

CITY OF BRYAN, TX // MANAGEMENT SERVICES

ADVISOR & OPERATOR

RFQ #20-018 // JANUARY 30, 2020

DESTINATION:
bryan



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PROPOSED SERVICES

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Custom services proposal prepared for the sole use of the
City of Bryan, TX

January 30, 2020

City of Bryan
205 East 28th Street
Bryan, TX 77803

Dear Selection Committee:

The Sports Facilities Management (SFM) is pleased to provide this response to the RFQ for an Advisor/Operator for a sports and events center with related park amenities in Bryan, TX. In March of last year, SFM's sister company, Sports Facilities Advisory (SFA) was selected to produce an independent market study, pro forma, and economic impact analysis for the proposed project. Based on a positive feasibility assessment, it is our understanding the City of Bryan wishes to move forward with the project. We are confident that your review committee will value our experience, proven economic impact results, and our 16-year track-record of analyzing and operating similar facilities that consistently outperform their initial forecasts produced by SFA.

If selected, SFM will establish the Bryan, TX Sports and Events Center as a national leader in the sports tourism and economic development landscape. We will use our national platform, the SFM Network, and our extensive systems and processes to propel the city of Bryan to new heights in the sports tourism marketplace. Working alongside your local destination marketing partners, our recipe for success will produce hundreds of thousands of overnight hotel stays and hundreds of millions of dollars in direct economic spend over the course of our partnership with the great City of Bryan.

SFM is truly a one of a kind firm, capable of achieving results that no other firm can match. We have developed the single largest network of sports tourism facilities in America and every-one of these facilities has significantly outperformed the forecasted economic impact. SFA and SFM have the largest talent pool, the most integrated relationships with event owners, and we serve as the leading authority in the sports tourism and community recreation markets. From major media outlets to national, state, and local government agencies, SFM is the go-to-resource for venue planning and operations of sports tourism and events centers.

Through this process we are confident SFM will emerge as the only firm purpose built to operate sports tourism venues. We are the only firm to produce over \$200M in annual direct economic impact through similar venues, and we trust you will come to understand the power of being part of the SFM Network. The SFM network provides massive advantage in event bookings, purchasing power, talent, and no other firm will be able to showcase a similar ability to outperform economic forecasts produced by the Sports Facilities Advisory. We hope that these and other factors will bring confidence to your decision-making body and public officials as you take on this exciting and catalytic project.

Sincerely,



Eric Sullivan
Partner
Sports Facilities Management, LLC
600 Cleveland Street, Suite 910
Clearwater, FL 33755
D: (727) 674-2363 | esullivan@sportadvisory.com

FIRM INTRODUCTION

TAB A

No member, officer or employee of our firms/team or its designees or agent or public official exercising any functions or responsibilities with respect to the proposed services have any personal financial interest, direct or indirect, in any contract, subcontract or proceeds thereof, for work to be performed in connection with the proposed project.

Sports Facilities Management, LLC

Formation Date: October, 2012

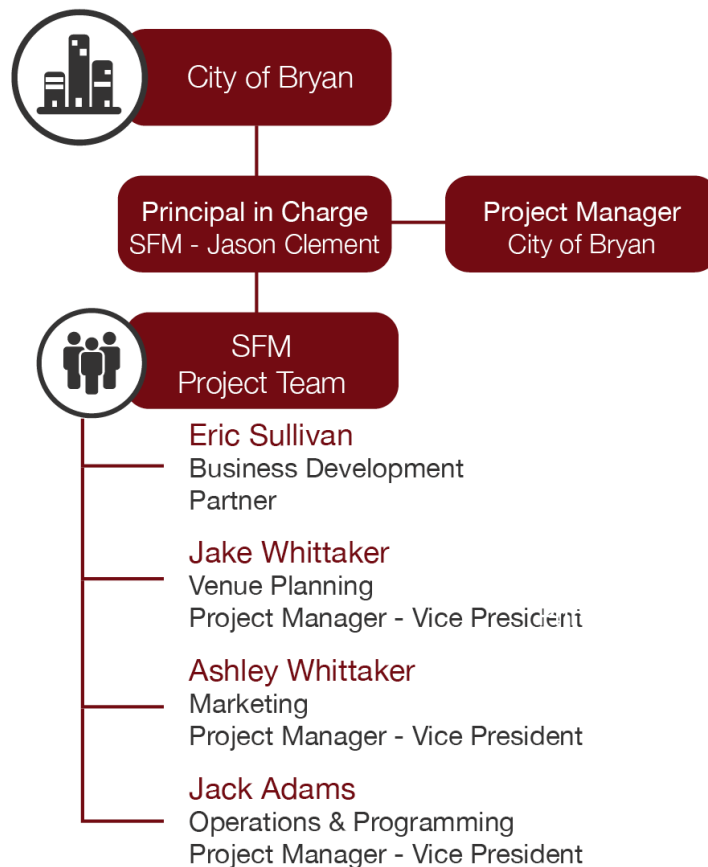
Principals: Jason Clement
Eric Sullivan
Evan Eleff
Dev Pathik

Corporate Offices: 600 Cleveland Street, Suite 910
Clearwater, FL 33755

Affiliated Companies: Sports Facilities Advisory, LLC
Sports Facilities Management, LLC
SFM Aquatics, LLC



Organizational Chart



SFM CEO &
FOUNDING PARTNER
**JASON
CLEMENT**

SPECIALTIES:
organizational leadership, facility
operations & management

YEARS IN INDUSTRY: 20



Under Jason's leadership, SFM has opened more successful sports tourism venues than any organization in the country. Jason is a passionate contributor to causes that positively impact families and communities. He is also an experienced advisor having provided planning, strategy, finance, and operational leadership to projects throughout the U.S., the Caribbean, Europe, Middle East, Canada, Asia, Africa and Central America.

