sending and receiving) of credit card and electronic payment information occurs using only fax machines which are attended by those individuals who must have contact with payment card data to do their jobs.
- ❖ The processing and storage of personally identifiable credit card or payment information on SFM or its client's computers and servers is prohibited. Only secure communication protocols and/or encrypted connections to the authorized merchant provider are used during the processing of e-commerce transactions.
- ❖ The three or four-digit validation code printed on the payment card is **never** stored in any form. The full contents of any track data from the magnetic stripe are **never** stored in any form. The personal identification number (PIN) or encrypted PIN block are **never** stored in any form.
- ❖ The primary account number (PAN) is rendered unreadable anywhere it must be stored.
- ❖ All but the last four digits of any credit card account number are masked when it is necessary to display credit card data.
- ❖ All media containing payment card or personal payment data is retained no longer than a maximum of six (6) months and then destroyed, shred or rendered unreadable.
- ❖ Notify the General Manager and Finance Manager of your facility if you feel

that any of the above items have been breached. Our IT support company, Consortium, and/or the merchant processor must be contacted if a breach has occurred.

- ❖ Cardholder data shall never be stored unless approved or selected by the Cardholder and where they are accepting the terms of risk.

Any merchant processing company that handles payment cards, including debit and credit cards, must meet the 12 requirements of PCI DSS compliance directly or through a compensating control. Failure to meet the PCI DSS 12 requirements may result in fines or termination of credit card processing privileges.

SFM advises against the use of wireless technology to process or transmit cardholder data, as it could expose our customers to a non-secure payment environment; however, we realize that this technology may be used as part of our business operations. A secured wireless connection must be utilized to avoid breaches in data. All wireless technology must be approved by the IT helpdesk provider to ensure we are compliant with PCI DSS 12 standards.

If the use of wireless technology is approved, the storage of cardholder data on local hard drives, floppy disks or other external media is prohibited. It is also prohibited to use cut-and-





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paste and print functions during remote access as this information may remain accessible after it has been pasted.

#### **XVIII. Coupons**

- ❖ Verify that the coupons have not expired before accepting them. Follow your facility specific procedure for accepting and entering coupons.
- ❖ Always ask if the visitor has a coupon before ringing anything into the register so that a void does not occur.

#### **XIX. In Case of Robbery**

If someone approaches you in a threatening manner and demands your money, give it to them. Do not resist. Once you are in a safe situation, Call 911 and your Supervisor immediately. Do not attempt to pursue or follow the person in any way.

As soon as you are able to relax and collect your thoughts, please write down any details that may help identify the individual that confronted you such as:

- ✓ Was the individual taller/shorter than you? – refer to height strip, if available.
- ✓ What color hair did s/he have?
- ✓ What type of clothing were they wearing?
- ✓ Did they have any tattoos, piercings, or other identifying features or markings?
- ✓ Were they driving, walking, or biking?

#### **XX. Summary**

Always follow procedures, be courteous to guests and fellow staff, and be honest and transparent any time you are asked to handle cash at one of our facilities. If at any time you are confused or unsure about what you should or should not be doing when handling cash, you should stop the transaction and call for your Supervisor for guidance immediately.

#### **Cashier Policy and Drawer Reconciliation Process Acknowledgement**

I, \_\_\_\_\_, acknowledge that I received a copy of the **Cashier Policy and Drawer Reconciliation Process**, and have been successfully trained. I accept responsibility for compliance with these policies by myself and those I supervise. I understand that it is my responsibility to read it and understand its contents. I understand that, upon request, I may meet with my Supervisor to review cash handling policies or procedures.



**SPORTS FACILITIES MANAGEMENT, LLC**

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Signature

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Date



**SPORTS FACILITIES MANAGEMENT, LLC**  
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**Cash Control Form**

Cashier: _____	Date: _____
Bank \$ _____	Cashier Initials: _____

	x \$100.00	
	x \$50.00	
	x \$20.00	
	x \$10.00	
	x \$ 5.00	
	x \$1.00	
x		
<b>Cash Total</b>		

TRANSACTIONS			
Open Gym		@ \$5.00	=
Open Gym (NR)		@ \$10.00	=
Walking Track		Include Forms	=
RV Park		Include Forms	=
<b>TOTAL</b>			

RECEIPTS	
Cash Total	
<i>(Less Cash Bank)</i>	
Cash Receipt Total	
Credit Cards	
Total Receipts	
Cash Over/ (Short)	
Cashier Signature:	
Verified by:	



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Dear Vendor Partner,

We are excited to welcome you as a new vendor. This letter is to assist you in understanding our company's policies and procedures for timely payment of your invoices.

**Vendor Setup Requirements:**

To be setup as a new vendor we need a W-9 and new vendor information form returned before you can be set up in the system.

Additionally, subcontractors that perform **any type of work on site** must also provide us with insurance information before any work commences on site. Work includes, but is not limited to: all repairs, maintenance, landscaping/snow, HVAC, Plumbing, etc. Subcontractor work must also be quoted in writing and approved by a Facility Representative before proceeding.

**W-9 Form** – Federal Income Tax Law requires us to have your Taxpayer Identification Number (TIN) on file. Under Federal Regulation 1.6401, you are required to provide us with this information on the attached W-9 form. The IRS may impose a \$50.00 penalty and all payments we make to your company could be subject to a 30% backup withholding if you fail to provide us with this information as outlined in IRS Section 6723. We will not have to file a 1099 MISC form if you are a Corporation, Tax-Exempt Organization, Government Agency or other exempt payee. Please indicate on the attached W-9 form what kind of payee you are and also sign and date where indicated.

**Additional Requirements for Subcontractors:**

**General Liability Insurance** –We require that you carry minimum **INSERT INSURANCE REQUIREMENT HERE – BASED ON CONTRACT OR CLIENT REQUIREMENTS** of General Liability insurance coverage. In addition, Sports Facilities Management, LLC must be listed as an additional insured.

**Workers' Compensation Insurance** – We require that you carry a minimum of **INSERT INSURANCE REQUIREMENT HERE – BASED ON CONTRACT OR CLIENT REQUIREMENTS** of Workers' Compensation insurance coverage or a Certificate of Election to be exempt. Please note: if you employ one (1) or more employees you must obtain Workers' Compensation coverage.

The certificate holder should read as follows:

**INSERT FACILITY INFORMATION HERE AND SAVE FOR FUTURE USE**

***Unfortunately, we are unable to pay any invoices until all of the proper documentation has been properly submitted.***



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**Invoice Payment Procedures:**

In an effort to create an environmentally friendly environment, SFM prefers all invoices to be submitted electronically to our onsite Finance Representative. Please email your invoice(s) to: **INSERT FINANCE MANAGER EMAIL HERE** or mail your invoices to: **INSERT FACILITY MAILING ADDRESS HERE.**

**Invoice Requirements:**

- Invoices must have a *unique* internal invoice number assigned by your Company.
- Invoices must be dated, show the itemized work completed and/or the individual product/service(s) being purchased, quantities and unit prices when applicable, a sub-total, sales tax line and total amount due.
- Invoices that are not in compliance may be rejected and returned to be revised and/or corrected. Invoices must be received within 30 days of the date of delivery and/or completion of work.
- Check payment(s) on invoices cannot be processed until all of the appropriate paperwork is received by our office.

Welcome to the SFM vendor family!! We look forward to building a working relationship with your organization.

Please feel free to contact us at **(XXX) XXX-XXXX** with any questions you may have.

Sincerely,

**FINANCE MANAGER NAME**



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**New Vendor Setup / Existing Vendor Change Form**

New Vendor Setup

Change Existing Vendor Information

Vendor/Customer Name: \_\_\_\_\_

D/B/A Name (if applicable): \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Billing Contact: \_\_\_\_\_ Email: \_\_\_\_\_

Vendor Type (Check one): **Attach a completed W-9 to this form**

\_\_\_\_ S Corp \_\_\_\_ C Corp \_\_\_\_ Sole Proprietor/Individual \_\_\_\_ LLC \_\_\_\_ Partnership

Municipality/Govn't Agency: \_\_\_\_\_ Other: \_\_\_\_\_

**1099 Verification Steps & Subcontractor Documentation**

- ❖ 1099 Verification - If vendor W-9 indicates a status as a sole proprietor/individual, single member or partnership LLC, or general partnership, please be sure to check the 1099 box when entering the vendor information.
  - S Corp., C Corp. and S or C Corp. distinguished LLC's do not require a 1099 at year-end; however, the EIN/SSN should still be entered in the vendor file screen and the 1099 box left unchecked.
  
- ❖ Is the vendor a subcontractor? YES \_\_\_\_\_ NO \_\_\_\_\_



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❖ Will they physically be on site performing work on the building or facility grounds? YES \_\_ NO \_\_

❖ **If you answered YES to the above two questions**, a Certificate of Insurance (COI) **must** be received by the facility prior to allowing any work to commence on site. Insurance certificates are **mandatory** prior to any work commencing so insurance is verifiable, and certificates are easily accessible for audits.

**Attach a certificate of insurance to this form, if applicable, before any work is done on site.**

Entered into System by: \_\_\_\_\_ Date: \_\_\_\_\_ Scanned to vendor file: Y or N



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**FINANCE MANUAL  
SPORTS FACILITIES MANAGEMENT, LLC (SFM)**

**Check Request Form**

Date of Request: \_\_\_\_\_ Requested by: \_\_\_\_\_

Date check needed: \_\_\_\_\_  
**(please provide 1 week lead time, when possible)**

Name of Vendor: \_\_\_\_\_

GL Code(s): \_\_\_\_\_

Reason for check: \_\_\_\_\_  
\_\_\_\_\_

Check Amount:   \$ \_\_\_\_\_

Notes: \_\_\_\_\_

Manager's Approval: \_\_\_\_\_ Date: \_\_\_\_\_

Select One:

\_\_\_\_\_ Mail Check to Address: \_\_\_\_\_

\_\_\_\_\_ Give Check to Manager: \_\_\_\_\_

**FOR FINANCE USE ONLY:**

Check # \_\_\_\_\_ Date of Check: \_\_\_\_\_

Check Request Entered by: \_\_\_\_\_ Date Ent: \_\_\_\_\_

Verified Payment Receipt or Invoice Received (attached): YES





**SAFE ACCESS MEMORANDUM OF UNDERSTANDING**

Access to safes at our managed venues is a serious responsibility privilege and must be handled with utmost care. The following guidelines must always be followed when granted safe access at any SFM-managed facility:

1. Safe combinations will never be shared with anyone and must always be kept confidential.
2. Two-person counting policies are required, unless conditions do not allow, and the General Manager has approved. Any money removed from a safe must always be handled/counted in the area specifically designated for counting cash in the facility.
3. Safe access may be revoked at any time at the General Manager's discretion.
4. All monetary transactions processed through the safe will be handled full transparency and with the best interests of the facility and facility owner in mind.
5. Safe Logs will be completed for every single cash transaction to document the movement of cash in and out of the safe

I, (Name) \_\_\_\_\_, understand that my safe access at (**Insert Facility Name**) is a significant responsibility and may be revoked at any time. I understand that all cash movement to/from the safe must always be documented on the Safe Log to ensure proper tracking of cash movement. I understand that the personal safe combination assigned to me is to be kept confidential and never shared.

I acknowledge the above responsibilities regarding my safe access privileges and hereby agree to the terms and conditions of this memorandum by signing and dating below.

X \_\_\_\_\_ Date: \_\_\_\_\_

Team Member Signature

X \_\_\_\_\_ Date: \_\_\_\_\_

General Manager Signature







**SPORTS FACILITIES MANAGEMENT, LLC**  
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**SAMPLE PETTY CASH RECONCILIATION FORM**

Below is a screenshot example of the petty cash reconciliation form. This form can be obtained by emailing our Home Office Finance Department. This form is set up to automatically calculate receipt totals and identify the amount of petty cash required to replenish the fund at month end.

Here's a sample of the petty cash reconciliation form template:

Petty Cash Reconciliation Form				
<small>(Only complete light blue highlighted areas. The spreadsheet will calculate for you.)</small>				
4	Date			
6	Venue Name			
8	Approved Petty Cash Fund Amount			\$ 200.00
9	<small>(This is the amount Office of Controller designates.)</small>			
11	Currency on Hand		Quantity	Total
13	0.01	x		= -
14	0.05	x		= -
15	0.10	x		= -
16	0.25	x		= -
17	1.00	x		= -
18	5.00	x		= -
19	10.00	x		= -
20	20.00	x		= -
21	50.00	x		= -
22	100.00	x		= -
23	Total Cash on Hand			\$ -
25	Receipts on Hand (amount reimbursed)			-
27	Advance(s)			
29	Total Amount Replenishments Currently Submitted			-
31	Total Reconciled Petty Cash			\$ -
33	Total Approved Petty Cash Fund Per Above			\$ 200.00
35	Difference			(200.00)
37	Preparer/Finance Manager Signature			
39	General Manager Signature			
Monthly petty cash receipts should be recorded below				
42	Receipt Vendor	Date	Amount	GL Code
43				
44				
45				
46				
47				
48				
49				
50				
51				
52				
53				
54				
55	Total Receipts for Cash used during the month		\$ -	
57	Replenishment Check #			



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**[Insert Venue] Month End Checklist Items**

**Month:** \_\_\_\_\_

**Facility Name:** \_\_\_\_\_

**Post & Verify Transactions**

- Make sure all Deposits, Bill payments, Journal Entries and Adjustments are posted in the proper month.
- Verify that all Advance Deposit Liabilities earned throughout the month are posted to Revenue Account.
- Book any accruals required for revenues, payroll, etc.
- Review monthly payroll entries to ensure all payroll weeks and accruals have been properly posted.
- Make sure all event settlements for the month have been posted.
- If your facility uses clearing accounts, are they zero? If not, why? Did you attach supporting documentation to all journal entries made?
- Did you file all deposits by Month and Year in the appropriate file cabinet drawer?

**Undeposited Funds Account**

- Verify all undeposited funds from prior month have cleared in current month.
- Balance in account should be reconciled to specific deposits clearing in the next month.

**Bank Reconciliations**

- Did you perform bank reconciliations on ALL of the bank accounts we manage within 7 days from the end of the previous month?
- Did you review all uncleared outstanding items and continue follow up on items over 60 days to avoid stale dated items, possible duplicated entries requiring deletion on the books, or older items requiring further research?
- Verify that the cash on the trial balance matches the agrees to the ending bank reconciliation balance.
- Did your General Manager review, sign and date the final reconciliation report as per the SFM Finance Manual policy requirement?

**HARD STOP ITEM**

- **GM Approval & Verification:** \_\_\_\_\_



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**Safe Reconciliations**

- Did you perform your monthly safe reconciliation and verification of cash?
- Did the General Manager sign, date and review the final reconciliation?
- Did you file your safe reconciliation paperwork in your month end closing binder with your monthly financial statements by month?

**HARD STOP ITEM**

- **GM Approval & Verification:** \_\_\_\_\_

**Review & Reconcile the Petty Cash Fund**

- Make sure all petty cash expenses for the month are entered with the correct date.
- Perform the petty cash reconciliation and monthly replenishment form.
- Issue replenishment check to make petty cash whole again.
- Did your General Manager review, sign and date the reconciliation report as per the petty cash policy guidelines?
- Did you file all petty cash receipts and documentation in the appropriate AP file?

**HARD STOP ITEM**

**Review & Reconcile Merchant Accounts**

- Does your merchant liability account match your merchant settlement statement transactions?
- Did you reconcile all statement items to your QB cash and QB merchant clearing account?
- Do the pending merchant liabilities at month end clear in the following month or are there discrepancies?
- Were monthly merchant fees recorded and paid?
- Are there any chargebacks or discrepancies on the statement that need to be posted or analyzed further?

**Note: All cash accounts, credit card accounts and merchant accounts must be reconciled in QB. If using the QB advanced version, the overview tab is a great tool to ensuring all accounts are reconciled in a snapshot view.**



## SPORTS FACILITIES MANAGEMENT, LLC

### CORPORATE FINANCE MANUAL

#### **Accounts Payable**

- Did you enter all invoices with an invoice date falling in the current period you are closing?
- Do you have any unapplied credits that require application to open invoices?
- Are you missing vendor invoices that need to be accrued for this period, so they can be recognized in the correct P&L month? (Usually utility bills)
- Run AP Aging and make sure to verify the balance with the balance on the Trial Balance report. Clean up items, as needed.
- Did you scan your AP check runs for the month as complete batches to an externally backed up drive and save by check date?

#### **Review AR Aging Report**

- Does your AR Aging Report balance agree with the balance on your trial balance?
- Did you send monthly statements to all Customers showing a balance due?
- Are there any Customers that require payment agreements, collection calls or invoice copies?
- Are any past due balances going to be written off this month? **Provide approval or support for these types of items.**
- Did you have any outstanding unapplied credits that need to be applied to invoices?
- Be sure you continue reporting any AR issues to your General Manager during weekly leadership meetings.
- Are there any invoices that require accrual entries to record revenues over a period of time?

#### **Payroll Entries & Commissions Payouts**

- Has your Sales Team been paid the appropriate commissions for the month (according to their offer letter agreements)?
- Have all payrolls with a pay date in the close month been entered?
- Have the appropriate payroll amounts been accrued for the month when pay dates fall in a following month but include portions of labor from the prior month?
- Verify liability accounts are correct for IRA, payroll taxes, etc. They should zero out unless there's a payment cross over into the following month. Verify they have cleared in the following month.

#### **Tips & Gratuities**

- Verify all Team Members been paid for tips & gratuities owed to them for the month.
- Verify that all tip liability accounts been cleared.



## SPORTS FACILITIES MANAGEMENT, LLC

### CORPORATE FINANCE MANUAL

- Verify that all tip payouts have been properly recorded on the Team Members ADP check stub for tax & reporting purposes.

#### **Sponsorships**

- Have your sponsorship installment bills for the period been invoiced and sent for payment?
- Have unearned sponsorship liabilities, being amortized over the sponsorship period, been moved to earned revenue for the month?
- Have corporate and/or city sponsorship shared percentages been paid out?

#### **Point of Sale Report Review**

- Did you verify that your sales reports match your QB revenue accounts?
- Did you identify and post cash overage/shortages correctly?
- Did you review your monthly POS reports vs. QB posted sales tax liabilities?
- Did you review your monthly overages/shortages and research larger discrepancies?
- Do you have any unearned registrations that were booked through the POS that are now earned and require an adjustment entry on the books?

#### **Ticketing and Other Software Programs**

- Do you have additional external software that requires month end verification & reconciliations?
- Did you run reports to ensure all revenues, costs and fees are posted?

#### **General Accounting Items**

- Does your facility pay incentives to Home Office as part of your management agreement over a certain amount of gross sales? If so, did you accrue the expense in the month that these incentives began or continue to accrue?
- Did you post and/or bill out any monthly subsidies that the facility is receiving?
- Do you have prepaid items that require a month end adjustment – property taxes, insurances, etc.
- Do you have intercompany accounts that require reconciliation at month end?
- Did you review your P&L to ensure monthly expenses are in the proper month and not duplicated?
- Are there expenses that are mis-categorized and can be capitalized?
- Do the sales tax liability accounts have supporting documentation to validate the liability due?
- Are construction loan interest and/or mortgage notes or loans posted for the month?





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#### **Sales Tax Filings**

- Have you filed your sales taxes on time, before the 20<sup>th</sup> of the month?
- Did you verify that all of your sales tax liability accounts have been properly cleared with the monthly payment(s) to the proper entities?
- Did you post all vendor tax credits for early/on-time payment(s)?
- Did you have your General Manager review the sales taxes?
- Do you have restaurant privilege taxes due on Food & Beverage, with supporting backup?

#### **CLOSE THE BOOKS IN QB**

- Select the Gear icon in the top right of your QB screen- > Account & Settings - > Advanced
- Click the pencil to change the close date under “close the books” and hit save. This will lock any entries and will protect the financials from changes. If you try to enter something in that period, it will alert you and ask for a password to make changes.
- If you do not have access to change the date, please contact the Home Office Finance Department.

#### **Monthly Reporting** – Preliminary P&L Review with General Manager by the 10<sup>th</sup>, Final Reporting due by the 20<sup>th</sup>, unless otherwise stated by the General Manager

- Budget vs. Actuals for the Month
- Budget vs. Actuals – YTD
- Prior Year vs. Actual for the Month – if prior year exists for individual facility
- Prior Year vs. Actual for the Month – YTD
- AP Aging Report – through the month end date
- AR Aging Report – through the month end date
- Bank Reconciliation from QB, as well as a copy of the actual bank statement
- Any additional Board, City, CVB or Municipality request reports, as required by facility.
- Has the General Manager reviewed that all of the above finalized reports are filed in the facility’s Month End Close Binder. All reports must be filed by month, using tabs by month.
- Once reports are final, approved and distributed, QB must be closed through month end Any additional entries following finalized reporting should be adjusted in the next period to avoid reporting discrepancies.

- **GM Approval & Verification:** \_\_\_\_\_



**SPORTS FACILITIES MANAGEMENT, LLC**  
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- **Quarterly Reporting to AE-Due by the 15<sup>th</sup> of April, July, October, January**
  - Budget vs. Actuals for the Month – YTD
  - Prior Year vs. Actuals for the Month – YTD
  - AR Aging
  - AP Aging
  
- **Report Submission to Home Office**
  - Send completed checklist to [reporting@sportadvisory.com](mailto:reporting@sportadvisory.com) by the 20<sup>th</sup> of the following month.
  - Provide supporting reports, journal entry backup and any other supporting documentation with your financial statements.



# TEAM MEMBER HANDBOOK

March 2019

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## WELCOME TO THE TEAM!

