

WORK SESSION AGENDA



**Casper City Council
City Hall, Council Chambers
Tuesday, October 27, 2020, 4:30 p.m.**

COVID-19 precautions are in effect at Council meetings. All Council meetings including Work Sessions are held in Chambers. Entrance to the meetings is the east door off David Street. Upon entry you will be asked to sign-in for contact tracing purposes. Face coverings are encouraged. Seating has been gridded into six feet distances. Seating capacity for the public is fifteen seats. Media will be given priority for seating. Public input via email is encouraged: CouncilComments@casperwy.gov

Work Session Meeting Agenda		Recommendation	Allotted Time	Beginning Time
Hogadon Tour - 2:00 p.m.				
Recommendations = Information Only, Move Forward for Approval, Direction Requested				
1.	Council Meeting Follow-up		5 min	4:30
2.	Mike Lansing Field	Direction Requested	20 min	4:35
3.	Public Access TV Channel--Casper One	Direction Requested	30 min	4:55
4.	Hogadon Update	Information Only	20 min	5:25
5.	Advance Casper Update	Information Only	20 min	5:45
6.	Agenda Review		20 min	6:05
7.	Legislative Review		10 min	6:25
8.	Council Around the Table		10 min	6:35
Approximate End Time:				6:45

Please silence cell phones during the meeting

We are CASPER

Communication Accountability Stewardship Professionalism Efficiency Responsiveness

October 21, 2020

MEMO TO: J. Carter Napier, City Manager

FROM: Tim Cortez, Director of Parks and Recreation
Phil Moya, Recreation Manager

SUBJECT: Mike Lansing Proposals

Meeting Type & Date

Council Work Session
October 27, 2020

Action type

Direction Requested

Recommendation

That Council provide any direction regarding this process before a recommendation from the review committee comes forth. The review committee has asked for more information from both candidates to clarify different points of the proposals.

Summary

The deadline for proposals for this lease was October 9th. Pursuant to that date, the two proposals that were received were distributed to the review team. This team was made up of four members of staff including myself as well as two members of City Council. After reviewing the proposals, the review committee convened on October 19th and discussed the proposals. The proposals were evaluated on experience, sharing of the facility, special event considerations, ability to deliver, revenue for the City of Casper and other criteria.

The Casper Horseheads submitted a proposal in which they would pay the City \$5,000 for the lease the first year and pay the same with a 5% escalator for each subsequent year. They would retain all revenue after.

In the other proposal, Spectra and the Casper Baseball Club would require a \$25,000 per year management fee but would share all revenues in the same manner that we see at the Casper Events Center. That is an 80/20 split with the larger portion going to the City. They are requesting that the contracts for the Events Center and Hogadon be extended to end at the same time as this one, should they get it, in 2026.

All the other elements regarding knowledge, skills, and abilities were satisfied by both proposals.

The review committee did discuss the pros and cons of each proposals as well as the idea of the City Parks and Recreation Department managing the facility. Some follow-up questions were

asked of the candidates and a pro forma document was prepared by City staff to address what would be necessary for the Parks and Recreation Department to manage the facility.

Financial Considerations

None at this time.

Oversight/Project Responsibility

Phil Moya, Recreation Manager

Paul Zowada, Athletics Supervisor

Attachments

Spectra/Casper Baseball Club Proposal

HA Baseball LLC. (Casper Horseheads) Proposal

City of Casper Pro Forma

Rating Sheet



REQUEST FOR PROPOSALS
THE LEASE AND OPERATION OF MIKE LANSING
FIELD | CITY OF CASPER, WYOMING

OCTOBER 9, 2020 | 4:00 PM (MST)



PETER ZINGONI

Vice President, Business Development & Client Relations

150 Rouse Blvd, Philadelphia, PA 19112

M: 203-241-9618 Peter.Zingoni@spectrapp.com

October 9, 2020

Phil Moya
Recreation Manager
City of Casper, WY
200 N David Street
Casper, WY 82601

Dear Phil,

On behalf of Spectra and Casper Baseball Club Post #2 ("Casper Baseball Club"), I am pleased to submit our Response to the City of Casper, Wyoming, Parks and Recreation Department, Recreation Division's Request for Proposals (RFP) for operations of Mike Lansing Field. Having succeeded as your partner at the Casper Events Center and Hogadon Basin Ski Area –coupled with Casper Baseball Club's expertise overseeing the operations and holding the lease of Mike Lansing Field for over 10 years – we are confident we are the best partner for the City of Casper and Mike Lansing Field. We are excited for the opportunity to continue to grow our partnership long into the future.

SPECTRA'S EXPERIENCE

Spectra is owned by Atairos, an independent private company focused on supporting growth-oriented businesses across a diverse set of industries, and backed by Comcast Spectacor, an industry leader in sports and entertainment with a broad portfolio of professional sports teams, live entertainment assets, and strategic partners. Comcast Spectacor's assets include the Wells Fargo Center in Philadelphia, PA, the Philadelphia Flyers (NHL), Maine Mariners (ECHL), Philadelphia Wings (NLL), and Philadelphia Fusion (Overwatch League esports team). This support gives us access to resources no other company can provide. Spectra's expertise is embodied within three divisions: Venue Management, Food Services & Hospitality, and Partnerships. Across these divisions, we operate in 329 venues, including 18 baseball stadiums and 28 recreational facilities. This holistic approach sets Spectra apart in the industry and provides us with a thorough understanding of the guest experience, allowing us to tailor our operations to be efficient and to form a mutually beneficial partnership with Casper Baseball Club, the City, and Parks and Recreation.

CASPER BASEBALL CLUB'S EXPERIENCE

In addition to Spectra's deep-rooted experience operating baseball stadiums and similar facilities, for Mike Lansing Field, we are excited to partner with Casper Baseball Club. The club, representing American Legion George W. Vroman Post #2, has successfully operated baseball programs in Casper for the past 10 years. Additionally, Casper Baseball Club has been heavily involved in scheduling and hosting events at Mike Lansing Field, as well as Crossroads, George Tani, and Mike Sedar Fields, which are currently operated by the City of Casper and Parks and Recreation Department. Casper Baseball Club has operated the Crush Facility year-round for the past six seasons, working with other groups, including Casper Hockey League, Casper Midget Football, Casper Junior Football League, Valor Baseball, Casper Youth Baseball, Relay For Life, and Casper College. Casper Baseball Club has experience in prepping the field for games and practices and other basic baseball operations needed at such facilities. We truly believe this partnership is the ideal combination for the City of Casper. Spectra and Casper Baseball Club bring unique strengths to the City of Casper that will ensure a successful partnership into the future.

