



Proposal

- ☑ Existing Data Review & Preliminary Market Research
- ☑ Business Development Planning & Strategy Session
- ☑ Program Plan; Construction & Start-Up Cost Estimates
- ☑ Development of Pro Forma

Presented to:

USA Field Hockey & USA Field Hockey Alliance

AUGUST 21, 2012

THE SPORTS FACILITIES ADVISORY

LETTER OF INTRODUCTION

Dear Pam, Carla, Laura:

Within the pages that follow, we have provided background on SFA. As you know, we have assisted a wide range of projects from early strategy and planning, through funding and opening, and on to successful operation. We hope to count your project among our many success stories.

There is a lot of information in this document. The proposal portion outlines the steps we recommend for USA Field Hockey, the USA Field Hockey Alliance, and The Horner Foundation at this stage. As a next step, we will review the proposal with you, answer any questions you may have, and then when you are ready we can formalize an agreement and schedule the start of your project.

Congratulations for arriving at this stage! We hope to serve you and the many communities your facility will positively impact.

Sincerely,



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PHASE I SCOPE OF SERVICES**Step 1: Existing Data Review and Preliminary Market Research***Estimated Timeline: 2 weeks from contract*

In this step, SFA will conduct a phone-based pre-meeting and review any existing data, documentation, and resources related to this project. This will include a review of USA Field Hockey and The Horner Foundation mission and vision statements, websites, etc. We will also review the basic program requirements for your planned facility, preliminary concepts, and other information you may have compiled to date. SFA will conduct preliminary market research on any sites or potential locations that have been considered to date. These steps will be completed prior to Step 2.

Step 2: Business Development Planning & Strategy Session*Estimated Timeline: 3-5 weeks from contract*

In this step, SFA will plan and facilitate a one-day strategy and planning session to include key stakeholders from The Horner Foundation and USA Field Hockey. In preparation for the session, SFA will distribute a questionnaire and complete preliminary phone-based interviews with key stakeholders.

The one-day session will utilize SFA's facility planning models to address the project vision, purpose, program, services, revenue objectives, management and operating model, site selection criteria, and other factors. The purpose of this session is to create a clear set of parameters that will be used to guide future decision-making. SFA's expertise will support discussions related to construction and start-up costs, management models, alternative uses for facilities, and revenue generation/cost containment. Ideally, this session will be held in a location that provides an opportunity for SFA to tour a potential location.

This session will allow us to truly understand and analyze the various sports and program areas, space requirements and design considerations, the business model and programming, market trends and characteristics, the financing strategy and structure, and potential competitors to the facility and the business model; all integral to the approach we take in assessing financial and overall project feasibility.

Price Quote (Phase I - Steps 1-2): \$7,500.00 + travel expenses

This price quote assumes two SFA representatives traveling for the site visit, on-site meetings, and local market tour. Travel expenses encompass flights, hotel accommodations, ground transportation and associated fees (parking, tolls, etc.), and meals which will be billed at \$55 per consultant per day.

Step 3: Program Plan; Construction and Start-Up Cost Estimates*Estimated Timeline: 2 weeks from Step 2*

Coming out of the on-site work and business planning/strategy meetings, SFA will complete the first two tabs of the pro forma ("Program" tab and "Construction & Start-Up Expense" tab). This step will result in a cost estimate for the development that can be used to "right size" the development plan. The purpose of this step is to ensure that the program plan will support the strategy and to then ensure that the total construction and start-up costs are reasonable given the funding strategy.

Price Quote (Phase I - Step 3): \$3,500.00

This price quote assumes analysis, review, and input from SFA's business and market analysts, management advisors, and executives.

Step 4: Development of Financial Forecast (Pro Forma)

Estimated Timeline: 4-6 weeks from Step 3

This step will include further analysis of the proposed market and a detailed financial forecast that will support future funding presentations and decision-making. In this step, SFA will also identify potential competitors and existing service providers. These may include providers of the alternative revenue-generating programs (non-field hockey) that may be part of the overall operating model to support sustainability. SFA can also compare up to three (3) specific site locations using a demographic comparison chart to provide greater insight into the potential, as well as the pros and cons of these locations.

Along with Steps 1 through 3, this step may reveal the need for modifications to the program plan, “right sizing” of the sport spaces, clarification of the financing structure/strategy and other adjustments.

The pro forma deliverable will include projections related to construction and start-up costs, revenues/expenses by product/program, ROI, facility utilization, and more. The financial forecast will also address the wide range of key performance indicators and contributing factors that influence operations and the overall financial performance of the facility. Your pro forma will be produced in a PDF file format document and will be highly detailed. The analysis and our review of the pro forma will address the following key elements:

- The Construction and Start-Up Estimates
- Debt-to-equity mix and debt service
- Program spaces and space requirements
- Parking space requirements
- Revenue by product/program
- Expense by product and program area
- Facility and operating expenses
- Payroll
- Maintenance and replacement cost estimates
- Program utilization projections
- Management and staffing model
- Operating cash flow

Price Estimate (Phase I - Step 4): \$18,000.00 to \$25,000.00

This price estimate assumes analysis, review, and input from SFA’s business and market analysts, management advisors, and executives. This price estimate assumes a first-draft review and one round of modifications for the pro forma. The “draft” watermark will then be removed and the document will be delivered to the Client in “final” form.