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

Jason retains his architecture license and began his career as a licensed architect specializing in sports complex design. He then worked in corporate real estate asset management where he oversaw the optimization and strategic oversight of major corporate real estate assets for such companies as Conoco Phillips, USAA, Nokia, and other large cap corporations.

In response to market demand Jason founded and led the launch of SFM overseeing the development of the organizations products, services, and management delivery systems.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

Iowa State University	Empower Adventure Operations
Bo Jackson's Elite Sports, Development Group	Tampa Bay Business Journal "Hall of Fame"
Bo Jackson's Sports Leadership, Centers of America	Leadership Pinellas
Habitat For Humanity Board Chair	Man Up & Go Board Chair

NOTABLE PROJECTS

Myrtle Beach Sports Center, Myrtle Beach, SC	Hoover Metropolitan Complex, Hoover, AL
Round Rock Sports Complex, Round Rock, TX	Aviator Sports & Events Center, Brooklyn, NY
Rocky Top Sports World, Gatlinburg, TN	Cedar Point Sports Center, Sandusky, OH
Canada Games Centre Halifax, Nova Scotia, Canada	Panama City Beach Sports Park, PCB, FL

PARTNER ERIC SULLIVAN

SPECIALTIES:
business development, program
planning, financial feasibility

YEARS IN INDUSTRY: 15



Eric earned his MBA in international Business and began his career as a professional soccer player. He joined SFA in 2006 and has since held nearly every operational role through SFA & SFM's growth. Eric now leads SFA and SFM's growth effort by designing service solutions that help our clients achieve their goals.

Eric developed the original financial and market analysis tools that SFA is most well-known for and led the first facility opening projects in our company history that paved the way for the launch of SFM. Since joining SFA & SFM in 2006, Eric has overseen and served as an advisor to hundreds of projects including market studies, financing plans, development plans, turn-arounds, and new facility openings. His work in domestic and international markets has included projects in the U.S., Canada, Caribbean, United Kingdom, Latin America, Asia, and the Middle East. Eric currently leads SFA & SFM's expansion efforts in our continued vision to integrate sports, fitness, education, leadership development, and adventure sports into communities around the globe.

In 2012, he was honored as a member of the Tampa Bay Business Journal's "30 Under 30" Up and Comers class. In total, Eric has been a catalyst for SFA's growth, leading the entire planning, funding, and grand opening of more than \$500 million in sports, fitness, recreation, and entertainment facilities.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

Niagara University, MBA-International Business	Empower Adventure Operations
Bo Jackson's Elite Sports, Development Group	Leadership Pinellas
Bo Jackson's Sports Leadership, Centers of America	Clearwater Chamber of Commerce

NOTABLE PROJECTS

Salvation Army Kroc Center, South Bend, IN	Canada Games Centre, Halifax, NS, Canada
Spooky Nook Sports Complex, Lancaster, PA	The Legends Sports Complex, The Woodlands, TX
Rocky Top Sports World, Gatlinburg, TN	Apex Sports & Events, Hillsborough, NJ
BucksMont Indoor Sports Center, Hatfield, PA	

VICE PRESIDENT, SFA ASHLEY WHITTAKER

SPECIALTIES:
marketing & business development

YEARS IN INDUSTRY: 8



Ashley leads corporate business development and marketing for both SFA and SFM as well as the SFM Facility Marketing Department which is responsible for the marketing, branding, and project management of SFM Network facilities.

Under her leadership, inbound leads and inquiries have tripled, SFA & SFM have been featured in major media outlets such as HBO, TIME, and Wallstreet Journal, and SFM leadership is regularly sought out for interviews and speaking engagements.

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

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

University of Illinois, Bachelor of Industrial Design

NOTABLE PROJECTS

Hoover Metropolitan Complex, Hoover, AL

Apex Sports & Events, Hillsborough, NJ

Cedar Point Sports Center, Sandusky, OH

Community First Champions Center, Appleton, WI

Panama City Beach Sports Park, PCB, FL

Bo Jackson's Elite Sports, Hilliard, OH

Rocky Mount Events Center, Rocky Mount, NC

Horizons Edge Sports Campus, Harrisonburg, VA

VICE PRESIDENT, SFM JACK ADAMS

SPECIALTIES:
operations & programming

YEARS IN INDUSTRY: 20



Jack has overseen SFM since its founding. He is responsible for operating and optimizing sports, recreation, entertainment, and special event businesses throughout the U.S. His remarkable and successful career has spanned almost twenty years of operations, marketing, and programming of complex and multiplex facilities and venues in dozens of markets.

These operations have included live entertainment including the world's biggest names in music, dance, and theatrical & comedic performances. They have featured sports, recreation, concessions, restaurants (from high-volume to five-star dining,) hotels, retail, and real estate management components.

These operations have also been in privately held, publicly traded, non-profit, and government/municipal environments. Jack's entertainment venues were represented in Pollstar Magazine's "Top 100 Clubs" worldwide for 10 years, including five of those years at #2. He also led one of Billboard Magazine's "Worldwide Top 100 Nightclubs," and has opened and overseen many of the most celebrated amateur and youth sports centers in the country.

Jack specializes in multiple revenue center and corporate operations, programming and talent procurement, branding, marketing, PR, promotions, entertainment, forecasting, revenue and profit growth, cost control, optimization, leadership and team building, training, IT systems, risk and crisis management, planning and funding, project management and development, and new venue openings.