PLAN FOR MIKE LANSING FIELD

Spectra has proudly provided management, food and beverage, and partnerships services to the City of Casper's Casper Events Center for over four years now, as well as overseeing food and beverage operations at Hogadon Basin Ski Area for the last two years. During our partnership, Spectra has immediately raised the bar for excellence, surpassing prior results as they pertain to improving operating efficiencies, increasing the number of event days, booking high-profile performers, maximizing advertising revenue, implementing effective marketing campaigns, and delivering world-class customer service. As previously mentioned, the combination of these improvements has resulted in cost effective savings for the City, a trend we plan to further improve upon in the years to come through our extended operations at Mike Lansing Field. Spectra will oversee all special events held at Mike Lansing Field as well as concessions and sponsorships of the field. **Upon hire, Spectra's goal is to program 2-3 special events a year, utilizing our established industry relationships to host regional and national tournaments, as well as outdoor concerts, festivals, and community events.**

Our history of working together provides Spectra with a comprehensive understanding of the market, which is enhanced by our on-site team at the Casper Events Center who will oversee and support Mike Lansing Field operations. **Additionally, Casper Baseball Club, led by General Manager; Kalen Hill, who brings 20 years of experience in youth sports in the City of Casper, will manage all baseball operations of Mike Lansing Field, including scheduling, maintenance of the field, and hosting local, regional, and national tournaments, leagues and games.**

BENEFITS OF SPECTRA AND CASPER BASEBALL CLUB PARTNERSHIP

As a result of the extensive due diligence Spectra's team at the Casper Events Center and Casper Baseball Club has conducted throughout this process, we understand the City's desire to engage an operator for Mike Lansing Field that will maximize community access for players, teams, and leagues to utilize the field; drive economic impact to the City of Casper, host a number of special events outside of baseball; and provide the City of Casper and Parks and Recreation with operational support to ensure Mike Lansing Field is well kept. Spectra and Casper Baseball Club's approach, which is further detailed throughout our Response, has been developed to achieve these goals. Highlights of our plans include the following:

- **Cross-utilization of Spectra's staff from the Casper Events Center coupled with Casper Baseball Club's key leaders and board members** will offer Mike Lansing Field and the City a seamless transition.
- Support from Casper Events Center's **General Manager, Brad Murphy**, who will work collaboratively with Kalen Hill and the City to support the operations, booking, and management of Mike Lansing Field.
- **Key synergies between Spectra's operations at the Events Center** and Mike Lansing Field include economies of scale as well as a cohesive approach and shared philosophy concerning all aspects of the venues' operations, including customer service, training, staffing, and marketing and promotions of special events held at Mike Lansing Field
- Leveraging Spectra's **local relationships established** at Casper Events Center to book, market, and promote Mike Lansing Field as a safe and exciting hub for sports and entertainment to residents of the City of Casper and surrounding communities
- **Engage key stakeholders and community partners**, such as Visit Casper, Casper Area Chamber of Commerce, Proud to Host the Best, Natrona County School District, Relay for Life, Casper Youth Baseball, Casper Horseheads, and Valor Baseball Club to host and attend events happening at Mike Lansing Field.
- Development of a world-class food and beverage program by **Spectra's dedicated Food Services & Hospitality division**, which will oversee concessions at all events held at Mike Lansing Field.
- Unmatched resources and proven success in developing comprehensive sponsorship programs. Spectra sells more than \$70 million in sponsorship sales annually and has secured over 40 naming rights over the past 10 years. As you know, **Spectra Partnerships recently secured a Naming Rights Partner for Casper Events Center.**
- Leverage Casper Baseball Club's **"priority booking"** to schedule and host baseball games at Lansing Field
- Operational Savings for the City through **Casper Baseball Club's ability to decrease costs**, including a \$200+ savings on turning on the lights for night practices, games, or tournaments.
- **Highly competitive base management fee**, designed to drive revenue and create memorable experiences for players, teams, and community members of Casper. We propose the term of our agreement to run coterminous with Spectra's operations at Casper Events Center and Hogadon Basin Ski Area. We strongly believe that Spectra's

experience overseeing the special events held at Mike Lansing Field, coupled with Casper Baseball Club's expertise of overseeing all baseball operations will allow our company to leverage our management operation experience to create operating efficiencies, enhance the customer experience, grow sales, and deliver value to Mike Lansing Field.

COMMITMENT TO THE CITY OF CASPER AND MIKE LANSING FIELD

We want you to know that you have our personal commitment to bring the best operations and oversight to Mike Lansing Field. Spectra and Casper Baseball Club are confident in our ability to exceed your expectations, as we have for you in the past. If I can answer any questions, please do not hesitate to contact me directly.

Kind Regards,

A handwritten signature in black ink, appearing to read 'P. Zingoni', with a stylized flourish at the end.

Peter Zingoni
Vice President, Business Development & Client Relations



II. Experience

SPECTRA EXPERIENCE

Spectra Venue Management is one of the world's largest and most respected professional venue management companies. We provide comprehensive management, sales, marketing, operations, and event booking services for cities, counties, state universities, and other clients that have decided to improve the operations of the venue(s) they own through hiring a professional management company. We also provide pre-opening operational consulting during the design and construction phases of new venue development projects.

We've become a world leader in our industry by consistently proposing innovative solutions — and, more importantly, by delivering top-notch results for our client-owned venues, which include stadiums, arenas, convention centers, and recreation centers, as well as multipurpose civic centers, conference centers, theaters, ice rinks, fairground/equestrian centers, and a variety of other venues.

Spectra's success — and thereby our clients' success — is built on a foundation of vast corporate resources, regionally-based leadership, rock-solid industry relationships, an unmatched team of professional, readily accessible senior management and corporate support, comprehensive employee training and development, and superior customer service.

OUR APPROACH

We believe that the true ingenuity behind all great events comes from the ability to look at the experience as a whole, then adjust the thousands of working details behind the scenes. We are passionate about creating great experiences and driven to make them memorable. With a meticulous craft and a customer-first philosophy, we work hard to deliver the most creative solutions

to all of our clients, so that together we can host the most memorable events.

Spectra is built from the experts that specialize in it all. We are designers, builders, innovators, and proactive leaders, passionate about the little moving parts behind every big event. We bring an integrated approach and customized solutions to our diverse portfolio of clients around the world.

OUR HISTORY

In 1967, Ed Snider saw an opportunity that most entrepreneurs would never consider. He approached the National Hockey League to start a franchise in Philadelphia to be housed in a new facility, The Spectrum. Snider's courage, vision, management, expertise, and perseverance enabled both the Flyers and the Spectrum to shine as a spotlight for this industry, the NHL, the city of Philadelphia, and ultimately cities around the world that would benefit from his model of professional venue management.

His vision for new business opportunities and economic prosperity drove him to build the foundation for Spectra; aggregating the industry's foremost leaders in venue management, food services and hospitality, and partnerships sales to offer clients a turnkey solution for professional venue services, tailored to meet their unique needs. Snider's vision continues to guide Spectra's operations today. In 2018, Comcast entered into an agreement to sell a majority ownership interest in Spectra to Atairos Group. Backed by Comcast, Atairos is an independent strategic holding company focused on supporting growth-oriented businesses across a wide range of industries. Comcast Spectacor maintains a significant stake in Spectra.

SPECTRA'S DIVISIONS

We build, shape, adapt, and sync every element of every experience, offering services that span the areas of venue management, food services and hospitality, and partnerships. We think there's an art to the efficiency of your facility and a science to the energy of your clients. We're fueled by successfully hosting events everyday on a global scale, and we bring this passion to every single partnership, and every single event, every single day, around the world.



VENUE MANAGEMENT

Our attention to detail is integral to creating amazing experiences in every venue we manage. We have a consistent track record of driving top-line revenue and improving partners' bottom lines. We host more than 15,000 events per year, attracting more than 23 million guests and creating countless unforgettable memories worldwide.