You are joining a team dedicated to our mission to Improve the Health and Economic Vitality of the Communities We Serve. As a member of our team, you will play a vital role in fulfilling this mission. No matter your job title, the actions and words you choose will be aimed at accomplishing this mission.

We are deeply committed to making a difference in the communities we serve. We believe that youth and amateur sport, community recreation, and special events play an important role in the development of our communities, the health of our citizens, and the development of critical life skills like teamwork, leadership, perseverance, commitment to goals and content of character. We also believe that you can personally foster these values as a part of the team that you will be working most closely with.

No matter your role today, if you apply your leadership and team skills, we know great things will happen within our team and for you personally. We invite you to bring your best self to work, hold a high standard for your teammates, and to join us in the effort to create world-class facilities that improve the lives of the guests we serve.

Since 2003, SFM in partnership with SFA has served a portfolio totaling more than \$5 Billion in planned and operational centers. We have served well over 650 communities and improved the performance of facilities hosting more than 100 Million visits! Every day, across the country and around the world, our Team Members are working hard to bring wholesome and healthy activities to kids, families, and seniors.

As part of our team, you will contribute to the impact. Your influence will be made one person at a time by building dynamic relationships with guests and fellow Team Members. You will learn quickly that we hold high expectations for our Team Members and that we create long-term advancement opportunities for leaders who commit themselves to the mission and the results that support the mission.

The fact that you are with us is a true testament to your unique skills and having demonstrated an ability to succeed with us. You have our trust, and we now look forward to the development of your understanding your responsibilities and our culture. Please take the time needed to fully review this handbook and learn more about our mission, vision, values, services, brand, and the policies that support these areas.

We welcome you with great anticipation for your success and invite you again to bring your very-best-self to the important work you will be doing.

Sincerely,



Jason Clement  
Chief Executive Officer of SFM



Dave Pritchett  
Chief Operating Officer of SFM

## INTRODUCTION AND HANDBOOK OVERVIEW

### **ABOUT SPORTS FACILITIES MANAGEMENT**

Sports Facilities Management, LLC (“SFM”) is a management and optimization company that provides outsourced day-to-day management with performance accountability for sports, entertainment, recreation, and event facilities. SFM works in partnership with Sports Facilities Advisory, LLC to deliver industry-leading sports facility consulting and management services. Our dedicated team of professionals includes sports facility design specialists, real estate development experts, sports business consultants, and entertainment and recreation center professionals who have achieved tremendous success in opening and managing sport and recreation centers around the world. Our clients include universities and educational institutions, parks and recreation departments, architect and engineering firms, private individuals and partnerships, and publicly funded recreation centers. SFM’s services range from strategic planning and feasibility studies, design and construction plan reviews to funding, developing, and managing sports facilities.

### **WE ARE A TEAM**

Our success is dependent upon teamwork. Whether you work in a facility or in our home office, we know that teamwork and collaboration are the foundations to our success. To signify our commitment to our team, we refer to each other as “Team Members” (assets to invest in), instead of “employees.”

“Team Member” means that we depend on each other to work together to achieve our mission. Teamwork is an essential value at SFM for providing exceptional service to others and improving the communities we serve. Throughout this Handbook you will notice the term “Team Member,” meaning you are part of a larger team striving to reach the same mission. As a Team Member you are part of the SFM family, including any of our affiliated companies that may directly employ you.

## **ABOUT THIS TEAM MEMBER HANDBOOK**

This Team Member Handbook is intended for SFM Team Members and provides you with important information about our policies and benefits, as well as information regarding your own privileges and responsibilities. It is each Team Member's responsibility to read, understand, become familiar with, and to adhere to the policies contained in this Handbook. This Handbook supersedes any and all prior practices and policies of SFM, oral or written, and rescinds prior policies, procedures, Handbooks and manuals previously in effect.

The facility at which you primarily work may have additional location-specific policies and information that supplement those stated in this Handbook. We create these Location Supplement Handbooks because each facility is unique and there may be additional information regarding processes, policies and procedures to accommodate the facility. Please contact the General Manager of your facility or [confidential@sportadvisory.com](mailto:confidential@sportadvisory.com) for any questions you may have regarding location specific policies.



Our mission and values are foundational to our organization. They are more than words on paper, a website or our wall. They are a reflection of who we are, how we act, and we expect Team Members to live them personally and professionally. Know, live, share, and model these values:

### **OUR MISSION**

To improve the health and economic vitality of the communities we serve.

### **OUR VALUES**

#### Accountability

We have a willingness to accept responsibility for our actions and the actions of our team. We respectfully hold high standards for ourselves, our department, and our entire SFM team.

#### Collaboration

We work cohesively in all of our efforts to produce and create something greater than ourselves. We are a better company and community when supporting, collaborating and learning from one another.

#### Excellence

We value and expect excellence in all we do. We celebrate success and support each other when we stumble, but we never lose sight that our standard is excellence.

#### Service to Others

We treat everyone with courtesy and respect. Helping others is not just our job, it is our pleasure. We see every communication and contact, particularly with a guest, client or fellow Team Member as an opportunity to strengthen or establish a relationship.

All of these values are equally important. No priorities, no rank. As a Team Member of SFM, these values are foundational to the impact we get to make with one another, our guests, our vendors and our communities in dramatically improving the health and economic vitality of the communities we serve.

## **EMPLOYMENT**

### **EQUAL EMPLOYMENT OPPORTUNITY (EEO)**

SFM is an equal opportunity employer. SFM hires individuals based on their experience, talent, and qualifications. Unlawful discrimination or harassment based on race, color, religion, sex, gender identity, pregnancy, national origin, ancestry, citizenship, age, marital status, physical disability, mental disability, medical condition, sexual orientation, genetic information, or any other characteristic protected by state or federal law is strictly prohibited.

In addition, SFM complies with applicable state and local laws governing nondiscrimination in employment in every location in which SFM has facilities. This policy applies to all terms and conditions of employment, including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfers, leave of absence, compensation, and training.

SFM is committed to making employment decisions based on valid job requirements and will evaluate all personnel actions to ensure compliance with this policy.

### **AMERICANS WITH DISABILITY ACT (ADA) AND REASONABLE ACCOMMODATIONS**

To ensure equal employment opportunities to qualified individuals with a disability, SFM will make reasonable accommodations for the known disability of a qualified individual, unless undue hardship on the operation of the business results.

Team Members who may require a reasonable accommodation should contact their General Manager or Human Resources Representative.

### **“AT-WILL” EMPLOYMENT**

Employment at SFM is employment “at-will”. Employment “at-will” means that the employer-Team Member relationship may be terminated with or without cause and with or without notice by the Team Member or SFM. In addition, the terms and conditions of employment with SFM may be modified at the sole discretion of SFM with or without cause and with or without notice. Except for the CEO, no one has the authority to make any agreement for employment other than for employment “at-will” or to make any agreement limiting SFM’s discretion to modify terms and conditions of employment. Only the CEO has the authority to make any such agreement and then only in a written document signed by him/her or his/her specifically selected designee and the Team Member. No implied contract concerning any employment-related decision or term or condition of employment can be established by any other statement, conduct, policy, or practice.

### **PRE-EMPLOYMENT VERIFICATION**

On behalf of SFM, our valued guests and dedicated Team Members, all candidates recommended for hire into SFM may be subject to a pre-placement verification. This process helps ensure that we hire the most qualified individuals to perform the duties of the position most effectively and who are best able to serve SFM. Pre-employment verification may include, but is not necessarily limited to confirmation of the individual’s identity; employment references; Department of Motor Vehicle report; drug screening; review of criminal history, if any; or verification of any license, certification or degree required for the position and/or review of credit information. Credit is only considered if relevant to the position for which the Team Member is applying. SFM also participates in E-Verify and is a Drug Free Workplace.

## **TEAM MEMBER CLASSIFICATIONS**

### Exempt

Exempt Team Members are paid on a salary basis regardless of hours worked in a pay period and are not eligible for overtime.

### Non-Exempt

Non-exempt Team Members are generally paid an hourly wage for all hours actually worked and are eligible to receive overtime. Non-exempt Team Members may also be paid on a salary basis, but must still be paid for overtime.

### Regular Full-Time

These Team Members are not in a seasonal or temporary status and are expected and scheduled to work on average at least thirty (30) hours per week throughout the year (excluding any unpaid periods during a work day). Generally, they are eligible for SFM full-time benefits, which are subject to the terms, conditions, and limitations of each benefit program.

### Regular Part-Time

These Team Members are not in a seasonal or temporary status and are expected and scheduled to work on average less than thirty (30) hours per week throughout the year (excluding unpaid periods during a workday). Generally, they are not eligible for paid leave, paid holidays, paid time off (PTO), benefits (unless otherwise required by law), and other benefits that may be available to regular full-time Team Members. However, if a part-time Team Member works on average thirty (30) hours or more per week for an entire calendar year, such Team Member may become eligible in the subsequent calendar year for certain full-time benefits in accordance with the eligibility of those benefit plans.

### Seasonal or Temporary

These Team Members are hired to fill seasonal positions or temporary positions and are expected to work less than thirty-six (36) consecutive weeks per year, averaging less than forty (40) hours per week. However, a Team Member designated as seasonal or temporary will not change in status simply because he or she worked more hours in any pay period than was originally expected and designated. As such, Seasonal or Temporary Team Members maintain that designation unless otherwise specifically told in writing by SFM management that they have been converted to regular full-time or regular part-time. Seasonal or temporary Team Members are not eligible for paid leave, paid holidays, PTO, benefits (unless otherwise required by law), or other benefits such as overtime pay that may be available to regular full-time or regular part-time Team Members.

## **ATTENDANCE AND PUNCTUALITY**

Why is this so important? We are all members of a team, and no team does its best unless all Team Members are conscientious about their attendance and punctuality to work. This means that all Team Members depend on each other's contributions to the team, starting with consistent and reliable attendance as an essential part of your job at SFM.

### Unauthorized Absence

An unauthorized absence is defined as any time a Team Member fails to report for the Team Member's scheduled work hours, or fails to work the full amount of time for which the Team Member is scheduled. This does not include approved PTO, holiday, bereavement, jury duty, leaves of

absence (LOA), company-initiated time off, or other excused absences as required by applicable federal and state law.

- If you have to be late or absent, you personally must contact your Supervisor, General Manager, or Human Resources Representative and provide as much notice as you can, but at least two (2) hours before the start of your shift. There may be additional late/absent reporting rules set by local management or Human Resources concerning late/absent policies in your department or facility.
- If you are required to work away from your regular workplace, you will be asked to account for your time and whereabouts.
- If it is necessary for you to miss more than three (3) days of work for medical reasons, you may be asked to provide your General Manager or your Human Resources Representative a written statement from your doctor supporting your absence. You must also report your progress to your General Manager or Human Resources Representative until you are able to return to work. In addition, we may ask that you provide a note from your doctor saying that you are medically able to return to work.

#### Policy Violations

Team Members who are not at work, or who are consistently or repeatedly late will be subject to disciplinary action, up to and including, termination. If your PTO has been denied and then fail to work on the day you requested off, you may be subject to disciplinary action, up to and including, termination.

#### **JOB ABANDONMENT**

If you fail to report an absence to your Supervisor, another facility manager, or General Manager within two (2) hours of the beginning of your shift, this is considered a No Call, No Show ("NCNS"). A NCNS for two (2) consecutive days, or shifts, based on your work schedule is considered job abandonment. If you have been employed by SFM for less than 90 days, one (1) NCNS will be considered job abandonment and is grounds for immediate termination. SFM will consider any situation in which the Team Member presents a compelling reason to support his/her inability to communicate with management. Job abandonment is considered to be an immediate voluntary resignation.

#### **WORK HOURS AND OVERTIME**

Our business often involves challenging and demanding work that requires your flexibility. You may be asked to carry out vital assignments with little notice or guidance or to assist with a project or assignment in an unexpected area.

Non-exempt Team Members must participate in the on-the-job time recording system or procedure (e.g., time sheet, time card). Time cards record hours worked and meal periods. Time cards also record variations in the workday, such as overtime, absences, and PTO. Accurate recording of time worked is each non-exempt Team Member's responsibility. For non-exempt Team Members, actual hours worked should be recorded daily on a time card. General Managers and managers are responsible for reviewing and approving their Team Members' time card entries for each payroll period on a timely basis and ensuring that proper meal breaks and rest periods are taken as required by SFM policy and applicable law. Failure to do so may result in disciplinary action, up to and including termination.

**FALSIFYING TIME CARDS IS STRICTLY FORBIDDEN. TAMPERING WITH, ALTERING, FAILING TO RECORD TIME WORKED OR MAKING ENTRIES ON ANOTHER TEAM MEMBER'S TIME CARD IS ALSO FORBIDDEN.**

Your failure to comply with this policy will subject you to discipline, up to and including termination.

From time to time, non-exempt Team Members may be asked to work overtime. Unless the applicable law of a particular state provides otherwise, overtime consists of hours worked in excess of forty (40) hours in a work-week and is generally paid at one and one-half times the Team Member's regular rate of pay. Some states require the payment of daily overtime for hours worked in excess of eight (8) in a day and some provide for other premium pay for consecutive days worked or hours worked in excess of twelve (12) in a day. If you have any questions about the applicable overtime pay rates in your state, contact your General Manager or your Human Resources Representative. Do not work overtime unless you first obtain advance approval from your Supervisor. Even if an emergency arises that requires you to work overtime, you must alert your Supervisor immediately so the overtime can be approved. Hours paid but not physically worked (such as holidays, PTO, jury duty, and bereavement) do not count toward the calculation of overtime. Failure to obtain prior approval for overtime work may subject you to disciplinary action, up to and including termination.

Additionally, it is SFM's policy to comply with the salary basis requirements of the Fair Labor Standards Act and equivalent state laws. Therefore, SFM prohibits all managers from making any improper deductions from the salaries of exempt Team Members. Team Members should be aware of this policy and that SFM does not allow deductions that violate the law. If you believe that an improper deduction has been made to your salary, you should immediately report this information to your General Manager or your Human Resources Representative. Reports of improper deductions will be promptly investigated. If an improper deduction has been made, you will be reimbursed for any improper deduction.

**TIME KEEPING POLICY**

All non-exempt and hourly Team Members are required to track their individual time utilizing the time keeping method recognized. Which means, non-exempt and hourly Team Members must accurately record the time they begin and end their work, as well as the beginning and ending time of each meal period. They must also record the beginning and ending time of any split shift or departure from work for personal reasons. Time keeping can be recorded in the way of a time clock (mechanical or electric) or timesheet per the direction of the Supervisor, General Manager, or your Human Resources Representative.

Time worked includes all time that a Team Member is required to be performing duties for the Company. Time worked is also used to determine overtime pay required for non-exempt and hourly Team Members. The following are considered time worked:

- Work away from premises or at home. Only if approved by the General Manager, Manager on Duty or Manager the Team Member reports to.
- Break time. Rest periods of 15 minutes or less are counted as time worked (refer to your state's rest period laws)

Per the Fair Labor Standards Act (FSLA), Sports Facilities Management, LLC and each SFM managed facility do not count the following as time worked:

- Paid leave. Approved paid absences, including sick leave, vacation leave, holiday leave, Family and Medical Leave Policy (FMLP), military leave, jury and witness duty, bereavement leave, and voting time off are not counted as time worked.
- Lunch or dinner periods. Uninterrupted time off for lunch or dinner is not counted as time worked.

### Physical Timesheets

If a physical timesheet is used, it is the Team Member's responsibility to sign his or her timesheet each week to certify the accuracy of all time recorded and submit to their designated reviewer of timesheets. The designated reviewer of timesheets could be their Supervisor, General Manager, or designated payroll processor. The designated reviewer of timesheets will review and then sign the time record before submitting it for payroll processing. In the event of an error in reporting time, Team Members must immediately report the problem to the designated timesheet reviewer.

### Designated Time Clocks

If a designated time clock (mechanical and electric) is used, the Team Member's hours worked and meal periods taken will be recorded by the payroll system or third party time keeping system and the hours recorded will be transferred to the Team Member's timecard either electronically or physically inputted. The designated time clock specified by your Supervisor, General Manager, or your Human Resources Representative is the only time clock that should be used to clock in or out for the day and for meal(s). If there is a problem with the time clock, Team Members should seek direction from their Supervisor, General Manager, Human Resources Representative, or Manager on Duty, for an alternative time clock option. Using any unapproved time clock, unless otherwise approved by your Supervisor, General Manager, Human Resources Representative, or Manager on Duty, may result in immediate termination.

Clocking in or out for the day and/or for meal(s) using an unapproved time clock, such as: a personal cell phone, personal tablet or personal computer other than the designated equipment is not allowed and considered a violation of the Company Work Hours and Overtime Policy, and may result in disciplinary action or termination of employment, unless otherwise instructed by your Supervisor, General Manager, Human Resources Representative, or Manager on Duty.

Team Members must only record time worked for themselves personally. Using another Team Member's information or recording time for another Team Member could result in disciplinary action up to and including, termination of employment of both Team Members.

Team Members who have misplaced their login information should notify their Supervisor, General Manager, or your Human Resources Representative. The Supervisor, General Manager, or your Human Resources Representative will reset their login information.

### **BREAKS AND LUNCH PERIODS**

Meal and rest periods may vary from state to state, so please contact your General Manager or your Human Resources Representative should you have any questions about meal or rest period requirements in your state. In general, and unless otherwise provided by law, break periods and lunch periods should be scheduled to ensure your position and duties are covered during periods of rest. Non-exempt Team Members are required to record the beginning and end of their lunch periods on their on-the-job time recording system. Breaks may not be combined or added to a Team Member's lunch period or to start work late or end the workday earlier.

Break and lunch periods are intended to provide you an opportunity for rest and relaxation. Accordingly, they should be enjoyed away from your work area and you are not permitted to perform or discuss any work duties during such periods. You are entirely relieved of responsibilities and restrictions during these lunch/rest periods.

### **INTERNAL APPLICANT POLICY**

SFM encourages career growth and development for current Team Members. Transfers may be available both within a particular department and within SFM depending on the needs of the organization. Transfers are based on various criteria, including qualifications, past performance, potential, length of service, and/or capacity of the candidates to assume the different responsibilities of the positions, as assessed by the hiring manager.

If you wish to be considered for an open position within the Company, you should first discuss your request directly with your Supervisor and/or General Manager. Your Supervisor and/or General Manager will help you evaluate your potential for the position and if appropriate then forward your request to the appropriate hiring manager.

You may apply for a transfer if the following conditions are met:

- You possess the qualifications required for the position to which a transfer is sought, and
- With the approval of management

### **RESIGNATION**

You can end your employment with us at any time, and for any reason, by notifying your Supervisor or Human Resource Representative with a verbal or written notice. You must give SFM at least two (2) weeks' written notice of your intention to resign. If a Team Member provides less than two (2) weeks' notice, SFM may deem the individual to be ineligible for rehire depending upon the circumstances regarding the notice given. If a two (2) weeks' notice is not given, the Team Member forfeits any accrued, but unused PTO.

Team Members are required to return all equipment and other company property that has been issued to them during the course of their employment. These items should be returned to the Team Member's Supervisor or Human Resources Representative on his or her last scheduled workday or earlier, as requested. If these items and/or equipment are not returned by at least the last day of the Team Member's employment the cost will be deducted from the Team Member's last paycheck up to the amount acceptable by law.

Team Members are also expected to resolve any outstanding indebtedness to SFM at the time of resignation. Team Members will become immediately responsible to repay SFM for items such as: repayment of any unaccrued PTO balance obligations or outstanding contributions required for participation in benefit programs.

Team Members who resign in good standing under this policy, and whose documented performance meets requirements under SFM's performance management system, will be eligible for rehire consideration.

Team Members who fail to provide adequate resignation notice, fail to return all company equipment and property on a timely basis, or fail to make good on any outstanding debts that are due to SFM, do not resign in good standing and will be marked ineligible for rehire.

## **RECORDS INQUIRY/PRIVACY ISSUES**

Team Member files are SFM's property. Access to the information contained in Team Member files is restricted. Generally, only SFM officers and representatives who have a legitimate reason to review information in a file are allowed to do so. Additionally, Team Member files may be produced for government agencies and others upon an appropriate and lawful request.

You may request a review of your own personnel file by contacting your Supervisor or Human Resources Representative. All requests for employment verifications and Team Member references must be directed to the SFM Home Office Human Resources Representative. Team Members in other departments should not provide any such information. Human Resources will attempt to handle any inquiries or requests for verification in accordance with our policies. Human Resources will normally verify only a former Team Member's dates of employment, position, or positions held and final rate of pay (if the Team Member requests that information be released). A written disclosure authorization and release from the Team Member may be required before this information is furnished.

## **PROOF OF RIGHT TO WORK**

SFM is committed to full compliance with federal immigration laws. SFM participates in E-Verify. Under United States law, all new hires must produce original documentation establishing their identity and right to work in the United States, and complete Form I-9, swearing that they have a right to work in the United States. New hires may establish their identity and right to work in the United States by (1) providing documentation that establishes both their identity and employment authorization or (2) providing documentation that separately establishes their identity and their employment authorization. Appropriate documentation must be produced on or before the first day of any employment, but in no event later than the third business day after employment. Failure to provide timely work authorization documents may result in immediate termination, as required by federal law. SFM reserves the right to use third party resources to verify and authenticate information and documents provided by Team Members.



## STANDARDS OF CONDUCT

### OPEN DOOR COMMUNICATION POLICY

From time to time, a complaint, misunderstanding, or question may arise which involves your employment. This may involve your duties, a matter concerning another Team Member, or a matter concerning a member of the public, guest, client, or prospective client. We try our best to understand our Team Members' concerns, and to improve things when possible. If you have a problem, complaint, or suggestion relating to your employment, speak to your Supervisor, General Manager, Human Resources Representative, and/or any member of the management team, as applicable. Your Supervisor and General Manager have interest in your growth, development, and success, but they need to know about issues before they can help.

