May 14, 2013

Dear Guest:

Lights ... Music ... Vegas! Back in Las Vegas for the third time, we’re “going all in”–just like our theme says. Welcome to USIndoor’s 13th Annual Facility Operators Conference and Tradeshow! You’ll love our host, Green Valley Ranch, and you’re going to find our speakers, sessions and special events tremendous. We’ve worked exceptionally hard to make this the best, most educationally packed Conference in our history, and repeat attendees will immediately notice the difference by the sheer number of attendees, exhibitors and sponsors. Plus, we’ve got a few surprises and new tricks up our sleeve.

Inevitably, you’ve arrived with specific questions and objectives and have long been looking forward to this moment. We want you to make the most of it. Other than through our learning tracks, you’ll have loads of opportunities to network so that you can share ideas and stay in touch even after our event. Colored name badges will help identify who’s who, and if you saw our recent news release about BadgeQ, you’re probably excited to try out this new networking tool, too.

Some of you are attending our first-ever all-day Specialty Workshops on leadership and sponsorship on Tuesday. Wednesday, we’re featuring another first-rate keynote speaker in Allen Fahden, who will be leading a second session later in our Owners Track. Those involved in our Existing Operator Track will also note special emphasis on panel and roundtable sessions, including a few tables in each room reserved based on industry experience.

I’d like to thank our Board and so many others, who have graciously lent their support. After all, we cannot have panels and roundtables without some attendees taking charge. If you were unable to serve this year, I hope you will consider getting involved in the future. I’d also like to thank the gracious hosts of Tuesday’s Facility Bus Tour–five sites total–for allowing us such a privileged glimpse into their operations. There’s nothing like a first-hand look to go along with all the talk.

Then there are our sponsors–more this year than ever before–and too many to name here–but you’ll see their mention throughout our event. Their turnout, as well as this year’s record-setting attendance and tradeshow, is evidence of the fantastic job of our Meetings Director, Lou Mengsol, and our new Membership Manager, Steve Smith, who deserve all the credit and whom you can feel very proud of. They’re already making plans for Louisville in 2014.

I know you appreciate the opportunity that USIndoor brings, or you wouldn’t be here. Please help keep it going by showing your appreciation to our exhibitors by thinking of them first when it comes to solving your needs.

There’s always a lot going on at our events, both on the schedule and informally. Be sure to consult the back of your Program to plan and quickly refer to where you should be when. By week’s end, you will be full of new knowledge, perspectives and ideas, as well as a network of resources to keep you connected until we reconvene next year in Louisville with new experiences to share.

Very truly yours,

Don Shapero
President
# 2013 Facility Operators Conference & Tradeshow

## Schedule of Events

All events take place at Green Valley Ranch Resort unless otherwise indicated. Conference name badges or tickets are required for admission to all events and sessions. The Exhibit Hall will be closed during all sessions to allow exhibitors to participate in educational programming and for security. Please cooperate with staff and leave the exhibit hall at the end of exhibit hours.

<table>
<thead>
<tr>
<th>Tuesday, May 14, 2013</th>
<th>8:30 am – 6:00 pm</th>
<th>Specialty Workshops – Sponsorship, Leadership (includes lunch)</th>
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<tbody>
<tr>
<td>9:00 am – 5:00 pm</td>
<td>Facility Bus Tour sponsored by FunBallz Fun Centers (includes lunch)</td>
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<tr>
<td>2:00 pm – 4:00 pm</td>
<td>Check-in &amp; Registration</td>
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<table>
<thead>
<tr>
<th>Wednesday, May 15, 2013</th>
<th>7:30 am – 5:00 pm</th>
<th>Check-in &amp; Registration</th>
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<tbody>
<tr>
<td>10:45 am – 12:00 pm</td>
<td>Session I</td>
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<tr>
<td>12:00 pm – 1:30 pm</td>
<td>Break for Lunch</td>
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<tr>
<td>1:30 pm – 4:00 pm</td>
<td>Sessions II-III</td>
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<tr>
<td>4:00 pm – 7:00 pm</td>
<td>President’s Reception and Tradeshow, sponsored by The Monument Sports Group</td>
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<tr>
<th>Thursday, May 16, 2013</th>
<th>9:30 am – 11:45 am</th>
<th>Sessions IV-V</th>
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<tbody>
<tr>
<td>11:45 am – 1:40 pm</td>
<td>Tradeshow Luncheon, sponsored by Lil’ Sluggers</td>
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<tr>
<td>1:45 pm – 4:15 pm</td>
<td>Sessions VI-VII</td>
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<tr>
<td>5:00 pm – 7:00 pm</td>
<td>Post Conference Celebration at “The Pond,” GVR included in full-priced registration, sponsored by EZFacility.com</td>
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Keynote Speaker

Wednesday General Session: Allen Fahden, Innovation on Demand

Author, corporate trainer, and former stand-up comic Allen Fahden has consulted with countless Fortune 500 companies, as well as celebrity business owners. Over 30 years working with teams as corporate executive and as a trainer, Allen identified an understanding of people's strengths that allows them to triple their performance in the creating, planning and decision stages. By appreciating what a team member can do, and not expecting them to do what they can't, he has freed people to transform their work, relationships and purpose.

Session Descriptions

Opinions expressed by speakers are their own and do not necessarily represent the opinions of the United States Indoor Sports Association. USIndoor assumes no responsibility for the accuracy or completeness of the information presented by any speaker. A speaker’s appearance at USIndoor’s Facility Operators Conference, or the presence of an exhibit at the Tradeshow, does not constitute an endorsement by USIndoor.

Wednesday, May 15, 2013

General Session, State of the Industry & Keynote, 8:15 am – 10:30 am

Sponsored by Arena Sports, Inc.

Featuring Allen Fahden, Innovation on Demand, and including presentations by Don Shapero, USIndoor president, and Jim Cline, CAO, The Goals Group

The Conference’s core programming kicks off with a sit-down breakfast, including an association update from USIndoor president Don Shapero and “State of the Industry” Report from Jim Cline, a member of USIndoor’s consulting team and, formerly, a long-time facility operator. Allen Fahden (see description above) delivers this year’s Keynote Address.

Grand Ballroom 1
SESSION I - 10:45 am – 12:00 pm

**Startups**

*Intro for Startups*, Panel moderated by Jim Cline, CAO, with USIndoor Consultants & Mark Grossman

Gain an approach for beginning and carrying out the process of starting an indoor sports facility or conversion project, as well as for meeting experienced operators and vendors and getting the most out of your Conference experience.