NOTABLE PROJECTS

Rocky Top Sports World, Gatlinburg, TN	The Legends Sports Complex, The Woodlands, TX
Myrtle Beach Sports Center, Myrtle Beach, SC	The HUB, Marion, IL
Cedar Point Sports Center, Sandusky, OH	Rocky Mount Event Center, Rocky Mount, NC
Bo Jackson Elite Sports, Hilliard, OH	Horizons Edge Sports Campus, Harrisonburg, VA
Community First Champions Center, Appleton, WI	Apex Sports & Events, Hillsborough, NJ

SFM VICE PRESIDENT JAKE WHITTAKER

SPECIALTIES:
venue planning & procurement

YEARS IN INDUSTRY: 12



Jake has successfully led engineering, estimating, and project management teams working on some of the largest athletic facilities across the nation in addition to several large international projects.

Jake has over a decade of experience in athletic facility construction. Jake earned his BS in Mechanical Engineering from University of Illinois and began his career with one of the industry leading athletic equipment manufacturers serving in several roles prior to spending time as a contractor focusing on serving athletic facilities.

Consulting and working with Architects, Contractors, and Owners; Jake has been a part of thousands of facilities of different shapes and sizes in private, college, k-12, and public markets.

NOTEWORTHY MEMBERSHIPS, ACCREDITATIONS, & ACHIEVEMENTS

University of Illinois, BS Mechanical Engineering

NOTABLE PROJECTS

Hoover Metropolitan Complex, Hoover, AL

Apex Sports & Events, Hillsborough, NJ

Cedar Point Sports Center, Sandusky, OH

Community First Champions Center, Appleton, WI

Panama City Beach Sports Park, PCB, FL

Bo Jackson's Elite Sports, Hilliard, OH

Rocky Mount Events Center, Rocky Mount, NC

Horizons Edge Sports Campus, Harrisonburg, VA

HISTORY OF WORK

TAB B & D-3

ABOUT US: Sports Facilities Management

We are the leading outsourced management solution for travel sports destinations and community recreation facilities in the United States. We are deeply committed to improving access to sport and to helping our clients develop models for programming and financing that are socially and fiscally productive. Officially launched in 2012, SFM was born out of our industry-leading planning and project financing sister firm, SFA.

SFM has hosted more than 100 million visits in our client facilities since 2018 and generates hundreds of millions of dollars in annual direct economic impact in the communities we serve. As a commitment to the local communities we serve, SFM launched the SFM Access Program which creates opportunity for families without resources to play.

SFM oversees the largest single network of indoor sports tourism facilities in the U.S. With operations throughout the country, our data base, direct relationships with event rights holders, ability to propel new projects onto the national landscape, combined with our systematic approaches to brand development, marketing, event sales, event management, financial reporting, and facility operations are second to none.

Our expertise is sought after in industry associations and media outlets alike. SFM or facilities in the SFM network have been featured on HBO with Bryant Gumbel, on the TODAY show, in Sports Business Journal, Sports Planning Guide, Sports & Events Magazine, and 2,100 media outlets as well as the National Association for Sports Commissions (NASC), International City and County Managers Association (ICMA), National Recreation and Parks Association (NRPA) and others.

As managers of sports tourism and community based sport and recreation centers, we oversee all aspects of facility development and operations. This includes new project planning and design, development cost containment, staffing, human resources, events marketing, events booking, events management, sponsorship sales, financial/bookkeeping, economic impact and financial reporting, public engagement, and delivery of community based programming.

SFM Quick Stats:

20 million	150+
Annual Visitors to SFM Facilities	General Manager Candidates On File

Notable Recent SFM Projects

Apex Sports & Events - Hillsborough, NJ
 Adrenaline Monkey - Cleveland, OH
 Bedford Park, IL Sports Center - Village of Bedford Park, IL Bo
 Jackson's Elite Sports - Hilliard, OH
 Bridgeport, WV Sports Complex - Bridgeport, WV
 Ceadr Point Sports Center - Sandusky, OH
 Coastal Florida Sports Park - Cocoa Beach, FL
 Community First Champion Center - Grand Chute, WI
 City Beach Volleyball Club - Santa Clara, CA
 Elizabethtown Sports Park - Elizabethtown, KY
 Hill Country Indoor Sports - Woodlands, TX
 Hoover Met Complex - Hoover, AL
 Horizons Edge Sports Campus - Harrisonburg, VA
 Myrtle Beach Sports Center - Myrtle Beach, SC
 Newtown Sports & Fitness - Newtown, CT
 Nevele Prosport Campus - Ellenville, NY
 Panama City Beach Sports Complex - Panama City Beach, FL
 Pelican Bay Aquatic Center - Edmond, OK
 Rocky Mount Event Center - Rocky Mount, NC
 Rocky Top Sports World - Gatlinburg, TN
 Sand Mountain Park & Amphitheatre - Albertville, AL
 St. James Sports and Wellness Center - Springfield, VA
 The Legends Sports Complex - Woodlands, TX
 Upward Star Center - Spartanburg, SC
 Warinanco Sports Center - Roselle, NJ

SFM Featured Project



Panama City Beach Sports Complex

Panama City Beach, FL

Construction Cost: \$37 million

Size: 165 acres

Completion Date: August 2019

Firm's Role: Planning Services, Pre-Opening Management, FF&E Services, On-going Full-time Management

SFA's work included a detailed financial forecast and economic impact analysis, design consultation, an organizational and management development timeline, and on-site presentations. The CVB then contracted SFM for a full suite of pre-opening services, including Development Plan & Timeline, FF&E procurement services, as well as the setup and implementation of management and operating systems for the complex and the business. This led to a Full-Time Management agreement. Through a public-private partnership with the Panama City Beach CVB, St. Joe Company and Bay District Schools, sports visitors on play-cation enjoy a brand new, world-class sports complex on one of the World's Most Beautiful Beaches.