If at any time you do not feel your concern is being heard after notifying your General Manager or your Human Resources Representative, you can contact a SFM Home Office Human Resources Representative by e-mailing [confidential@sportadvisory.com](mailto:confidential@sportadvisory.com).

### PERSONAL APPEARANCE

Your personal appearance makes a significant impression on our guests and the local community. It is important that you wear appropriate attire and be neat, clean, and well groomed. We expect you to use good taste and judgment in your appearance. Check with your General Manager if you have questions about dress. If there is a problem with your appearance, your General Manager may take appropriate disciplinary measures.

(For location-specific "Dress Code" policies, refer to the appropriate Team Member Handbook - Location Supplement)

### PERFORMANCE MANAGEMENT

As an SFM Team Member, you are expected to:

- Render prompt, courteous and efficient service to our guests and vendors;
- Conduct yourself according to established policies and procedures;
- Follow generally accepted standards of business behavior;
- Comply strictly with all laws, rules and regulations applicable to your job-related activities; and
- Perform all your duties in an acceptable manner.

When any of the above expectations are not met, actions may be taken to address the issue. "Performance Improvement" refers to all actions taken to help Team Members correct substandard job performance and/or unacceptable behaviors. These actions may vary in severity from informal coaching and/or counseling, verbal warnings, written warnings and final written warnings to suspension (with pay) pending investigation of circumstances, suspension (without pay) up to immediate termination of employment.

The disciplinary action taken by SFM in less egregious cases will depend on the facts and circumstances surrounding each situation. In general, SFM will follow an approach of commencing with warnings and escalating to termination of employment when problems are severe or recurring. However, under certain circumstances, and at SFM's sole discretion, termination can occur without prior notice or corrective action. In addition, intermediate corrective actions may vary or be skipped

altogether based on the severity of the offense and/or the circumstances of a particular situation.

It should be remembered that employment is for an unspecified term and is at the mutual consent of the Team Member and SFM. Consequently, the relationship is “at-will” and either the Team Member or SFM may terminate the employment relationship at any time with or without cause and with or without notice.

## **POLICY AGAINST HARASSMENT**

It is SFM’s policy to provide you with a workplace free of unlawful discrimination and harassment, to provide for the prompt and thorough investigation of harassment complaints and to provide a process for eliminating any such abuse. Unlawful harassment of Team Members in any form is unacceptable conduct and will not be tolerated.

All Team Members, management and non-management alike, must comply with this policy and take appropriate measures to ensure such conduct does not occur. This policy covers harassment based on race, color, national origin and ancestry, religion, age, sex (sexual harassment, gender harassment, and harassment due to pregnancy, childbirth or related medical conditions), gender identity, genetic information, sexual orientation, marital status, medical condition, disability, veteran status and any other basis protected by law.

This policy applies to all Team Members and applicants for employment. It also applies to relationships with guests, vendors, and all other people related to our business.

Harassment may take many forms. It includes, by way of example:

- Verbal conduct such as epithets, derogatory jokes or comments, slurs or unwanted sexual advances, invitations or comments;
- Visual conduct such as derogatory and/or sexually-oriented posters, photography, videos, images, cartoons, drawings, or gestures;
- Physical conduct such as assault, unwanted touching, blocking normal movement or interfering with work because of sex, race, or any other protected basis; and
- Retaliation for having reported or threatened to report harassment.

### Sexual Harassment

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other offensive verbal or physical conduct that is either sexual in nature or directed at someone because of his or her gender. Sexual harassment undermines the employment relationship by creating an intimidating, hostile, or offensive work environment and will not be tolerated.

Sexual harassment may take different forms. One specific form includes demands to submit to sexual requests as a condition of continued employment, or to avoid some other loss, or offers of employment benefits in return for sexual favors. Other forms of harassment include, but are not limited to:

- Verbal - sexual innuendos, suggestive comments, jokes of a sexual nature, sexual propositions, repeatedly asking someone for dates, comments about one’s anatomy, unwelcome flirtation, use of demeaning terms (e.g., “babe” or “honey”), threats.

- Non-Verbal - sexually suggestive objects or pictures (e.g. scantily clad models, cartoons, etc.), suggestive or insulting sounds, leering, whistling, obscene gestures.
- Physical - unwanted physical contact, including touching, pinching, brushing the body, pushing, or blocking movement.

Whatever form it takes, unlawful harassment is insulting and demeaning to the recipient and will not be tolerated in the workplace. Violations of this policy may result in disciplinary action up to and including termination. All Team Members must comply with this policy and take appropriate measures to prevent unlawful harassment from occurring.

#### Reporting Discrimination and Harassment

If you believe you are being harassed or are a victim of discrimination, we encourage you to come forward and report such incidents to your General Manager or your Human Resources Representative. If you believe you have been subjected to harassment from a fellow Team Member, a member of management or non- Team Member, you are encouraged to make it clear to the offender that such behavior is offensive and should immediately bring the matter to the attention of your General Manager or your Human Resources Representative in the manner described below. The complaint should be made as soon as possible after the incident and should include details of the incident or incidents, the names of the individuals involved, and the names of any witnesses. Under no circumstances are you required to report the harassment to a General Manager whom you are accusing of harassment. If at any time you do not feel comfortable notifying your General Manager or your Human Resources Representative, you can contact a SFM Home Office Human Resources Representative by e-mailing [confidential@sportadvisory.com](mailto:confidential@sportadvisory.com).

We will promptly and thoroughly investigate any complaint as it arises and will take appropriate action, up to and including termination of employment, if the circumstances warrant. We will not retaliate or allow any form of retaliation against any Team Member for making a complaint of unlawful harassment or for participating in an investigation. In fact, retaliation for reporting a violation is itself a violation of our policy.

We will, to the maximum extent possible, maintain the confidentiality of such complaints on a need-to-know basis. However, investigation of such complaints may require disclosure to the accused party and other witnesses in order to gather pertinent facts and conduct a thorough investigation.

If we determine harassment has occurred in violation of this policy, remedial action will be taken in accordance with the circumstances involved. Any Team Member determined by us to be responsible for harassment in violation of this policy will be subject to appropriate disciplinary action, up to and including termination. Where appropriate, action(s) taken against the harasser will be made known to the Team Member lodging the complaint. You will not be retaliated against for filing a complaint and we will not tolerate or permit retaliation by management or Team Members.

We encourage you to report any incidents of harassment or retaliation forbidden by this policy immediately, so complaints can be quickly and fairly resolved.

#### **THREATS, VIOLENCE, AND WEAPONS**

SFM is committed to providing a safe and productive work environment. The potential for workplace violence is an unfortunate reality. No matter what the reason, SFM prohibits violence or threats of

violence of any sort, including, but not limited to, verbal or written abuse, stalking, harassment, horseplay, physical attacks, fist fighting and unwelcome physical touching, sexual or otherwise.

If you are aware of threats against Team Members, vendors, visitors, guests or any other persons who are on SFM's premises or have contact with Team Members while performing their duties, or of a potentially violent situation, notify your Supervisor, General Manager, or your Human Resources Representative immediately. It is also important to know the signs of potential violence.

Weapons, including guns, knives, or other weapons, are prohibited on SFM premises and property. Also, no Team Member may carry any weapon while in a SFM vehicle, in a personal vehicle, on SFM premises or while conducting SFM business, except as may be permitted in accordance with state or federal law. This rule applies even to those weapons that are licensed and lawfully concealed. This rule does not apply to duly authorized peace officers or company-related security personnel. Violation of this policy may result in immediate disciplinary action up to and including termination of employment. Any exception to this rule must be in writing and signed by the Chief Operating Officer of SFM. Team members who violate this policy may be disciplined, up to and including termination.

If you are feeling overwhelmed, either because of job-related or personal reasons or you know someone who is, use the Open Door Communication Policy and talk with your Supervisor, General Manager, or Human Resources Representative. He or she should be able to help you find resources. You should also feel free to contact the SFM Home Office Human Resources Representative to talk through any issues and for referrals to professional help via [confidential@sportadvisory.com](mailto:confidential@sportadvisory.com).

## **SUBSTANCE ABUSE AND DRUG TESTING POLICY**

SFM is committed to providing a safe environment for our guests and Team Members, and to fostering the well-being and health of its Team Members. That commitment is jeopardized when any SFM Team Member illegally uses drugs or alcohol on the job, comes to work with these substances present in his/her body, or possesses, distributes, or sells drugs in the workplace. For this reason, SFM is a drug free workplace and has a drug free policy in place that all must follow. The policy and guidelines are described below.

### Required Conduct

From time to time, a Team Member may be asked to attend a business event where alcohol is served. SFM neither requires nor expects any Team Member to consume alcohol at these events. If you do consume alcohol while on SFM business, SFM requires you to act responsibly and professionally.

Under no circumstances should you compromise your own safety, or that of others. Be certain of, and make satisfactory arrangements for, safe transportation back to SFM's premises, or to your home. SFM will reimburse your taxi fare from an event to SFM's premises or to your home under these circumstances. Do not put yourself or others in danger.

Due to the nature of our business and because we work with children and families, it is a violation of company policy for any Team Member to possess, sell, trade, or offer for sale illegal drugs or otherwise engage in the illegal use of drugs. It is also a violation of company policy to consume alcohol while performing work for SFM. Responsibly drinking alcoholic beverages at a company sponsored and authorized event as described above and further in this Handbook is not deemed to be a violation of this policy.

Illegal drug use and alcohol abuse are incompatible with employment at SFM. Should SFM management become aware of such conduct even during off work hours, it will be considered a violation of this policy and the Team Member subject to disciplinary action up to and including termination. Team members who are taking prescribed medication which could affect their job performance, or jeopardize their safety, or that of others, should report this to their General Manager or Human Resources Representative before starting work. Violations of this policy are subject to disciplinary action, up to and including, termination.

## **SECURITY**

Security, while impossible to guarantee, requires everyone's attention and cooperation. At a minimum, we all must abide by the following security measures.

### Visitors

All visitors to an office or facility maintained by SFM should be directed to the reception area until escorted to another area by a SFM Representative. Visitors should sign all appropriate waivers as necessary and should never be allowed into any back of house areas, such as behind batting cages or in the kitchen. Team members should seek the approval of their Supervisor or General Manager to allow visitors during their working hours. At no time should visitors become a distraction for a Team Member in the performance of their work duties. Guests, members, and vendors of SFM-managed facilities are expected to abide by local facility security policies.

### Offices and Related Facilities

You must never disable, disarm, obstruct, or tamper with any doors or fire exits; locks, alarms, or other security devices; smoke alarms, fire alarms, or security lights; fire extinguishers or sprinklers; or similar devices or equipment. SFM expects every Team Member's cooperation in the event of a fire drill or fire; severe weather drill or alert; or in response to any comparable threatening event.

If you are issued a building key or a building access card, do not loan it to anyone else, even another Team Member, and do not copy or duplicate a building key or access card. If the office or facility where you work is equipped with a passive security system (a device which requires a code, card key, or combination for entry), you must never share the code, card key, or combination with anyone. If you violate this policy, you could be subject to disciplinary action, up to and including, termination.

## **INSPECTIONS AND SEARCHES**

SFM provides office space, desks and other access to company equipment and materials for the convenience and use of its Team Members at SFM's expense. SFM also believes that maintaining a workplace that is safe and secure for its Team Members, guests and guests is vital to the success of SFM's business. As a result, SFM prohibits firearms or other weapons; explosives and/or hazardous materials or articles; illegal drugs or other controlled substances; drug related paraphernalia; alcoholic beverages; and/or the unauthorized possession or use of company property or proprietary and confidential information. In addition, SFM intends to assure its access at all times to company premises and company property, equipment, information, records, documents, and files. Accordingly, SFM has established this policy concerning inspections and searches on company-owned and operated premises. This policy applies to all Team Members of SFM.

SFM reserves the right to conduct a routine inspection or search at any time for company property on company premises or for any prohibited or other harmful materials as described above. Routine searches or inspections for company property may include a Team Member's office desk, file cabinet, closet, computer files, voice mail, electronic mail or similar places where Team Members

may store company property or company related information, whether or not the places are locked or protected by access codes and/or passwords. Inspections or searches for prohibited materials also may include a Team Member's locker, or a Team Member's pockets, purse, briefcase, lunch box, or other item of personal property that is being worn or carried by the Team Member while on company premises. Physical searches of a Team Member are to be conducted by the appropriate law enforcement personnel. Because even a routine search for company property might result in the discovery of a Team Member's personal possessions, all Team Members are encouraged to refrain from bringing into the workplace any item of personal property that they do not wish to reveal to SFM. For this reason, Team Members should understand that they have no expectation of privacy with regard to any items brought onto company premises, including, but not limited to, matters stored on company electronic equipment or personal electronics brought to work or used by the Team Member for work purposes. In addition, SFM always reserves the right to conduct inspections and searches based on reasonable suspicion. The General Manager and Human Resources Representative need to be notified prior to the execution of any inspection or search. The inspections described in this paragraph may occur at any time, with or without advance notice and may be conducted before, during or after working hours by any General Manager, manager, or security personnel designated by SFM to conduct such search. Further information on this policy is available from your Human Resources Representative.

Team members, who are found to be in possession of prohibited materials in violation of this policy or in violation of other company policies contained in this Handbook, will be subject to disciplinary action, up to and including, termination, regardless of SFM's reason for conducting the search or inspection.

#### **VIDEO SURVEILLANCE**

SFM, in order to further promote the safety of Team Members and visitors, as well as the security of its managed facilities, may conduct video surveillance of any portion of the premises at any time, the only exception being private areas of restrooms, showers, and dressing rooms. Video cameras will be positioned in appropriate places within and around SFM-owned or leased properties and used in order to help promote the safety and security of people and property.

#### **RIGHT TO MONITOR**

SFM's telephone and computer systems permit Team Members to receive, send and transfer voice mail and electronic mail messages. Although Team Members are able to use codes to restrict access to voice and electronic mail messages that are left on the systems, it must be remembered that the phone system is intended solely for business use. In keeping with this intention, SFM maintains the ability to monitor any phone calls made on its telephone system for training, quality control, and other business-related purposes. SFM also maintains the ability to access any messages left on or transmitted over the phone or computer mail systems. Because the employer reserves the right to obtain access to all voice mail and computer messages left on or recorded on the system, Team Members should not assume that such messages are confidential or that access by SFM or its designated representative will not occur.

#### **SAFETY**

SFM takes safety very seriously and works hard to provide a safe workplace for Team Members. To help keep this safe environment, it is very important that you immediately report unsafe conditions or violations of safety rules.

- You should report such conditions or violations to your General Manager or your Human Resources Representative. You should make sure the situation is fixed. If it isn't, or you aren't sure about it, you must notify your Facility Manager, General Manager, or confidential@sportadvisory.com
- Any report you make will only be disclosed to others to the extent necessary under the circumstances and you will not be punished for reporting unsafe conditions.
- Always keep a lookout for potential hazards, unsafe conditions, and unsafe practices. Report them as soon as you can to your General Manager or Human Resources Representative.
- Obey safety regulations at all times.
- If an unsafe condition or accident occurs (even if no one is injured), you should report it to your General Manager or Human Resources Representative as soon as possible.
- You should also report all injuries to your General Manager immediately, complete any appropriate paperwork, and provide it to your General Manager or your Human Resources Representative.

### **INSURABILITY**

All Team Members whose duties require driving must be insurable at standard automobile rates at all times to keep their jobs. This means you need to keep a good personal driving record to protect your job.

- Drive safely at all times, both on and off the job. SFM prohibits the use of cell phones, pagers, blackberries or other PDAs or communication devices, unless being used hands-free, while driving on company business in accordance with such policy in this Handbook. Failure to abide by this policy could result in un-insurability of the individual Team Member and disciplinary action, up to and including termination of employment.
- If you have traffic violations that take you out of the standard auto insurance rate, you risk losing your job.
- Remember, if your job duties require driving, keeping your job depends on insurability at standard rates. For certain positions, you may be required to complete an application for a Motor Vehicle Registration (MVR) for your position with SFM or you may be required to maintain special insurance on your vehicle under your personal coverage.

### **CONFIDENTIALITY**

SFM expects each Team Member to exercise discretion in the access and use of company information and information systems. In the course of your work, you may have access to SFM's valuable confidential information about, including but not limited to:

- Business promotion strategies and plans (these may be in writing, communicated orally, or exist as a matter of practice or custom).
- Proposals to clients or potential clients, including information compiled or prepared to assist with proposals to clients or potential clients.
- Client lists or prospective (e.g., "target") client lists.
- Client requests (whether presented orally or in writing) for information, proposals, promotional assistance, or other information, which relates to SFM or to the client.
- Event or potential event information, including dates, locations or costs, ticket prices, on-sale information, and ticket price determination formulas, methods, strategies, or variations.
- Information regarding other Team Members and their employment with SFM.

- Information regarding the talents, skills, abilities, and work experience of other Team Members.
- Company records regarding Team Members, such as personnel files, social security numbers, mother's maiden name, personal addresses, driver license numbers, computer pin and passwords, benefits and medical information or other confidential Team Member information maintained by SFM.
- Computer hardware, software, or computer-related information, whether purchased or created by or on behalf of SFM, as used or applied to SFM's business.
- Information, which pertains, directly or indirectly, to contemplated or actual business relationships between SFM and businesses that engage in activities related to SFM business.
- The identity of consultants, vendors, or other third parties that provide or seek to provide services to SFM, together with the nature of any such services.
- Personal information regarding non-Team Members, which is obtained through SFM's business and promotional activities (such as information regarding Internet website visitors, facility membership, guest information, e-mail newsletter subscribers, etc.).

It is your responsibility to keep this confidential and proprietary information confidential.

Unauthorized disclosure of any such information is strictly prohibited and is grounds for immediate dismissal from employment. Unauthorized disclosure could include leaving such information in areas that are not restricted or unlocked. It is your responsibility to ensure you maintain such records in locked offices or file drawers and limit access to those areas to only those who have a business need to do so. You must also not use any of this confidential information except as directly necessary for your job. This policy does not include information that is routinely made open to the public. If you have any doubt, do not disclose the information.

- If you have a question about whether particular information is confidential, ask your General Manager, Human Resources Representative, or contact [confidential@sportadvisory.com](mailto:confidential@sportadvisory.com).
- You may not make or keep copies of records of any type which contain trade secrets or proprietary or confidential information, unless you are required to make the copies as part of your job for business reasons only.
- Electronic copies of records that contain trade secrets or proprietary or confidential information should not be saved to personal computing equipment (such as a home personal computer), portable media (such as a disk or CD or memory stick) or transmitted via private/public network (such as the Internet) without prior authorization. Authorization to create copies of electronically stored materials must be given by a Vice President or above, and must follow SFM policies, procedures and applicable copyright laws.
- SFM also may require you to sign a proprietary information and/or similar agreement as consideration for your employment or continued employment. Any such agreement will only supplement this policy, but to the extent that any provision of those separate agreements conflicts with the policies included in this Handbook, the provisions of those separate agreements will supersede the terms of this Handbook.
- If you have confidential information from a previous employer, if you are subject to an agreement regarding your previous employer's trade secrets or confidential information, or if your previous employer required you to sign a non-competition agreement, you must immediately let your General Manager know or contact [confidential@sportadvisory.com](mailto:confidential@sportadvisory.com). Under no circumstances may you reveal, use, or rely on a previous employer's trade secrets or confidential information in your work for SFM. In the event that you disclose or use in



connection with your activities as a Team Member of SFM, or induce SFM to use, any confidential information or trade secrets, or any other materials that are the subject of proprietary rights, with respect to which you have any right, title or interest, you grant, and agree to grant, to SFM, without any limitations or any additional remuneration, the worldwide, non-exclusive, perpetual, irrevocable, transferable, freely sub licensable, right and license under all such right, title and interest with respect thereto, including all rights to use.

- Violation of this policy will not be tolerated, and we will take appropriate disciplinary action. SFM may even take legal action and terminate your employment.

SFM's online intranet site for news and information is a proprietary website. This site allows SFM Team Members to gather and share information with each other. It is a powerful way for us to share ideas, solve problems, and discover new opportunities. However, you are not allowed to share the site, materials, or information with persons outside SFM. Violations of this policy will not be tolerated, and we will take appropriate disciplinary action. SFM may even take legal action and you could terminate your employment.

### **MEDIA CONTACTS**

Unless your work for SFM specifically authorizes you to speak to the media on behalf of SFM, you may never respond to an inquiry or request for a comment or statement from a member of the media (e.g., a news reporter, television or radio reporter, entertainment reporter, or columnist). Relay all such requests to your General Manager. Failure to follow this policy may result in disciplinary action, up to and including, termination.

### **NO SOLICITATION AND DISTRIBUTION**

Working time, unlike meal periods and rest periods, is for work. The distribution of pamphlets, literature, or any other material by Team Members or non-Team Members on SFM premises is prohibited.

You may not post information on SFM-owned or leased property that does not relate directly to SFM business. Posting or displaying any leaflets, notices, literature, decals, stickers or similar material on SFM property, including SFM vehicles, bulletin boards, e-mails, or work premises is prohibited. At no time may a Team Member obtain SFM guest information for any purpose other than business directly related to SFM. The only exception to this policy is the occasional company-sponsored charitable or civic drives, in which Team Members are invited to participate and have received approval to post by their General Managers.

### **ACCEPTABLE USE OF ELECTRONIC INFORMATION AND INTERNET**

In order to minimize the risks associated with the connectivity and array of services available via modern communications infrastructure (such as the Internet), SFM Team Members must use IT resources to execute authorized business activities in conjunction with meeting or supporting the Company's business objectives. SFM may access, monitor, control, manage and review information stored on or transmitted through its network and systems at any time and for any reason. Team members found to be in violation of this policy may be subject to discipline, up to and including termination. Team members should have no expectation of privacy when using company IT resources.