Del Fuego

**Owner/Executive (admission restricted)**

*Pricing Strategies*, Roundtables moderated by Afrim Nezaj

Learn how to determine your pricing structure through an analysis of your own programs vs. renting to outside entities, among other things. Have a fresh look at whether your current business model is working and what refinements can help.

Del Mar I

**Owner/Manager**

*Measures of Success*, Roundtables moderated by Leigh Davenport and Courtney Davis

How can a good sports facility become great? Taking its cue from the principles discussed in the book by Jim Collins, participants will exchange their approaches and ideas in several mini-roundtable sessions targeting a variety of topics. Participants will leave with a better understanding of how to be great, plus a set of action items.

Del Mar II

**Manager/Staff**

*Bring Three Ideas*, Roundtables moderated by Janet Benassi, CAO

Meet fellow operators and discuss some of your greatest triumphs and ideas. Learn what has worked and what has not worked at other indoor sports facilities and why.

Del Sol

SESSION II - 1:30 pm – 2:45 pm

**Startups**

*Feasibility and Business Planning*, Jason Clement and Evan Eleff

Planning to open an indoor sports facility? Your market/feasibility study will play an important role in the financing, design, and marketing strategy for your new center. This fast-paced session will help you understand the leading drivers to facility success and the top reasons why some facilities fail.

Del Fuego

**Owner/Executive (exclusive)**

*Consultants – They’re Not Just for Breakfast Anymore*, Allen Fahden

Have you ever been sought the advice of a consultant or tried to find the right one for you? This engaging session will discuss advanced concepts from our Keynote Presentation on maximizing your staff and getting them to interface with external assets to become an in-house team of consultants.

Del Mar I
Owner/Manager  
Sponsorship Trends and Best Practices, Roundtables moderated by Chris Vertrees  
The incremental revenue from sponsorship can be critical to financial success, … and, if done right, not so incremental! This session will explore how sponsorship is working within the indoor sports industry and what operators can do to improve their experience and their results.  
Del Mar II

Manager/Staff  
Social Media: Trends & Best Practices, Panel moderated by Sam Migliano, with Larry Mana’o, Pete Testa and Michael Horn  
This insightful session will take a look at various forms of social media and “get into the weeds” of how to integrate social media into your marketing plan and leverage it to build, implement, and evaluate social media within your sports facility. A willingness to share ideas and experiences will be expected, as will a working knowledge of social media.  
Del Sol

SESSION III – 3:00 pm – 4:00 pm

Startups  
Financing Methods, Jim Cline, CAO  
This session will explore the steps needed to secure commercial, investment and SBA financing for your new sports facility. The topic will cover the critical processes and priorities in getting functional and sufficient financing. Many tips will be presented as well as the potential traps. Save yourself a lot of frustration and time by learning to develop a financing plan that will make your business successful.  
Del Fuego

Owner/Executive (exclusive)  
Financial Trends, Industry Survey Analysis, John Wack  
Utilizing our most recent industry survey, we discuss industry performance measures and common benchmarks in the indoor sports industry. Understand key revenue and operating expense ratios industry leaders use in understanding their operating efficiency and overall financial performance.  
Del Mar I

Owner/Manager  
Membership Matters: Service/Product Guide, Steve Smith  
Do you know just how many ways your USIndoor membership can increase to your bottom line? Join us as we discuss some of your greatest and possibly overlooked member values, such as our new fee schedule for background checks, your direct line to custom uniforms and apparel, discounts on shipping/receiving, reduced credit card processing, and so much more. We will also hear from several of our newest providers and sponsors, who will explain what they can do for you and why you should visit them at the tradeshow immediately following this session. Time permitting, we’ll also open the floor to suggestions and ideas that you’d like added to member benefits.  
Del Mar II

FOR BREAKOUTS & LOCATIONS, REFER TO BACK COVER.
Manager/Staff
Private Events & Birthday Parties, Panel moderated by Beth Standlee, with Daren Alary and Rebecca Roth
Are your private events and birthday parties all that they can be? Learn new ways to capture the most business from customers that visit your facility every day. This insightful discussing will look at this lucrative part of your business and how to make your operations more productive, driving dollars to your bottom line.
Del Sol

Thursday, May 16, 2013
SESSION IV - 9:30 am – 10:30 am
Startups
Construction Process, Norm Gill
Balancing investment vs. profitability … to renovate or to build … What is the TOTAL facility cost? … How long will it take, really!? … WHO needs to be in on the project? … Dealing with local authorities and codes! … How does form relate to function--and to profitability?
Del Fuego

Owner/Executive (exclusive)
Case Study: Survival Tactics, Jim Cline, CAO
Businesses that survive and succeed do so by technique, not by accident. This session will cover key milestones in the areas of finance, management, and marketing, which will help you establish consistent cash flow and profitability. Utilizing a case study method, combined with audience participation, this session will refine your approach to budgeting and financial forecasting. We will also look at the "intangibles" of image, customer service, and quality that define successful indoor sports operations.
Del Mar I

Owner/Manager
Running Successful Meetings, Janet Benassi, CAO
There are good meetings and there are bad meetings. Bad meetings drone on forever, you never seem to get to the point, and you leave wondering why you were even present. Effective ones leave you energized and feeling that you’ve really accomplished something. So what makes a meeting effective? Join us in this session to learn how to take your meeting to the next level.
Del Mar II

Manager/Staff
Sports Programs - Beyond Soccer, Roundtables moderated by Marc Roeder
In this lively roundtable session, groups will discuss what is working in specific activity areas and sports, other than soccer, and what’s not. Participants are encouraged to bring questions, ideas and best practices to share.
Del Sol
SESSION V - 10:45 am – 11:45 am

**Startups**

**Risk Management & Insurance**, Mark Grossman
Discussion will center on satisfying insurance needs without the headaches, so that you can concentrate on growing your business. Specific coverages and topics will include: General liability, participant legal liability, sexual abuse and molestation, claims management, loss of income, crime, referees and workers compensation, camps, tournaments, and special events.

*Del Fuego*

**Owner/Executive (exclusive)**

**Financing Options- Expansion and Renovation**, Panel moderated by Afrim Nezaj, with Mike Garrett
Acquiring new properties and making structural changes to existing facilities can be exceptionally complicated and involve a myriad of parties—financial and otherwise. The benefits, if done right, however, are usually well worth it. Gain insights from our panelists, as well as from fellow facility owners, on the careful analysis of financial and logistical considerations that are required, depending on your business and personal objectives.