FUTURE OPTIONAL SERVICES AND DELIVERABLES

Feasibility Study

Once the pro forma structure and program plan is in place, SFA can document a comprehensive feasibility study. Like all SFA documents, this document – prepared with the understanding that it may become part of a future financing package – will be developed for the eye of a broad audience including sophisticated funding sources. Your Feasibility Study will include:

- Executive Summary
- In-depth market research
- Market and Site Analysis
- Program Plan with detailed products and revenue streams
- Recommendations for the programming and sports offerings
- Competition analysis
- Conclusion & professional recommendation for the move-forward plan

Design and Development Consulting

In this step SFA will work with your design team to provide recommendations related to parking, locker rooms fixtures and features, track design, court and field design, netting, retail and restaurant concepts, lighting, MEP, HVAC, public usages, food concessions area design, and a variety of other design elements.

Facility Development Services

In this phase, SFA provides proven project management services to support the construction manager and development team. SFA can be engaged to develop and provide oversight in the vendor selection, procurement, and sports surface and equipment installation phases. SFA's extensive experience in this area provides critical support to construction and project managers. SFA's relationships and partnerships within the sports facility industry can be leveraged during this phase, as SFA is regularly called upon to act as the owner's rep, providing oversight to a variety of internal specialists.

Operations and Opening Development Plan & Timeline

Once we have arrived at a final program plan we will need to document the pre-opening process as a project plan or development timeline. This detailed pre-opening timeline will include a date-driven set of action items which will set the deadlines for brand creation, vendor bid procurement, bid review and approval, major construction milestones, staff hiring, operations manual development, pre-opening marketing, Grand Opening events planning, and literally hundreds of other projects that will need to be accomplished in a sequential order to achieve an on-time opening with an operations and staff that work well.

The purpose of this plan is to provide all parties with a common set of expectations, dates, milestones, action items, and accountabilities. This timeline provides your team with the schedule of events that are necessary for a successful opening. It will include hundreds of pre-opening projects that can be managed by SFA or a combination of SFA and other vendors selected by your team. The Development Timeline will detail action plans and timelines for:

- Pre-opening staffing and recruitment schedule
- Pre-opening brand and marketing action plan
- Pre-opening facility development process to include vendor selection, construction timeline, major sequencing of sports/lighting, concessions, seating, and other aspects of the sports complex development process.
- Bookkeeping procedures and financial reporting structures
- Point of sale and cash, credit card, and other payment procedures
- Development of the employee and operations manuals

- Website and communications plan
- Pre-opening sales/contracting plan
- Pre-opening facility operations, security, maintenance, plan
- Pre-opening budget review and construction project review meetings with your team
- Grand Opening Events Plan
- And a variety of other aspects that will be critical for a successful and on time opening

Operational Preparedness and System Setup

In this phase SFA will develop job descriptions and recruit for each position while also providing operational setup, staff training, setup of bookkeeping and other procedures, and systems and procedures training to prepare staff for the operational model that will need to be put in place for the facility to achieve its financial goals.

Asset Management & Oversight

In this scenario, you would provide the GM and all the staff and SFA would facilitate weekly management team meetings by phone and monthly “budget versus actual” meeting in person. This level of service would support the optimization and growth of the business. The benefit of this level of management service is that investors like to know that SFA will review the books monthly and provide consultation through the first 1-2 years.

Ongoing Management & Operations

In the operational phase, following the grand opening events, SFA can provide *full-time* management, financial oversight, monthly “budget versus actual” meetings, performance audits, staff development and other management programs to ensure continued success and the fulfillment of pro forma projections.

A Comprehensive Solution

SFA’s Full Time Management Services (FTM) *includes the placement of a full-time SFA-employed GM and Assistant GM* in your facility. This solution includes the selection and ongoing development of your GM/ AGM. As an SFA GM/ AGM your facility will be led by an individual who is fully accountable to SFA and who views their role in optimizing your facility as a true career path. SFA’s culture attracts and develops ambitious, bottom-line oriented managers. SFA managers are professionals who have previously managed operations for Gaylord Entertainment, The House of Blues, Lifetime Fitness, Bo Jackson’s Elite Sports, Westin Resorts, and a wide range of sport and recreation centers. With this process your investors can rest assured that your facility will have the full-time on site expertise to attract groups, teams, camps, clinics, special events, and retail/concessions sales.

A National Network

Additionally, only SFA GM/ AGM’s are part of the SFA network of GM’s. This means that your facility will be led by a GM/ AGM who participates in the SFA weekly call with other SFA employed GM’s and with the team of SFA operations advisors. This call requires each facility manager to report in on the progress they are making against established goals and it provides opportunity for each of our GM’s to seek perspective from other managers who are dealing with or have already overcome similar challenges. These managers are also benchmarked against one another and against the highest revenue and highest EBITDA-producing facilities in the country. The result is that your facility will be managed to utilize the culture of accountability, best practices, proven strategies, and profit-focused tactics that are constantly honed within the SFA FTM network.