#### Internet Use

SFM does not wish to impose undue restrictions that contradict its culture of openness, trust, and

integrity. However, unguarded access to the Internet can potentially disrupt business operations, negatively impact information confidentiality, integrity, and availability and expose the Company to legal, financial, regulatory, competitive, and other risks. SFM must also safeguard and proactively manage its guests' information as a top priority, as well as our image and market competitiveness.

The Company extends access privileges to the Internet to promote access to information that can allow Team Members to execute assigned duties and responsibilities and help fulfill business strategies and objectives while competing more effectively. In general, incidental personal use of the Internet is permitted so long as it does not interfere with the execution of assigned duties and responsibilities, or company operations.

Users granted Internet access privileges are never authorized to:

- Transmit any of the following:
  - Business trade information;
  - Material, sensitive information;
  - Guest credit card information;
  - Personally, identifiable information; or
  - Intellectual property in violation of the Company Team Member Handbook
- Use alternate or unauthorized means to connect to the Internet while simultaneously connected to the Company's Home Office network
- Formally represent the Company unless expressly authorized by SFM management
- Engage or participate in activities pertaining to defamation, patent, copyright or trademark infringement, misappropriation of trade secrets, misappropriation or unauthorized communication of confidential company information, discrimination, harassment or related actions using the Internet facility
- Reveal or share their account login/password information with others.

Additionally, any content composed, transmitted, accessed, or solicited via the Internet must not violate other company policies including that which may be discriminatory, slanderous, offensive, obscene, threatening, harassing or intimidating in nature.

#### Personal Use

SFM grants access privileges to IT resources for use by Team Members to facilitate the execution of authorized job-related activities. SFM users may conditionally use the Company's IT resources to conduct activities of a personal nature on a limited basis, as long as said use:

- Does not interfere with the Team Member's professional work performance or expectations;
- Does not interfere with any other Team Member's work performance;
- Does not convey the appearance that personal use is carried out in any official capacity;
- Is not triggered with the intent of commercial gain or in support of other "for profit" activities such as outside employment or to operate a personal business;
- Is not triggered with the objective to raise funds for any political or social campaign, to conduct activities of a non-profit nature (lobbying, political, religious, etc.), or to endorse any commercial or private product, venture or process;
- Does not interfere with the functionality and performance of any company policies, technical protocols or rules that compromise company information confidentiality, integrity or availability; and

- Does not violate any provision of this or any other company policies or applicable local, state, federal or international jurisdiction laws.

Examples of acceptable limited incidental personal use include: an online personal banking transaction, or an online travel or airline website inquiry or reservation for work purposes.

### Prohibited Use

SFM IT resources shall never be used for non-work-related activities that could adversely impact its network or computing performance. Under no circumstances is a Team Member of the Company authorized to engage in any activity that is illegal under local, state, federal or international law while utilizing company-owned resources.

While not fully inclusive, the following activities are explicitly prohibited to users of company owned, leased, managed or operated information or IT resources:

- The copying, sharing, transferring, distribution, sale, trading or use in any manner of software that is purchased, licensed, deployed and registered for use by or at the Company for any reason, unless permitted by the software's license agreement.
- The download or installation of personally-licensed software, freeware, malware or shareware without explicit approval from management VP level or above and/or company IT.
- Tampering with or disabling technical security protocols, controls, rule-sets or policies (e.g., anti-malware applications, personal firewalls, management and remediation software, password-protected screensavers, etc.), whether manually, physically or programmatically— unless such activity is defined as part of a user's job function— without explicit management approval. Such activity includes, but is not limited to, password cracking, decryption, vulnerability scanning, or bypassing or defeating copy protection.
- Unauthorized access or fraudulent/criminal conduct or other malicious activities to advance a personal or business agenda that is not company-sanctioned.
- Any form of harassment via email, telephone or paging, whether through language, frequency, size or number of messages.
- Interfering with or denying service to any user (for example, denial of service attack).
- Downloading music, movies or other type of media for which one does not have the rights.
- Posting company information on any publicly accessible medium (e.g., web sites, discussion forums, etc.) without management approval.
- Defamation, libel, abuse, or portraying in a false context any company Team Member or any of its business partners, affiliates, subsidiaries, or guests in violation of company policies or any U.S. state, federal or international laws.
- Promoting, maintaining, or endorsing a business for personal or non-profit gain; endorsing any product or service, proselytizing for religious causes, lobbying for or participating in any political activity.
- Writing, copying, executing or attempting to introduce any unauthorized computer source code designed or intended to self-replicate, damage, or otherwise hinder or adversely affect the scheduled or expected performance of company IT resources.
- Installing any type of surveillance or recording mechanisms (e.g., spyware or key-logging software); monitoring, peer-to-peer or data-sharing software application programs with the intent of tracking or logging another person's activities in violation of U.S. Privacy laws.
- Retaining sensitive information such as guest credit card information, personally identifiable information, in an electronic or hardcopy format in a manner that is not compliant with

company information security policies, or the Payment Card Industry Data Security Standard (PCI DSS).

- Providing information about or lists of company Team Members to parties outside the Company.

### E-mail Use

Communicating via e-mail technology presents risks and threats that can compromise information confidentiality, integrity and availability. SFM may:

- Retain e-mail records to comply with electronic discovery regulatory requirements;
- Monitor, intercept and/or cancel any e-mail traffic it deems to present a risk to its operations; and
- Conduct audit or forensic investigations to isolate threats that compromise system integrity or performance.

Each e-mail message sent from the Company domains will contain a footer stating:

Please ensure your email signature contains the following information at the footer of the email signature:

“NOTE: The information contained in this e-mail is intended only for use of the individual or entity named above. If the reader of this message is not the intended recipient, or the Team Member or agent responsible to deliver it to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please immediately notify us by telephone (727) 474-3845 and destroy the original message.”

In general, e-mail users are allowed to check company e-mail accounts using individual credentials when present at a working location or using remote access technology.

When using e-mail, you are never authorized to:

- Reveal or share account login/password information with anyone else;
- Send credit card information or personally identifiable information without the proper level of encryption;
- Send sensitive business or trade materials, or intellectual property owned by the Company;
- Open any unsolicited file attachments sent from anonymous or unrecognized sources;
- Distribute or post copyrighted materials without consent from the copyright owner;
- Deploy or install applications attached to e-mail messages by any process (e.g., double-clicking on the attachment). Always contact your General Manager for guidance upon receipt of any unknown or suspicious attachments before opening them;
- Solicitation of email for any other email address, other than that of the poster’s account, with the intent to harass or to collect replies;
- Creating or forwarding “chain letters”, “Ponzi” or other “pyramid” schemes of any type;
- Unauthorized use or forging of email header information;
- Sending unsolicited email messages, including the sending of “junk mail” or other advertising material to individuals who did not specifically request such material (email spam);

- Create private e-mail addresses that reference or can be construed to represent the Company in an official capacity; and
- Send an e-mail message or a file attachment (or post one on behalf of the Company) using the Company's IT systems to a bulletin board, blog or social network website that:
  - Reflects information that is confidential, privileged, material or business- sensitive or that may have contractual or other legal or business operation implications for the Company, unless it is company-sanctioned for an authorized business purpose;
  - Damages the Company's market reputation or adversely impacts its market capitalization or relationships with its Team Members, guests and/or suppliers;
  - Reflects personal representations or expresses personal opinions purporting to be those of the Company or that are sanctioned by company;
  - Is illegal, defamatory, libelous, obscene, pornographic, offensive, derogatory or damaging or may be considered to cause distress, sexual, racial, ethnic or other type of harassment or discrimination;
  - Infringes upon intellectual property rights, such as patents, copyrights and/or trademarks including but not limited to the digitization and distribution of magazine or book photographs, copyrighted music, etc.;
  - Constitutes "junk" email or is posted to multiple news groups ("spamming"); and
  - Falsify an SFM Team Member's identity.

#### Laptop Use

The Company assigns laptop computers to certain Team Members to facilitate activities that coincide with certain business objectives. Always lock your working session when you step away from the computer even for a few moments.

Personal information or data should not be stored on company laptop computers. Immediately report the theft or damage of any company-issued laptop computer equipment to your Supervisor, General Manager, or Human Resources Representative.

If you are assigned a laptop you may:

- Use the laptop to maintain proprietary company information on a temporary basis but synchronize, or "back-up" the information on a weekly basis at a minimum, to a company-sanctioned logical storage location;
- Use the laptop to authenticate to and access the Company's network and IT Systems to conduct your assigned duties and responsibilities.

Conversely, laptop users are never permitted to:

- Use the laptop to maintain unencrypted or unprotected sensitive business information;
- Use the laptop to capture, copy, store or distribute guest credit card information to anyone for any reason;
- Use the laptop to capture, copy, store or distribute personally identifiable information to anyone for any reason;
- Use the laptop to bypass company network controls;
- Install unauthorized software of any kind;
- Leave your laptop unsecured against the threat of theft or damage;

- Operate the laptop computer system when liquids or magnets of any kind or size are located nearby, since these may affect the operation of the system; and
- Connect the laptop to any external or third-party network while simultaneously being connected to the Company network.

#### Removable Electronic Media

Portable or removable media devices (e.g., portable hard drives, USB, CD, DVD) make it easy to transfer information between offices and facilities. They also make it easy to spread viruses and other forms of malware from one computer to another and lose track of important business information that not just anyone has permission to view and use. When using these devices on company systems, data written to them must always be encrypted.

A business justification is required along with written approval from the Chief Operating Officer before storing or transferring any guest credit card information, personally identifiable information, or other business-sensitive or company-material information onto a portable media device. All use of removable electronic media is subject to security monitoring.

If you are approved to use removable media, you must:

- Use company-approved media to store company-permitted information; and
- Conform to the Company's malware and related scanning procedures.

If you are approved to use removable media, you are never allowed to:

- Evade or attempt to evade controls in place to restrict the use of removable media;
- Use removable media to violate intellectual property laws; and
- Introduce any form of malware into the Company IT environment.

#### Telecommunications Use

Landline Telephone System Use: SFM extends the privilege of access to telephone systems for the execution of business-related activities. Incidental use of these systems is permitted as long as it does not interfere with the assigned duties and responsibilities of others and their duties.

Company telephone system users are never permitted to:

- Use the phone systems to transmit, facilitate transmission, or store (such as with voicemail) business trade, material or sensitive information, guest credit card information, or personally identifiable information;
- Broadcast personal messages or solicitations for any cause or purpose that is not previously expressly authorized by company management;
- Record any conversation for any reason in violation of any U.S. Privacy laws.

#### Cell Phone / Smart Phone Use

The use of cellular telephones to facilitate communication with business colleagues, business partners and/or third-party vendors is permitted provided users follow professional due care to help control the dissemination of company information.

Users of smart phones are required to adhere to the same controls and restrictions as laptop computer users.

If the company provides a cell phone reimbursement to a Team Member, the user must:

- Make sure password authentication is used for accessing the screen capabilities;
- Immediately report the theft or damage of any company issued or personally owned phone equipment to your Supervisor, General Manager, or Human Resources Representative.

Cell phone users are never authorized to:

- Use voicemail to store business trade, material or sensitive information, guest credit card information, or personally identifiable information;
- Use the cell phone's image or video capture functions to capture business trade, material or sensitive information, guest credit card information, or personally identifiable information;
- Record any conversation for any reason in violation of any U.S. Privacy laws;
- Use the cell phone's Bluetooth features to exchange data with a PC, laptop or other information collection system;
- Access company IT resources directly.

SFM requires the safe use of cell phones and other mobile devices by Team Members. You may use a cell phone or other mobile device, or SFM may make one available to you in connection with your work. Never use a cell phone or mobile device for SFM business when doing so may present a danger to yourself or others. This is especially true when you are driving. Team members are required to obey all applicable state and local laws regarding cell phone use while driving. Team members who use handheld cell phones or other mobile devices while on company business must refrain from making or receiving business calls or text messaging or responding to or sending e-mail while driving unless using a hands-free device. When discussing confidential, privileged, or particularly sensitive business-related matters, you should use a regular telephone to minimize the possibility of eavesdropping or interception of your conversation. Team members found to be in violation of this policy may be subject to disciplinary action, up to and including, termination.

## **USE OF SOCIAL NETWORKING SITES**

Due to the widespread use of the Internet and other electronic means to receive and send communications, as well as the popularity of social networking sites, including, but not limited to, Facebook, LinkedIn, Twitter and online blogs, collectively, "Social Networking Sites", SFM has established a specific policy around the personal use of Social Networking Sites. This policy identifies standards regarding activities associated with Social Networking Sites, including posting information, pictures, or other materials on Social Networking Sites. Even though such sites are frequently used to express personal views, they can directly or indirectly impact the Company, other Team Members, and guests. This policy emphasizes the importance of good judgment, common sense, courtesy, and respect for guests, co-workers and others with whom SFM does business.

Given the unrestricted and public nature of the Internet, there can be no expectation of privacy with respect to any information posted on Social Networking Sites. The Company reserves the right to access or monitor the use of any publicly accessible information any Team Member may post on Social Networking Sites. We expect Team Members to demonstrate respect for others when participating in Social Networking Sites.

Additionally, it should be remembered that Social Networking Sites may be reviewed, copied and re-disseminated by others, including our competitors. At no time should any of SFM's trademarked, confidential or proprietary information be posted on any Social Networking Site without authorization from appropriate SFM personnel. If a Team Member is unsure whether the information he/she intends to post on any Social Networking Site is confidential or proprietary, contact your General Manager or Human Resources Representative prior to posting the information to ensure that he/she is not violating this or any other SFM policy. Disclosures that violate the privacy, trade secret, intellectual property, or other proprietary rights of any individual or organizations, including SFM, are inappropriate and against this policy.

Team members are not authorized to speak (or purport to speak) on Social Networking Sites on behalf of SFM, unless given specific, prior written approval from a VP of SFM or other appropriate SFM personnel. With the exception of company websites, SFM's intranet or other sites that are sponsored or managed by SFM, Social Networking Sites are not company-owned. When using any Social Networking Site, a Team Member should recognize that his/her behavior may, even unintentionally, reflect on SFM. Thus, when posting messages on these Social Networking Sites when a Team Member's affiliation with SFM is evident in any way, SFM expects a Team Member's behavior to reflect good judgment and professionalism at all times (i.e., Team Members should not post or respond to any information that is derogatory or inappropriate towards SFM or colleagues or reflects poorly on SFM in any way). Communications that are associated with or linked to the Company, even indirectly or by innuendo, which disparage or exhibit disrespect for other individuals are simply not appropriate.

Further, SFM does not permit Team Members to take pictures of guests or disseminate any images, pictures or depictions of our guests, Team Members or facilities for any purpose that is not expressly authorized by SFM or without the express consent of the photographed SFM guests or Team Members.

SFM does not prohibit a Team Member from occasionally using its technology resources to access Social Networking Sites during working hours. Such incidental use however should be brief and should not interfere with a Team Member performing his or her duties. More than incidental use of SFM resources to access Social Networking Sites may result in disciplinary action, up to and including, termination of employment.

Finally, SFM is firmly committed to its equal employment opportunity policies. It does not condone or tolerate any form of unlawful discrimination regarding our guests, applicants, Team Members or other third parties. It also prohibits all forms of unlawful harassment, including harassment based on sex, gender, race, color, religion, national origin, ancestry, pregnancy, age, marital status, sexual orientation, gender identity, medical condition, veteran status, and physical or mental disability or any other characteristic protected by state, federal, provincial or local law. Team members are prohibited from engaging in any conduct, activities, communications or postings that violate these policies and principles. This includes, but is not limited to, using Social Networking Sites to gain access to information about a candidate that would otherwise be inappropriate to consider in the application stage (i.e., using the site to determine an applicant's race, age, gender, etc.) or using Social Networking Sites to engage in behavior against other Team Members, guests or third-party vendors that violates this paragraph or any state or federal law.



Team members who violate any part of this policy may be subject to discipline, up to and including termination of employment.

### **PERSONAL RELATIONSHIPS**

Romantic or sexual relationships between a Manager or General Manager and a Team Member who reports to him or her are not permitted.

- SFM does not want to interfere unnecessarily with your activities away from the workplace. However, these kinds of relationships can jeopardize a manager's effectiveness, be seen as unfair by other Team Members, and generally complicate working relationships.
- SFM requires managers engaging in a romantic relationship with a direct report or with someone where there is a potential financial impact, to disclose the relationship to their Human Resources Representative. Should an intimate relationship negatively impact job performance or the business environment, SFM reserves the right to require a transfer, resignation, termination, or other appropriate action, at its sole and absolute discretion.

SFM is concerned that some personal non-business relationships between Team Members can have a negative impact on business and Team Member morale. Candidates being considered for employment and Team Members who are related to other SFM Team Members by blood, marriage, or law, or who are domestic partners or cohabitants, where the relationship creates an actual or perceived conflict of interest or the potential for financial impact, are not permitted to work under circumstances in which one has a direct or indirect supervisory relationship over the other. In these circumstances, it is the responsibility of the more senior level Team Member to promptly inform your Human Resources Representative.

### **PERSONAL PROPERTY**

You should not bring onto SFM-owned, leased or an SFM client's property, or leave behind, personal property with any tangible value unless required to do so by SFM as a component of your job. SFM assumes no liability or responsibility for your personal property, including personal injury, damage, theft, or other loss.

### **GIFTS AND BUSINESS COURTESIES**

Team members are expected to maintain the highest ethical standards at all times in the conduct of company business. Team members may accept unsolicited gifts that conform to the reasonable ethical practices of the marketplace, including:

- Cash tips, as long as reported immediately to their supervisor or General Manager upon receipt. Cash tips are considered income and are subject to Federal income tax, social security tax and Medicare taxes, unless the tips received by the Team Member total less than \$20 in a calendar month.
- Flowers, fruit baskets, and other modest presents that commemorate a special occasion.
- Gifts of nominal value, such as calendars, pens, mugs, caps, and t-shirts (or other novelty, advertising or promotional items).

Most business courtesies offered to Team Members in the course of their employment are offered because of their positions at SFM. You should not feel any entitlement to accept and keep a business courtesy. Although you may not use your position at SFM to obtain business courtesies, and you must never ask for them, you may accept unsolicited business courtesies that promote successful

working relationships and good will with organizations that SFM maintains or may establish a business relationship with.

Team members who award contracts or who can influence the allocation of business, who create specifications that result in the placement of business or who participate in negotiation of contracts must be particularly careful to avoid actions that create the appearance of favoritism or that may adversely affect the Company's reputation for impartiality and fair dealing. The prudent course is to refuse a courtesy from a supplier when SFM is involved in choosing or reconfirming a supplier or under circumstances that would create an impression that offering courtesies is the way to obtain SFM business.

Generally, Team Members may not accept compensation, honoraria, or money of any amount from entities with whom SFM does or may do business. Tangible gifts (including tickets to a sporting or entertainment event) that have a market value greater than \$50 may not be accepted unless approval is obtained from the General Manager or Vice President of SFM (VP of SFM).

Team members with questions about accepting gifts or business courtesies should talk to their General Manager or Human Resources Representative.

#### **NO SMOKING**

We provide a smoke-free workplace for our Team Members and guests. This means, Team Members are not permitted to use tobacco products, including smokeless tobacco or electronic smoking devices in the work areas of all SFM-owned and its client's facilities, including any parking structures and common areas around that building in accordance with applicable state laws. Exceptions to this policy may be made on a facility-by-facility basis. Even if an exception is made locally and a designated smoking area is provided, Team Members may never smoke in view of guests.

#### **ADDITIONAL STANDARDS OF CONDUCT**

SFM requires adherence to certain behavioral standards in order to succeed and to promote efficiency, productivity and cooperation among Team Members. For this reason, while this section contains certain basic standards of conduct, it may be helpful to also identify specific examples of types of conduct that are impermissible and that may lead to disciplinary action, up to and including, immediate discharge. Although it is not possible to provide an exhaustive list of all types of impermissible conduct and performance, the following are some examples:

- Misappropriation of company "perks," i.e., the unauthorized sale, re-sale or other distribution of merchandise or promotional items provided to Team Members as a benefit of employment for personal gain or benefit.
- Insubordination, including improper conduct toward a manager, General Manager, or the VP of SFM or refusal to perform tasks assigned by a manager, General Manager, or VP of SFM in the appropriate manner.
- Possession, distribution, sale, use or being under the influence of illegal drugs while on or off company property, while on duty, or being under the influence of alcohol or illegal drugs while operating a vehicle or potentially dangerous equipment leased or owned by the Company. Consuming alcohol while performing work for the Company. Responsibly drinking alcoholic beverages at a company sponsored and authorized event, i.e., holiday parties, company

celebrations or functions, business development meetings or events, authorized department parties, etc., is not deemed to be a violation of this policy.