*Del Mar I*

**Owner/Manager**

**Everyone is selling or Unselling Your Product**, Beth Standlee
Your front-line personnel are your best ambassadors…or your worst. What are your employees saying and how is it affecting your operations? This session will discuss strategies on transforming your staff into world-class sales ambassadors.

*Del Mar II*

**Manager/Staff**

**Referee Programs**, Panel moderated by Mario D’Agostina, with Steve Smith
This session covers the importance of a well-trained, reliable referee staff in a variety of sports, including elements of recruiting, professionalism, coordination and communication. Successful referee programs are best managed by “3 Ds”:
1. Development: Recruitment, Retention and Education
2. Design (Administration): Assignment, Compensation and Support
3. Dialogue: Among the Assignor, Managers and Owners
We deal with common problems faced by facility managers, including relationships with players, parents, coaches, and facility managers. Questions and discussion may also pertain to game rules.

*Del Sol*
SESSION VI – 1:45 pm – 3:00 pm

**Startups**  
**Critical Management Solutions**, Jim Cline, CAO  
You've heard the concerns: The hours are too long, the bosses are too demanding, the staff is unhappy and turning over too quickly. This session will explore two inter-related management issues that can propel or destroy a commercial sports facility: staff integration and management power-sharing. The first issue concerns assigning staff to overlapping duties intended to allow workers to interact efficiently. The second is the tendency that has owners, managers, and staff at odds over cumbersome management roles and styles and unrealistic expectations.  
*Del Fuego*

**Owner/Executive (exclusive)**  
**Alcohol Sales - Best Practices & Marketing**, Panel moderated by Mike Holtzman, with Pete Spanos and Bill Berghoff  
This portion of your operation, while rewarding and lucrative, also carries some of the highest risks of any industry. The dangers associated with the service of alcohol to the public are quite high, and it is imperative that those involved should know of the risks, and be prepared to counter them as best as possible. Learn essential practices that will keep you profitable and on the right side of the law.  
*Del Mar I*

**Owner/Manager**  
**Operations - Best Practices**, Roundtables moderated by Mike Gallups  
Join fellow operators in this roundtable setting to learn what procedures successful operators utilize to maintain efficient and high quality programs and services. Discuss our industry’s challenges and trade methods and ideas on best practices.  
*Del Mar II*

**Manager/Staff**  
**Risk Management**, Panel moderated by Mark Grossman, with Dick Groendal  
This presentation will focus on advanced concepts with respect to insurance including background check, waivers and more. Join this team of experts from various sectors in a lively discussion including Q & A.  
*Del Sol*

SESSION VII – 3:15 pm – 4:15 pm

**Startups**  
**Wrap-Up: Marketing, Management Software, Questions**, Panel Moderated by Jason Clement, with USIndoor Consultants  
Join US Indoor’s team of consultants as they wrap up any final thoughts, answer your questions and provide additional insight not covered during the structured sessions.  
*Del Fuego*
FOR BREAKOUTS & LOCATIONS, REFER TO BACK COVER.

**Owner/Executive (exclusive)**

**5-10 Years Business Planning**, Jan Eric Nordmo, CAO

Join this strategic planning session, designed for the seasoned business owner and operator. Topics to include future visioning, business cycles, growth, management, retention, valuation, partnerships and exit strategies.

*Del Mar I*

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**Owner/Manager**

**Food Service Secrets**

Panel: Harry Patel, Steve Gallups, Mike Holtzman

In this session you’ll hear from industry veterans on theory and practices that can be applied to your operations as it relates to your concessions and food service.

*Del Mar II*

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**Manager/Staff**

**Cost Saving Tips & Tricks**, Tim Krout and Ray Pardue

Who doesn’t spend some sleepless nights thinking about how to drive dollars to their bottom line? Companies without someone in charge of ways to cut costs are prone to overspending. Whether small or large, all companies have cost-savings opportunities available. Learn how to save amidst rising utility rates and other budget drains and expenditures with some relatively simple measures, staff communication and attention to detail.

*Del Sol*

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DAREN ALARY, VP Sales & Marketing, Funballz Fun Centers, Abbotsford, BC

Daren, and partner Eric, have over 20 years in sales & marketing events, for which they have seen their venture grow to 4 offices. They partnered with Funballz (headquartered in Denmark) in the Fall of 2012 after seeing various Funballz Youtube videos. When "Bumperz - Silly Soccer" received over 10,000,000 views, they knew they had a winner. After much review they felt that the perfect opportunity to expose Funballz to North America would be to join USIndoor. Says Daren, "We have many exciting products in the pipeline, which are all designed to increase the Indoor Facilities sales and make their events …just a little crazy!!" Daren has been married for 18 years and has 3 children (Son 17, daughter 14 & 9). Daren is a big sports fan, with a lifetime goal to be in the World Series of Poker.

JANET BENASSI, General Manager, Off the Wall Soccer, Santa Clara, CA

Janet is responsible for the daily business operations and oversees all facilities business operations and books for Off the Wall Soccer, where she has been instrumental since its establishment. She is a former owner of four (4) diverse businesses, all of which are still going strong! They consist of one of the largest property management companies in northern California, a landscape company with over 65 employees, and two car washes. She also helped start an interior design company.

BILL BERGHOFF, President, Sportsplex USA, Poway and Santee, CA

Bill received his Bachelor of Business Administration from the University of San Diego and has over 20 years of experience both owning and operating sports complexes. Each of his complexes has over 300,000 patrons/year and each responsibly serves beer and wine. Bill has a wealth of real world experience in the niche market of sports park operation. Bill’s family has owned the landmark Berghoff Restaurant in Chicago for over 100 years. The Berghoff has the distinction of being one of the largest restaurants in the country and holds liquor license # 1 in the city of Chicago.

TODD BOEHM, former Marketing Manager, Subway Restaurants, Alberta, Canada

Todd is a franchisee with SUBWAY® restaurants in Alberta, Canada. His background includes various sales and marketing roles with tier one consumer packaged good companies, including Interbrew and McCain Foods. Prior to becoming a franchisee Todd worked as the marketing manager for SUBWAY® restaurants in Alberta, where he created, developed and executed several major sponsorships including a multi-year, six figure deal with the Calgary (now SUBWAY®) Soccer Centre.
JASON CLEMENT, COO, The Sports Facilities Advisory, Clearwater, FL

Mr. Clement is Chief Operating Officer of The Sports Facilities Advisory (SFA). Widely recognized for his commitment to excellence, Jason oversees SFA’s day-to-day operations and customer commitments. Under Jason’s leadership, SFA has served a portfolio of more than $1.5 billion in planned and operational facilities. SFA provides a suite of planning and management services to owners and communities seeking to develop new sport and recreation centers and to optimize the financial performance of existing assets. SFA’s services include financial forecasting, feasibility studies, economic impact studies, master planning consultation, and facility management services.