Monthly BVA

With SFA your facility will undergo a rigorous monthly Budget Versus Actual review. Led by a full-time SFA Asset Management Advisor; your GM, AGM, and staff will be part of a monthly top-to-bottom review of the operation including a line item review of Budget Versus Actual results. The process includes a review of the prior month performance, a forward-looking discussion of critical action items, marketing initiatives and a pace-to-goal session. This “BVA” process drives performance and accountability while providing your team with the expertise and resources of SFA advisors.

Accountability

With SFA’s FTM program, your GM/AGM reports directly to the COO and Director of Client Services of SFA. The GM will be fully accountable to employing SFA best practices and to executing on every action item identified in your annual business plan and monthly action plan. No excuses and no gap between the plan, goal, and the on-the-ground execution. Additionally, your facility will automatically become part of a national network of SFA-managed facilities. All of these centers deal with the same challenges and opportunities inherent to the sports and entertainment facility industry.

Final Say

Approval of SFA’s GM is 100% up to you. As we prepare for ground-breaking, SFA will present the candidate we have selected and the rationale for the selection. Your team will then approve or reject the candidate. Finally, with SFA’s FTM program, you will be guaranteed temporary management and replacement of the GM/AGM in the event of a future unexpected GM/AGM departure. With the FTM program you benefit from:

1. Full-time SFA General Manager and Assistant General Manager
2. GM constant learning and accountability through the SFA FTM National Network
3. Replacement of the GM and placement of a temporary and experienced GM in the event of a departure
4. A career-minded industry professional
5. A culture of accountability
6. Annual Business Plan written for your facility by SFA
7. Monthly “budget vs. actual” meeting and monthly action planning session
8. Weekly participation in the SFA FTM Network
9. Quarterly Performance Evaluation of the GM with a copy of each evaluation sent to you; you can participate in every evaluation as well
10. Unlimited access to the SFA library of Customer Service, Group Events Sales, Revenue Optimization Resources (this content is typically provided to non-SFA FTM clients for fees that range from \$10-30K)
11. Monthly owners report and board/owners meeting to include the GM and an SFA Owner
12. Direct reporting of your GM into SFA ownership

ABOUT SFA

The Sports Facilities Advisory (www.sportadvisory.com) is a full-service sports facility planning and management company. Offering industry-leading business planning, financial forecasting, and management services; SFA is here to help you achieve your most ambitious objectives, take plans to the next level, and turn ideas into reality. For those interested in facility management, SFA currently provides management oversight to numerous fitness, sport, tournament, family fun, and recreation facilities totaling more than \$100 million in assets.

Having served a portfolio of projects totaling more than \$2 billion in planned and operational facilities; SFA's diverse team of industry experts, breadth of services, and global experience have set us apart as industry leaders in the planning, opening, management, and optimization of world-class sports and recreation facilities. Because of this industry experience and expertise; SFA is called upon to assist fitness and training centers, indoor and outdoor sports venues, and sports tourism destinations.

SFA oversees and assists in the opening and management of indoor and outdoor sports facilities, recreation centers, and adventure recreation operations. SFA's breadth of experience includes stadiums, arenas, and venues for soccer/football, lacrosse, basketball, volleyball, baseball, softball, hockey, performance training, ice hockey, health/fitness, golf, and aquatics.

Services & Process

SFA offers services to assist our clients in analyzing and opening new recreation and sports centers, as well as a host of management and operations services for existing facilities. Our start-up and planning services include market analysis, strategic planning, financial forecasting, feasibility studies, economic impact analysis, master planning, design consultation, operations planning, real estate negotiations, presentation materials, and assistance with city and town council presentations, business plans, funding source identification, and funding source presentations. SFA also oversees design-build and general contractor services, architecture consultations, and bid procurement.

Our facility management services and training workshops are offered to ensure long-term operational success. We are frequently hired to:

- Evaluate opportunities and risks
- Enhance cost recovery and identify opportunities for cost savings
- Evaluate existing financials, management structure, and/or operations systems and provide timed plans for optimization or turnaround initiatives
- Expedite development & opening timelines
- Develop facilities that address the needs of a changing demographic
- Increase community impact, outreach capabilities and customer service
- Develop alliances and agreements with local providers
- Provide validation and credibility for funding sources and taxpayers

SFA's proprietary calculators, financial forecasting, and utilization projections have been used in markets around the world and can be applied to each of the major areas you identify for your facility. When combined with SFA's breadth of sports management, real estate investment, and general business experience; these analytic tools allow SFA to consider project developments from the perspective of lenders, investors, community members, customers, and regional government stakeholders.

WHAT MAKES SFA SO UNIQUE

Beyond financial forecasting, feasibility analysis, and programming; SFA's expertise encompasses the actual management and operations of exactly this type of multisport, recreation, and event facility.