Whether it's the newest way to connect with fans or the simplest way to bring in more, we are proficient in all of the things that can place your venue at the intersection of technology and entertainment. From the Super Bowl to concerts, national conventions and trade shows, to managing community events and venues like our own Flyers Skate Zone, our precise technique combines with an expansive wealth of resources and relationships, turning any event into a single extraordinary occasion.



SPECTRA FOOD SERVICES & HOSPITALITY

We believe that your guests deserve being provided with the best accommodations, highest-quality amenities, and premium food and beverages. We know that an exciting, memorable experience is what makes customers return time and time again. Because we serve over 250,000 events and 40 million guests per year, we know a lot about making their experience great. And given our history of success, we also know how to make it a profitable experience for you.

The growth of your business starts with our senior management team, who brings a wealth of diverse knowledge and experience to the business. Our senior leaders have been responsible for managing events like the Olympics, the Super Bowl, and the World Series, and even catering for the President of the United States. Our team has the background and experience to successfully manage events of any size or complexity for venues ranging from arenas to stadiums, fairs to festivals, and casinos to convention centers.



BRÛLÉE CATERING

Brûlée has an impressive portfolio of exclusive partnerships with museums and other cultural centers in the City of Philadelphia as well as preferred caterer at dozens of other private event spaces. We serve extraordinary food at over 3,000 social, corporate, convention and non-profit events each year and manage a number of cafes in cultural centers. Brûlée understands how to maximize sales earned income from culinary operations for its venue partners. We also understand how to work as a guest in such facilities, respecting their valuable assets and organizational culture.



SPECTRA PARTNERSHIPS

Spectra is a leader in the sports and entertainment marketing and corporate partnership sales industry. Specializing in sales representation, consulting, and analytics services for properties around the world, we drive success for our clients through employing a unique and customized approach to the evaluation and sales process on a case-by-case basis.

What separates Spectra from our competition in the commercial rights industry is our level of commitment to each and every property we represent. Each member of our national team of sales executives becomes an extension of the property they represent, making Spectra a truly integrated partner.



SPECTRA

Powerful OWNERSHIP GROUP

Through our ownership, Spectra is backed by the industry's foremost leaders in sports, entertainment, content, and media. Our ownership includes Atairos Group, an independent private company focused on supporting growth-oriented businesses across a diverse set of industries, and Comcast Spectacor, an industry leader in sports and entertainment with a broad portfolio of professional sports teams, live entertainment assets, and strategic partners.



MAJORITY OWNER

Atairos provides a unique combination of active strategic partnership and patient long-term capital to high-potential companies and their management teams. Atairos' most valuable asset and differentiating factor is the way they work with partner companies - taking a strategic and hands-on approach to helping them grow by supporting their efforts to develop and implement strategic plans designed to create long-term value.

ATAIROS GROUP PARTNER COMPANIES



SIGNIFICANT MINORITY OWNER

Comcast Spectacor, owned by Comcast, is the parent company of the Philadelphia Flyers (NHL), Philadelphia Wings (NLL), Maine Mariners (ECHL), Philadelphia Fusion (Overwatch League), the Wells Fargo Complex, XFINITY Live! Philadelphia, and Flyers Skate Zone facilities. Comcast Spectacor is a significant minority owner of Spectra. The collaboration and synergies between our organizations contributes to increased opportunity for long-term growth.

COMCAST SPECTACOR ENTITIES



THE COMCAST CONNECTION



Comcast NBCUniversal, the nation's leading provider of entertainment, information, and communications products and services is at the forefront of media, technology, and content. As the parent company of Comcast Spectacor and the majority investor in the Atairos Group, Comcast has a significant stake in Spectra's operations, supporting our clients through unprecedented access to resources and technology.



PARTNERSHIP WITH CASPER BASEBALL CLUB POST #2

In addition to Spectra's experience operating baseball stadiums and similar facilities, for Mike Lansing Field, we propose to partner with Casper Baseball Club. This Club, representing American Legion George W. Vroman Post #2, has successfully operated baseball programs in Casper for the past 10 years. Additionally, Casper Baseball Club has been heavily involved in scheduling and hosting events at Mike Lansing Field, as well as the three additional fields currently operated by the City of Casper and Parks and Recreation Department. Casper Baseball Club has operated the Crush Facility year-round for the past six seasons, working with other groups to use the facility including Casper Hockey League, Casper Midget Football, Casper Junior Football League, Valor Baseball, Casper Youth Baseball, Relay For Life, and Casper College. Casper Baseball Club has experience in prepping the field for games and practices and other basic baseball operations needed at such facilities. Spectra and Casper Baseball Club will work closely with the Parks and Recreation fields crew to make sure the field is maintained. Spectra and Casper Baseball Club bring unique strengths to the City of Casper that will ensure a successful partnership into the future.

WE KNOW CASPER

In addition to Spectra's partnership with local baseball organization, Casper Baseball Club, we are intimately familiar with the City of Casper through our management and operations provided at Casper Events Center and Hogadon Basin Ski Area. Throughout this process, Spectra's team at Casper Events Center has been engaged in brainstorming potential synergies between our operations at the Events Center and future operations at Mike Lansing Field. Later in this section, we have identified a number of synergies and cross-utilization of staff, events, and programs that can be implemented at Mike Lansing Field. Since 2016, we have been successfully operating Casper Events Center. Over the years we have accomplished hosting notable events, beating budget, integrating capital improvement projects, adding on management of Hogadon Basin Ski Area and driving additional economic impact to the City of Casper through an increase of events and sponsorship sales.

1. BASEBALL STADIUM MANAGEMENT

Across Spectra's three divisions, we currently operate 42 stadiums, 16 of which are baseball stadiums. Baseball experience is a core part of how Spectra Food Services & Hospitality was established. Spectra Food Services & Hospitality's Founder and Executive Chairman, Ken Young, owns five minor league baseball teams and was once named Minor League Baseball's "Executive of the Year" by *Baseball America*. This experience not only provides Spectra with unrivaled market and industry knowledge for you to hit the ground running on day one, but will also provide a pre-existing, comprehensive support network for our operations at the field. On the right hand column, we have highlighted several Spectra Food Services & Hospitality client facilities.



2. RELATED EXPERIENCE IN FACILITY MANAGEMENT

Below we have included Spectra's experience overseeing similar services at comparable venues to the Mike Lansing Field, which includes a variety of stadium operations.



FORD FIELDS BEAUMONT, TX

The Ford Park Entertainment Complex is the premier convention, sports, and live entertainment destination in Southeast Texas, which is home to Ford Fields (12 championship-caliber youth baseball fields).

Services Provided: Venue Management, Food Services & Hospitality, Partnerships

Notable Events: Worked with Spectra Food Services & Hospitality to introduce healthy menu items at Ford Fields, including egg and sausage breakfast biscuits, which generated over \$600,000 in sales



CITIZEN BANK PARK STADIUM PHILADELPHIA, PA

Home to the MLB Philadelphia Phillies, Citizens Bank Park boasts breathtaking view, dazzling amenities, and a staggering array of special features in a spectacular and intimate setting.

Services Provided: Pre-Opening, Operations

Notable Events: 2008 and 2009 World Series, 2011 MLB National League Championship, 2012 NHL Winter Classic, Jason Aldean, Elton John, Jay Z and Beyonce



DILLON STADIUM HARTFORD, CT

The newly renovated Dillon Stadium in Hartford, CT, is home to the Hartford Athletic of the USL. The stadium has capacity for 5,500 fans, and just hosted the first home game for the Athletic this past July.