JIM CLINE, Principal, The Goals Group, Westerville, OH

A former general manager with several indoor soccer companies, Jim consults full-time for facilities all across America. Founder and principal of The Goals Group, an indoor soccer and sports consulting firm based in Columbus, Ohio, Jim has been involved with soccer teams, soccer stores, and indoor facilities for more than twenty years. He is on the boards of several youth soccer associations in two states and has operated more than 75 youth soccer tournaments. His career has included over thirty years in real estate, commercial design and construction. Jim was recognized by Major League Soccer as one of the top 100 soccer leaders in Ohio. He is a member of the United States Indoor Soccer Association’s team of professional consultants and has been a featured indoor soccer speaker at the USIndoor Conference and Athletic Business Conference. In addition to a number of current projects around the United States, he is an indoor soccer consultant to indoor equipment manufacturers and vendors as well as development groups, non-profit organizations, and municipal parks and recreation departments. Jim is also active on indoor sports projects in China.

MARIO DAGOSTINO, National Referee Instructor, USIndoor Soccer Association, Canton, MI

A Maltese native, Mario started his soccer officiating career in 2000 with the United States Soccer Federation. He became a United States Indoor Soccer Association referee in 2005 and was hired by High Velocity Sports in Canton, MI in 2007 as its Head Referee. In 2008, he became a USIndoor National Referee Instructor.

LEIGH DAVENPORT, General Manager, Virginia Beach Field House, VA

COURTNEY DAVIS, Assistant General Manager, Virginia Beach Field House, VA

ALLEN FAHDEN, Principal, Innovation on Demand, Rancho, Cordova, CA

Author, corporate trainer, and former stand-up comic Allen Fahden has consulted with countless Fortune 500 companies, as well as celebrity business owners, such as Paul McCartney and Bill Murray. Allen has been featured by People Magazine, ABC News, BBC TV, and countless television and radio broadcasts, as well as syndicated and local print media across the U.S. Over 30 years working with teams as corporate executive and as a trainer, Allen identified an understanding of people’s strengths that allows them to maximize their performance.
MIKE GALLUPS, Partner, American Sports Centers, Anaheim, CA

Mike is a partner in American Sports Centers, with locations in Anaheim, CA, and Avondale AZ. As Vice President of Operations, Mike is responsible for managing the facilities’ day to day operations and executing their business plans. His role also includes hiring and training key personnel for each new American Sports Centers location. Mike’s exceptional organizational skills have been responsible for the success of filling up virtually all of the available prime time hours at American Sports Centers throughout most of the year. In addition, he negotiates all customer contracts, manages relations with tenants and vendors, and establishes new procedures to increase efficiency and profitability. Mike is a member of USIndoor’s Members-Only Committee.

STEVE GALLUPS, American Sports Centers, Anaheim, CA

MIKE GARRETT, VP of Expansions and Acquisitions, Let’s Play Sports, Portage, MI

Mike is an experienced business owner, manager and entrepreneur, who has developed several company start-ups as an investor and operator. He is experienced in all aspects of business ownership and management, from original concept to the maturing business, including concept development, initial funding, real estate development and site selection, construction supervision, negotiation, finance, marketing, personnel management and supervision and the development and execution of exit strategies. Mike currently serves on the Board of Directors for Let’s Play Soccer.

NORM GILL, Partner, Pinnacle Indoor Sports, Eau Claire, WI

Norm Gill has hands on experience in every aspect of an indoor facility’s development, construction and operation. He has personally operated two Soccer/Sports Blast facilities and has overseen the development, construction and operation of many others. Before founding Soccer Blast, Norm was principal owner of a construction company specializing in design/build industrial construction projects. His expertise includes location selection, construction, financing and business operation. Norm is a former member of USIndoor’s Advisory Board of Directors.

DICK GROENDAL, former President, e7sports, Irvine, CA

Just this March, e7sports was acquired by Sport Ngin, a sports data management and website service for youth, high school, collegiate and pro sports communities. Formerly, Dick was president and co-founder of e7sports, a ten-year old company attracted to USIndoor to provide background checks. In addition, e7 provided data management and graphical design services for youth and adult sports activities and events. Dick’s background is in sales, marketing and business development. His previous experience includes eighteen years with Hewlett-Packard in sales. Dick received a Bachelor of Science from Eastern Michigan University. At Sport Ngin, Dick will be assuming a senior management, sales and advisory position.
MARK GROSSMAN, President, Sports Center of Richmond and The Monument Sports Group, Richmond, VA
A native of Richmond, VA, Mark lettered in 5 sports and earned High School All-American status in soccer. He graduated from the University of North Carolina at Chapel Hill with an interdisciplinary major of Sports Public Relations/Marketing and Speech Communication. After UNC, Mark spent the next two years in the front office of the Washington Diplomats, a team in the North American Soccer League (NASL). Returning to Chapel Hill, he owned and operated "Heels OnWheels," an outdoor/indoor roller skating business. Mark entered the insurance business in 1981. He purchased the independent agency where he was employed in 1987 and in 2000 founded The Monument Sports Group to service the insurance, financial services, and marketing needs of both professional and amateur sports owners, operators, and players. Monument Sports is proud to be the exclusive insurance agency for the United States Indoor Soccer Association. Mark is a member of USIndoor’s Advisory Board of Directors.

MIKE HOLTZMAN, President, Profitable Food Facilities, Poway, CA
Michael Holtzman received his BS in Restaurant Management from California Polytechnic University in Pomona, California, and has over 25 years of restaurant experience. His company, Profitable Food Facilities, specializes in captive market restaurant locations, including indoor soccer parks, outdoor sports facilities, sportplexes, water parks, golf courses, ski resorts, health clubs, and day spas. He has worked with more than 310 “captive market” facilities in 42 states, Canada, England and the Middle East to enhance restaurant design and customer service, while building sales and profits. He has spoken at many conferences, including the Sportsplex Operators & Developers Association, the Athletic Business Conference World Waterpark Association, the National Recreation and Parks Association, the PGA of America, the Club Managers Association, the National Ski Areas Association, the National Golf Course Owners Association, and the International Health Racquet & Sports Association. A partial client list includes Pinnacle Sports (OH), Vetta Sports (MO), Tennis Corporation of America, The City of Bolinbrook (IL), the Metro Park Authority in Detroit (MI), The City of Golden (CO), the City of Roseville (CA), the Winward Lake Club (GA), and TBG Development (MO). He has also designed kitchen operations for over 110 other “captive market” facilities including the Boston Celtics Training Center.