The Leaders' Choice

As for SFA, you already know that we have provided the plans and management systems for a portfolio of more than \$2 billion in sport and recreation centers. Additionally, SFA is the leading resource to industry insiders. When Ripken Design, Perfect Game, Bo Jackson's Elite Sports, US Indoor Sports, Oppenheimer Funds, The National Park Service, current and retired professional athletes from nearly every major sport, and private developers including hoteliers and retailers seek advice on sports facilities; they come to SFA. There are a number of reasons for this, but the most important is that our team actually understands the various for-profit businesses that are offered within these facilities, as well as the non-profit aspects with certain mission-based organizations.

Breadth of Expertise

Our breadth and management expertise includes every major sport and spectator venues such as stadiums and arenas, as well as laser tag (SFA opened the largest laser tag center on the east coast), rock gyms, ropes courses, special events, sponsorship and advertising, summer camps, afterschool programming, arts and education, high-level athlete training, birthday parties, youth at-risk programming, catering, fitness, membership sales, personal training, and much more.

For-Profit Focus

Unlike any other provider, SFA has built its business on for-profit indoor sports complexes. Our facility benchmarking standards for revenue per square foot, cap rates, rev per employee, cost-of-goods-sold ratios, programming density, yield management and priority scheduling, and up-sell go far beyond anything else in the industry. We have literally created the standard. In the special events space, we manage facilities that provide many millions of dollars in corporate teambuilding, holiday parties, birthday parties, Bar and Bat Mitzvahs, corporate picnics, field trips, and more. Additionally, this approach allows non-profits and mission-based organizations to establish practices for fiscal responsibility.

Leading the Market

At trade shows such as Athletic Business, US Indoor Sports, NASC, and others; our competitors sit in our sessions because they want to learn from us. In fact SFA facilitates the US Indoor Sports annual member survey, facility metrics, and numerous other industry standard-setting processes.

Managing Assets for Investors

Additionally, our portfolio and practice is focused on the profitable facility model. In fact every facility we manage is managed for investors. This includes assets that were failing when we were asked to take them over. Each of these turnaround projects was planned by a competitor who had no current day-to-day operational experience. To them a pro forma is a spreadsheet ... to us it is a work order. That's because, unlike our competitors, we manage to the numbers we project. So we are deeply accountable to our projections. We report directly to bondholders, private investors, developers, and owners.

Your Facility will Join an Ever-Expanding Network

Importantly, SFA currently provides full-time on-site management and asset management services in facilities across the U.S. This network of facilities allows our managers to learn from one another and to leverage scale in a variety of purchasing and planning processes. For you, this will mean that – if SFA is selected as your management company – you will instantly join a network of non-competing assets. This will provide your facility with Day 1 benchmarking, best practices, trend awareness, databases, and a team of GM's from across the country who will be personally incentivized to provide advice and coaching to your SFA GM and Management Staff. There is literally nothing like it outside of SFA.

World-Class Professionals

As for our people, they include senior-level professionals who joined SFA after leaving such notable organizations as the House of Blues, Life Time Fitness, the Detroit Lions, BRG (the facilities management group for Nokia, Halliburton, USAA, and many others), Ripken Baseball, the YMCA, High Velocity Sports, the United States Army Special Forces, the United States Marines, Sony Pictures Entertainment, and a variety of other well-regarded companies and institutions. This is a team that brings large corporate mentality to our operations.

Scalability Options

SFA is heavily courted by investors and developers, and we are deeply aligned with entities that may have an interest in expanding the product you seek to bring to the market. These connections provide proven operations with opportunities to scale beyond a single facility. As an SFA-managed facility, your center will enjoy opportunities from those seeking to attract existing sports operations or mixed-use developments. In any given week we are talking with representatives from groups that include Berkshire Hathaway companies, major investment funds, major retailers, retail mall developers, hoteliers, and those seeking to acquire sports centers. This network continues to grow at a rapid pace and is being developed to provide scalability options to our clients.

Straight Forward

At the end of the day, if you select our team, you will be working closely with us for years to come. Our straight forward, no-nonsense approach is one reason we are highly sought after. We are professional but we are also real; and we develop lasting friendships with our clients. We will always tell you the truth as we see it and will be direct in our communication.

Mission Focused

Our mission is to dramatically improve communities and the lives of our customers. This is what we strive for every day.

MANAGEMENT TEAM BIOS



Dev Pathik – Founder, CEO

Dev provides the stewardship and strategic direction of the company. Since founding SFA in 2003, Dev and SFA’s team of facility development and management specialists have served on a portfolio of more than \$2 billion in planned and operational sport and recreation centers around the world.

With an education in Psychology from the University of Maryland, Dev became an internationally recognized expert in team and leadership development. As an adventure athlete, Dev spent more than a decade leading international climbing and adventure expeditions in some of the most remote regions on earth.

In his career and prior to the 2003 opening of SFA, Dev managed the experiential education and adventure center at the Clark Sports Center (home of the National Baseball Hall of Fame and Induction Ceremony) in Cooperstown, NY. Dev then founded and eventually sold Global Adventures, an international ecotourism company specializing in high-altitude trekking in the Andes and dugout canoe expeditions to isolated regions of the Amazon River basin. In the '90's, Dev opened one of the largest corporate teambuilding centers in the U.S. at the Westin Innisbrook Resort. This center attracted more than 6,000 room nights to the resort in its first nine months of operation and served clientele from such distinguished companies as Campbell's Soup, GE, Procter & Gamble, Roche Laboratories, Ameristeel, and Charles Schwab.