- Sexual harassment or other unlawful harassment, whether verbal, physical or visual.
- Refusing to cooperate in an internal or governmental investigation.
- Failure to report unethical behavior, violations of company policy or the loss of company property or assets.
- Violating safety or health rules or practices or engaging in conduct that creates a safety or health hazard.
- Actual or threatened physical violence towards another Team Member, guest/patron or on-site vendor.
- Disclosing confidential information or trade secrets about the Company or its Team Members or guests.
- Theft or unauthorized removal or possession of property from the Company, fellow Team Members, guests or anyone on company property.
- Altering without appropriate authorization or falsifying any time-keeping record, intentionally punching another Team Member's time card, allowing someone else to punch your time card, removing any time-keeping record from the designated area without proper authorization or destroying such a record.
- Excessive absenteeism, tardiness or job abandonment.
- Leaving one's department or company property without approval prior to the end of scheduled work shift.
- Falsifying or making a material omission on an employment application, expense report or any other company record or to a manager, General Manager, Human Resources Representative or other company official.
- Engaging in an activity or other employment that is competitive or a conflict of interest with the Company without disclosing to the General Manager or VP of SFM and getting prior approval. A conflict of interest means a Team Member's interest in a particular subject may lead them to actions, activities or relationships that undermine the company or cause hinderance.
- Misusing or negligently destroying or damaging property, records or other materials of the Company, a fellow Team Member, a guest or a visitor.
- Bringing on company property dangerous or unauthorized materials such as explosives, firearms, weapons or chemicals.
- Negative talk about the Company, another Team Member or guest, in the presence of another Team Member or guest.
- Gossiping.
- Bullying.
- Conduct or behavior that is unprofessional, irresponsible or in any way embarrasses or reflects poorly on the Company, Client, or the individual Team Member.
- Unsatisfactory job performance.
- Improper use of computer systems, including accessing improper websites, etc.
- Engaging in any illegal activity on company premises or using company systems/equipment in an illegal manner or for illegal purposes.
- Sleeping on duty.
- Misconduct.

It should be remembered that employment is at the mutual consent of the Team Member and the Company. Accordingly, either the Team Member or the Company can terminate the employment relationship "at-will", at any time, with or without cause or advance notice.

## **BENEFITS**

SFM offers Team Members a number of competitive benefits. There are varying eligibility requirements for the Team Member benefit plans. Some of the Team Member benefit plans may require a Team Member contribution and have a waiting period for eligibility. This section of the Handbook is designed to give Team Members a general overview of the benefits available to eligible Team Members. Details of the benefits conferred by plans governed by the Employee Retirement Income Security Act of 1974 (“ERISA”) are set forth in plan descriptions which are available for review through the Human Resources Department. Descriptions of the current Team Member benefit plans available to eligible Team Members are contained in materials provided to each Team Member upon their eligibility and annually for open enrollment. Those plan documents govern eligibility for participation in those plans. If there is any real or apparent conflict between the brief summaries provided here and the terms, conditions, exclusions or limitations of the official plan documents, the provisions of the plan documents will control.

Team member benefits are subject to change at any time at the sole discretion of SFM.

### **MEDICAL, DENTAL AND VISION INSURANCE**

Full-time Team Members working 30 hours or more per week are eligible for medical, dental and vision insurance on the first of the month following the date of hire, unless hired on the first, then insurance is effective the first. To keep coverage in force, every insured Team Member must work a minimum of 30 hours per week.

### **COBRA BENEFITS**

The Federal Consolidated Omnibus Budget Reconciliation Act (COBRA) gives Team Members and their qualified beneficiaries the opportunity to continue health insurance coverage under the Company’s health plan when a “qualifying event” would normally result in the loss of eligibility.

Some common qualifying events are resignation; termination of employment; death of a Team Member; a reduction in a Team Member’s hours; leave of absence; divorce or legal separation; and a dependent child no longer meeting eligibility requirements.

Under COBRA, the Team Member or beneficiary pays the full cost of coverage after a qualifying event at the Company’s group rates, plus an administration fee for continuation coverage. The health insurance carrier provides each eligible Team Member with a written notice describing rights granted under COBRA when a qualifying event occurs. The notice contains important information about the rights and obligations of the Team Member and/or beneficiary(ies). Failure to comply with the notice in a timely manner may result in a loss of insurance coverage. It is imperative that each Team Member keep the Company apprised of the status of his/her family life and age of dependents.

### **GROUP LIFE INSURANCE**

SFM provides life insurance for full-time Team Members who work a minimum of 30 hours per week. Team Members are eligible for this benefit on the first of the month following the date of hire, unless hired on the first, then group life insurance is effective the first. The life benefit is \$25,000 for Team Members only. The cost of this coverage is paid for in full by the Company. Team Members are asked to identify a beneficiary(ies) during the enrollment process.

## **SHORT TERM DISABILITY**

Short term disability is offered to full-time Team Members working a minimum of 30 hours per week. Team Members are eligible for this benefit on the first of the month following their date of hire, unless hired on the first, then short term disability is effective the first. Short term disability is meant to bridge the 90-day period until long term disability can cover a Team Member. If a Team Member becomes disabled and cannot work for a short period of time, this coverage pays 60 percent of the Team Members salary, up to the policy limits. This is a voluntary benefit and is funded solely by the Team Member.

Short-term disability benefits may run concurrently with our Family and Medical Leave Policy and/or any other leave where permitted by state and federal law.

## **LONG TERM DISABILITY**

Long term disability benefits are offered to full-time Team Members working a minimum of 30 hours per week. If a Team Member becomes totally disabled and cannot work for an extended period of time, this coverage pays 60 percent of the Team Member's salary, up to the policy limits. This is a voluntary benefit that is funded solely by the Team Member.

Long term disability benefits may run concurrently with our Family and Medical Leave Policy and/or any other leave where permitted by state and federal law.

## **RETIREMENT PLAN**

SFM provides a Simple IRA retirement savings plan to help Team Members accumulate financial resources for retirement.

### Eligibility

To be eligible to join the Company's Simple Individual Retirement Arrangements ("Simple IRA") plan, a Team Member must be reasonably expected to receive at least \$5,000 in compensation for the current calendar year. Prior to eligibility, the Team Member will be given the plan's summary plan description for review and all necessary forms to complete to participate in the plan.

### Contributions

Subject to statutory limits on tax deductibility, the plan allows Team Members to elect how much of their salary they want to contribute to the Plan and to direct the investment of their funds into professionally managed investment funds. A Team Member is fully vested in his or her own contributions and entitled to those contributions upon termination of employment regardless of the length of employment. For each calendar year, the Company will contribute a matching contribution to each eligible Team Member's Simple IRA equal to the Team Member's salary reduction contributions up to a limit of 3% of the Team Member's compensation for the calendar year.

### Plan Termination

The Company reserves the right to terminate the plan at any time.

## **CELL PHONE REIMBURSEMENT**

A \$100 cell phone reimbursement is offered to specific full-time roles with a thirty (30) day waiting period after their date of hire. Roles that require the use of a personal cell phone for work purposes will be specified within individual offer letters. The cell phone reimbursement is paid on the first payroll period of each month following the 30- day waiting period.

## **TIME OFF POLICIES**

The success of our time off policies depends on cooperation between Managers, Team Members, and among Team Members within work units. Its success also depends on our good judgment in using the program. These attendance guidelines do not in any way change or negate SFM's Employment "At-Will" statement (Disclaimer). Also, SFM may choose not to follow these guidelines in certain situations. SFM may revise or change the guidelines at any time.

### **PAID TIME OFF (PTO)**

The Company recognizes the personal and business value of time away from work. Paid Time Off (PTO) is a bank of hours that the Company provides eligible Team Members for the use of time away from work. For that reason and as described below, regular full-time Team Members are eligible to take PTO from work without loss of pay. All other Team Members are eligible to take time off from work on an unpaid basis, subject to written pre-approval and scheduling by their Supervisor or General Manager.

#### Eligibility

All regular, full-time Team Members are eligible to begin accruing PTO on the first day of employment; however, will not be entitled to use the PTO until 30 days after date of hire. If the Team Member's employment voluntarily ends during the three (3) month period after the hire date, or terminated due to misconduct, the Team Member will not be considered to have earned PTO and will not be paid for any accrued PTO up to the date of termination.

PTO will not be earned during an unpaid leave of absence.

#### Scheduling

Scheduling of PTO is based upon department and Company needs and requires sufficient notice when being used for vacation. When PTO is being requested for vacation, please provide at least a one (1) month notice before the start date of the PTO request. Use of PTO must be scheduled with, and receive prior approval from, the Team Member's Supervisor or General Manager. General Managers must get approval from the Account Executive when scheduling PTO. Every effort will be made to grant a Team Member's PTO request. PTO may be taken as weekly periods, as individual days, or half days with the Supervisor and General Manager's approval. General Managers must get approval from the Account Executive when requesting PTO. Check with your General Manager or Human Resources Representative for specific advance notice requirements for PTO requests.

The General Manager or Account Executive should approve the PTO request within three (3) business days of the date it is submitted indicating that the request has been approved or denied. Please check with your facility for specific requirements.

#### Payment of PTO

PTO will be paid at the Team Member's base rate at the time the PTO is taken. PTO is not included in overtime calculation and does not include any special forms of compensation such as incentives, commissions, bonuses, or shift differentials. If a holiday falls during the Team Member's PTO, the day will be charged to holiday pay rather than to PTO.

PTO and Employment Status Changes

If a Team Member's status changes (e.g., full time, part time) or the Team Member changes the number of hours worked, the new accrual amount of PTO days will be pro-rated based upon the date the status changed.

PTO Accrual Amounts

If you are a regular exempt or non-exempt full-time Team Member, you are eligible for PTO benefits as described below.

PTO is accrued in conjunction with payroll cycles, either semi-monthly or bi-weekly.

Increases in the amount of PTO for eligible Team Members are based on each full-time Team Member's hire date for their full-time position and are awarded according to the following table:

Paid Time Off (PTO)

1st calendar year through 3rd calendar year	Accrual of 13 Days
4th calendar year through 7th calendar year	Accrual of 18 Days
8th calendar year and thereafter	Accrual of 23 Days

Re-hired Team Members, regardless of how short or long their break in service from SFM, will receive service credit for prior employment. Team members who transfer employment from SFA to SFM or vice versa without a break in service will receive service credit for their employment with that Company. Team members who have an employment status change from part-time to full-time will accrue PTO based on their full-time hire date, unless they are a re-hire.

Limits

Five (5) days of accrued PTO may be carried over at each work anniversary date. Consistent with the purpose of providing a PTO benefit to eligible Team Members, SFM wants, and expects, Team Members to use their PTO each year. If unusual work demands have prevented and will continue to prevent the Team Member from using his/her PTO by their anniversary date, the Team Member is responsible for working with his/her Supervisor to identify a specific schedule or plan to use it within three (3) months of their anniversary date.

Use of Paid Time Off

PTO benefits may be used by eligible Team Members for any reason of the Team Member's choice. Such reasons may include, but are not limited to, rest or recreation, to take a trip, to attend family events or personal business, to use for holidays not observed by the Company by closing for business, to take if sick, supplement other paid time off benefits, or to receive pay during any unpaid absence or leave of absence. Generally, Team Members may only use PTO up to the amount of his/her then-existing PTO balance. With Account Executive or General Manager approval, a Team Member may be able to request an advanced amount of unaccrued PTO of up to forty (40) hours.

Subject to scheduling requirements (see below), PTO benefits can be used in increments of one-half day increments not to exceed eight (8) hours on any one day, even if the Team Member usually works more than eight hours on the day of the week the paid PTO benefit will be used.

When a Team Member uses PTO, the Team Member receives pay at his/her regular base hourly, or base daily salary, rate for the number of hours of PTO used within the limits described above.

A Team Member may use or be required to use his/her PTO during an otherwise unpaid leave. However, the Team Member may not use PTO to increase the maximum or approved length of the leave after going on a leave of absence. Instead, the Team Member must seek an extension of the leave and, if the extension is granted, the Team Member may request to use PTO during the extension period (For more details, please refer to the sections titled “Leaves of Absence” and “Family and Medical Leave.”).

The PTO requests and preferences of all Team Members will be considered. However, due to staffing, business, or other circumstances such as Team Member leaves and other Team Members’ already approved PTO schedules, SFM may not be able to grant PTO for the dates requested by a Team Member. The Team Member may have to adjust his/her plans and take PTO on different or later dates. If Team Members within a department request the same PTO dates, their Supervisor or General Manager will decide the PTO schedule, taking into account such factors as the order in which the requests were actually submitted for approval, the Team Members’ respective length of service, performance and workloads.

Unused Paid Time Off

Unused PTO benefits will not be paid to the Team Member during employment.

Paid Time Off Payback and Payout Upon Termination

To determine your facility’s PTO payout upon termination policy, please reference your Location Supplement Handbook.

**HOLIDAYS**

SFM will observe the following ten (10) paid holidays for full-time exempt Team Members:

New Year’s Day	Thanksgiving Day
Friday Before Easter	Day After Thanksgiving
Memorial Day	Christmas Eve
Independence Day	Christmas Day
Labor Day	New Year’s Eve

At the beginning of each calendar year, the VP of SFM may identify additional days that may be taken as a holiday (with pay) without counting these days against PTO. Check with your Human Resources Representative to learn if any additional company holidays have been scheduled for the current calendar year in your location. The Company reserves the right to schedule work on an observed holiday.

If a Team Member desires time off to observe a holiday not listed above, such time off may be taken as PTO, subject to staffing needs of the department. Please remember that in order to use PTO, it must be scheduled and receive prior approval by your Supervisor or General Manager. Team members who are on leave of absence will not be eligible for holiday pay. Holidays that occur during a Team Member’s PTO will not be counted as PTO. Holiday pay is calculated at straight-time hours and is not calculated for purposes of overtime.

In addition to company holidays, it is up to the General Manager to determine if the office will close early on the day prior to a holiday.



Floating Holidays

In managed facilities, SFM realizes that as exempt Team Members on-site, you may have to work some of the holidays listed above. Exempt Team Members who are required to work on a company paid holiday will receive a “floating” holiday – an additional day off with pay which must be taken within thirty (30) days of the actual holiday. Floating holidays must be scheduled in advance and approved by your General Manager.

Full-Time Hourly Team Members

Full-time hourly Team Members are not eligible for paid time-off holidays. Full-time hourly Team Members are eligible for paid time and a half when scheduled to work on the following five (5) holidays:

New Year’s Day	Thanksgiving Day
Independence Day	Christmas Eve
Christmas Day	

Seasonal and Part-Time Team Members

Seasonal and part-time Team Members are not eligible for paid holidays.

**TEAM MEMBER DISCOUNTS**

In managed facilities, there may be a Team Member discount on food, beverages, programs/events and facility apparel. These discount programs are designed, approved and established by the facility in conjunction with the Account Executive and will be specified in detail within the facility’s Location Supplement Handbook. It will provide an explanation of who is eligible for the discount(s), how often the discount(s) can be used, how the discount(s) is recorded in the point-of-sale (POS), what is discounted and the specific discount amount. See your facility’s Location Supplement Handbook for more specifics on Team Member discounts.

**LEAVES OF ABSENCE**

We know there may come a time when you need to take a leave of absence. We offer the following types of leave to eligible Team Members:

- SFM Family and Medical Leave
- SFM Non-Family and Medical Leave
- Paid Leave for Maternity/Paternity/Adoption
- Military Leave
- Personal Leave
- Bereavement Leave
- Jury Duty

Additional leaves may be granted in accordance with applicable state law requirements. For any type of leave other than the SFM Family and Medical Leave Policy (“FMLP”) (see the following section), you should make a request in writing at least ten (10) days before the requested absence, except in emergency or unforeseeable situations. Be sure to notify your General Manager or Human Resources Representative and get his or her approval. Otherwise, if you have an unauthorized absence, you may be subject to disciplinary action, up to and including termination of employment.

While on a leave of absence, Team Members will not earn any additional fringe benefits such as PTO and they are ineligible for pay on holidays that fall during leave. Team members who do not return to work on the first regular working day following the end of the approved leave of absence risk being terminated.

In no event will any type of leave last longer than twelve (12) months, and all Team Members will be automatically terminated from SFM after twelve (12) months of leave, unless otherwise provided by state or federal law, or unless a continued leave of absence is the most reasonable form of accommodation related to a disability or other medical condition for which the leave of absence was an appropriate accommodation. Some types of leave must be shorter, as noted in this Handbook.

SFM will attempt to place Team Members returning from a leave of absence in the same job he or she held at the beginning of the leave, or in a job comparable to that which the Team Member held before the leave. However, except as required by law, SFM makes no guarantee to any particular job or reinstatement. If a position is offered to a Team Member returning from a leave of absence, and the Team Member does not accept the offer, he or she will be considered as having voluntarily resigned from his or her employment with SFM.

Unless otherwise required by law, after a Team Member has taken the maximum amount of leave allowed under the applicable leave policy, SFM will not allow the Team Member to use benefits, such as PTO, for the purpose of extending the maximum period of leave, absent prior permission from his or her General Manager and Human Resources Representative.

#### **FAMILY AND MEDICAL LEAVE ACT**

Subject to the conditions set forth below, eligible Team Members who need to care for family members or themselves may be granted up to twelve (12) weeks of unpaid leave in a rolling 12-month period measured retroactively from the date the Team Member's leave commences.

##### Eligibility

The Family and Medical Leave Act (FMLA) applies only to "covered" employers. A covered employer in the private-sector is covered by FMLA if it employs 50 or more Team Members, in 20 or more workweeks in the previous calendar year and the facility employs at least 50 Team Members within 75 miles of the facility. To determine if your facility is a covered employer under FMLA, please reference your Location Supplement Handbook.

#### **NON-FAMILY AND MEDICAL LEAVE ACT**

Team Members who need to care for family members or themselves that do not meet the eligibility requirements for FMLA may be granted up to six (6) months of unpaid leave from the date the Team Member's leave commences. A non-FMLA leave is subject to the SFM Home Office Human Resources Manager's approval.

##### Eligibility

The non-FMLA applies only to "covered" employers, as explained above under the Family and Medical Leave Act (FMLA) section. To determine if your facility is a covered employer under Non-FMLA, please reference your Location Supplement Handbook.

## **PAID LEAVE FOR MATERNITY/PATERNITY/ADOPTION**

Maternity/paternity/adoption leave under this policy is a paid leave associated with the birth of a Team Member's own child or the placement of a child with the Team Member in connection with adoption or foster care. Regular full-time Team Members are eligible for maternity/paternity/adoption leave following twelve (12) months of service and will be compensated at 100 percent of their salary for up to four (4) weeks. Once the four (4) weeks of maternity/paternity/adoption leave have been exhausted, subsequent leave will be covered under appropriate policies. In eligible facilities, the FMLA allows Team Members up to 12 workweeks of unpaid leave annually and will run concurrently with the maternity/paternity/adoption leave. If the facility is ineligible for the FMLA, an unpaid leave will be substituted and run concurrent to the paid maternity/paternity/adoption leave providing Team Members up to three (3) months leave.

If both parents are Team Members of SFM, only one may access the paid benefits of this policy. Both, however, continue to be entitled to FMLA, if eligible, or a personal unpaid leave.

Part-time, temporary or seasonal Team Members are not eligible for paid maternity/paternity/adoption leave under this policy.

### Continuation of Benefits

Health insurance benefits will continue to be provided during the paid maternity/paternity/adoption leave under this policy at the same rate as in effect before the leave was taken regardless of length of service. Paid leave benefits will continue to accrue until the maternity/paternity/adoption leave has been exhausted.

### Obtaining Paid Maternity/Paternity/Adoption Leave

The Team Member must provide thirty (30) days' notice (or as much notice as possible if the leave timing is unpredictable) to their Supervisor or Human Resources Representative by completing the necessary forms and filing with the SFM Home Office Human Resources Representative.

## **MILITARY LEAVE**

Military leaves are governed by federal and state law and will be treated in accordance with applicable regulations. Generally, such leaves include National Guard and Reserve duty, and will be granted in accordance with law. Where reasonably possible, Team Members must give advance notice that he/she will be taking a military leave of absence. Full-time Team Members will be paid the difference between their military base pay (not including allowances) and their normal straight time salary for up to ten (10) days each calendar year. Such Team Members will submit a receipt or certification of their military pay. Team members honorably-discharged from military service are entitled to reinstatement to their former positions upon returning from military leave.

## **PERSONAL LEAVE**

SFM recognizes that its Team Members may occasionally need time off for urgent personal reasons. If you are an active Team Member who has been employed by SFM for at least twelve (12) months you will be eligible to request a personal leave. However, personal leave will be granted sparingly.

- General Managers may grant such unpaid leaves of absence at his or her sole and absolute discretion.
- Unused accrued PTO must be used towards a personal leave prior to going on an unpaid personal leave

- In no event will a personal leave last longer than three (3) months unless required by applicable federal, state or local law or approved by Senior Management and Human Resources.
- Job reinstatement at the end of the leave is not guaranteed and is usually limited to the available positions for which the Team Member is qualified.
- During leave, Team Members are required to pay both the Team Member portion and the Company portion of benefits premiums. If you fail to pay your premiums, the coverage will cease, and you must wait until the next annual open enrollment period to re-enroll.

## **WORKERS' COMPENSATION LEAVE**

Team members are given workers' compensation leave according to state law requirements.

- If you are injured on the job, you are required to notify your General Manager immediately.
- If a Team Member's injury is also a serious health condition under the FMLA, the workers' compensation leave will be counted as, and run concurrent with FMLA. Human Resources must be notified in order to process the FMLA portion of the leave. If your facility is not eligible under the FMLA, a personal leave will be considered.
- Team members on workers' compensation leave will ordinarily return to their former job when the leave is six (6) months or less.
- If the leave is between six (6) and twelve (12) months, reinstatement is usually limited to any local position available for which the Team Member is qualified.
- Any state law or other legal requirements always takes precedence.

## **BEREAVEMENT LEAVE**

SFM provides regular full-time Team Members paid leave for a death in the "immediate family". Immediate family includes: spouse, domestic partner, children, siblings, parents, grandparents, grandchildren, sons-in-law, daughters-in-law, stepparents, stepchildren, legal guardians, parents-in-law, brothers-in-law, sisters-in-law, grandparents-in-law or other family member as determined at the discretion of your General Manager and Human Resources Representative.

Paid bereavement leave may be up to three (3) days in length, depending on the distance to be traveled and other circumstances, subject to the General Managers approval.