MICHAEL HORN, Electronic Media Manager, USIndoor, Greencastle, PA
Michael graduated in 2012 from Syracuse University with a master’s degree in Broadcast and Digital Journalism with a Sports Communications emphasis and joined USIndoor this past December. He also has a bachelor’s degree in meteorology from Penn State University. While at Syracuse, Michael interned with the Syracuse Silver Knights of the Major Indoor Soccer League, where he created video content on YouTube and managed the team’s Facebook and Twitter accounts, included live-tweeting league matches. Michael has been a soccer fanatic since 2006, when he first discovered Major League Soccer and watched U.S. matches in World Cup 2006.
TIM KROUT, General Manager, Sports Center of Richmond, VA

Tim has been SCOR’s General Manager since its second year in August, 2008. Tim oversees SCOR’s 3.1 acre campus and coordinates all activities and relationships with SCOR tenants & partners. They include Elkin Sports Performance, River City Sports & Social Club, Zing Fit, Sportable (a non-profit organization for wheelchair athletes), Richmond Police Athletic League, FC Richmond Youth Soccer Club, Advanced Orthopedics, and Central Virginia Soccer Association. He has helped expand the SCOR campus to include, besides indoor soccer: Dodgeball, Wiffleball, Volleyball, Baseball, LAX, Boxing and more. Tim handled the transition and growth associated with the addition of a third indoor field and a new building that was added just this December. Tim holds a USSF “A” coaching license, as well as the Instituto Brasileiro de Futebol - Level 1 License. He is a member of the Virginia Youth Soccer Association “ODP” State Staff and the Central District Head coach for the Olympic Development Program for VYSA. He is the former Executive Director for Richmond Kickers, AC Alliance, and Richmond Capitals Youth Soccer Clubs.

LARRY MANA’O, Sr. Vice President of Marketing, Arena Sports, Redmond, WA

Larry’s brings more than 29 years experience in the high-tech industry. Prior to joining Arena Sports, he was VP of Sales and Marketing for Internet Safety, the leading provider of parental controls and Internet filtering software. He worked in Silicon Valley, specializing in synchronized voice and data communications for one company, and founded two others. Among other ventures and responsibilities, Larry provided management and long-term strategy for DecisionOne Corporation, $800 million publicly owned company and leader in managed and outsourced IT services. He’s also a former manager of a small company known as Microsoft and has a background in advertising and marketing. Larry graduated from the University of Puget Sound with a BA in Business and Public Administration.

LOU MENGSOL, Meetings Director, USIndoor, Beloit, WI

Lou joined USIndoor’s staff in early 2009. An active member of the tourism industry for more then 20 years, Lou has overseen numerous major events, including the PGA and Breeders Cup Championships, National Softball Association Girls Fastpitch World Series and USA Weightlifting’s National Championships, leading to the creation of the Northwest Suburban Chicago Sports Council. He served six consecutive terms as a board member of Sports Illinois and was instrumental in creating programs such as the Illinois Sports Congress and scholarships for smaller bureaus within Illinois to attend trade events. Mengsol earned his degree in Travel and Tourism Management from Bryant & Stratton College in Milwaukee and holds both the Certified Sports Event Executive (CSEE) from the National Association of Sports Commissions and the Sports Marketing Professional (SMP) from the University of Kentucky’s Sports Marketing Academy.

SAM MIGLIANO, Consultant, Pinnacle Indoor Sports, Prescott, AZ

Sam’s YMCA background represents years of senior management experience in the non-profit industry. His track record includes the turn around of a YMCA indoor facility from a drain on cash flow to surplus generator. Sam has observed the fast growth of social media since 2010, where it builds community, fosters a unique brand, drives traffic, improves customer service and sells services and products.
CHRIS MOLER, Sponsorship Director, USIndoor Sports Association, Oklahoma City, OK

Chris Moler has been involved in marketing for 30 years, serving such organizations as Oklahoma City University, Oklahoma City Community College, the Oklahoma City YMCA and the Oklahoma City Red Cross. Current clients include the Oklahoma City Community College, Oklahoma City University, United States Diving, University of Missouri Recreation Center, Dfest Music Festival, PLEX Indoor Sports, Boomtown Ballyards, Star Spangled Salute Air Show, Oklahoma City University, The Oklahoma Centennial Commission, Bricktown Water Sports and, of course, USIndoor. Moler has presented at over 35 national conferences, and published articles in several national publications on sponsorship marketing, and other related marketing and event management topics. Moler currently serves on the Editorial Advisory Board for Athletic Business Magazine, and on the Athletic Business National Conference planning committee.

AFRIM NEZAJ, President, Afrim Sports, Albany, NY

Afrim has been involved in indoor and outdoor sports recreation since 1990 and has plans to add two new complexes, to add to his two existing locations in Albany and Latham. He is passionate about the industry and prides himself on educating himself and his staff on all aspects of the sports facilities business. Afrim has visited hundreds of indoor facilities throughout the years in an effort to improve upon his business model and maintain its sustained growth. Even through recent ebbs in the economy, Afrim Sports has managed to increase its net profit each year since it opened.

JAN ERIC NORDMO, CAO/Founder, Off the Wall Soccer, Santa Clara, CA

Jan founded Off the Wall Soccer in 1991 and began operations in 1993 in the heart of the Silicon Valley in Santa Clara, California. Jan Eric also branded two other Off the Wall Soccer facilities in Chico, Cal., and one which was near Portland, Oregon. Mr. Nordmo's operations were among the first in the country to utilize player membership cards and the internet for informational and practical applications. He has consulted with other arena developers utilizing his past development and geotechnical engineering background. In addition to his entrepreneurial expertise in arena soccer, Jan Eric is very active in the world of player development and coaching. He holds a USSF "A" license and coaches several club and high school teams. He is a State Olympic Development coach for Cal North and ODP Region IV coach, in addition to being a coaching instructor for the CYSA Coaching School. He was the co-founder and partner in the Premier Arena Soccer League and served as the Pacific Division Director of Operations and is the founder of Soccer Scouts USA, a player scouting and reporting company. Jan Eric has is bachelors from the University of Washington in Seattle, and his Masters Science in Coach Education from Ohio University. Jan is a member of USIndoor’s Advisory Board.