After selling his interests in these entities, Dev went on to become a leading business development and curriculum consultant to such notable clients as Sony Pictures International, Cornell University, Joe Dumars' Fieldhouse, Wyndham Resorts, George Mason University, The Ohio State University, and a wide range of sports, tourism, and leadership development entities. This work has included the development of more than 40 teambuilding centers in destinations around the world including tropical, ski, and urban centers. Dev launched SFA in 2003 when he recognized the need for accurate and sound business planning and highly effective management systems in the sports industry.

Dev has been a board member, guest or keynote speaker, or advisor to the following organizations:

- U.S. Indoor Sports Association
- Athletic Business
- Int'l Assoc. of Experiential Education (2002 Organizational Member of the Year)
- American Advertising Federation
- Soderquist Center for Leadership and Ethics
- USNE Renewable Energy Advisors
- Lead America Youth Leadership Camp
- Leadership Pinellas (Clearwater, FL)
- Clearwater Chamber of Commerce



Jason Clement – Owner, COO

Jason leads the SFA team in development, management, and oversight of customer deliverables and internal operations. Overseeing all aspects of SFA’s operation, Jason and his team provide services related to a wide range of sports, recreation, sports tourism, and corporate events businesses. As an owner COO, Jason oversees SFA’s business and has participated on advisory boards for assets totaling more than \$750 million. Along with SFA’s team of sports facility development specialist, sports facility management experts, and sports business analysts; Jason and the SFA team are currently working on notable projects in the Bahamas, Saudi Arabia, Canada, and more than 20 states within the U.S.

Jason, a licensed architect and graduate of Iowa State University, has worked with numerous multi-disciplined project teams – state universities, public municipalities, private developers, Fortune 500 corporations, and government entities – providing expertise in design, development, operations, and management. He has extensive experience in all aspects of planning, development, and facility operations, and his leadership on planned and operational sport and recreation facilities has encompassed arenas, stadiums, and multisport complexes. Prior to joining SFA, Jason worked in sports architecture before transitioning into a career in corporate real estate asset management where he managed a division that helped corporations optimize real estate assets while streamlining operations.

A featured presenter at notable industry conferences and events such as Athletic Business and the U.S. Indoor Sports Association, Jason also participates in organizations making an impact in his community. He presently serves on the Board as treasurer for the Neighborly Care Network, which provides meals, dining, congregation, and healthcare to seniors in Florida. He also actively serves at Calvary Baptist Church in Clearwater, FL as a member of the properties committee, and he regularly participates in the Family First organization within the Tampa Bay area.



J. Eric Sullivan – Owner, Management Advisor

With an MBA in International Business, Eric has risen through the ranks within SFA from Market Analyst and Document Specialist to Business & Financials Analyst to Project Manager, and today Eric is now an owner at SFA and leads new facility openings as an Operations & Management Advisor. Eric, now a nationally valued management and operations advisor, is regularly on site to oversee pre-opening and early stage operations for SFA Clients. From staff recruitment and training to pre-opening marketing and construction oversight, Eric is a key resource during the busy opening process. Eric is a Certified Arena Operator and an industry leading expert in financial and operations management. Eric’s knowledge and expertise in marketing and operations are heavily leveraged as clients transition from funding to development and pre-opening initiatives to grand opening and first-year operations.

As an athlete, Eric was a four-year starting goalkeeper and two-year captain for the men’s soccer team at Niagara University. He led the team to its first MAAC Championship appearance and helped turn this previously unsuccessful program into one of the top Division I programs in western New York. Importantly, Eric has played in and evaluated the quality of hundreds of sports facilities across the U.S. Eric’s community involvement includes work with the Neighborly Care Network and Meals on Wheels.

**Evan Eleff – Account Executive, Business Analyst**

With a Master’s Degree in Sport Management from the University of Florida, Evan began his professional career as the director of marketing for a sports facility asset development company before transitioning into a position with the Tampa YMCA. Evan quickly ascended through the Y ranks, ultimately serving as the operations director for the largest branch in Tampa. In that role, he managed all programming for the flagship facility, steered his team to consistently exceed financial and qualitative goals, and served as an association leader for youth sports, summer camp, and teen programming. His expertise in facility operations, program development, fiscal management, and staff leadership make him a natural fit for SFA, where he currently serves as an account executive and business analyst. Combining his experience with the extensive resources of the entire SFA team, Evan provides clients with the lead, direction, and ingenuity to create hallmark programs in state-of-the-art facilities as well as optimize operations and enhance existing services. Evan’s community involvement includes coaching youth football, soccer, and basketball as well as volunteering for Instruments 4 Life and the Tampa YMCA.

**Ryan Miller – Management Advisor**

Ryan is an experienced facility management professional with more than 18 years of hands-on, day-to-day facility management, and multiple-facility management in the Health and Fitness Industry.