SFM Featured Project



Sand Mountain Park

Albertville, AL

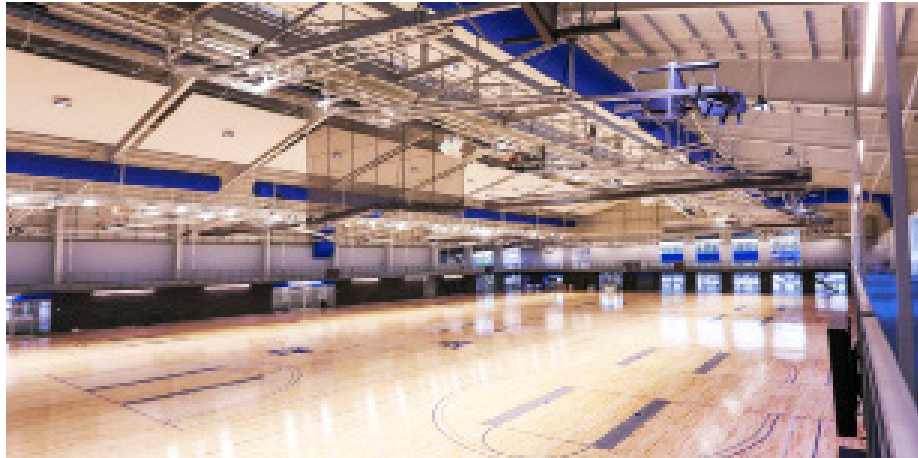
Size: 120 acres, Indoor: 100k sq. ft.

Completion Date: Summer 2020

Firm's Role: Pre-Opening Management, Venue Planning Services, On-going Advisory Management

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

SFM Featured Project



Hoover Met Complex

Hoover, AL

Construction Cost: \$80 million

Size: 120 acres, 155k sq. ft.

Completion Date: May 2017 (Indoor), September 2018 (Outdoor)

Firm's Role: Planning Services, Pre-Opening Management, On-going Full-time Management

Actual vs Forecasted Results

11,000+ hours
of community access SFM created in year
one at Hoover Met Complex

SFM's role in pre-opening development included business development, event booking, brand development and marketing, strategic planning, hiring and organizational structure definition. SFM is engaged as the full-time outsourced management solution for the entire \$80 million complex and has doubled economic impact projections, beating bottom-line budget, all while providing increased usage to the school system and parks & recreation.

SFM Featured Project



Rocky Top Sports World

Gatlinburg, TN

Construction Cost: \$21.5 million

Size: 80 acres

Completion Date: August 2014

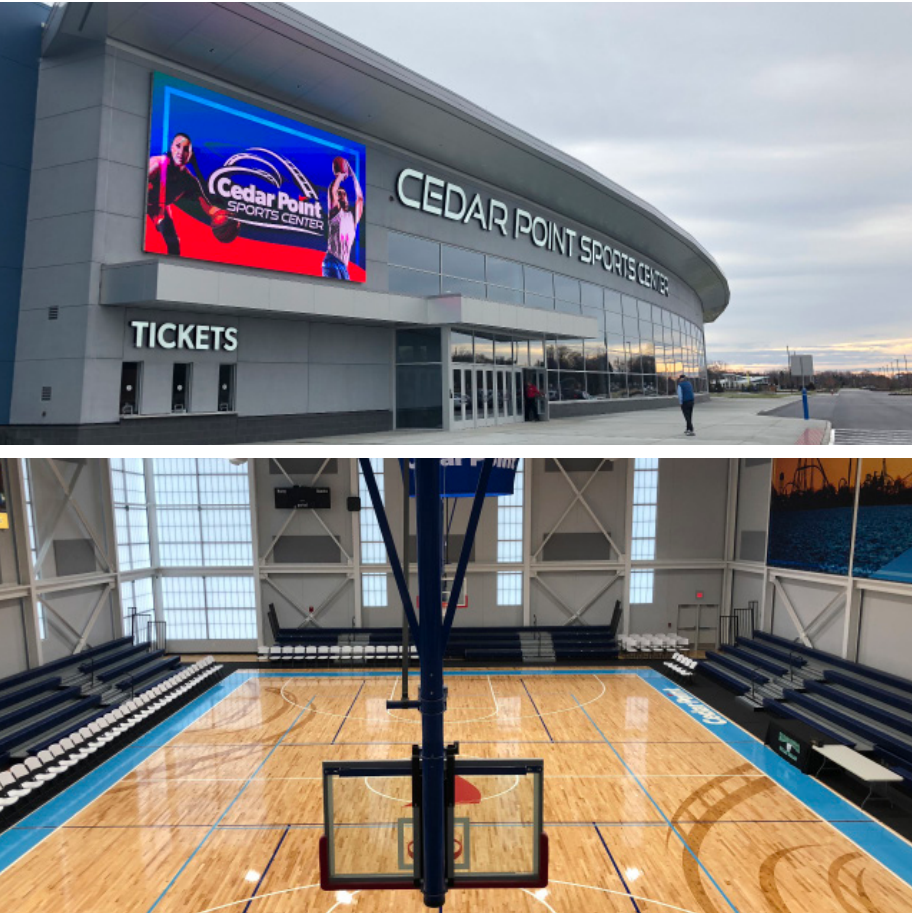
Firm's Role: Planning Services, Pre-Opening Management, On-going Full-time Management