Services Provided: Concessions, Venue Management, Pre-opening

3. EXPERIENCE IN TURF, IRRIGATION, AND BASEBALL FIELD MAINTENANCE

WORKING WITH THE CITY OF CASPER

Spectra Venue Management is committed to maintaining our internationally recognized position as the world's most effective and client-friendly private venue management firm. With this, Spectra will work collaboratively with the City to ensure the operations of Mike Lansing Field are run efficiently and effectively.

We've earned this reputation by consistently proposing innovative solutions — and, more importantly, by delivering top-notch results for our client-owned venues. These venues include stadiums/ballparks, community facilities, arenas, convention centers, auditoriums, theaters, expo centers, as well as ice rinks, fairgrounds/equestrian entertainment venues, and variety of other venues.

Spectra's success — and thereby our clients' success — is built on a foundation of vast corporate resources, rock-solid industry relationships, an unmatched team of professional, readily accessible senior management and corporate support, and superior customer service.

Spectra will utilize our operational expertise as well as Casper Baseball Club's expertise to support the turf, irrigation, and baseball field maintenance at Mike Lansing Field. Over the last 20 years, Casper Baseball Club has held a lease or sub-lease on several Casper Baseball fields including Mike Lansing, Crossroads, George Tani, and Mike Sedar Fields. They have provided care and materials to make sure they stay in great playing shape. Casper Baseball Club's coaching staff has over 20 years' experience in preparing for gameday operations and taking care of the fields. Casper Baseball Club feels strongly that the best way to care for the fields is in collaboration with City Parks and Recreation, and will continue to partner with them to keep fields in the best shape.



4. RELATED EXPERIENCE IN EVENT MANAGEMENT

Successful events begin well before the guests arrive at your venue. As a world leader in venue management Spectra Venue Management understands that thoughtful planning is what makes an event spectacular. That's why Spectra Venue Management assigns an event manager for every event at our venues — and it's why these managers follow a pre-event checklist to ensure that everything operates smoothly. The checklist includes:

- Review event information with client
- Review event rider, if applicable
- Create an event estimate
- Create and review event contract
- Complete event advance information sheet
- Contact venues where event has been previously
- Relay essential event set-up information to all staff

On the day of the event, the event manager serves as the primary contact with the client, while the event manager ensures that all staff is in place for the event.

EVENT PRODUCTION: SET UP AND TEAR DOWN

We use standard operating procedures for set up and tear down at all of the venues we manage. An outline of these procedures is provided below:

- Verification of contractual issues (rental terms)
- Signed agreements
- Deposits received
- Certificate of insurance on file
- Identification of offered onsite promoter representative
- Coordination of production commitments
- Time of day
- Scheduled security (backstage staff)
- Lights and power on (working mode)
- House staff properly scheduled, including event manager, operations staff, engineers stagehands, catering, police (regarding traffic flow), etc.
- Load out
- Verification of no damage
- Security watch on facility FF&E

EVENT STAFFING

Spectra assumes full responsibility for all aspects of event management. An event manager is assigned to each event and is responsible for overseeing the coordination of staffing, security, customer service, safety, and all other aspects of event management.

Staffing for each event depends on factors such as the promoter's requirements, show demographics, expected attendance, and guest expectations. Spectra's guidelines for event staffing are part of our proprietary operations manual.

EVENT AND CROWD MANAGEMENT

Our commitment to providing superior customer service means creating and maintaining an event atmosphere where everyone gets maximum satisfaction in a safe setting. Our planning and staffing will focus on the following responsibilities:

- Building design
 - Public areas
 - Performance maintenance
 - Service area
 - Support/personnel area
- Life safety issues
 - Building and fire codes
 - Emergency procedures
 - Coordination with higher levels of security personnel
 - Coordination through appropriate channels with the Office of Homeland Security
- Event planning and production
 - Production meetings with tenants and promoters
 - Production minutes
 - Event reports
 - Incident reports
 - Event security task force meetings
 - Event research
- Security and event staffing
 - Well-trained switchboard operator

HOSTING IN A POST COVID-19 WORLD TOGETHER AGAIN!

As we look ahead to a "new normal" in live entertainment, sports, and conventions, it is of critical importance that our guests feel assured in their safety when they return to our facilities. Spectra understands that is our responsibility to deliver that assurance, and we have been working constantly to ensure we have the policies and procedures in place to instill confidence in both our clients and guests.

Spectra immediately deployed a Reopening Task Force comprised of corporate and field leaders and subject matter experts to develop our Together AGAIN! Reopening Plan and lead the process of implementation across our operated venues. The theme for the campaign is "Together AGAIN!," which is a play on the widespread #alonetogether hashtag that has gained popularity while we were social distancing at home.

Our Reopening Plan contains policy manuals and corresponding exhibits, outlining necessary steps and implementations to do our part in mitigating the spread of COVID-19 at our facilities across all three divisions of Spectra: Venue Management, Food Services & Hospitality, and Partnerships. The purpose of these reopening policies is to address three critical areas: re-opening procedures, post-opening purchasing, and post-opening business line protocol. These are suggestions based on guidance available at the current time from the Centers for Disease Control and Prevention (CDC), local health departments, government agencies, industry associations, and other industry resources. We have received outstanding feedback from our clients and industry experts on the thoroughness and effectiveness of this plan, as it is being touted as some of the best material in the industry to address concerns surrounding this pandemic.

As the COVID-19 situation continues to be fluid and ever-changing, so is our strategic plan. The Task Force's work is ongoing and constantly evolving to adapt to new findings and recommendations. No matter what the pandemic brings, by hiring Spectra, you can be assured that we have the resources and expertise to take initiative to effectively combat this unprecedented situation. Spectra will work with you every step of the way to ensure fans, players/community organizations and staff members feel safe returning to Mike Lansing Field.



5. EXPERIENCE IN CONCESSIONS MANAGEMENT

SPECTRA FOOD SERVICES & HOSPITALITY

Spectra Venue Management, on behalf of all our clients, works in tandem with and provides oversight to the food and beverage operation at all of our managed facilities. As highlighted earlier in this Response, Spectra Food Services & Hospitality operates food and beverage programs in 227 venues across North America, including 16 ballparks, 14 of which are Minor League baseball ballparks. For your consideration, as part of this Response, we are providing high level information on our expertise and experience as a food and beverage provider.

OVERVIEW

It's not enough to provide our guests with the best accommodations, highest-quality amenities, and premium food and beverages, because we believe that they deserve even more. We know that an exciting, memorable experience is what makes customers return time and time again. Serving over 250,000 events and 40 million guests per year, we know a lot about making that experience great. And given our history of success, we also know how to make it a profitable experience for you. The growth of your business starts with our senior management team, who bring over a century of experience to the business. Our senior leaders have been responsible for managing events like the Olympics, the Super Bowl, the World Series, and even catering for the President of the United States. Our team has the background and experience to successfully manage events of any size or complexity.