With a degree in Exercise Science – with an emphasis on facility management and a minor in business – from the University of Sioux Falls (SD), Ryan began his career at Eagan Athletic Club in Eagan, MN, then joined Life Time Fitness in 1995 when Life Time had just 3 clubs in the Minneapolis, MN market. At Life Time, Ryan started in Sales and quickly rose through the ranks and eventually opened and managed 13 facilities for Life Time Fitness in 5 different markets across the country while the company expanded and grew into one of the most prominent Health and Fitness companies in the industry. Ryan personally developed and put in place several systems and data tracking programs during his time at Life Time Fitness that are still being utilized at facilities on a day-to-day basis. These systems and programs help management track and improve performance, control costs, and ultimately deliver an experience that exceeds the members’ expectations.

As an athlete, Ryan was a four-year starting Defensive End and two-year team captain at the University of Sioux Falls. He led the team in tackles and sacks for 3 consecutive years, and still holds the single season and career sack totals at USF. Ryan was named South Dakota’s Collegiate Defensive Player of the year by the Sioux Falls Quarterback Club for his play during his junior and senior years. Ryan helped turn this previously unsuccessful program into one of the top Division I NAIA programs in country.

Ryan has also provided facility management and consulting services for numerous clients across the country in the industries of Health and Fitness as well as Family Entertainment Centers. Certified as both a General Manager and as an Area Director through Life Time University, Ryan has facilitated several Sales Training and Customer Service training courses throughout his career. As a consultant, Ryan also has extensive experience assisting owners, operators, and club managers by deep-diving financial statements, re-tooling marketing efforts, and establishing cost-containment standards for facilities in numerous markets.



Jack Adams - Management Advisor

Jack's career has spanned complex and multiplex facilities and venues around the U.S. with operations in the \$20+ million revenue range. His specialties have included directing and advising bars/beverage programs at the national level with the House of Blues, Live Nation, and Gaylord Entertainment, as well as for highly successful national guest service and risk management initiatives with security and concert operations. He has directed the operations of sports & recreation venues, restaurants, hotels, banquets/corporate events, retail, facility

maintenance, concessions, sports & recreation, and thousands of live events/concerts/musical performances. He has directed new venue openings and capital improvements and designed programming strategies including talent acquisition from negotiation to contract to execution.

Today, Jack is the key analyst for entertainment and live event programming for clients in areas from multiple revenue center operations to forecasting and P&L management, including all revenue and profit growth, cost controls, concessions including beverage and bar high-volume operations, facility and systems maintenance, and strategic operational development. He is a former U.S. Marine and a key asset in identifying and developing strong leaders, building teams, and designing training programs.



Joan LeMahieu - Management Advisor

With over 20 years of leadership experience in venue management, event development, hospitality, and the sports and entertainment industries; Joan has specialized in the planning and opening of new venues including stadiums, conventions centers, and multipurpose centers.

A former manager of Ford Field, home of the NFL's Detroit Lions, she has managed several other tourism and event destinations including Monona Terrace Convention and Community Center (Madison, WI), Visalia (CA) Convention Center, The Parade Company Studio (Detroit, MI), LJ Williams Theatre (Visalia, CA), The Rotary Theatre (Visalia, CA), and The Mountain Winery (Saratoga, CA). Joan has also provided marketing, budgeting, and staffing consultation for the pre-opening planning of a 300,000 square foot addition at Lambeau Field (home of the Green Bay Packers), as well as contract management for the owners of the Visalia (CA) Radisson Hotel.

Joan's facility management leadership and overall expertise has contributed to her recognition and demonstrated success in such diverse areas as event development, sports marketing, new facility development, strategic planning, sports tourism, finance, emergency preparedness, and human resources.

As an SFA Management Advisor, Joan serves as the full-time General Manager of City Beach. This SFA-managed facility includes two locations in the San Francisco Bay Area. City Beach offers sports, entertainment, and teambuilding experiences. The centers encompass multiple basketball and volleyball courts, a full-service restaurant, bocce ball courts, a ropes course, and a 16,000 square foot rock climbing gym.

Joan is an avid baseball fan and enjoys hiking, kayaking, and sailing.



Joe Reid - Management Advisor

With an undergraduate degree in Accounting and a passion for health and wellness derived from his 9 years in the U.S. Army, Joe has been running multi-use facilities for the past decade. Starting out his post military career as a Fitness Director for the City of Keller, TX, Joe moved on to an Operations Director position with a startup company called The Edge Sports Academy in Eatontown, NJ. His operations experience then took him to Tilton Fitness where he served as the Regional Fitness Director and General Manager, operating 4 facilities in Southern New Jersey. Prior to joining the SFA team, Joe completed a turnaround venture with Fairmount Athletic Club located in King of Prussia, PA. Joe has an extensive background in turnaround operations, process management, teambuilding projects, P & L management, and cost control. When not working, Joe can be seen contributing in the community with his fiancée, Katie, and volunteering for the Achilles Foundation.



Matt Coffey - Business Analyst

Having earned an MBA from the University of Tampa and a B.S. in Economics from Florida State University; Matt joined SFA as a Business Analyst after serving as an accountant for Outback Steakhouse, Inc., as well as previous positions with Raymond James Financial and USC Consulting Group. Matt's expertise in financial modeling and sports programming are critical to his work on feasibility studies and budget forecasts for sports complexes of every type.