RAY PARDUE, Director of Facilities, Sports Center of Richmond, VA

HARRY PATEL, American Sports Centers, Anaheim, CA
DEV PATHIK, CEO, The Sports Facilities Advisory, Clearwater, FL

Mr. Pathik is CEO and Founder of The Sports Facilities Advisory (SFA). SFA provides a suite of planning and management services to owners and communities seeking to develop facilities or optimize their sports facilities, recreation and community centers, and sports tourism businesses. SFA’s services include financial forecasting, feasibility studies, economic impact studies, master planning consultation, and management services. Having served a portfolio of projects totaling more than $1.5 billion in planned and operational facilities, SFA is called upon to assist sports tourism destinations, private developers, national/state/local government entities and educational institutions. Mr. Pathik has owned a number of sports, tourism, and corporate events businesses and is widely recognized as a leading business development strategist in the sport and recreation industry.

MARC ROEDER, Director of Business Development, Vetta Sports, St. Louis, MO

Marc joined Vetta Sports in 2005 working part-time as a referee and coach. Since then he has filled several roles, including League Manager and Facility Manager, prior to his current role. Before joining Vetta, Marc worked at the Saint Louis Zoo and attended Webster University where he earned his bachelor’s degree in Business Administration and played 4 years of Division III soccer.

DON SHAPERO, Founder and President, USIndoor, Virginia Beach, VA

Don is the Founder and President of the United States Indoor Sports Association. He was instrumental in the organization of the professional World Indoor Soccer League in 1998 and managed the league as its Chief Operating Officer until 2000, when he began full-time work at USIndoor. Prior to forming USIndoor in 1998, he was Director of Operations of the Continental Indoor Soccer League, which he joined in 1995 after having practiced law for several years. Other soccer affiliations have included the following bodies of the United States Soccer Federation: the National Board of Directors of the Professional Council (1995-1997), National Credentials Committee (1995-1998), and Constitutional Commission (1997-1998). He was also Chairman of the USSF’s Committee of Indoor Soccer (1997-1998). In 1992, Don was a volunteer attorney for World Cup USA 1994. Don received his Bachelor’s Degree (1984) and Juris Doctor (1989) from the University of Virginia and his Masters of Business Administration (1986) from New York University. After 13 years in Los Angeles and 6 in the DC Area, he and his family moved to Virginia Beach, Virginia, in 2008.

STEVE SMITH, Membership Manager, USIndoor, Plano, TX

Steve is USIndoor’s Membership Manager, having joined the association in January, 2013. From 1995-2010, he was with Plano Sports Authority, widely regarded at the time as the largest private non-profit youth sports organization in the United States, with over 50,000 participants in multiple indoor and outdoor sports. As Chief Administrative Officer, Steve was responsible for overseeing accounting, facilities, insurance and legal issues, corporate sponsorships, concessions, IT, and retail uniform/equipment sales. He was also heavily involved in the construction phases of PSA’s first two facilities that housed multi-use courts, turf, ice and a martial arts studio.
PETER SPANOS, CEO, CAO, Vetta Sports, St. Louis, MO
Peter Spanos is CEO of Vetta Sports Clubs, which has six indoor sports facilities in the St. Louis, MO, area. Vetta, named after Pete and John Spanos’ (COO) grandmother, has a long-term committed executive team, with 200 employees and over 1.5 million visitors per year. With soccer as its base, Vetta Sports has experience in multiple sports and in managing multiple locations. Pete is a former Division I soccer player, Xerox sales representative, and earned an MBA prior to founding Vetta Sports. Driven by a passion to teach, instruction was a building block in the early years of Vetta. Pete was the founding Board Chairman for America Scores-St. Louis, a not-for-profit urban soccer, literacy and community service after school program. In 2009 Pete received the prestigious Ernst & Young Entrepreneur of the Year Award-Midwest. Mr. Spanos is one of the lead course instructors for USIndoor’s Certified Arena Operators management certification. He joined USIndoor’s Advisory Board of Directors in 2003.

BETH STANDLEE, Founder, Trainertainment, Fort Worth, TX
Beth Standleee has been in the family entertainment industry for more than 18 years. She has been a sales person all of her life. The combination of these 2 experiences led her to create TrainerTainment, a sales training company that focuses on event planning, team training, and great customer service. Beth works with many different fun centers including Mr. Gattis Pizza, Putt Putt, Golfland, and bowling centers across the country. She’s the “Party Professor” and writes a monthly column for RePlay Magazine. She’s published articles for “Bowling Industry” and “Tourist Attractions & Parks”. She’s often a featured speaker at Fun Expo, Bowl Expo, and many other local and state association meetings and trade shows.

PETE TESTA, Afrim Sports, Albany, NY

CHRISS VERTREES, Director of Marketing and Development, Sportsplex USA, Poway, CA
Chris has 18 years of experience in recreational sports management and marketing. He served as a YMCA Sports and Athletics Director for 8 years and Sportsplex USA’s Director of Marketing and Development for 10 years. He has in-depth knowledge of youth and adult recreational sports marketing, community partnerships, consulting and sponsorship development. He also possesses a strong understanding of traditional marketing and branding, social media integration and networking, as well as SEO and SEM. During his tenure with Sportsplex USA, Chris has created valuable partnerships with over 50 active sponsors through a variety of creative and active marketing techniques.