As a matter of routine responsibility for all clients, Spectra oversees the food and beverage (concessions & catering) operations at all of our managed venues. By using Spectra for food service operations, Mike Lansing Field will benefit from a cohesive operation, designed for efficiency and therefore resulting in an improved bottom line. Specific benefits include:

- Better economies of scale (e.g., control of labor costs, supervision, and supply expenses)
- Higher service standards due to stronger oversight
- Seamless financial reporting structure via one set of financial statements
- Increased opportunities for cross marketing and branding
- Shared customer service program
- More leverage in negotiating competitive deals

Moreover, effective management of food service operations can drastically increase per caps, driving the most profit for the Center. On the following pages, we have provided an overview of our food service operations. Below we have provided specific details regarding the benefits that Spectra Food Services & Hospitality can bring to Mike Lansing Field food services program.

- **CREATIVE FLEX CONCESSIONS CONCEPTS.** Spectra's food service operations includes a tiered-approach to concessions and catering sales. Our onsite team will be able to customize the field's offerings on an event-by-event basis, depending on the demographics in attendance. Additionally, using our experience in similar venues, Spectra can more accurately predict "hot" menu items for specific crowds and introduce them to Mike Lansing Field patrons.
- **WORKING WITH LOCAL FLAVORS.** Spectra has an unwavering commitment to using local brands in every venue as much as possible. It is extremely important to us that the food and beverage program at the Field is a representation of the area. By working with these Casper staples, we are not only delivering specific menus but also supporting the local community.
- **NOT-FOR-PROFIT FUNDRAISING OPPORTUNITIES.** As another community benefit, Spectra has built one of the most successful Not-for-Profit (NFP) Programs in the country, where NFPs can fund raise for their cause by volunteering at a Spectra venue. In fact, Spectra will utilize our existing relationships with non-profit organizations through our operations at the Casper Events Center and Hogadon Ski Basin Area and Casper Baseball Club's established relationships holding the lease for the last 10 years at the field. This will help with future purchasing power and leveraging inventory. Additionally, this mutually-beneficial fundraising program can decrease staffing costs for Mike Lansing Field while also positively impacting various community initiatives.



CONCESSIONS APPROACH

With our industry-leading expertise in opening and operating food and beverage programs, emphasis on locally-sourced offerings, and our commitment to outstanding quality, Spectra is the only company that can offer a comprehensive approach as we've proposed.

We have the resources to analyze markets at the granular level — delivering the food choices that guests will crave while enjoying games, community events, and tournaments. Combined with our targeted marketing and friendly, welcoming guest services, Spectra offers the creative thinking and significant regional and corporate support that will delight guests.

For us, it is not about building the Spectra brand, but creating excitement and loyalty for the Field. We see countless ways to integrate an exciting culinary experience into the sports action environment, which will not only strengthen the overall package but provide an extraordinarily satisfying experience for all guests.

MASTER PLAN

Our Operations Plan takes a threefold approach that ensures that every element works together for our mutual success:

Trends: We are confident in our ability to read trends and serve widely diverse markets and tastes. We are already intimately familiar with local Casper traditions, and we continually monitor emerging national and international culinary trends. As a result, we are uniquely able to serve authentic experiences that appeal to geographical, ethnic, and dietary preferences — “telling the story” of Casper in fresh, new ways that keep people wanting more.

Interaction: We see food and beverage as an opportunity to enhance interaction in every corner of the Field. For example, we often encourage guests to create and promote certain menu items through exciting contests. We listen and respond to requests for new foods whenever possible. And our unique strategies deliver locally-sourced, freshly-prepared foods efficiently, keeping lines moving so guests can get back to games quickly.

Dedication: Because we believe so strongly in the power of food and beverages to the overall success of Mike Lansing Field, we will work closely with you to ensure that everything is seamless. Our customer service is second to none. Our front-line employees are as dedicated as our most senior managers to make every event a truly memorable experience in every way. From menus that complement an event's theme to a continuous insistence on service, value, and quality control, Spectra is your partner in every sense of the word.

A FRESH PERSPECTIVE — FRESH TO ORDER ACTION STATIONS

To create this unique culinary experience, we hand-pick the best talent from local culinary schools and have crafted a Fresh-to-Order experience. With this Fresh to Order experience, we can provide an ever-changing variety of hot and savory, cold and fresh menu selections that epitomize the best tastes and flavors of Casper and the surrounding region.



6. SPECIFIC EXAMPLES OF WORKING COOPERATIVELY WITH OTHER ORGANIZATIONS ON EVENTS, PROGRAMMING, AND SPECIAL USE OF PREVIOUS MANAGED FACILITIES

Getting involved in the community is a great way to build relationships and boost visibility as well as raise awareness about the venue and upcoming events. In all of our operations, Spectra's mission is to serve and better the communities in which we work, and we look to identify opportunities to support positive change whenever possible. Spectra encourages all our onsite teams to become active in their respective communities, and we also offer additional resources to the community, like discounted rental rates, when approved by the City.

In fact, Spectra has established a relationship with the local Casper Baseball Club. During this process, Spectra and Casper Baseball Club have brainstormed a number of ideas to cross-promote and market events on behalf of Mike Lansing Field. Some of these ideas include working with multiple not-for-profits and local school districts for fundraising and awareness opportunities.

Casper Baseball Club has managed the Mike Lansing Field lease for the last 20 years, with this experience, Casper Baseball Club has hosted a number of tournaments, games, and events that are geared towards the community and targeted for the those who love the game of baseball. Below we have provided a number of tournaments, leagues, and community organization-held events at Mike Lansing Field through Casper Baseball Club:

- 2020 State Championship
- 2020 A Northeast District Tournament
- Memorial Services
- Casper Youth Baseball, Casper Horseheads, Valor Baseball, and Casper College events and tournaments
- Relay for Life Events

SUPPORT FROM CASPER EVENTS CENTER

Additionally, through our operations at the Casper Events Center, we will look to grow existing relationships with current Spectra community partners, including:

- Visit Casper (CVB)
- Casper Area Chamber of Commerce
- Proud to Host the Best
- Casper Rotary
- City of Casper (Casper Events Center serves as the emergency shelter in place location and hosts the annual Craft Fair)
- Friends of Hogadon
- CNFR Organizing Committee
- Natrona County School District
- Boys & Girls Club
- Science Zone
- Wyoming Game and Fish
- North Platte Walleye

- Olivia Caldwell Foundation
- Mercer House
- Children's Development Center
- American Petroleum Institute
- Wyoming Oil and Gas Association

Community Organizations: POTENTIAL EVENT SYNERGIES: CASPER EVENTS CENTER & MIKE LANSING FIELD

COMMUNITY ORGANIZATIONS: NATRONA COUNTY SCHOOL DISTRICT EVENTS

As you know, Casper Events Center hosts a number of events for community organizations. Throughout this process our team has been discussing ideas that could include hosting Casper Events Center events at Mike Lansing Field in order to benefit the community. As we move forward to navigate through these unprecedented times, Spectra's team brainstormed a number of events that could be held outside at the fields. Some of these events include Natrona County School District Events such as outdoor graduations, athletic events, and fundraisers.

EVENTS/PROGRAMMING: PROUD TO HOST THE BEST

Spectra's team at the Casper Events Center works with Proud to Host the Best to host and plan tournaments and events at the Center. This established relationship would be extremely beneficial moving forward at Mike Lansing Field. Utilizing this relationship, Casper Baseball Club's relationships with local, regional, and national teams and leagues our team will have the resources to host a variety of tournaments and sporting events at Mike Lansing Field.