In his current role with SFA, Matt is responsible for market research and financial analysis, cost estimating, statistical and comparable analysis, competition studies, financial forecasting and projections, and economic impact analysis for SFA's wide array of clients. Matt is also responsible for applying proven SFA business development and operational systems to the feasibility studies, pro formas, budgets, and facility audits he performs.

A Tampa Bay native, Matt is a former All-County basketball player and an avid sports fan. His volunteer efforts have included Habitat for Humanity, St. Vincent DePaul, and St. Cecilia's School.



Shawn Hatem - Business Development Manager, Market Analyst


With a bachelor's degree in Journalism and a minor in Marketing, Shawn became an award-winning sports writer and editor, covering all levels of sports - professional (MLB, NFL, NHL, MLS, and PGA), collegiate, and high school - for numerous media outlets across the country. Shawn began his sports career as an accomplished baseball player, coach, and sports journalist. He also served in a leadership role within the YMCA before joining SFA. Shawn's role and leadership within SFA includes project management for important client deliverables such as sports business plans, recreation center economic impact studies, feasibility studies, funding support documents, and operations plans. Shawn's role in these projects ranges from early stage client needs assessment to final deliverable review. In total Shawn has been directly involved in feasibility studies, business plans, and operations plans written for projects with an estimated value of more than \$750 million. Within SFA, Shawn was the 2010 recipient of the SFA Excellence Award. This award acknowledges consistent excellence and leadership in customer service. Additionally, Shawn is an experienced sports marketing and sales communication professional. He has overseen numerous brand development campaigns and is the chief copy and message consultant to many SFA clients. Shawn's community involvement includes work with the Neighborly Care Network, Meals on Wheels, and the YMCA of the Suncoast.

SFA EXPERIENCE

SFA PORTFOLIO


NATIONAL STADIUM OF THE BAHAMAS AT QUEEN ELIZABETH SPORTS CENTRE

Location	Nassau, Bahamas
Facility Type	Stadium (as centerpiece of master planned development)
Construction Budget	Over \$20MM
Overview of SFA's Role	Working with the national sports authorities and the master planning committee, SFA has provided analysis of projected utilization, financial performance, and economic impact consultation. SFA is also providing recommendations for the program, the master plan, and future management and operations systems.




CANADA GAMES CENTRE AT MAINLAND COMMON

Location	Halifax, Nova Scotia
Facility Type	Indoor Sports, Aquatics and Multipurpose Complex
Construction Budget	Over \$20MM
Overview of SFA's Role	Working with the Halifax Regional Municipality, SFA was tasked with reviewing the master plan and providing comprehensive financial forecasts for the development of this expansive facility which shall serve as the home of the 2011 Canada Winter Games. SFA also worked with the municipality to establish pre-opening timelines related to management and operations systems, marketing campaigns, and staff recruiting and development.



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SFA PORTFOLIO


AVIATOR SPORTS & EVENTS CENTER

Location	Brooklyn, NY
Facility Type	Indoor & Outdoor Multipurpose and Events Complex
Construction Budget	Over \$20MM
Overview of SFA's Role	As a subcontractor to Capital Hotel Management, SFA has been retained by the National Park Service to provide business planning, asset management, and contract oversight support of the new concessioner at this sports facility which was financially compromised due to an unsupportable debt structure.



CITY BEACH

Location	Fremont, CA & Santa Clara, CA
Facility Type	Indoor Multipurpose Sports & Events Center and Restaurant
Construction Budget	Less than \$10MM
Overview of SFA's Role	SFA advisors led the development and re-engineering of the center from a sand pit volleyball center in 1997 to the current corporate events and sports/recreation center. This work has included strategic and business planning, capital acquisition support, marketing consultation, program development, and consultation at construction and development.



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CHESAPEAKE COMMUNITY ACTIVITY CENTER & TENNIS COMPLEX

Location	Chesapeake, VA (Hampton Roads region)
Facility Type	Indoor Multisport/Multipurpose Community and Events Center & Indoor/Outdoor Tennis Complex
Construction Budget	Over \$20MM
Overview of SFA's Role	In collaboration with a local architectural and engineering firm, SFA worked with the City of Chesapeake to produce a program plan, financial forecast, and economic impact analysis related to this destination-based sports, activity, and events complex.



KING FISHER SOCIETY


Location	Laurel Hill, NC
Facility Type	Private Fishing and Hunting Lodge & Client Entertainment Experience
Overview of SFA's Role	SFA was brought on board during the strategic planning and financial forecasting phase of development. SFA then completed a strategic marketing action plan for this unique facility, the largest of its kind in the U.S.



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FAIRVIEW INDOOR SPORTS COMPLEX

Location	Fairview, TX
Facility Type	Indoor Multipurpose Sports, Events, and Community Center
Construction Budget	Over \$20MM
Overview of SFA's Role	SFA analyzed the feasibility of this community asset for the Economic Development Council, while also providing recommendations related to financial performance, best use, and an optimal program plan. SFA is also assessing the economic impact for the community, which seeks to drive tourism to the local area and maximize the potential for overnight visitors and increased sales for area restaurants and commercial outlets.