Actual vs Forecasted Results

190%
over forecasted direct spend for the last five
years

SFA was engaged to produce the initial market analysis and community needs/demand assessment phase which included strategic planning, key stakeholder and user group interviews. SFA's work also included a detailed financial forecast and economic impact analysis, an organizational structure, a development timeline, and onsite presentations. The City/County then contracted SFM to become the full-time management entity for this sports tourism destination. SFM's Leadership Team met its year one booking objectives three months prior to the August 2014 Grand Opening. SFM has beat economic impact projections each year by producing \$50mm in direct spending in 2019.

SFM Featured Project



Cedar Point Sports Center

Sandusky, OH

Construction Cost: \$28 million

Size: 145k sq. ft.

Completion Date: January 2020

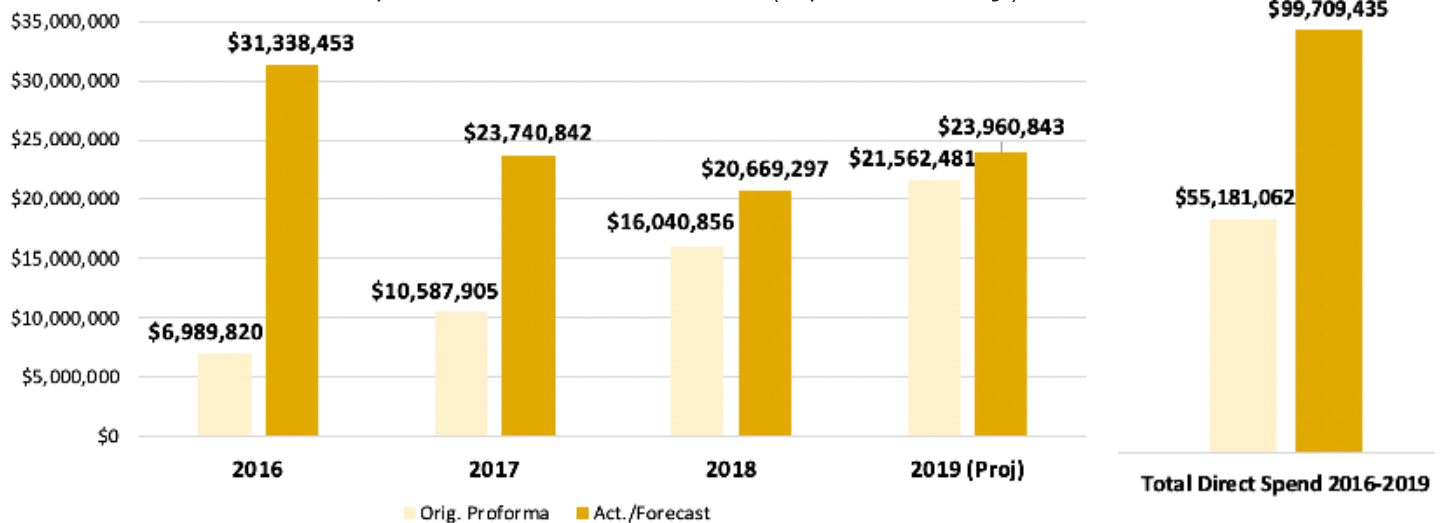
Firm's Role: Planning Services, Pre-Opening Management, On-going Full-time Management

SFA was contracted to provide a market and feasibility analysis, as well as putting together the detailed financial forecast and economic impact analysis. SFM also served as the owner's representative for design and facility layout and was then contracted for facilities, fixtures, and equipment procurement which includes writing and issuing RFP's on behalf of the client. SFM is contracted with a full-time management agreement and pre-opening suite of services including legal/risk, day-to-day operations, marketing, business development, human resources, leadership development, and sponsorship sales. Upon grand opening in January 2020, SFM has already booked more events than budgeted for year one. As a result, direct spending and hotel projections are well ahead of goal.

SFM Featured Project



Estimated Direct Spend Performance (Sports Only)



Myrtle Beach Sports Center

Myrtle Beach, SC

Construction Cost: \$14.2 million

Size: 100k sq. ft.

Completion Date: March 2015

Firm's Role: Planning Services, Pre-Opening Management, On-going Full-time Management

Actual vs Forecasted Results

\$24 million
amount Myrtle Beach Sports Center outperformed economic impact forecast in year one

SFA was engaged to produce the initial market analysis and community needs/ demand assessment phase which included strategic planning, key stakeholder, user group interviews and involved collaboration with key project decision makers. SFA's work also included a detailed financial forecast and economic impact analysis, an organizational structure, a development timeline, and onsite presentations. The City then contracted SFM for a full suite of pre-opening services, including a Pre-Opening Development Plan & Timeline as well as the setup and implementation of management and operating systems for the complex and the business. This led to a Full-Time Management agreement.

PROPOSED SERVICES

TAB C



SFM will provide four (4) distinct services to support the successful launch and operation of the Sports and Events Center in the City of Bryan, TX. Based on the request in the RFP, we have provided details on each area of support and the related pricing. SFM has the ability to support either the indoor sports/events facility stand-alone or to serve both the indoor and the outdoor assets. If the indoor and outdoor venue services are contracted together, there are efficiencies in operational expenses and start-up expenses. These efficiencies have been reflected in our proposed pricing options.