Bereavement leave pay is calculated based on the Team Member's base pay rate at the time of absence and does not include any special forms of compensation, such as incentives, commissions, bonuses or shift differentials. Bereavement leave will normally be granted unless there are unusual business needs or staffing requirements. Team members may, with their General Manager's approval, use any available paid time off for additional absences. Bereavement leave hours will not be counted as time worked in the calculation of overtime.

## **JURY DUTY**

If you receive a jury summons, you should notify your Supervisor or Human Resources Representative immediately. Team members required to serve jury duty will be excused from work with no loss of seniority or job status.

Full-time team members will be paid for eight (8) hours at their regular rate of pay if summoned for jury duty or are selected to serve on jury duty. Team Members are expected to report to work whenever the court schedule permits and must contact their Supervisor on a daily basis to discuss

work issues. If you wish to volunteer for jury duty, you must ask your General Manager for an unpaid leave of absence.

- If you complete your jury duty (or are excused) before the end of your scheduled hours of work for the day, you must immediately notify your Supervisor to find out if you need to come to work.
- All Team Members who take jury duty leave must provide evidence of attendance at jury duty to their Supervisor or Human Resources Representative after performing service.
- Advance notice of service must be presented fifteen (15) days prior to jury duty or as soon as possible if notice is not received in a timely manner by the governing jurisdiction.
- State law requirements may supersede or supplement these provisions.
- Jury duty service will not be counted as time worked in the calculation of overtime.



# RISK MANAGEMENT GUIDE

This publication is only intended to provide general information regarding general safety and risk control issues. Following the information or guidance in this publication does not guarantee compliance with any law or regulation or establish any responsibility on the part of the authors or publishers. It does not constitute legal, accounting or any type of professional advice. It also does not guarantee that you or we will identify any potentially unsafe practice or condition, code violation or any other defect. The reader should consult an attorney or other appropriate professional regarding safety or risk control issues and the implementation of any specific procedure or practice.

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## ABOUT THIS RISK MANAGEMENT GUIDE

This Risk Management Guide is intended for SFM team members and provides you with important information about our policies and procedures. It is each team member's responsibility to read, understand, become familiar with, and to adhere to the policies contained in this manual.

This Guide is not intended to, and does not, anticipate every situation or answer every question about SFM's Risk Management policies.

The facility at which you primarily work may have additional location-specific policies or procedures that supplement those stated in this manual.

## EVENT PASS AND WEEKEND TICKET WORDING

If a ticket or weekend pass is issued for an event, the following language should be used on the face of the back of the ticket:

***This ticket is a revocable license and may be taken up and admission refused upon refunding the purchase price appearing hereon. The resale or attempted resale is grounds for seizure and cancellation without compensation. Holder agrees by use this ticket not to transmit or aid in transmitting any description, account, picture or reproduction of the game or event to which this ticket is issued. Breach of the foregoing will automatically terminate this license. Holder grants permission to organization sponsoring the game or event for which this ticket is issued to utilize the holder's image or likeness in connection with any video or other transmission or reproduction of the event for which this ticket relates. No recording devices and no outside food or beverages.***

### WAIVER

**Holder of this ticket acknowledges and voluntarily assumes all risks and danger incidental to the game or event for which this ticket is issued whether occurring prior to during or after same and agrees that the organization, agents, participants, players, entertainers and/or FACILITY are not responsible or liable for any injuries resulting from such risks and/or danger.**

The first paragraph may be modified if needed.

The waiver wording should read exactly as it does here and be displayed on the ticket in **bold**. The waiver should be separate from the other wording on the ticket.

## ALCOHOL SERVICE

If alcohol is served at the venue the following guidelines should be followed:

1. No alcoholic beverages (liquor, beer or wine) should be sold or given away without proper alcohol licenses and review with the local alcohol and beverage commission.
2. Age identification checks are required for the sale of all alcoholic beverages: Liquor, beer and wine.
3. Dance floors and banquet areas should be checked regularly for uneven surfaces and flooring.
4. All overhead fixtures, including sound systems, should be firmly secured to the support and clear of patrons' bodies while moving around and dancing.

## COMPETITION/PLAYING SURFACES

Playing/Competition surfaces, whether indoor or outdoor, should be clear and well-maintained. All playing surfaces should be smooth and free from irregularities.

All poles and walls near playing areas should be protected by rubber padding at least one-inch-thick to lessen the blow in the event a player runs into the post or rear walls.

All play and activity on any surface should be monitored and horseplay not allowed. Full-time supervision of the gym or field with a walk through of all court/field areas is recommended at least every 15 minutes.

There should be a requirement that players wear no jewelry as it can get caught and cause serious injury.

# CERTIFICATES OF INSURANCE

As part of our risk management program, we require that you obtain insurance certificates verifying General Liability Insurance coverage from all independent contractors and event operators before using the facility. Failure to verify coverage can result in your assuming unintended exposures.

Following is a sample certificate showing what an adequate proof of insurance document should look like, including the limits that are necessary. Please give particular attention to the description at the bottom where it states that your facility is named as an ADDITIONAL INSURED on their insurance policy. This wording is imperative to ensure you the proper protection from liability exposures.

If you are ever in doubt regarding a certificate that has been provided to you from an independent contractor, please do not hesitate to fax the document to our office for review.

		<b>CERTIFICATE OF LIABILITY INSURANCE</b>		DATE (MM/DD/YYYY) 6/17/2015		
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.						
<b>IMPORTANT:</b> If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).						
PRODUCER The Harry A. Koch Co. P.O. Box 45279 Omaha NE 68145-0279			CONTACT NAME: PHONE: 402-861-7000 FAX: / E-MAIL: / ADDRESS: /			
INSURED Academy of Model Aeronautics, Inc. &/or Affiliated &/or Associated Chartered Clubs, Chapters & Members Thereof 5161 E. Memorial Drive Muncie IN 47302			INSURER(S) AFFORDING COVERAGE		NAIC #	
			INSURER A: Westchester Surplus Lines Insurance		10172	
			INSURER B:			
			INSURER C:			
			INSURER D:			
			INSURER E:			
			INSURER F:			
<b>COVERAGES</b>		<b>CERTIFICATE NUMBER:</b> 60407040		<b>REVISION NUMBER:</b>		
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSR LTR	TYPE OF INSURANCE	RDC/ SUBR (RISK/ URS)	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR	Y Y	G22011534010	3/31/2015	3/31/2016	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED MEMBERS (Exp occurrence) \$300,000 MED EXP (Any one person) \$0 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$1,000,000 PRODUCTS - COMPROP AGG \$1,000,000 \$
	GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER: \$					
	<b>AUTOMOBILE LIABILITY</b> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/>					COMBINED SINGLE LIMIT (EG 800000) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/>					EACH OCCURRENCE \$ AGGREGATE \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/OWNER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A			E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Excess Liability	Y Y	G22011548010	3/31/2015	3/31/2016	Limits per Occ \$1,500,000 General Aggregate \$4,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)						
City of Muskogee Hatbox Field, LHBX SFM LLC are an additional insured, primary and non-contributing as respects to any additional insured site owner. Location: 600 S 40th St. Club: 3999 Three Rivers Area Model Plane Society.						
<b>CERTIFICATE HOLDER</b>			<b>CANCELLATION</b>			
LHBX SFM LLC 600 Cleveland Street Ste. 910 Clearwater FL 33755			SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.			
			AUTHORIZED REPRESENTATIVE 			

## CHILD ATTENDANT SERVICES

If your facility offers child attendant services, you have a unique set of challenges. The facility must be always be attentive to safety (ensuring that only authorized individuals pick up children), staff qualifications and proper supervision.

### Meeting User Demands

You should know your maximum capacity, the city fire department can advise you of the occupancy capacity of the room for use of this service, and scheduling users will allow you to more accurately schedule staff. There should be no more than five (5) children for every one (1) qualified supervising adult under the facility's supervision with a lower child-to-adult ratio if there is an infant section.

### Staffing

Careful interviewing, references checked closely, tryout sessions (being monitored by other staff members and/or video surveillance) drug screening and background checks should all be mandatory part of the hiring process for child attendant workers. A qualified adult should be checked for past educational background or professional experience with supervising children. It is recommended that teenagers or college students, unless being trained in this area of care, not be used as supervisors. Supervisors should have some knowledge of children's activities and orientations.

### Security

You are responsible for someone else's child, and, as a result, security is a concern. Parents have to sign their children both in and out, and show identification. (This is also a benefit with automatic billing) Parents should not be allowed to leave facility and indicate what part of the facility they will be utilizing. The facility should have a private bathroom/toilet area for the children's use.

The following guidelines are recommended for your childcare services:

1. An open and visible location, preferably directly adjacent to the reception area or other supervised area in the club. The area should be open, with life safety considerations reviewed by the local jurisdictions. As noted, the city fire department can advise you of the occupancy capacity of the room you are considering for use in this service.
2. The facility should have a private bathroom/toilet area for the children's use.
3. There should be no more than five (5) children for every one (1) qualified supervising adult under the club's supervision. This means that the qualified adult should be checked for past educational background or professional experience with babysitting. Also, references should be closely checked as well as background histories of the supervisors. It is recommended that teenagers or college students, unless being trained in this area of care, not be used as supervisors. Preferably, the supervisor should have some knowledge of children's activities and orientations.
4. The area should be kept clean of all small objects and toys with small metal parts as well as any riding or other playground equipment and toys that are not listed or recommended by

such testing laboratories or manufacturers. The children should not be allowed to bring in any of their own toys as often these can be lost or cause injury or damage to others.

All the children should be recorded on a daily check-in sheet. This includes monitoring the time the children arrive, the time the children are picked up by their parents, and the location of their parents during the time the child is in supervision or care of the facility. These records should be kept indefinitely so as to use in the event of necessary defense or litigation.

5. The area should be kept locked and closed during the time children are under supervision so there is no possibility of outside intruders coming onto the property. Of course, doors should be such that the individual is allowed to exit in the event of an emergency. It is recommended that parents should not be allowed to leave the child there unless they are going to be using the club facilities. Checking the sheets and noticing the whereabouts of the parent(s) can carefully monitor this. The potential to violate this kind of rule and regulation can be lessened by advising the parent of the proposed requirements and having them sign a notice of your rules and regulations.
6. Children with colds and other contagious conditions, such as pink eye and skin irritations, should also be dissuaded from using the service until they are well or medically permitted to use these facilities.

\*Any State requirements for attending to children that must be strictly adhered to.

## MISSING CHILD PROCEDURE

All SFM-managed facilities follow the nationally recognized Code Adam procedure any time there is a missing child at the facility. The steps we follow are:

1. If an individual reports that a child is missing, staff shall obtain a detailed and accurate description of the child.
2. The trained staff uses whatever means of communication (in-house telephone, radio and/or an all-call page) to initiate the Code Adam alert. Staff will describe the child's physical features and clothing. The alert will indicate to the designated employees to monitor front entrances while other employees begin looking for the child within the building. If during an event, ask for the assistance of the coaches or team leaders.
3. If the child is not found within 10 minutes, call law enforcement.
4. If the child is found and appears to have been merely lost, the child shall be reunited with their parent/guardian.
5. If the child is found accompanied by someone other than a parent or legal guardian, staff shall attempt to delay their departure without putting the child, staff, or patrons at risk or in harm's way. Law enforcement should be notified and provided with detailed description of the person accompanying the child.

When approached by a parent/guardian that has become separated from their child, staff should ask the following to obtain a more thorough description of child:



- Gender
- Race
- Age
- Eye and hair color
- Height
- Weight
- Clothes worn (including shoes)
- Any distinguishing characteristics
- Location or area last seen

If staff encounter a lost child, take him/her to a safe place such as the front counter or concessions area and stay with the child at all times. Complete a description of the child and send another staff member to search for the parent or guardian. Verify the description and then bring the parent to the child. If the parent is not found after 10 minutes call law enforcement.

## ABUSE & MOLESTATION EDUCATION

Many states have strict requirements and place a duty on any person to identify and report any suspected molestation and abuse of a child. In most states, the failure to timely report suspected abuse of a child is a criminal offense.

### **Recommendations: Abuse & Molestation Education**

1. Discuss the importance of providing a safe environment for the children that visit your care.
2. Include in employee orientation how to recognize the signs of child abuse.
3. Have written procedures for reports of an incident of sexual or physical abuse or molestation of a child, member or employee.
4. Review these procedures periodically and provide a copy to each member of staff.

## GUIDELINES FOR DEALING WITH CONFRONTATIONAL SITUATIONS

These guidelines are intended to assist employees to identify and deal with situations in which an athlete, coach, parent or spectator patron becomes confrontational, aggressive and/or threatening toward the employee, another employee, game official or another guest. Employees should take the following steps in dealing with confrontational, aggressive and/or threatening patrons:

- I. Identify confrontational, aggressive and/or threatening behavior.
- II. Follow confrontational situation guidelines.
- III. Complete an incident report detailing the incident.

### **I. Identifying Confrontational, Aggressive and/or Threatening Behavior**

The following are signs that the employee should look for in identifying confrontational, aggressive or threatening behavior:

- (1) Person is speaking loudly or shouting at the employee, another person or another employee in a hostile manner;
- (2) Person invades the personal space of the employee, another person or another employee;
- (3) Person gestures toward the employee, another person or another employee in a manner that is hostile and/or threatening (i.e., pointing of finger in chest or face, waving of hands, making punching, slapping or kicking gestures toward another patron); or
- (4) Person makes **ANY** physical contact with the employee, another person or another employee.

### **II. Confrontational Situation Guidelines**

Once the employee identifies a confrontational situation in which a person becomes aggressive or threatening to the employee, another person or another employee, the employee should take the following actions:

- (1) If possible, notify the manager on duty immediately or have another employee do so;
- (2) Calmly and respectfully ask that the person discontinue such behavior;
- (3) If the person is part of a group, notify the group leader immediately. If the confrontational person is a minor, notify the minor's parent, guardian or group leader if possible; and

- (4) If necessary, calmly and respectfully ask the person to vacate the premises.
- (5) DO NOT under any circumstances:
  - Make physical contact with any person.
  - Raise your voice or shout at any person.
  - Attempt to physically restrain any person
  - Attempt to physically remove a person from the premises;
  - Place yourself at risk of harm.
- (6) CALL 911 POLICE Emergency if:
  - The person makes ANY physical contact with the employee, another patron or another employee.
  - If upon being asked by an employee, a person refuses to vacate the premises.
  - If, based upon the person's conduct, it appears that any type of physical confrontation is likely.

### III. Complete an Incident Report

Once the situation is under control an Incident Report should be completed detailing the incident in its entirety: The incident report must state:

- (1) Names of all persons and employees involved are to be included.
- (2) A detailed description of the incident, including time, date, action taken and result;
- (3) Names of all witnesses; and witness descriptions.

These guidelines are general in nature. Employees should use their discretion and common sense in determining a particular course of conduct. When in doubt, the employee should contact the manager or supervisor immediately.

## FALL PREVENTION

### **Slip – Resistant Mats and Tapes for Existing Floors**

Mats, runners and abrasive materials with adhesive backings may be used inside and outside in areas of increased slip and fall risk such as entryways, kitchens, restrooms and maintenance areas.

### **Hazards/Exposures**

Slipping hazards may result from the inherent properties of the floor surface material, improper surface treatment or the presence of foreign substances that can get between a foot and floor such as water, oil, sawdust, debris, food, paper or mud. Walkways in some areas are more hazardous than others such as:

- Building entryways where water, mud, grit and dirt are tracked in.
- Areas where floor levels change.
- Food preparation and service areas where liquids, grease, food and ice may be spilled frequently on the walkway surface.
- Recreational areas such as in locker rooms, saunas, racquet courts and around swimming pools.
- Loading platforms that may be open to the elements.
- Maintenance and repair areas where floors can rapidly become coated with dirt, grease and oil.

Materials used to prevent slips may themselves become slip or trip hazards. These may include mats with curled edges, tears or warps, and abrupt changes in the traction provided by adjacent walkway surfaces. Mats that have become wet and dirty may become slip hazards by making the soles of shoes wetter rather than drying them off.

### **Controls**

Mats, runners and adhesive materials should be used to control slipping hazards that are limited to only part of the walking surface. They are inexpensive and quick-to-install methods of slip and fall protection.

### **Mats and Runners**

Mats are generally small, easy to clean, move and store. Mats and runners have additional benefits of protecting the floor surface from wear, dirt and stains. The following points on selection, installation and storage should help to prevent the mat or runner from becoming a slip and trip hazard.

- It should be heavy enough not to move when stepped on.
- Its bottom should be slip resistant.
- Thick mats should be recessed, closely fitting the recessed area. Drainage should be provided.

- The color of mats and runners should contrast with the floor color to call attention to the change in traction.
- Open-link mats and runners should not be used where high heels are worn because they can get caught in the mat and cause a fall.
- Alternating the end rolled first each time a mat or runner is stored will reduce curled ends.
- Mats used at entrances should be of an adequate size to remove water and foreign materials from the soles of shoes.

## FIRE PROTECTION, PREVENTION, AND INSPECTION

It is essential that fire protection equipment be inspected, tested, and maintained to be certain it is operable at all times. Management, therefore, should establish an effective fire protection equipment inspection program.

Fire protection equipment, like all other equipment, deteriorates with time. It is also vulnerable to external influences such as corrosive environments, tampering, accidental damages, and careless use. Further, since fire protection equipment is used infrequently, it must be inspected and tested regularly to determine its condition, its operability, and its need for routine maintenance. It is far better to detect an unsatisfactory condition prior to an emergency than it is to discover it during the emergency.

1. The employer is responsible for the development of a fire protection program to be followed at all times and shall provide for the specified fire fighting equipment.
2. Access to all fire fighting equipment must be maintained at all times.
3. All fire fighting equipment will be conspicuously located.
4. All fire fighting equipment shall be periodically inspected and maintained in operating condition. Defective equipment shall be immediately replaced. The extinguishers should be checked at least monthly to ensure that they are still located where they were placed and that they are still fully charged.
5. A fire extinguisher, rated not less than 2A shall be provided for each 3,000 sq. ft. of the protected building area. Travel distance to an extinguisher may not exceed 100ft.
6. One or more extinguishers shall be provided on each floor. At least one extinguisher must be located next to a stairway.
7. You are required to train your employees on the general principles of fire extinguisher use and the hazards involved with incipient stage fire fighting. This training should be provided upon first employment and annually thereafter.
8. All employees shall be trained on an emergency evacuation plan as noted in the emergency procedures section.

## FIRE PROTECTION EQUIPMENT INSPECTION

### Monthly

1. All fire protection control valves are open and sealed.
2. Public and private water supplies are in service. Water tanks and reservoirs should be full. Fire pump installations should be checked.
3. Sprinkler system static and flowing water pressures to be sure that they are at acceptable levels that alarm control valves are open and sealed, and that alarms are operating properly. System air pressure and priming water levels in dry pipe systems should be checked, and low points should be drained. Supervisory air pressure in deluge and pre-action systems should be checked. The weight in some types of deluge and pre-action valves should be inspected to be certain there is no corrosion or obstruction that would prevent it from falling freely. Various types of sprinkler systems may require additional inspection of special design features. Certain items such as sprinkler system water supply pressure and dry pipe valve air pressure may require more frequent checking.
4. Hand-portable and wheeled fire extinguishers and inside hose connections to be certain they are accessible, properly placed, and maintained. Each extinguisher should be properly charged, and tags should be attached indicating that it has been serviced within the last year and hydrostatics tested as required. At each inside hose connection, the nozzle should be properly attached and in the "shut" position, and the hose should be correctly racked and connected to the supply piping. A checklist or plan showing the locations and type of units should be available to aid the inspector in making certain each unit is inspected.
5. Fire doors and shutters for proper operation.
6. Smoke and heat vents and explosion-relief vents to be certain that nothing will hinder their proper operation

## PERFORMANCE TESTS

1. An annual flow test of all fire protection water supplies. This includes individual performance tests of fire pumps, gravity tanks, pressure tanks, standpipes, reservoirs, and connections to public water systems.
2. Semi-annually trip test quick opening devices on dry pipe sprinkler systems. Test detection, actuation, and alarms on deluge, pre-action, carbon dioxide, foam, dry chemical, and Halon systems at least twice per year.
3. Test at least one detector on each zone of each automatic fire alarm system monthly.

4. Test Protective signaling systems monthly.

## FIRE ALARM RESPONSE

### Alarm Response Procedures

The staff and delegated personnel should be provided with training and written procedures for fire alarm response. Minimum steps should include:

- ◆ Determine the exact extent and location of the fire alarm cause.
- ◆ In the event of an actual fire, notify the fire department.
- ◆ Try to extinguish the fire.
- ◆ Evacuate the premises if unable to extinguish the fire.
- ◆ Direct fire department personnel to the fire.

## FIRE ALARM/SPRINKLER MAINTENANCE

Sprinkler testing and monitoring the functionality of alarm equipment is a vital part of your safety and loss prevention program. Copies of all reports should be kept on file in the General Manager's office.

Usually the most qualified person to test the equipment is the original installer. Frequently they will have available service programs at a nominal cost. There are other licensed sprinkler system service installers and testing companies also available for contract.

## GENERAL HOUSEKEEPING AND MAINTENANCE

The responsibility of general housekeeping and maintenance contracts and services should be assigned to one specific individual to oversee.

General housekeeping conditions such as the condition of your storage areas, maintenance rooms and access and crawl spaces are very important. Scattered debris and combustibles, as well as unorganized and cluttered spaces can become a severe fire hazard—not to mention a liability concern.

Routine daily inspections need to be made of all member-occupied and unoccupied service areas in your facility.

The maintenance of your building equipment should also be checked routinely to assure operability of your heat, air conditioner, compressor, pump and other common systems in the facility.