KAPALUA ADVENTURE CENTER

Location	Maui, HI
Facility Type	Outdoor Sports Tourism Destination
Construction Budget	Less than \$5MM
Overview of SFA's Role	Prior to opening the Mountain Outpost, the Ritz Carlton Kapalua Resort engaged SFA to provide curriculum, sales training support, and program consultation. SFA's deliverables in this engagement included corporate teambuilding curriculum, group events sales strategies, and a comprehensive staff resources manual.



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VALLEY SPORTS CENTER

Location	Simsbury, CT
Facility Type	Indoor multisport center
Overview of SFA's Role	SFA analyzed the feasibility and financial projections for this facility, then assisted the founder during the capital acquisition phase.



THE LEGENDS SPORTS COMPLEX

Location	The Woodlands, TX (Metro Houston)
Facility Type	Indoor & Outdoor Multisport & Fitness Center
Overview of SFA's Role	For this existing facility, SFA outlined an Optimization Initiative and associated project timeline. SFA's work has included a complete audit of the facility's financial performance, operating systems, and management structure. SFA then identified opportunities to enhance facility performance through enhanced operating systems, institution of higher-performing programs, and proper allocation of facility assets. Ultimately, SFA is helping the ownership and management team to drive revenue per square foot, maximize cost containment, and enhance bottom-line profitability.



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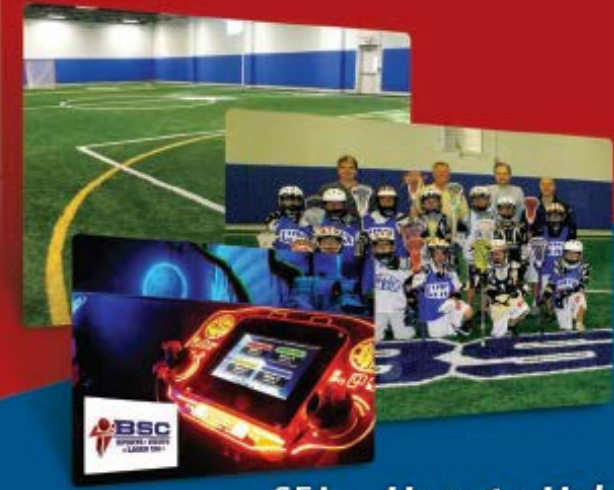
THE SALVATION ARMY-ST. JOSEPH COUNTY RAY & JOAN KROC CORPS COMMUNITY CENTER

Location	South Bend, IN
Facility Type	Indoor Multisport and Multipurpose Community & Aquatics Center
Construction Budget	Over \$20MM
Overview of SFA's Role	SFA has worked with the Salvation Army from the early-stage planning and programming and financial forecasting and budgeting through management and operational assistance. SFA has helped to build out the program plan, create the organizational chart, and create and implement the detailed project and construction timeline. The facility is scheduled to open Winter 2011.



BRANCHBURG SPORTS COMPLEX

Location	Branchburg, NJ
Facility Type	Indoor Multisport & Family Entertainment Center
Overview of SFA's Role	SFA has seen this project through from the initial planning and financial forecasting and budgeting through the creation and implementation of a full suite of management and operations systems. In addition to the sports and corporate/group events components, BSC offers the largest laser tag arena in the state of New Jersey.



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MORE EXPERIENCE

In addition to the projects listed above, the SFA team has perspective and extensive experience working with universities and municipalities, as well as other state and national government organizations and private developments.

University and Educational Projects:

- University of Missouri: New basketball arena (built in 2003)
 - Player Development Area
 - Player lounge, locker facility, training area, therapy area
 - Practice facility
 - Coaches offices, lounge, meeting area
 - Athletic department administration
 - Other: ticketing, hall of fame, & suite/club level development
- University of Oklahoma Memorial Football Stadium Renovation (2001-02)
 - Athletic department administration
 - Suite, club, media development
 - Recruiting, fundraising, and donor beacon to the stadium
- Iowa State University Football practice facility (built in 2002)
 - Player Development Area
 - Specialized, indoor practice facility for player development, player recruitment, and donor support
- Naval Academy Memorial Football Stadium: Master planning for renovation (design, 2001; construction, 2004)
 - Locker room, lounge, & player development amenities
 - New seating
 - Press box renovation
 - Entry pavilion
 - Ticketing
- And others including George Mason University, University of North Carolina at Greensboro, John Brown University, Cornell University, and The Ohio State University



(Clockwise from top left): Univ. of Oklahoma football stadium; Univ. of Missouri basketball arena; Univ. of Oklahoma football strength and conditioning complex; Iowa State University's football practice facility (exterior); ISU football practice facility (interior); SwimEx 700 located at ISU athletic health care center; Univ. of Oklahoma football strength and speed complex.

Privately Owned Sports Businesses:

- SONO Field House: Nation's first privately based lacrosse facility
- EMPOWER Leadership & Sports Center: Zipline & Canopy Tour facility; sports leadership and team training
- BCL Premier Sports: Three 250,000+ SF indoor multisport facilities
- High Velocity: 120,000 SF indoor multisport facility
- And others