SFM exists to assist our clients and partners in optimizing the use and benefits of recreation and sports facilities. We are often engaged by communities and recreation departments so that your dollar goes further. With proper planning, your venue benefits from increased usage, more economic impact, and a better end result. The following four (4) areas of support will enable our Team the ability to support the City of Bryan, TX in taking your vision from “Concept to Concrete.”

PHASE I: OWNER’S REPRESENTATION CONSULTING

Clients choose to engage SFM in Owner’s Representation Consulting services because of our extensive experience in successful facility planning. Through this service, our team will become one with your team, helping to lead and facilitate project management through design and construction. During design, our seasoned venue planning professionals will help to avoid common – and uncommon – pitfalls and mistakes that cost unexpected time, money, and operational inefficiency. During the selection of design and construction contractors, SFM will support selection criteria and decision making for the City. During design, we will leverage our operational experience to work with your architects and engineers to ensure the venue functions optimally. During construction, SFM staff will continue to lead the development timeline and provide project management helping to ensure your project is built on time and on/under budget.

PHASE II: PROCUREMENT

SFM’s Team of experts will help to specify and procure FF&E (Furnishings, Fixtures, and Equipment). Experience in this procurement process is essential to the operation of your business and we always aim to achieve the highest possible quality at the lowest possible price. The procurement process begins with planning; the goal of which is to understand your project’s precise needs and goals. SFM’s procurement services will bring your sports facility design concepts to reality by leveraging our buying power with vendors around the world. We provide our clients with the highest quality products at the most competitive prices in the industry. Our procurement services team will ensure timely delivery of your furnishings, fixtures, and equipment to keep your project on schedule. We will leverage

our purchasing power and economies of scale across the industry to negotiate the lowest market prices and ensure optimal cost savings. SFM will coordinate with vendors and contractors to ensure the most compact timeline and keep projects on track. Each scope may have its own unique process and timeline. (Example available upon request and distributed monthly).

PHASE III: PRE-OPENING OPERATIONAL SET-UP

With SFM's Full-Time Management solution, we are engaged to support every aspect of setting up operations. While the physical structure is being built by the contractor, SFM will architect and build the operational team and systems. The Pre-Opening Operational Set-up includes a variety of projects and tasks that are coordinated with the pre-opening budget and timing for 10 major areas. During this phase SFM will report weekly and monthly on progress in each area as needed. Throughout this cycle, SFM representatives will meet with your team and other key stakeholder representatives through a schedule of weekly and monthly meetings. This phase of service includes:

Organizational Development: Sourcing, hiring, and placement of a full-time leadership team with clear job responsibilities and training so personnel focuses on the highest priorities impacting the operation. These positions generally include a General Manager, Marketing Director, and other staff according to the hire and placement dates outlined in the operating/financial plan.

Operations Systems and Software Selection and Set-Up: The set-up of accounting systems complete with checks and balances complying with audit requirements. Facility management software, specific HR administrative set-up specific to sport & event centers, proper insurance and risk management coverage, standard operating procedures, operating manuals, food & beverage SOP's for quality/storing/security/safety, and other operational protocol.

Regional and National Marketing and Business Development Plan for Events: SFM will provide a detailed business development action plan and will then execute on this plan. This includes deployment of proven digital, social media, direct sales, and other marketing systems. SFM will also innovate and develop new systems specific to your project. This effort will include regional and national press releases, tradeshow/conference presence, proper budgeting for bid fees (minimal when necessary), and hosting of visits in partnership with your facility, and others.

Local Marketing and Business Development Action Plan: SFM will create a local marketing plan to include digital and social media, public relations, hard hat tours, key stakeholder meetings, and parks and recreation driven efforts. This step is highly collaborative with local parks and recreation and local partners.

Local and Tournament and Events Program Development: The creation, set-up, and implementation of local programming for residents. Creating the "ground rules" for scheduling so that the local community and parks and recreation receive first-class service while balancing the state, regional, and national event needs. This requires proper communication and upfront planning. The set-up for local programs include current programs offered in the community and the introduction of new offerings successful in other SFM venues to include corporate outings, group events, and other child development offerings.

Business Development and Events Booking: SFM will lead business development and events booking efforts to secure events and agreements for use prior to opening. This process must begin no less than 1 year prior to opening to secure events at a pace that can perform or out-perform forecasts. Local programming and local registrations will also be managed during this process and will begin as the facility development enters the final 6 months of construction.

Grand Opening Events Planning: The schedule of grand opening events requires advanced planning. Events are planned for local officials, key stakeholders, community partners, and the community at large.

Staff Placement and Staff Development: The placement of leadership staff begins during the development cycle. These positions include the General Manager, Marketing Director, Operations Director, and others. The schedule for these hires requires job descriptions, job announcements, review of hundreds of resumes, interviews, final approval from our client, placement, training, and guidance from our regional leadership team.

Sponsorship Sales: Prior to opening, SFM will lead a sponsorship sales effort to engage community businesses in a variety of ways. These can include B2B arrangements for services or products in trade for promotion, revenue driven sponsorship sales, events, and other sponsorship programs. SFM's ACCESS program allows sponsors to contribute to play time for kids' that need assistance.

Other Necessary Initiatives: A wide range of community events, meetings, communication, reporting, project management, and other activities dominate the development and pre-opening process. SFM's on the ground team will provide expertise and experience throughout this cycle.

With our leadership during the Pre-Opening Operational Set-up, the City of Bryan will benefit from inclusion into the SFM Network, pre-booking/sales, staff recruitment/training, and years of operational excellence. This involvement in pre-opening gives SFM the time, tools, and resources necessary to maximize the impact of our outsourced management solution post-opening.