It is very important to maintain records of your service and inspections for both the building services and everyday housekeeping inspections.

Examples of checklists are included in the liability section and loss control section of these guidelines. Of course, your facility may have other areas (not included in the examples) that should be added to the list. It is your responsibility to maintain these records for defense purposes as well as to keep good records of your continuous safety reviews.

Records should be maintained for at least five years.

## GENERAL OPERATIONS

### **Security**

You can reduce crime losses by taking precautions at relatively little cost when compared to costs of structural changes and alarm systems. Some of these practices include:

#### **Doors and Windows**

1. All doors and windows are properly maintained.
2. Rear and side doors are kept locked at all times. (Use panic type hardware or equivalent) Arrange for quick exit and difficult entry, so that doors required as exits conform to the Local Safety Code. Designate them "Emergency Exits Only."
3. As much as possible, a clear view into the building is maintained.
4. Expensive, easily carried items are removed and secured at closing time.

#### **Cash Handling**

1. Banking is done frequently to reduce the amount of cash on premises.
2. Bank deposits are made during daylight if possible. Vary the time and routine of trips.
3. Cash registers are cleared frequently throughout the day.
4. Checks are recorded on a register.
5. Serial number of large denomination bills are recorded.
6. All checks are stamped with a restricted endorsement, "For Deposit Only" on receipt.
7. The safe is well lighted and visible from outside the building. Lightweight safes are secured to the structure.
8. Cash registers are left open and empty to prevent unnecessary damage. Small petty cash funds (less than \$20) are plainly marked and left exposed to prevent damage to office furniture such as locked desks and file drawers.

#### **Lighting**

1. All entry points are lighted.
2. Security lights are left on inside the building at night. A constant pattern of lighting is maintained so patrols can detect any unusual condition.

#### **Housekeeping**

1. The area around the building is kept free of high shrubs, bushes or other cover for criminals.
2. Fences are maintained in good repair and kept clear of debris.



3. Ladders are kept locked up.

### **Equipment**

1. A record of serial numbers, model numbers and description of merchandise and equipment are maintained. (Photographs may also aid in recovery.)
2. A physical inventory of equipment and merchandise is taken at least annually.

### **Closing Procedures**

1. At least two employees are on duty at closing time.
2. A nightly final inspection has been established.
3. The security of all doors and windows are double-checked. A check is done to see that no one is hiding in the building, closets, restrooms and non-public areas.
4. Security lights are turned on and checked. Alarms are activated.

Consider alarms based on their cost effectiveness. Have the alarm installed and maintained by a competent contractor capable of installing an Underwriter's Laboratory approved system based on an analysis of your exposure and consideration of your activities and structure.

### **Kitchen Fire Safety**

Your commercial cooking equipment should be installed in accordance with NFPA 96. Some of the most important concerns regarding your cooking equipment include:

- ◆ Keeping a 6-month service on your fire extinguishing suppression system. The system needs to be tagged accordingly. (All cooking equipment with hoods and ducts should have an automatically activated fire suppression system.)
- ◆ Maintaining clean grease filters, fans, hood and duct work in your cooking equipment. Professional restaurant cleaning contractors need to be contacted for recommended service at frequent intervals to avoid accumulations of grease (usually quarterly cleaning). Also, in-house cleaning is recommended weekly for all filters, hoods, ducts and cooking surfaces.
- ◆ All deep fat fryers should be verified as to having high limit temperature control in addition to the operating control.
- ◆ All kitchen personnel should be trained in the use of the "emergency pull" on the fire extinguishing system and on the proper use of portable fire extinguishers in the kitchen.

## YOUR RESPONSIBILITY CODE

The following statement should be conveyed to guests through signage and in written materials as often as possible.

Engaging in recreational activities is both beneficial and rewarding. The benefits of exercising can be enjoyed in many ways. However, any physical activity, including those conducted within a recreational facility, carries with it some risk of harm, no matter how prudently and carefully services may be

provided. Common sense and personal awareness can greatly reduce the elements of risk in engaging in physical activities.

Observe the code listed below and share with other patrons the responsibility for a great physical activity experience. The following guidelines are some basic elements of common sense and courtesy and are applicable to all areas of this facility.

1. **KNOW YOUR PHYSICAL LIMITATIONS.** You are responsible for knowing your limitations. Consult with a physician before participating in recreational and sports activities.
2. **KNOW YOUR PHYSICAL ABILITIES.** You are responsible for knowing your abilities and participating in activities that are within the scope of your abilities.
3. **USE COMMON SENSE.** You are responsible for using common sense at all times. Please ask facility personnel to assist you if you are unsure of how a piece of equipment works or if you need general assistance.
4. **CHECK EQUIPMENT AND PLAYING SURFACES.** You are responsible for checking that any equipment you use is in working order and set properly for your use before you use it. You are further responsible for checking all playing surfaces (including boards) before using them to confirm that they are in good condition and safe for your use. If you encounter any problems, you are responsible for reporting the problem(s) to facility personnel immediately.
5. **BE CAREFUL.** Be aware of your surroundings and the presence of other patrons.
6. **PROPER ATTIRE.** Proper attire must be worn in the facility. No jeans, sandals, flip-flops, etc.
7. **BE COURTEOUS TO OTHERS.**
8. **INJURIES.** You are responsible for reporting all injuries to a facility staff member. Report all observed hazards to facility personnel immediately.
9. **OBSERVE FACILITY RULES.** Obey facility personnel and all posted signs.

This is just a partial list. Be safety conscious. The facility's personnel cannot guarantee your safety and cannot protect you from injury. **YOU ARE RESPONSIBLE FOR YOUR PERSONAL SAFETY.** It is **YOUR RESPONSIBILITY** to use common sense and know your physical capabilities and limitations. Failure to use good judgment, participate responsibly, or follow Your Responsibility Code may result in injury and will result in the loss of facility privileges.

## LOCKER ROOMS

Your locker rooms, whether large or small, have an abundance of potential liability exposures from slippery floors to the very hot heating elements of the dry saunas and steam rooms.

Regardless of the surface type, the floor needs to be cleaned daily so that mildew and bacteria do not accumulate. Commercial grade disinfectants are effective against contagious diseases.

All electrical circuitry should have ground fault circuit interrupters (GFCI) that are checked routinely by maintenance personnel. All electrical cords from appliances should be in good condition.

Soap containers should be checked regularly for condition as they often break causing slippery products to accumulate on the floor.

## MANAGING ACCIDENT SITUATIONS

Facilities have inherent hazards that are completely our control and accidents will occur despite the most careful preventative measures. Our Team Members must be prepared to handle accidents and injuries as effectively as possible and should see that the team is thoroughly familiar with the accident management procedures.

The telephone numbers of a nearby doctor, an ambulance service or rescue squad, and a nearby hospital should be posted in the facility, and all personnel should be familiar with their location. A signaling system should be set up to alert the manager on duty and the staff that an accident has occurred.

When an accident occurs, the attendants should immediately take steps to divert the flow of patrons away from the victim. They should not move the injured person until a manager or a qualified first-aide gives approval. If the person appears to be seriously injured, an ambulance should be called so that a stretcher handled by trained attendants can be used to move him safely. If a minor is injured, the manager should immediately phone the parents to inform them and to ask for instructions.

Proper treatment and sympathetic handling of an injured person can go a long way in removing any animosity he may feel toward the facility, and thus reduce the possibility of a liability suit. There is a long history of suits for which there was no true basis in negligence law, but which was created simply by an antagonistic attitude toward the victim. The attendants must be instructed not to argue with the victim, but to render first aid with courtesy and sympathy and in the case of serious injury, to get professional help without delay.

The manager should not ask for a release in case of injury. By doing so, he would indicate that there may be a problem and a possibility of liability. He would be planting an idea where it may not have existed before and may thereby be creating trouble for himself.

As soon as proper first aid has been given the injured person, the insurance carrier or its investigator should be notified of the accident. Usually, the manager will notify the agent who sold him the policy, but he can call the claim department of the carrier directly if he prefers.

### **First Aid**

First aid is a touchy subject, and unless proper first aid is given, the results can be disastrous. Personnel should be encouraged to take first aid training courses so that several employees will be able to render competent and effective first aid. At least one attendant who has been trained to give first aid and is currently qualified to do so by the American Red Cross should be on duty whenever the facility is open. He should be able to recognize concussion, shock, and possible fractures and should know how to control bleeding. Suitable first aid equipment should be available at the facility at all times. It is recommended that the first aid kit contain only items recommended by a physician. He should be asked to put in writing any limitations on the use of certain items.

Moreover, the medical associations feel that in using some types of first aid treatment, laymen are getting into the field of medical practice. So, to be on the safe side with regard to first aid, it is best to get the advice of a local doctor as to what can be done and what can be used at the facility.

### **Accident Reports**

It is essential that an accurate and complete report of every accident resulting in injury, regardless of how minor the injury is, be made at once. It is impossible to determine what type of incident might ultimately result in a claim being filed. A person can look perfectly normal, walk away, and then later on, for instance, claim that he has a limitation of motion to his elbow. If the accident is not reported at the time it occurs, a defense to any later claim becomes more difficult.

Every attendant on duty at the time an accident occurs should also write a short report of his involvement indicating, for instance, his position in the facility, whether or not he saw the accident, and so on. This report will be valuable as a memory refresher if the attendant is called as a witness at a later date.

Since the cause of a no-injury accident could lead to an accident that results in injury unless preventative measures are taken, it is recommended that no-injury accidents and those involving property damage only also be recorded in detail.

### **Filling Out the Report**

When an accident occurs, all the essential facts should be obtained without delay and entered on the incident or accident report form. The name and complete address of the facility should be entered. The date, month, year, day of the week, and time at which the accident occurred should be indicated. The complete name of the injured person, correctly spelled, his telephone number if available, and his estimated age if the exact age cannot be determined should be given along with his complete address. The name of his physician also should be obtained. The name, address, and telephone number of a relative or neighbor is needed so that the family can be notified if the victim is a minor or is taken to a hospital.

A description of how the accident occurred should be given in the patron's own words. It should also include details regarding the patron's actions prior to the incident. If another person was involved, his name should be given if possible, his approximate age, and any actions on his part that may have contributed to the accident.

The exact location of the accident should be specified, such as "Outer edge of aerobic room". A diagram of the facility or other area of the building involved should be drawn, showing all details pertinent to the incident, such as entrances. The location of the incident should be marked with an "X". An opinion as to the cause should be given for example, "Foreign object on the floor".

The location and number of attendants on duty at the time of the incident and the approximate attendance (number of people in the facility) should be filled in immediately since many suits are based on the allegation that there was an inadequate number of attendants for the crowd in the facility. The type of session also is important.

In the description of the injury, no positive statements should be made. It should not be flatly stated, for example, that the injured person "Fell down and broke his arm." Since medical evaluation and x-

rays are required for accurate diagnosis, this kind of point-blank statement can create serious problems. The injury should be described in the report so that the claims adjuster will have a good idea as to its possible severity and therefore as to how big a problem the case may be. Here are examples of wording that might be used: “Fell on right arm—arm extremely painful—possible fracture” or “apparent dislocation of right shoulder.”

The type of first aid treatment rendered by facility employees should be given in complete detail. If medication was used, the type should be specified. Also, if the injured person refused treatment, that fact should be entered.

If a minor is injured, parents, relatives, or neighbors should be notified if it is at all possible.

It should be noted whether the apparent attitude of the injured person, or his parents in the case of the minor, toward the occurrence was belligerent or favorable. This opinion is an aid to the insurance carrier in its evaluation and handling of the case.

Whether the injured person left the facility by himself, was assisted, or was removed by stretcher should be entered with the name of anyone who assisted him. If the injured person was taken to a hospital, the name of the hospital should be given if more than one is available.

It is essential to get witnesses other than employees for any incident since employees are always considered to be prejudiced in favor of their employer. The names, addresses, and telephone numbers of the injured person's companions or other patrons of the facility who saw the incident should be obtained if possible. Anything that might have been said to the victim, witnesses, or anyone else connected with the accident should also be reported.

The names of the employees who were on duty in the facility at the time of the accident, and who, if necessary, can testify as to the condition of the facility or other area involved, the actions of the patrons, and other pertinent information, should be given.

When the report has been completed, the date and signature of the individual who did the investigating and filled out the form should be entered.

The facility manager should have a camera, preferably a digital camera to allow the pictures to be e-mailed, and should take pictures of the accident scene before conditions change. Photographs showing the exact spot where the accident occurred can be invaluable, particularly if the accident scene has to be re-created later for the investigator and possibly for a jury. An overhead shot, if possible, is especially desirable since a layout shows up best from that angle. The accident should not be re-staged, however, with other people as the actors because such photographs will not be admissible in evidence and might serve only to confuse witnesses.

The original copy of the accident report should be given to the facility's insurance company. In the event of suit, this copy will be turned over to the lawyer handling the case, and it will then become part of the defense file and protected by law. The manager should keep one copy for his own records.

### **SPECIAL POINTS**

In dealing with accidents and writing accident reports, there are several important points that the facility operator should keep in mind.

1. Belated notice of an accident about which the manager has no knowledge may come in by telephone or letter. After receiving such a call or letter, he should try to obtain as much specific information as he can. He should not argue with the caller, and under no circumstances should he admit anything. He should simply ask questions as indicated on his accident report form. Usually, a patron will be cooperative in answering them.
2. That if the accident investigation turns up a physical condition or problem that may indicate negligence on the part of the facility management, this fact should be entered into the report; it should not be ignored. If the claims adjuster knows that he has a problem case, he may try to settle out of court. If he does go to court feeling that he is completely in the clear and the claimant produces witnesses who will testify, for instance, that the bench as the source of injury was broken, it is too late to try to settle. Moreover, recording the unsafe condition will enable the facility manager to take corrective action.
3. Most importantly, that the facility operator should never admit liability. He should offer to help the injured person but should never offer to pay his expenses or claim that facility insurance will cover them. In fact, it is best not to mention insurance at all and to avoid talking too much to the injured person. The facility manager should not give a statement to the investigator for the injured person, and he should not give help regarding sources of information.

## ACCIDENTS IN LOCKER ROOMS

At all times a minimum of one attendant who has been certified by the American Red Cross in both basic first aid and CPR should be on duty. There should be a clearly defined medical emergency “plan of action” which ALL employees are aware of. When an injury occurs, each employee should know his or her responsibility. An employee should be assigned to each of the following tasks that are to be performed in the event a patron becomes injured. One person should be responsible for each of the following:

- ◆ Remain with the Injured Patron – An American Red Cross first aid certified employee should remain with the injured patron until professional medical assistance arrives. Treatment should be provided within the guidelines established by the American Red Cross.
- ◆ Call 911 – An employee should immediately call 911 (emergency medical response), wait for the ambulance outside and direct the medical professionals to the injured person.
- ◆ Scene Management – An employee should be put in charge of crowd control. The area should be “coned off” to keep other patrons from converging on the injured patron. Bystanders (even those with good intentions) should be restricted from “assisting” the injured patron.
- ◆ Document the Incident – Every incident should be documented. The attendant on duty should document the patron’s name, address, date of birth, the injury sustained and manner of occurrence, assistance provided and whether or not outside medical assistance was provided. If first aid or medical assistance is offered and refused, a signed refusal form, with witness signatures, should be completed.

Each individual should know his/her role in an emergency medical response situation. Periodic drills or demonstrations should also be conducted to educate all employees on emergency medical response

procedures. Finally, a fully stocked industrial grade first aid kit, equipped to meet the needs of the types of injuries likely to occur, should be kept in the facility at all times and should be fully accessible to all employees.

## RESTAURANT/SNACK BAR OPERATIONS

The following recommendations should be followed in the food service area to maintain a safe environment for facility guests:

1. All furniture, counters and seating should be checked for condition, stability and rough edges.
2. Use only plastic or metal containers for food storage.
3. Label all food containers and keep them covered when not in use.
4. Inspect glassware regularly for chips, breaks and cracks. Remove defective pieces immediately and discard.
5. Do not store glass or dishwater on shelves or tables where food is prepared. Do not store glass bottles where food is stored.
6. If glassware or bottles break, the entire area must be cleaned immediately. If food is within three (3) feet, it must be disposed of.
7. Check for spoilage daily.
8. Keep fingers away from eyes and mouth when handling money.
9. Use only non-slip finishes on all floors. Do not highly polish or wax floors.
10. Clear up water or other spillage immediately. Do not leave the spill before it is cleaned up.
11. Keep rules and regulations posted in the restaurant/snack bar area.
12. Arrange for regular cleaning of all facilities and fixtures, especially cooking surfaces, ventilating hoods and filters.
13. All walk-in refrigeration lighting should have plastic or metal cage covers over the glass bulbs to protect the light from breaking and contaminating foods.
14. All slicers and knife sharpeners should be turned off and kept in the closed position when not in use. All guards should be on.
15. Safety training in kitchen safety for employees should be performed and recorded. This includes proper use of equipment, chemical awareness, maintenance and housekeeping checks, and appropriate clothing and footwear requirements.

## SAFETY COMMITTEE

It is recommended that each facility have some form of safety committee that meets at least quarterly or as needed. It is best to keep the committee small so every member can participate. It is important that each department has a representative on the committee.

An advance notice of a meeting should be sent to all committee members with copies of the minutes from the last meeting. Each meeting should last no longer than one hour.

To keep members interested, assigned duties and reviews should be carried out between meetings.

A record of each safety meeting should be maintained on file. A sample Safety Committee Meeting Minutes form is included. Additional copies are available on request.

Safety committee meetings should include:

- Investigate and review accident and incident reports to determine recommendations to prevent reoccurrences.
- Establish methods to provide information on safety matters to all employees and members, if applicable.
- Implement a self-inspection program to detect unsafe conditions or hazards. The matters requiring corrective action should be reviewed and corrections or suggestions implemented.

## GENERAL SAFE WORK GUIDELINES

The purpose of these guidelines is to provide all employees with a better understanding of their important role in workplace safety.

1. Comply with all safety and "common sense" rules.
2. Report all accidents, near-miss incidents, and any unsafe acts or conditions to your supervisor immediately.
3. Obtain immediate assistance for and, if properly trained, give first aid to all injured employees.
4. Drinking alcoholic beverages or being under the influence of alcohol or any other tranquilizing, depressing or stimulating drug is expressly forbidden.
5. Horseplay or practical joking is not permitted.
6. Keep aisles clear of trash, water, and debris. Keep fire lanes unobstructed.
7. No smoking is permitted within any building.
8. Do not operate any equipment or machine unless specifically trained and authorized to do so. Do not handle equipment or machinery in a reckless manner.
9. Use all prescribed personal protective clothing/equipment in all designated areas.



10. Read and follow the directions of all safety signs and communications.

## KITCHEN/SNACK BAR/CONCESSION STAND SAFETY

### Precautions

1. In the kitchen area there are a lot of opportunities for slips, trips and falls of accident to occur.
  - \* Keep the floor clear of obstructions.
  - \* Use mats on floors that are damp or wet.
  - \* Sweep the floor often to clean up things like candy wrappers, lettuce and other items that are easy to slide on.
  - \* Any type of spill should be cleaned up immediately.
  - \* Make sure the attendants wear slip-resistant footwear.
2. Cuts are commonplace in the kitchen.
  - \* Keep knives in their sheaths or holders
  - \* Make sure that when slicing you use cut resistant gloves
  - \* Do not talk while holding the knife or fool around when using a knife
  - \* Whenever possible, avoid using a knife altogether, for instance, ordering pre-sliced tomatoes or using a tomato slicer.
3. Burns can be very serious and painful injuries.
  - \* Use caution around open flame, steam, grease or burners
  - \* Wear protective equipment such as: asbestos gloves, boots, aprons and splash shields when necessary. Emptying fryolators is one example.

## HAND AND POWER OPERATED TOOLS

This is applicable to gas powered edger, buffing machines, drills, saws, etc.

1. All hand tools must have all the proper guards in place prior to operation.
2. All employees are required to determine the appropriate personal protective equipment, obtain, and wear that equipment while operating hand tools. This information can be obtained from the owner or operator's manual.
3. All tools shall be maintained in a safe condition.
4. Electric power operated tools shall either be of the approved double-insulated type or grounded.
5. Powder Activated Tools.
  - a) Only employees who have been trained in the operation of the particular tool in use shall be allowed to operate a powder-actuated tool.

- b) The tool shall be tested each day before loading to see that safety devices are in proper working condition. The method of testing shall be in accordance with the manufacturer's recommended procedure.
- c) Any tool found not in proper working order, or that develops a defect during use, shall be immediately removed from service and not used until properly repaired.
- d) Personal protective equipment shall be used, as appropriate.
- e) Tools shall not be loaded until just prior to the intended firing time. Neither loaded nor empty tools are to be pointed at any employees. Hands shall be kept clear of the open barrel end.
- f) Loaded tools shall not be left unattended.
- g) Fasteners shall not be driven into very hard or brittle materials including, but not limited to, cast iron, glazed tile, surface-hardened steel, glass block, live rock, face brick, or hollow tile.
- h) Driving into materials easily penetrated shall be avoided unless such materials are backed by a substance that will prevent the pin or fastener from passing completely through and creating a flying missile hazard on the other side.
- i) No fastener shall be driven into a spalled area caused by an unsatisfactory fastening.
- j) Tools shall not be used in an explosive or flammable atmosphere.
- k) All tools shall be used with the correct shield, guard, or attachment recommended by the manufacturer.
- l) Powder-actuated tools used by employees shall meet all applicable requirements of the American National Standards Institute.

## LADDERS

The following guidelines should be followed when ladders are used in and around the facility.