SPECIAL *Qualifications*

SPECIAL QUALIFICATIONS FOR MIKE LANSING FIELD

As mentioned throughout this Response, Spectra and the Casper Baseball Club have a number of attributes that make us uniquely qualified to provide the requested services outlined in this RFP. Utilizing Spectra's expertise in managing similar facilities, familiarity with the City of Casper through our current operations at the Casper Events Center and Hogadon Basin Ski Area coupled with Casper Baseball Club's experience overseeing the Mike Lansing Field and relationships with local community organizations, teams, and leagues we believe that we are the ideal partner for the City of Casper. Together, Spectra and Casper Baseball Club will work cohesively to oversee the operations of Mike Lansing Fields as well as Tanney fields, Washington Park, and Crossroads fields. Through providing oversight of not only Mike Lansing Field but the three other fields, the City will benefit from one financial operation, staffing synergies from Casper Events Center, a robust booking calendar for baseball events (through Casper Baseball Club's existing network of teams), and the addition on non-baseball events through Spectra's promoter relationships and ability to book events. Additional benefits with this partnership include:

- Spectra will oversee special events, concessions, and sponsorships sales (as outlined on the following pages).
- Spectra will program 2-3 special events a year and utilize industry relationships to program regional and national youth tournaments to drive tourism dollars and economic impact (as outlined on the following pages)
- Casper Baseball Club is affordable for the players in the community.
- Casper Baseball Club and Casper Crush have priority to schedule baseball games at Lansing Field
- Help Casper Baseball Club secure at the minimum one more baseball field (i.e. Crossroads), where we would have the priority to schedule, but as many as two to facilitate sub-varsity games and practices when Lansing is booked for other events.
- Casper Baseball Club will work collaboratively with the City of Casper to maintain, prep, and improve the baseball facilities at the stadium.

SPECTRA PARTNERSHIPS

Spectra Partnerships is our company's naming rights, sponsorship, and premium seating sales and consulting division. We specialize in providing commercial rights and sales representation on behalf of sports, leisure, and entertainment properties. Our reputation as sponsorship sales experts derives from our ability to thrive in the many facets of the sports, leisure, and entertainment industry by presenting comprehensive solutions for sponsorship and advertising needs. We currently represent 119 client properties and serve as the market leader in naming rights sales, with over 40 naming rights successfully secured on behalf of our clients in the last 10 years.

Our clients choose us because of their direct access to Spectra's network of regional and corporate executives, the depth, talent, and resources of our robust salesforce, and our dedicated project team approach. These advantages ensure we are able to accelerate lead generation opportunities, resulting in enhanced sponsorship programs and increased revenues. Spectra has managed to evolve with the needs of our clients, remaining innovative, aggressive, and flexible within the ever-changing commercial rights industry. Thanks to this, our clients have enjoyed exemplary results from working with Spectra Partnerships, which is why our firm is happy to introduce them as our best references and ambassadors.

Mike Lansing Field has incredible revenue opportunities through sub-naming rights and corporate sponsorship sales. A benefit to Spectra's holistic approach to venue management is access to our corporate sponsorship sales division, Spectra Partnerships. Spectra has developed incremental revenues for a multitude of clients using creative onsite activations, innovative themed areas, digital and social sponsor integration, and more, resulting in increased and improved advertising inventories. Corporate partners receive a well-rounded and effective sponsorship package at a fair price.

Spectra dedicates sales professionals who receive direct support and oversight from a Spectra Partnerships geographically-aligned Vice President as well as our corporate team of executives. This support provides our sales professionals with direct access to a comprehensive team of industry leaders with decades of experience in the sponsorship sales industry.

In addition to this support, Spectra Partnerships employees regularly connect with more than 65 of their peers throughout North America as well as our national sales team. They participate in annual, company-wide sales meetings, monthly all-staff calls, and regular regional sales calls in order to facilitate best practices, discuss and overcome obstacles, share leads, and foster a team-oriented approach.



Services

SALES REPRESENTATION

STRATEGIC CONSULTING

ASSET VALUATION

Reach

119 CLIENT PROPERTIES

70+ SALES PROFESSIONALS NATIONWIDE

40+ NAMING RIGHTS DEALS IN PAST TEN YEARS

\$70M+ SPONSORSHIP REVENUE ANNUALLY

5,000+ BRAND SPONSORSHIPS

VENUE SPONSORSHIPS

Providing venue sponsorship sales representation is the core foundation of our business and we see tremendous potential to maximize space at the Fields and sell venue sponsorships on behalf of different areas of the Fields. Through our network of sales professionals, the Spectra Partnerships team is regularly sharing best practices and discussing industry trends, ensuring we are well equipped to develop best-in-class sponsorship programs for all of our clients. In addition to securing national partnerships and utilizing traditional signage and branding opportunities, our sponsorship programs strive to maximize relationships with local and regional organizations and focus on presenting our partners with creative, out-of-the-box branding and activation ideas.

VENUE SPONSORSHIP ASSETS

Spectra Partnerships works closely with our clients to develop a comprehensive listing of sponsorship assets/inventory that may be bundled into packages. Having a robust, versatile, and effective set of sponsorship assets to offer to current and potential partners allows us to maximize sponsorship revenue on behalf of our clients. Well-rounded sponsorship programs ensure that the most sought-after assets, like high-profile digital signs, are priced effectively and sold in conjunction with larger packages, ensuring that their potential value is maximized. Some key sponsorship assets are outlined below.

- **Signage** - Digital and static and interior and exterior signage opportunities allow organizations to increase their brand exposure and affinity among venue users
- **Digital** - Promotions on venues' websites and social/email platforms are an effective way to directly engage venues' digital fan-base
- **Official Designations** - Official designations (e.g., Official Bank) provide an additional level of partnership authenticity and allow brands to promote their partnership within their own marketing/messaging.
- **Activations** - On-site activations during events allow organizations to directly engage with venue guests, presenting significant opportunities for direct sales and lead generation
- **Sub-Naming Rights** - Naming a high-traffic area within a venue (e.g. Box Office) greatly enhance a sponsor's reach and thus its value to the brand
- **Concessions/F&B** - Branding concessions stands and partnering with food and beverage providers is a great way to increase sponsorship values for clients while also upgrading F&B offerings for guests



MARQUEE SIGNAGE
HOFFMAN ESTATES, IL



CLUB BRANDING
HARTFORD, CT

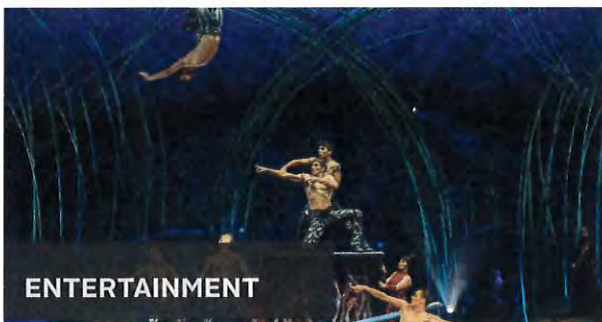
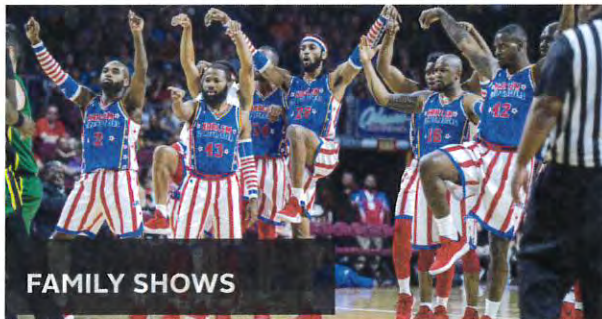


BRANDED BAR
DES MOINES, IA



EVENT SPONSORSHIPS

Our sales team understands the desire for venue owners and operators to maximize all revenue streams for events hosted at their facilities. With that, we strive to generate incremental sponsorship income associated directly with events hosted at these venues, working closely with the operator and event promoter to develop agreed upon assets to sell. These partnerships present a great up-sell opportunity for existing venue partners to gain more exposure through events that are a fit for their brand. Samples of event types that present great sponsorship opportunities are shown below.