PHASE IV: POST-OPENING ONGOING MANAGEMENT

SFM will provide Full-Time Management (FTM) for the City of Bryan involving the day-to-day leadership, management, and oversight of all aspects of the venue including:

- Sales
- Staffing
- Scheduling
- Program Development and Management
- Events Booking and Events Management
- Event Economic Impact and Financial Tracking
- Monthly Financial Reporting
- Human Resources Oversight
- Legal and Risk Management Advisory Services
- Bookkeeping
- National marketing utilizing SFM's national Marketing Network to drive overnight stays for the portion of the Venue that SFM will be managing

Full-Time Management involves SFM leadership and accountability throughout the organization and the business. Full-Time Management Services will include:

- Creation and annual review/updating of business plan, marketing action plan, and budgets
- Seasonal budget and marketing action plans
- Marketing and advertising plan and campaigns
 - o Website optimization and social media campaign
 - o PR campaign
 - o Tradeshow and conference schedule (as applicable)
 - o Direct sales and direct calls to event and tournament organizers
 - o Familiarization visits
 - o Integration and collaboration with local Parks & Rec department and local CVB
 - o Site-specific tournament and event development
 - o Direct Mail campaign
 - o Article writing and print advertising
- Detailed timeline and action items for development and facility/operation updates
- Annual review of the business year prior and identification of new programming
- Capital improvements suggestions and review
- Identification of new investments
- Monthly “Budget vs. Actual” (Variance) review
- Routine review/recommendations for programming, marketing, reporting, organization updates
- Action plan for local/regional alliances and agreements with sports/recreation organizations to bolster and maintain utilization through recurring leagues and programs as well as tournaments and events
- Weekly management calls with SFM management and SFM’s GM network for business development and operations
- Recurring coaching and collaboration sessions with SFM management and SFM’S GM network.

SFM will serve as the single point of accountability for venue operations. With SFM, Clients maintain total control of the asset and receive regular reporting from facility and SFM corporate leadership. Our team will help to achieve the goals you set.

SFM IS YOUR TURN-KEY SOLUTION

FOR EVERY STEP AND EVERY STAGE

PROPOSED PRICING

TAB C

Based on the four (4) areas of service above, SFM has created a pricing matrix for the City of Bryan. Within the table below, we have provided the typical “low” and “high” range for pricing. For the City of Bryan, we have prepared a preferred pricing model with options for the indoor only and indoor/outdoor services. The indoor/outdoor services package represents that savings and efficiencies of common management.

City of Bryan, TX SFM Pricing Matrix	STANDARD PRICING RANGE		CITY OF BRYAN PREFERRED PRICING	
	LOW	HIGH	INDOOR ONLY	INDOOR & OUTDOOR
Owner's Representation Consulting				
<i>Typically \$8-10k/mo Assume 15 mos.</i>	\$ 96,000	\$ 150,000	\$ 96,000	\$ 120,000
Procurement				
<i>Typically 4-6% of FF&E Budget Assume \$5M FF&E Budget</i>	\$ 200,000	\$ 350,000	\$ 155,000	\$ 225,000
Pre-Opening Operational Set-up				
<i>Typically \$300k - 400k Assume 12mos Construction</i>	\$ 300,000	\$ 400,000	\$ 350,000	\$ 350,000
Post-Opening Ongoing Management				
<i>Typically \$20k-30k/mo Assume 5 year contract term *Base Mgmt fee + Incentives</i>	\$ 240,000	\$ 342,000	\$ 258,000	\$ 288,000
TOTAL CONTRACT VALUE				
<i>(Assumes 5 year Full-Time Mgmt. Term)</i>	\$ 1,796,000	\$ 2,610,000	\$ 1,891,000	\$ 2,135,000

In an effort to keep our monthly management fee down and to ensure our motivation/success factors align with the City, SFM has deferred management fees. For the City of Bryan, post opening deferred management fees will include:

- **Customer Satisfaction: up to \$25,000/yr**
- **20% Sponsorship Booking**
- **2.5% of revenue above \$500,000**
- **Room night booking: up to \$50,000/yr**

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

TOURNAMENT SUCCESS

TAB D-1



**FOX CITIES
CHAMPION CENTER**



**ROCKY TOP
SPORTS WORLD**



**HOOVER MET
SPORTS COMPLEX**



**PANAMA CITY BEACH
SPORTS COMPLEX**



**ROCKY MOUNT
EVENT CENTER**



**ELIZABETHTOWN SPORTS
PARK**



**CEDAR POINT SPORTS
CENTER**



**APEX SPORTS
& EVENTS**

With SFM You are a Part of an Award Winning National Network

The SFM Network is the single largest and fastest growing network of sports facilities in the nation.

Our growing database connects hundreds of event owners with our managed venues. Launching in spring of 2019, sfmnetwork.com will be the newest marketing platform for SFM sports tourism venues.

Through our cooperative marketing efforts an innovative press strategy, SFM Network will be able to promote our destinations like never before. Our team of dedicated facility marketers are creating press strategies, applying for industry awards, creating editorial content, and searching for the newest events.

In addition to premier events in traditional sports like basketball and volleyball, we will be sourcing and selecting non-traditional events to fill hard-to-book dates. Examples of these events include pickleball, Rubix cube tournaments, paintball, e-sports, trade shows, and other conferences.

SFM NETWORK


When you join the SFM National Network, your facility and your community benefit from our industry reach, relationships, partners, and purchasing power.