JOHN WACK, President, Eastern Sports Management, Fredericksburg, VA
ESM has been in the sports property development and management business since 2004, when the business plan and financing for Fredericksburg Field House were completed. FFH opened at 37,500 sq. ft. and expanded to 75,000 sq. ft. in 2006. A full-size outdoor field was added in 2012. ESM developed the 175,000 sq. ft. Virginia Beach Field House in 2010. ESM took over management of the United Sports Training Center in Downingtown, PA, a 126,000 sq. ft. facility with 11 outdoor fields, this past January.
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2013 Facility Operators Conference & Tradeshow

Facility & Startup Attendees (partial listing)

Alabama
Rocket City Sportsplex, Huntsville, Megan Parman, Susan Todt

Arizona
Barney Family Sports Complex, Chandler, Kenny Barney
Tucson Indoor Sports Center, Pete and Dustin Toone

California
American Sports Centers, Anaheim, Mike Gallups
Burlingamer, Burlingame, Lee Mitchell, Jen Short
Off the Wall Soccer, Santa Clara, Janet Benassi, Jan Eric Nordmo
Santa Clarita Soccer Center, Scott Schauer
Score Soccer Centers, Laguna Niguel, Michael Noble
Sports City Indoor Soccer Centers, Santa Rosa, Shannon Rake, Monica Rowley, Andrew Rowley, Nate Peters
SportsHouse, Redwood City, Joe Fernando, Ramiro Arredondo
Sportsplex USA, Poway, San Diego, Sean Scott, Chris Vertrees, Bill Berghoff
Cory Anderson, Danville
Ante Jazic, Santa Monica
Clare and Gary Johnson, Josh Lynd, Watsonville

Colorado
WECMRD Field House, Eagle, Mike Staten

Connecticut
CFC Arena, Hamden, Christine Huber, Jamie Shure

Florida
XL Soccer World, Orlando, Ciaran McArdle, David Dyke
Carlos Rozo, Miramar

Georgia
Atlanta Silverbacks Sports Center, Suwanee, Boris Jerkunica, John Drummond
Score Indoor Sports, Fairburn, Sammy Black, Sara Black

Illinois
ChiTown Sports Facilities, Chicago, Jose Perez, Noel Perez

Indiana
Off the Wall Sports, Carmel, Mike Keinath, Dale Moulton

Kansas
KC Sports Lodge, Overland Park, Cynthia Shirley

Maryland
SoccerDome, Jessup, Jose Benitez, Mauricio Romero

Massachusetts
Danes Indoor Sports, Mark Mscisz, Linda Mscisz
Teamworks (Acton, Cambridge, Northborough), Todd Herrick, Kevin O’Connell, Brian Davis
Tyngsboro Sports Center, Darryl Wickens, Brian Wickens, Jim Wineinger

Michigan
High Velocity Sports, Canton, Kyle Karns, Andrew Crawford, Elaine Matthews
Let’s Play Sports, Portage, Mike Garrett

Missouri
KC Sports Lodge, Independence, Mike Mathis, Joseph Eveler
Vetta Sports, St. Louis, Pete Spanos, John Spanos, Marc Roeder

Montana
Missoula Indoor Soccer, Florence, Matt Fowler, Fraser Horton

Nevada
Reno Sportsdome, Jamie Ali, Owen Blake, Kanish Ali
James Gunther, Joey Irving, Las Vegas

New Mexico
International Indoor Soccer Arena, Albuquerque, Robert Parra
New York
Afrim Sports, Albany, Afrim, Nezaj, Skelly Nezaj, Skip Dawson, Ross Cardinell, Erin Schoonmaker, Jason Ramundo, Peter Testa, Rebecca Roth
Aviator Sports & Event Center, Brooklyn, Matthew Kemp, Harvey Greenidge, Dean Rivera
Goball Sports Centers, Plainview, Meghan Frey, Mike Robrecht, Peter Zaratin
Chelsea Piers Field House, New York, Jessica Betts and Kathleen Cooper
Total Sports Experience, Rochester, Jamie Hammond

Ohio
Flashover Indoor, Findlay, Brent Lauer
Four Seasons Sportsplex, Pickerington, Jim Ebright, Doug Maddy
Lost Nation Sports Park, Willoughby, Mike Srsen, Marilyn Srsen
NC Soccer Club, Hudson, Patrick Bird, Brian Hall
Soccer Centre, Maumee, Brant Smith

Oklahoma
Indoor Soccer & Sports, Owasso, Carmelo Scalone
Let's Play Sports, Oklahoma City, Gary Archer
Soccer City, Oklahoma City, Dustin Knight, Matt Fansher
Soccer City Tulsa, Kerry Shubert

Oregon
Corvallis Sports Park, Erin Henthorne, Kim Leamy, Blake Leamy
Kick City Sports Park, Springfield, Will Zaworski
Tualatin Indoor Soccer, Monty Hawkins

Pennsylvania
Pittsburgh Indoor Sports Arena, Cheswick, Josh Finley
Frank Mettee, Levittown

Rhode Island
Wide World of Indoor Sports, North Smithfield, Michelle Vermillion, Ken Alber

Texas
Austin Sports Arena, Round Rock, Tim Medina
Austin Sports Center, Round Rock, Darren Brown
Blue Sky Sports Center (Euless, Keller, The Colony), Matthew Nauman, Karen Elmore, Peter Brody, Jane Nauman
City of Round Rock, Chad McDowell, Chad McKenzie, Nancy Yawn
Plano Sports Authority, Mary McMillen, Teresa Federspiel
Prime Time FEC, Abilene, Wey Scoggins, Randy Voorhees
Rockwall Indoor Sports Expo, Dallas, Kristen Broussard, Stephen Gray, Cheryl deMarco

Virginia
Alexandria Coliseum, Eric Axilbund
Eastern Sports Management, Fredericksburg, John Wack
Fairfax Sportsplex, Springfield, John Giannelli, nZone, Centreville, Travis Huff
Sports Center of Richmond, Mark Grossman, Ray Pardue, Joe Graham, Tim Krout, Tyler Pardue
Virginia Beach Field House, Andrew Lance, Leigh Davenport, Courtney Davis

Washington
Arena Sports (Redmond, Magnuson), Don Crowe, Nate Wallace, Spencer Perry, Tarn Sublett, Larry Mana’o, Janna Chow
Bellingham Sportsplex, Marc Ronney
It’s a Soccer Life, Spokane Valley, Heather Moore, Greg Moore
Starfire Sports, Tukwila, Micah Pigott
Woodinville Indoor Sports, Sue Halstrom, Jeff Halstrom

West Virginia
Quantum Sports Center, Hurricane, Aaron Wood

Wisconsin
Strikers of WI, Brookfield, Chris Brisco
Uihlein Soccer Park, Milwaukee, Dawn Urban, Michelle Thode, Tammy Gilpin-Ripp

Canada
Alberta
Leduc Recreation Centre, Dean Gauvreau

Ontario
Players Paradise Sports Complex, Stoney Creek, Paul Mazza, Tosha Mazza-Kelton
Soccerworld Polson Pier, Toronto, Robert Ortali
The Soccer Centre, Vaughan, David Boccia, Cathy Mann Watt