NAMING RIGHTS

Spectra is a leader in valuing, soliciting, and negotiating naming rights for an assortment of clients worldwide. Through our naming rights sales representation and consulting services, we have secured and renewed more deals than any other firm in North America. Naming rights sales efforts are led by our National Partnerships Team, who are supported by 70+ sales professionals, a marketing design team; and top tier analytic and CRM tools. This model allows us to leverage our existing relationships and maximize outreach to targeted companies while reinforcing our credibility amongst brands. In fact, Spectra recently secured a naming rights deal on behalf of Casper Events Center.

SAMPLE NAMING RIGHTS SUCCESS

- Findlay Toyota Center - Prescott Valley, Arizona
- Ford Park Entertainment Complex - Beaumont, Texas
- SWell Cycle (San Antonio Bike Share) - San Antonio, Texas
- Angel of the Winds Arena - Everett, Washington
- CURE Insurance Arena - Trenton, New Jersey
- XL Center - Hartford, Connecticut
- Silverstein Eye Centers Arena - Independence, Missouri
- EagleBank Arena (George Mason University) - Fairfax, Virginia
- Budweiser Gardens - London, Ontario
- Campbell's Field - Camden, New Jersey
- John Labatt Centre - London, Ontario
- Investors Group Field - Winnipeg, Manitoba
- EnCana Events Centre - Dawson Creek, British Columbia
- Cross Insurance Center - Bangor, Maine
- Cross Insurance Arena - Portland, Maine
- City National Grove of Anaheim - Anaheim, California
- City National Civic - San Jose, California
- FirstOntario Centre & FirstOntario Concert Hall - Hamilton, Ontario
- Macron Stadium - Bolton, United Kingdom
- Community Choice Credit Union Conv. Center - Des Moines, Iowa
- Essar Centre - Sault Ste. Marie, Ontario
- RBC Theatre - London, Ontario
- Gate City Bank Theatre - Fargo, North Dakota
- Giant Center - Hershey, Pennsylvania
- MidAtlantic Memorial Hall at the York Expo Center - York, Pennsylvania
- Indego (PHL Bike Share) - Philadelphia, Pennsylvania
- Xfinity Live! Philadelphia - Philadelphia, Pennsylvania
- PPL Center - Allentown, Pennsylvania





BOOKING OVERVIEW

While a successful event depends largely on strong promotions and great performances, landing that event in the first place depends almost exclusively on rock-solid relationships with the industry's many players. Spectra has built a figurative performance stage for sports and entertainment superstars that extends across North America and around the world by developing such relationships with acts, agents, and promoters at the local, regional, national, and international level.

Our corporate booking staff's decades of intense, in-the-trenches involvement — as well as our aggressive pursuit of talent, shows, and special events — means that potentially every venue we partner with, regardless of its size or location, is a part of the industry's conversations around booking and scheduling. As a result, we're able to land potentially lucrative, high-profile acts for venues that might otherwise not have been considered.

What's more, our onsite general managers/directors of booking are empowered to book as many events as they can (taking into account the overall parameters established by the venue, of course). GMs/Directors of Booking work in tandem with the corporate team, leveraging Spectra Venue Management's resources and access to artists and events already booked in their respective region. The result? Successful relationships — and successful events.

BOOKING AND SCHEDULING POLICY

For Spectra, generating event bookings and operating revenue is an ongoing priority. Ultimately, our primary responsibility is to book a full, diverse schedule of events — and to sell as many tickets to these events as possible while driving attendance to all events.

To that end, we'll develop a recommended booking and scheduling policy as part of the operations manual for your venue. Also, we'll recommend a target event mix by category that takes into account the following for each event:

- University/tenant booking priorities
- Economic impact
- Opportunity for other events to occur simultaneously
- Ancillary income potential
- Repeat business potential
- Prime scheduling dates for the primary tenant
- Fit with the community's cultural composition and diversity

For Mike Lansing Field, Spectra will look to route concerts, outdoor conventions, and family shows through our operations at the Casper Events Center. The purpose of this section is to demonstrate Spectra's capabilities to host and book special events. Casper Baseball Club will handle all baseball operations and baseball scheduling.

DEDICATED RESOURCES BOOKING DEPARTMENT AND LEADERSHIP

Recognizing the critical role a dedicated focus on booking plays in the successful event schedules of a venue, Spectra supports our onsite and regional staff with direct, hands-on access to corporate executives whose primary focus is booking events. Our corporate booking department, is headed by Mike Scanlon, Senior Vice President of Content, Arenas, and Stadiums, who currently supports the Casper Events Center. Additionally, Regional Vice President Rick Hontz, oversees the Casper Events Center and will support all special events that come through Mike Lansing Field.

RELATIONSHIPS WITH EVENT PROMOTERS

We don't typically align ourselves exclusively with one promoter in a market. Rather, we serve as the agent (landlord) for our clients by maintaining an open venue to all qualified promoters. This policy not only generates more business for our clients but also creates higher levels of net income as well — with no conflict of interest.

Further, we help develop and strengthen relationships between the venues we manage and independent promoters, giving these venues a much stronger presence and position in conversations about tour booking and scheduling.