For example reporting, please refer to Appendix A for historical metrics from operations at Hoover Met Complex.

OPERATIONS SUCCESS

TAB D-2 & 4

Below is an example SFM Impact Report from one month's reporting period at Hoover Met Complex.

				MAY ECONOMIC IMPACT			
Number of Teams:		Traveling:	161	Local:	299		
Number of Athletes and Coaches:		Traveling:	1,932	Local:	3,588		
Number of Spectators:		Traveling:	2,898	Local:	5,382		
Room Nights:		11,834	Days In Market:	20.00			
Economic Impact Breakdown							
Direct Spending Total:		\$7,776,300	Indirect Spending Total:		\$1,555,260	Total Impact:	\$9,331,560
LOCAL USAGE							
OPEN GYM		309	MEETINGS & Other Rentals		579		
WALKING TRACK		369	Local , P&R and Court Rentals		9,083		
CLIMBING		543	RV Park		2,619		
MAY TAXES							
LODGING RV PARK		LOCAL	COUNTY	STATE			
		\$2,851.63	\$5,703.25	\$3,259.00			
SALES TAX		\$6,782.83	\$3,875.91	\$7,751.81			
TOTALS		\$9,634.46	\$9,579.16	\$11,010.81			

Please refer to Appendix B for an additional standard SFM report:
The Weekly General Manager Report.

OPERATIONS SUCCESS

TAB D-3

In recent venue operations that were previously forecasted by SFA, SFM has achieved extraordinary results:



\$41 million

Amount of Direct Spend ABOVE Forecast from 2016 - 2018 at Myrtle Beach Sports Center

Myrtle Beach is projected to surpass targets for economic impact in 2019 by 2.4 million dollars.



65 events

Amount of events booked in the first 4 months of operation at Rocky Mount Event Center

Rocky Mount Event Center was forecasted to host 18 events in year 1. As of month 4 into the operation SFM has booked more than 65 events, surpassing year 1 forecast by more than 300%.



\$160 million

Amount of Direct Spend from 2013-2018 at Rocky Top Sports World

This direct spend represents 190% of forecast for the last five years at Rocky Top Sports World.



11,000+ hours

Amount of Hours of Community Access created in Hoover, AL

The Hoover Metropolitan Complex, located in Hoover, AL opened in 2017 and is a sports tourism complex with a strong local-use component. During year one of operation, the SFM team created more than 11,000 hours of local community access to the facilities.



SFM has built a National Network that draws over 20 million visitors to SFM managed facilities from across the country each year.

PROJECT HISTORY

TAB E & F

The Sports Facilities Management is very familiar with the proposed re-development of the Regional Park in Bryan, TX. The Sports Facilities Advisory was contracted in March of 2019 to produce Market Research, a pro forma, economic impact analysis, and feasibility report for the City of Bryan through Stonehenge Developers. The scope of work came back positive with recommendations for the Event Center, outdoor fields, amphitheater, activation of the lake, and other park assets.

In addition to this understanding of the project, SFM also has first-hand experience related to local programming and regional opportunities for the project based on extensive experience in TX. SFM has served public, private, and non-profit projects in TX of all shapes and sizes. This first hand-experience with the project will help SFM to be an ideal development and operating partner for the project.

We are excited about the opportunity to serve the City of Bryan and incorporate your venue into our network of “best in class” venues. This will help the City in successfully creating a local project with regional and national impact!



**destination:
BRYAN**

REFERENCES

TAB G

Public References

The following references were selected from our portfolios for their relevance and prominence to the proposed project.



Visit Panama City Beach

Dan Rowe, President/ CEO

Phone: 850-248-9060

Email: drowe@visitpanamacitybeach.com



City of Myrtle Beach, SC

John Pedersen, City Manager

Phone: 843-450-1042

Email: jpetersen@cityofmyrtlebeach.com



Sevier County, TN

Greg Patterson, Trustee

Phone: 865-453-2767

Email: gpatterson@seviercountyttn.org



City of Hoover, AL

Allan Rice, City Administrator

Phone: 205-444-7500

Email: arice@hooveralabama.gov

CERTIFICATION/AUTHORIZATION/ACKNOWLEDGEMENT FORM

CERTIFICATION and AUTHORIZATION

The undersigned certifies that he has fully read and understands this "Request for Proposals" and has full knowledge of the scope, quantity, and quality of the services and materials to be furnished *including the Texas Ethics Commission Certificate of Interested Parties Form 1295* and intends to adhere to the provisions described herein. The undersigned also affirms that they are duly authorized to submit this Proposal, that this Proposal has not been prepared in collusion with any other Vendor, and that the contents of this Proposal have not been communicated to any other Vendor prior to the official opening of this Proposal. Additionally, the undersigned affirms that the Firm is willing to sign the enclosed Standard Form of Agreement (Exhibit B, if applicable).

By signing below, the FIRM certifies that neither the signatory, nor any co-owner of the FIRM, is related to a member of the City Council of the City of Bryan within the third degree of consanguinity (blood) or within the second degree of affinity (marriage).

Signed By:  Title: Partner Date: 1/30/20

Typed Name: Eric Sullivan Company Name: Sports Facilities Management, LLC

Phone No.: 727-474-3845 Fax No.: _____

Bid Address: 600 Cleveland St, Suite 910 Clearwater FL 33755
P.O. Box or Street City State Zip

Order Address: " _____
P.O. Box or Street City State Zip

Remit Address: " _____
P.O. Box or Street City State Zip

Email: esullivan@sportadvisory.com Federal Tax ID No.: 46-1145091