1. When portable ladders are used to access an upper landing surface, the ladder side rails shall extend at least 3 ft. past the upper landing surface to which the ladder is used to gain access. Then the ladder shall be secured at its top to a rigid support to prevent slipping or deflection.
2. Ladders shall be maintained free of oil, grease, and other slipping hazards.
3. Do not load ladders beyond their rated capacity.
4. Do not use ladders for any other purpose except for which they were designed.
5. Non self-supporting ladders shall be used at an angle such that the horizontal distance from the top support to the foot of the ladder is approximately one-quarter of the working length of the ladder.
6. Ladders shall be placed only on stable and level surfaces, unless secured to prevent accidental displacement.
7. Ladders shall not be used on slippery surfaces unless secured or provided with slip resistant feet. Slip resistant feet shall not be used as a replacement for securing the ladder.

8. Ladders placed where they can be dislodged by traffic shall be secured to prevent movement or barricaded to keep activities or traffic away from the ladder.
9. The area around the top and bottom of a ladder shall be kept clear.
10. Ladders shall not be moved, shifted, or extended while occupied.
11. Ladders shall have non-conductive side rails if they are to be used around exposed energized electrical equipment.
12. The top and top step of a stepladder shall not be used as a step.
13. The cross bracing on the rear of stepladders shall not be used for climbing.
14. Ladders shall be inspected by a competent person for visible defects on a periodic basis and after any occurrence that could affect their safe use.
15. Portable ladders with structural defects, such as, but not limited to, broken or missing rungs, cleats, or steps, broken or split rails, corroded components, or other faulty or defective components, shall either be immediately marked in a manner that readily identifies them as defective, or be tagged with "Do Not Use" or similar language, and shall be withdrawn from service until repaired.
16. Ladder repairs shall restore the ladder to a condition meeting its original design, criteria, before the ladder is returned to use. (This almost always means that a factory-manufactured part must be ordered and used to replace a defective or missing part).
17. When ascending or descending a ladder, the user shall face the ladder.
18. Each employee shall use at least one hand to grasp the ladder when progressing up and/or down the ladder.
19. An employee shall not carry any object or load that could cause the employee to lose balance and fall.
20. Each employee will be trained on using ladders and stairways.

The training shall cover:

- a. Nature of fall hazards in the work area.
- b. The correct procedures for erecting, maintaining, and disassembling the fall protection systems to be used.
- c. The proper construction, use, placement, and care in handling of all stairways and ladders.
- d. The maximum intended load-carrying capacities of ladders used.

## LIFTING AND BENDING

Lifting, while bent at the waist with the knees locked and turning at the same time, can cause a serious back injury.

In order to make proper lifts, follow these steps:

1. Bend the knees
2. Bend the hips
3. Let your legs do most of the lifting
4. Once lifted, hold objects close to your body to minimize the effect they have on your center of gravity
5. Try to maintain that lifting posture even while carrying
6. Do not turn at the same time that you lift. Lift the object first. Get it comfortable. Then move your feet, don't twist your torso.

## BLOOD-BORN PATHOGENS

Employees or facility guests who are injured in our facility and require emergency first aid can be conveyors of diseases and anyone who gives aid and comfort to them including administering first aid can become exposed. Not only can a person become infected by direct contact while actively bleeding but the Hepatitis B virus can stay alive in the air at room temperature for up to seven days.

There are several opportunities to become infected. Therefore, all employees shall follow the procedures for universal precautions when:

1. Cleaning locker rooms and restrooms
2. Emptying the trash
3. Providing direct or indirect care where there has been a loss of blood or body fluids.

As a result, it is just as important that you be aware of the routes of entry and proper barrier protection as the health care professional.

1. Routes of Entry (Direct)
  - a. Open cuts
  - b. Nicks and skin abrasions
  - c. Dermatitis and acne
  - d. Mucous membranes of the eyes, nose and throat
2. Routes of Entry (Indirect)
  - a. Touching a contaminated object
  - b. Touching a contaminated surface
  - c. Transferring infectious material to your mouth, eyes, nose, or open skin

HIB (Hepatitis "B" Virus) can survive on environmental surfaces dried at room temperatures for at least one week.

### Universal Precautions:

Treat every person and everything as if they are contaminated and use proper procedures and personal protective equipment.

Reduce your risk by:

- a. Use proper personal protective equipment such as; face shield, goggles, and rubber gloves.
- b. Dispose of contaminated material carefully and properly by placing it in a biohazard bag.
- c. Wash the area and yourself thoroughly. Use detergent and water to wash your hands. Use bleach to wash the area.
- d. When performing procedures involving blood or other potentially infectious materials, minimize splashing, spraying, spattering, and generation of droplets.
- e. Do not eat, drink, or smoke, apply cosmetics or lip balms, or handle contact lenses where you may be exposed to blood or other potentially infectious materials.
- f. Avoid petroleum-based lubricants that may eat through latex gloves.

## WORKPLACE VIOLENCE

### Background

A seemingly simple verbal conflict may eventually escalate into a violent act. In many instances, those who witness adversarial verbal exchanges fail to see the danger of the situation; as a result, the problem remains and violence eventually ensues.

### Common Characteristics of Violent Acts

- a. Violence generally begins as a verbal dispute and almost always involves persons who know each other.
- b. Disputes often have relatively trivial causes, such as employee-supervisor arguments over business relationships.
- c. The dispute pattern is usually not random and unique; rather, it builds, intensifies and continues.
- d. Prior to violent incidents, eventual victims may behave in a provocative manner. More often than in other crimes, victims provoke the attack that ends in their injury or death. Frequently, they misjudge their own ability to arouse hostility in others, and are unaware that they are provoking a serious response to their behavior.
- e. By far, men are more frequent offenders and victims.
- f. Availability of firearms contributes significantly to an eventual violent outcome.
- g. Often the attacker has a police record and repeated prior adversarial police contact.
- h. Violence is often preceded by feelings of resentment, jealousy, helplessness, anger and extreme stress, as well as by threats, intimidation, verbal challenges and insulting comments from the attacker.
- i. Violence is often foreshadowed by threats; those made by problem employees should not be ignored or tolerated.
- j. Violence is frequently preceded by acts of pushing or other physical contact by the attacker and/or victim.
- k. Substance abuse contributes greatly to the possibility of violence.

### Prevention and Control

- a. Communicate senior management's decisive stance on workplace violence to employees. Educate employees about the issue.
- b. Recognize that supervisors must periodically assume the role of conflict manager.
- c. Screen new employee prospects.
- d. Increase and improve communication between employees and management.

- e. Develop a confidential process that allows employees to report threatening conditions and effect positive change.
- f. Identify the best avenues of action before a problem arises.
- g. Establish effective security programs, including controlled access, personnel identification, equipment and facility design.
- h. If a situation appears to be too difficult to control, do not directly intervene. Call outside authorities to come in and control the situation. In the meantime, get as many people as possible away from the scene so that the situation is more difficult to spread.

## EXTENDED POWER LOSS

In the event of extended power loss to a facility certain precautionary measures should be taken depending on the geographical location and environment of the facility:

- Unnecessary electrical equipment and appliances should be turned off in the event that power restoration would surge causing damage to electronics and effecting sensitive equipment.
- Facilities with freezing temperatures should turn off and drain the following lines in the event of a long term power loss.
  - Fire sprinkler system
  - Standpipes
  - Potable water lines
  - Toilets
- Add propylene-glycol to drains to prevent traps from freezing
- Equipment that contain fluids that may freeze due to long term exposure to freezing temperatures should be moved to heated areas, drained of liquids, or provided with auxilliary heat sources.

Upon Restoration of heat and power:

- Electronic equipment should be brought up to ambient temperatures before energizing to prevent condensate from forming on circuitry.
- Fire and potable water piping should be checked for leaks from freeze damage after the heat has been restored to the facility and water turned back on.

Call: The Local Power & Light Provider at 1-XXX-XXX-XXXX if needed.

### FACILITY EVACUATION ROUTES

- Facility Evacuation route maps have been posted in each work area.

The following information is marked on evacuation maps:

1. Emergency exits
  2. Primary and secondary evacuation routes
  3. Locations of fire extinguishers
  4. Fire alarm pull stations' location
    - a. Assembly points
- Site personnel should know at least two evacuation routes.



## FIRE EMERGENCY

When fire is discovered:

- Activate the nearest fire alarm (if installed)
- Notify the local Fire Department by calling 911

(note: you may have to dial (9) first before dialing 911)

- If the fire alarm is not available, notify the site personnel about the fire emergency by any means listed or available.
  - Voice Communication
  - Phone Paging
  - Radio

Fight the fire ONLY if:






- The Fire Department has been notified.
- The fire is small and is not spreading to other areas.
- Escaping the area is possible by backing up to the nearest exit.
- The fire extinguisher is in working condition and personnel are trained to use it.
- The fire extinguisher is the correct one for the job.

Firefighting Decision Criteria

- Know department emergency procedures and evacuation routes.
- Know locations of extinguishers in your area and how to use them.
- Always sound the alarm regardless of fire size.
- Avoid smoky conditions.
- Ensure area is evacuated.
- Don't attempt to fight unless:
  - Alarm is sounded.
  - Fire is small and contained.
  - You have safe egress route (can be reached without exposure to fire).
  - Available extinguishers are rated for size and type of fire.

If in doubt, evacuate!

## **Fire Extinguisher Applications**

<b>FIRE CLASS</b>	<b>EFFECTIVE EXTINGUISHER TYPES</b>
<b>A</b> Trash Wood Paper 	<b>PRESSURIZED WATER, MULTIPURPOSE DRY CHEMICAL, LARGER SIZE HALON, WET CHEMICAL</b>
<b>B</b> Liquids Grease 	<b>MULTIPURPOSE DRY CHEMICAL, CARBON DIOXIDE, HALON</b>
<b>C</b> Electrical Equipment 	<b>MULTIPURPOSE DRY CHEMICAL, CARBON DIOXIDE, HALON, WET CHEMICAL</b>
<b>COMBUSTIBLE</b>  <b>METALS</b>	<b>COMBUSTIBLE METAL</b>
<b>K</b> Cooking Media 	<b>WET CHEMICAL</b>

Using the Fire Extinguisher:

- Get the fire Extinguisher – Ensure it is the proper rating for the intended use.
- Pull the pin
- Aim low at the base of flames
- Squeeze the handle
- Sweep side to side

Upon being notified about the fire emergency, occupants must:

- Leave the building using the designated escape routes.
- Assemble in the designated area (specify location):
- Remain outside until the competent authority (Designated Official or designee) announces that it is safe to reenter.

Designated Official, Emergency Coordinator, Managers or supervisors must:

- Disconnect utilities and equipment unless doing so jeopardizes his/her safety.
- Coordinate an orderly evacuation of personnel.
- Perform an accurate head count of personnel reported to the designated area.

- Determine a rescue method to locate missing personnel.
- Provide the Fire Department personnel with the necessary information about the facility.
- Perform assessment and coordinate weather forecast office emergency closing procedures

Area/Floor Monitors must:

- Ensure that all employees have evacuated the area/floor.
- Report any problems to the Emergency Coordinator at the assembly area.

Assistants to Physically Challenged should:

- Assist all physically challenged employees in emergency evacuation.

The following recommendations will help prevent fire damage and assist Emergency Responders to protect homes and or businesses:

1. Remove debris from roofs and gutters
2. Move all yard or outside combustibles, such as yard furniture, into safe areas
3. Turn off and secure all propane and gas utilities inside and outside.
4. Wet or remove all shrubs within 15 feet of structures
5. Connect garden hoses with sprinklers to all outside taps
6. Place lawn sprinklers on roofs and near above ground fuel tanks.
7. Prepare emergency evacuation plans and a route of escape.

## MEDICAL EMERGENCY

- Call medical emergency phone number
  - Paramedics - 911 \* you may need to dial 9 first
  - Ambulance - 911
  - Fire Department - 911
  - Police - 911

Provide the following information:

- a. Nature of medical emergency,
  - b. Location of the emergency (address, building, room number),  
and
  - c. Your name and phone number from which you are calling from.
- Do not move victim unless absolutely necessary.
  - Call the following personnel trained in CPR and First Aid to provide the required assistance prior to the arrival of the professional medical help:

Name: \_\_\_\_\_ N/A \_\_\_\_\_ Phone: \_\_\_\_\_

Name: \_\_\_\_\_ N/A \_\_\_\_\_ Phone: \_\_\_\_\_

- If personnel trained in First Aid are not available, as a minimum, attempt to provide the following assistance:
  1. Stop the bleeding with firm pressure on the wounds (note: avoid contact with blood or other bodily fluids).
  2. Clear the air passages using the Heimlich Maneuver in case of choking.
- In case of rendering assistance to personnel exposed to hazardous materials, consult the Material Safety Data Sheet (MSDS) and wear the appropriate personal protective equipment. Attempt first aid ONLY if trained and qualified.

## FIRST AID: FRACTURES/ BROKEN BONES

A fracture is a broken bone. It requires medical attention. If the broken bone is the result of major trauma or injury, call 911 or your local emergency number. Also call for emergency help if:

- The person is unresponsive, isn't breathing or isn't moving. Begin cardiopulmonary resuscitation (CPR) if there's no respiration or heartbeat.
- There is heavy bleeding.
- Even gentle pressure or movement causes pain.
- The limb or joint appears deformed.
- The bone has pierced the skin.
- The extremity of the injured arm or leg, such as a toe or finger, is numb or bluish at the tip.
- You suspect a bone is broken in the neck, head or back.
- You suspect a bone is broken in the hip, pelvis or upper leg (for example, the leg and foot turn outward abnormally).

Take these actions immediately while waiting for medical help:

- Stop any bleeding. Apply pressure to the wound with a sterile bandage, a clean cloth or a clean piece of clothing.
- Immobilize the injured area. Don't try to realign the bone, but if you've been trained in how to splint and professional help isn't readily available, apply a splint to the area.
- Apply ice packs to limit swelling and help relieve pain until emergency personnel arrive. Don't apply ice directly to the skin — wrap the ice in a towel, piece of cloth or some other material.
- Treat for shock. If the person feels faint or is breathing in short, rapid breaths, lay the person down with the head slightly lower than the trunk and, if possible, elevate the legs.

## FIRST AID: HEATSTROKE

Heatstroke is the most severe of the heat-related problems, often resulting from exercise or heavy work in hot environments combined with inadequate fluid intake.

Young children, older adults, people who are obese and people born with an impaired ability to sweat are at high risk of heatstroke. Other risk factors include dehydration, alcohol use, cardiovascular disease and certain medications.

What makes heatstroke severe and potentially life-threatening is that the body's normal mechanisms for dealing with heat stress, such as sweating and temperature control, are lost. The main sign of heatstroke is a markedly elevated body temperature — generally greater than 104 F (40 C) — with changes in mental status ranging from personality changes to confusion and coma. Skin may be hot and dry — although if heatstroke is caused by exertion, the skin may be moist.

Other signs and symptoms may include:

- Rapid heartbeat
- Rapid and shallow breathing
- Elevated or lowered blood pressure
- Cessation of sweating
- Irritability, confusion or unconsciousness
- Feeling dizzy or lightheaded and / or Headache
- Nausea
- Fainting, which may be the first sign in older adults

If you suspect heatstroke:

- Move the person out of the sun and into a shady or air-conditioned space.
- [Dial 911 or call for emergency medical assistance.](#)
- Cool the person by covering him or her with damp sheets or by spraying with cool water. Direct air onto the person with a fan or newspaper.
- Have the person drink cool water, if he or she is able.

## FIRST AID: PUNCTURE WOUNDS

A puncture wound doesn't usually cause excessive bleeding. Often the wound seems to close almost instantly. But these features don't mean treatment isn't necessary.

A puncture wound — such as results from stepping on a nail or being stuck with a tack — can be dangerous because of the risk of infection. The object that caused the wound may carry spores of tetanus or other bacteria, especially if the object has been exposed to the soil. Puncture wounds resulting from human or animal bites, including those of domestic dogs and cats, may be especially prone to infection. Puncture wounds on the foot are also more vulnerable to infection.

If the bite was deep enough to draw blood and the bleeding persists, seek medical attention. Otherwise, follow these steps:

1. Stop the bleeding. Minor cuts and scrapes usually stop bleeding on their own. If they don't, apply gentle pressure with a clean cloth or bandage. If bleeding persists — if the blood spurts or continues to flow after several minutes of pressure — seek emergency assistance.
2. Clean the wound. Rinse the wound well with clear water. A tweezers cleaned with alcohol may be used to remove small, superficial particles. If larger debris still remains more deeply embedded in the wound, see your doctor. Thorough wound cleaning reduces the risk of tetanus. To clean the area around the wound, use soap and a clean washcloth.
3. Apply an antibiotic. After you clean the wound, apply a thin layer of an antibiotic cream or ointment (Neosporin, Polysporin) to help keep the surface moist. These products don't make the wound heal faster, but they can discourage infection and allow your body to close the wound more efficiently. Certain ingredients in some ointments can cause a mild rash in some people. If a rash appears, stop using the ointment.
4. Cover the wound. Exposure to air speeds healing, but bandages can help keep the wound clean and keep harmful bacteria out.
5. Change the dressing regularly. Do so at least daily or whenever it becomes wet or dirty. If you're allergic to the adhesive used in most bandages, switch to adhesive-free dressings or sterile gauze and hypoallergenic paper tape, which doesn't cause allergic reactions. These supplies are generally available at pharmacies.
6. Watch for signs of infection. See your doctor if the wound doesn't heal or if you notice any redness, drainage, warmth or swelling.

If the puncture is deep, is in your foot, is contaminated or is the result of an animal or human bite, see your doctor. He or she will evaluate the wound, clean it and, if necessary, close it. If you haven't had a tetanus shot within five years, your doctor may recommend a booster within 48 hours of the injury.

If an animal — especially a stray dog or a wild animal — inflicted the wound, you may have been exposed to rabies. Your doctor may give you antibiotics and suggest initiation of a rabies vaccination series. Report such incidents to county public health officials. If possible, the animal should be confined for 10 days of observation by a veterinarian.

## FIRST AID: SHOCK

Shock may result from trauma, heatstroke, allergic reactions, severe infection, poisoning or other causes. Various signs and symptoms appear in a person experiencing shock:

- The skin is cool and clammy. It may appear pale or gray.
- The pulse is weak and rapid. Breathing may be slow and shallow, or hyperventilation (rapid or deep breathing) may occur. Blood pressure is below normal.

- The eyes lack luster and may seem to stare. Sometimes the pupils are dilated.
- The person may be conscious or unconscious. If conscious, the person may feel faint or be very weak or confused. Shock sometimes causes a person to become overly excited and anxious.

If you suspect shock, even if the person seems normal after an injury:

- [Dial 911 or call your local emergency number.](#)
- Have the person lie down on his or her back with feet higher than the head. If raising the legs will cause pain or further injury, keep him or her flat. Keep the person still.
- Check for signs of circulation (breathing, coughing or movement). If absent, begin CPR.
- Keep the person warm and comfortable. Loosen belt(s) and tight clothing and cover the person with a blanket. Even if the person complains of thirst, give nothing by mouth.
- Turn the person on his or her side to prevent choking if the person vomits or bleeds from the mouth.
- Seek treatment for injuries, such as bleeding or broken bones.

## FIRST AID: ELECTRICAL SHOCK

The danger from an electrical shock depends on how high the voltage is, how the current traveled through the body, the person's overall health and how quickly the person is treated.

[Call 911 or your local emergency number immediately if any of these signs or symptoms occur:](#)

- Cardiac arrest and/or Heart rhythm problems (arrhythmias)
- Respiratory failure and or Muscle pain and contractions
- Seizures and or Numbness and tingling
- Unconsciousness

While waiting for medical help, follow these steps:

1. Look first. Don't touch. The person may still be in contact with the electrical source. Touching the person may pass the current through you.
2. Turn off the source of electricity if possible. If not, move the source away from you and the affected person, using a non-conducting object made of cardboard, plastic or wood.



3. Check for signs of circulation (breathing, coughing or movement). If absent, begin cardiopulmonary resuscitation (CPR) immediately.
4. Prevent shock. Lay the person down and, if possible, position the head slightly lower than the trunk, with the legs elevated.

#### Caution

- Don't touch the person with your bare hands if he or she is still in contact with the electrical current.
- Don't get near high-voltage wires until the power is turned off. Stay at least 20 feet away — farther if wires are jumping and sparking.

Don't move a person with an electrical injury unless the person is in immediate danger

## SEVERE WEATHER AND NATURAL DISASTERS

### **Tornado:**

A tornado watch is issued when weather conditions are favorable for the formation of tornadoes, for example during severe thunderstorms. During a tornado watch, keep an eye on the weather and be prepared to take shelter immediately if conditions worsen.

A tornado warning is given when a tornado funnel is sighted or indicated by radar. You should take shelter immediately. Because tornadoes can form and move quickly, there may not be time for a warning, so it is important to stay alert during severe storms.

- When a warning is issued by sirens or other means, seek inside shelter. Consider the following:
  - Small interior rooms on the lowest floor and without windows,
  - Hallways on the lowest floor away from doors and windows, and
  - Rooms constructed with reinforced concrete, brick, or block with no windows.
- Stay away from outside walls and windows.
- Use arms to protect head and neck.
- Remain sheltered until the tornado threat is announced to be over.

### **Earthquake:**

- Stay calm and await instructions from the Emergency Coordinator or the designated official
- Keep away from overhead fixtures, windows, filing cabinets, and electrical power.
- Assist people with disabilities in finding a safe place.
- Evacuate as instructed by the Emergency Coordinator and/or the designated official.

**Flood:**

If indoors:

- Be ready to evacuate as directed by the Emergency Coordinator and/or the designated official.
- Follow the recommended primary or secondary evacuation routes.

If outdoors:

- Climb to high ground and stay there.
- Avoid walking or driving through flood water.
- If car stalls, abandon it immediately and climb to a higher ground.