Toronto
Soccerworld Polson Pier, Robert Ortali

Saskakatoon
Saskatoon Soccer Centre, Dexter Wyse, Jodi Blackwell
Sponsor/Exhibitor Listing

PLATINUM SPONSORS

Gene Hogan
Seattle, WA 98052
www.lilkickers.com
Youth Soccer Program

Don Amick
Redmond, WA 98052
www.sports-it.com
Arena Management Software

Mark Grossman
Richmond, VA
www.monumentsports.com
Insurance

GOLD SPONSOR

Sheila Whitlow
Brentwood, TN
www.lilsluggersbaseball.com
Youth Baseball Program

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Carolina Atai
Bethpage, NY
www.ezfacility.com
Administrative Software, Scheduling, Registration, ID Card Services

Daren Alary
Abbotsford, BC CANADA
www.funballz.com
Fun Center & Activity Equipment

Andrew Crump
Las Vegas, NV
www.bluefields.com
Social Media Software for Teams
B R O N Z E   S P O N S O R S

Andrew Clifton
Overland Park, KS
www.happysoccerfeet.com
Children's Soccer Franchisor

Hector Romero
Fort Worth, TX
www.soccerbuilders.com
Artificial Turf and Soccer Boards

Rob Newton
Norton Shores, MI
www.sourceonedigital.com
Signs, Banners

--   O T H E R   E X H I B I T O R S   --

Shamus Petrucelli
Dalton, GA
www.astroturf.com
Synthetic Turf

Steve Carlson
Burnsville, MN
www.beckerarena.com
Dasherboards

Rob Hignite
Lexington, KY
www.bigassfans.com
High Volume, Low Speed Fans

Steve Smith
Plano, TX
www.canadaindoor.com
Membership Services & Programming
Pat Ozburn  
Soccer Excellence  
Overland Park, KS  
www.upper90.com  
Annual Indoor Soccer Championships

Bill Parisi  
Wyckoff, NJ  
www.parisischool.com  
Athletic Performance

Mark Botterill  
Wilmington, CA  
www.scoresports.com  
Official Apparel Partner

Felon Wilson  
Wooster, OH  
www.seamancorp.com  
Architectural Fabric Structures

Thomas Mulry  
Indianapolis, IN  
www.sharbade.com  
Sport Equipment

Kent Gold  
Spokane, WA  
www.soccertots.net  
Youth Soccer Program

Hank Aldrich  
Bartlett, IL  
www.soccertennisfaces.com  
Flooring & Dasherboards

Beth Standlee  
Fort Worth, TX  
www.trainertainment.net  
Birthday Parties

Frank Ungaro  
Dalton, GA  
www.ubusports.com  
Synthetic Turf

Doris Bianchini  
Virginia Beach, VA  
www.usindoor.com  
Member Services & Programming

Chris Clancy  
Guelph, ON  
www.arenaboards.com  
Soccer Board
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# 2013 USIndoor Facility Operators Conference

## Schedule Matrix

### Wednesday

<table>
<thead>
<tr>
<th>Time</th>
<th>Current Operators</th>
<th>Startups</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30am-10:30am</td>
<td>Owners/Executives (exclusive)</td>
<td>General Session, “State of the Industry” Breakfast &amp; Keynote Address by Allen Fahden sponsored by Lil’ Kickers and Sports I.T.</td>
</tr>
<tr>
<td></td>
<td>Owners/Managers (open)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Managers/Staff</td>
<td></td>
</tr>
</tbody>
</table>

**SESSION 1**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:45am-12:00pm</td>
<td>Pricing Strategies Roundtables, Afrim Nezaj</td>
</tr>
<tr>
<td></td>
<td>Measures of Success Roundtables, Leigh Davenport &amp; Courtney Davis</td>
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<tr>
<td></td>
<td>Bring Three Ideas Roundtables, Janet Benassi</td>
</tr>
<tr>
<td>12:00pm-1:30pm</td>
<td>Break for Lunch (on your own)</td>
</tr>
</tbody>
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### Thursday

<table>
<thead>
<tr>
<th>Time</th>
<th>Current Operators</th>
<th>Startups</th>
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<td></td>
<td>Owners/Executives (exclusive)</td>
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<td>Owners/Managers (open)</td>
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<td>Managers/Staff</td>
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**SESSION 4**

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>9:30am-10:30am</td>
<td>Case Study: Survival Tactics Jim Cline</td>
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<tr>
<td></td>
<td>Running Successful Meetings Janet Benassi</td>
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<td></td>
<td>Sport Programs—Beyond Soccer Roundtables, Marc Roeder</td>
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</tbody>
</table>

**SESSION 5**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>10:45pm-11:45pm</td>
<td>Financing Options: Expansion &amp; Renovation Panel: Afrim Nezaj, Mike Garrett</td>
</tr>
<tr>
<td></td>
<td>Everyone Selling or Unselling Your Product Beth Standlee</td>
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<tr>
<td></td>
<td>Referee Programs Panel: Mario D’Agostino, Steve Smith</td>
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</tbody>
</table>

### Trade Show and Luncheon, sponsored by Lil Sluggers

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>11:45am-1:40pm</td>
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### Friday

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<th>Time</th>
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<td>Owners/Executives (exclusive)</td>
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<td></td>
<td>Owners/Managers (open)</td>
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<td>Managers/Staff</td>
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**SESSION 6**

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>1:45pm-3:00pm</td>
<td>Alcohol Sales: Best Practices &amp; Marketing Panel: Mike Holtzman, Pete Spanos, Bill Berghoff</td>
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<td></td>
<td>Operations Best Practices Roundtables, Mike Gallups</td>
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<td></td>
<td>Risk Management Panel: Mark Grossman, Dick Groendal</td>
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<td></td>
<td>Critical Management Solutions Jim Cline, CAO</td>
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**SESSION 7**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>3:15pm-4:15pm</td>
<td>5-10 Year Business Planning Jan Eric Nordmo, CAO</td>
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<tr>
<td></td>
<td>Food Service Secrets Panel: Harry Patel, Steve Gallups, Mike Holtzman</td>
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<tr>
<td></td>
<td>Cost-Saving Tips &amp; Tricks Tim Krout &amp; Ray Pardue</td>
</tr>
<tr>
<td></td>
<td>Wrap-Up: Marketing, Management Software, Questions USIndoor Consultants</td>
</tr>
</tbody>
</table>

| 5:00pm-7:00pm| Post-Conference Celebration at “The Pond” @ Green Valley Ranch sponsored by EZFacility.com |

May 1, 2013