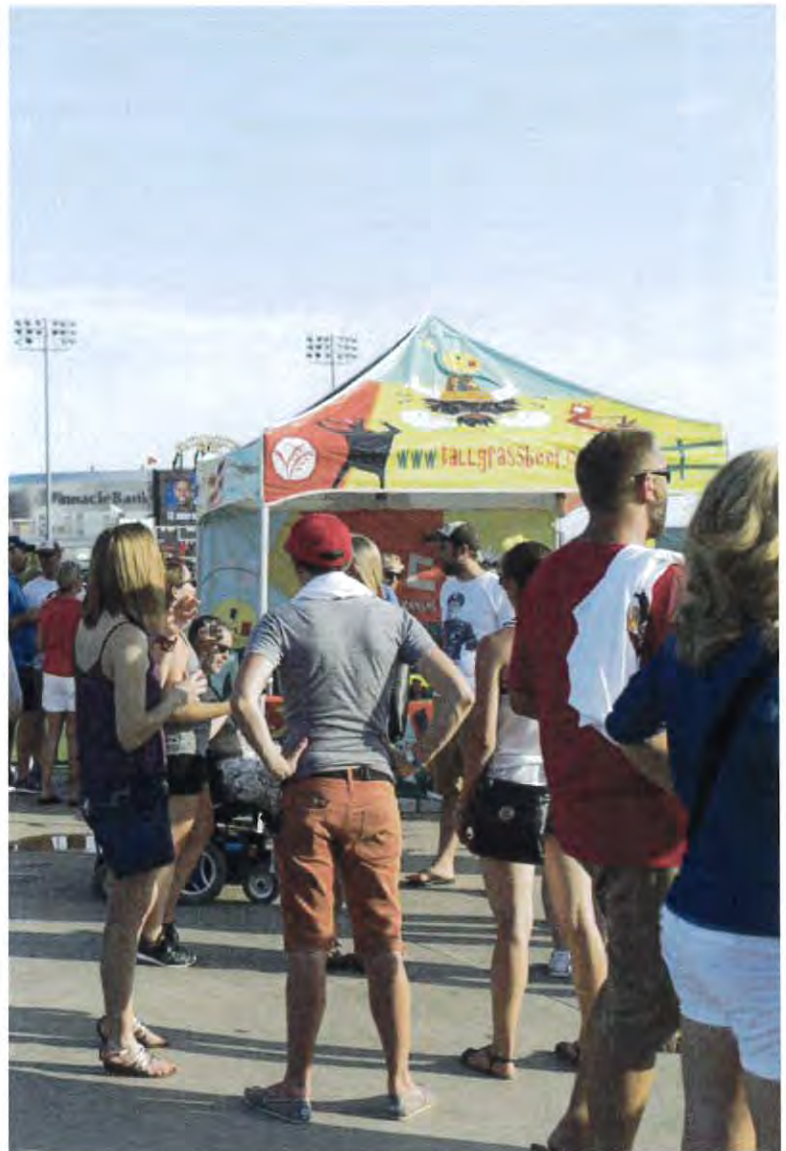
In addition to working with promoters, we also invest resources in various entertainment products and productions that could be booked into the venues we manage. With our clients' pre-approval, we promote or co-promote events — doing so only to stimulate interest from outside promoters, and taking care to minimize any risks involved. We will continue to look for these booking synergies through our operations at Casper Events Center.

TARGET EVENT TYPES

Spectra takes an active role in seeking out booking opportunities and leveraging our other managed venues in order to bring forth opportunities with agents and acts for prospective dates in multiple markets. Driven both on-site from our General Managers and from a corporate standpoint, Spectra is constantly seeking opportunities to drive more content into all of our managed venues.

The list on the right demonstrates the events that are an ideal fit for Mike Lansing Field. As your venue manager, we will immediately and aggressively pursue booking these events (with your approval). We will strive to book events that present maximum economic impact for the region, seeking to increase room night utilization and support local businesses.

- Concerts & Comedy
 - Variety of genres, including:
 - Classic Rock
 - Country
 - Christian
 - Adult Contemporary
 - EDM
 - Routing opportunities with Casper Events Center
- Family Shows
 - Jurassic Quest or Discover the Dinosaurs
- Sporting Events
 - High School Competitions (States and/or Regionals)
- Community Events
 - Graduations
 - Banquets
 - Fairs
 - Beer Festivals
 - Taco Fest





III. OPERATION *Plan*

1. PLANS FOR PRACTICES, GAMES, TOURNAMENTS AND SPECIAL EVENTS

Casper Baseball Club will schedule as many games as possible on Mike Lansing Field. Casper Baseball Club will use the field for practice when the situation allows, but its priority on scheduling will be for games and events. The Lansing Field schedule of games will be completed by February 1 each year, allowing other groups access to dates available on the field. This will be communicated to the city Parks and Rec department by no later than February 1. We will work with the City and other user groups for access to Lansing. During the peak baseball season (April 1-August 10), baseball events will receive priority when scheduling in order to keep the field in its best baseball shape. It is the goal of Casper Baseball Club to bring in a Legion State Tournament in at least one age division each season, and we are on the schedule for 2024 with The Wyoming AA Legion State Tournament. Casper Baseball Club will host tournaments from other tournament providers, and will host local tournaments as well. Casper Baseball Club has a mission of taking baseball into the community to a new level over the next few years.

2. PLAN TO WORK COOPERATIVELY WITH THE CITY OF CASPER ON USE OF THE FACILITY WHEN NOT SCHEDULED FOR GAMES, TOURNAMENTS AND SPECIAL EVENTS

Spectra will work cooperatively with the City of Casper on use of the facility when not schedule for games, tournaments, and special events. As demonstrated throughout the Response, Spectra's team at the Casper Events Center has brainstormed a number of events that could be held at Mike Lansing Field. Some of these events include:

- Fundraisers and non-profit/community group events
- City-hosted events
- Meetings
- Concerts/music festivals
- Award Ceremonies
- Memorial Services
- Beer/wine festivals

3. PLAN FOR MAINTENANCE OF THE FACILITY AND FIELD

Casper Baseball Club will continue to work with the City on improvements and field enhancements on a yearly basis. Since 2017, Casper Baseball Club has put \$25,272 into Mike Lansing Field for repairs and maintenance, which is well above what has been required by the original lease. We will continue to ensure that the field remains the premier grass facility in the state.

4. THE APPROACH TAKEN TO ADDRESS IMPROVEMENTS AND REPAIRS

Spectra and Casper Baseball Club will work closely with the City to create a priority list for improvements and do our share to make improvements to the facility as frequently as possible. Casper Baseball Club will continue to purchase the materials needed for gameday, including clay, conditioner, field material, tools, and supplies, as needed.

5. CLEANING AND MAINTENANCE PLAN FOR RESTROOMS

During all baseball events (including tournaments, practices, and games) Casper Baseball Club will be responsible for maintenance and cleaning for restrooms. During special events, Spectra's team will be responsible for cleaning and maintenance for all restrooms.

6. MARKETING AND PROMOTION PLAN

In Appendix A, we have provided Spectra's standard marketing plan for arenas and stadiums. As mentioned throughout this response, we will work closely with our team at Casper Events Center to properly market Mike Lansing Field. Upon hire, Spectra will look to build a custom marketing plan for the future of Mike Lansing Field.

7. METHODS USED TO ADDRESS COMPLAINTS AND CONCERNS

CUSTOMER SERVICE PROGRAM

GREAT EXPERIENCE

As industry experts, committed to building exceptional experiences for guests, we have a customer service program, "GREAT Experience," which was developed and tested at our the Wells Fargo Center in Philadelphia, and subsequently rolled out to all our venues. By having a central customer service program, venues have access to resources that are normally unavailable, if not for the Corporate Support Spectra offers.

Spectra is committed to establishing a "GREAT" guest experience service platform for all services provided for Mike Lansing Field. We are committed to our concept of service transparency, which is a process that will begin upon execution of our agreement and will build throughout the term of our relationship with the Mike Lansing Field.

PROGRAM OVERVIEW

All employees are trained on the GREAT Experience customer service model. Managers are provided with talking points, PowerPoint presentations, and marketing collateral to assist with training. While many companies may say they have a customer service program, ours truly goes the next step to guarantee exceptional experiences. This program is utilized to ensure guests are having the best experience when visiting a Spectra venue.

CASPER BASEBALL CLUB METHOD FOR CONCERNS

For non-special events, all baseball concerns and complaints may be addressed to the Casper Baseball Club.

8. PLAN FOR UTILITIES AND PAYMENT FOR THE TERM OF THE LEASE

Spectra and Casper Baseball Club will work with the City of Casper to discuss a plan for utilities and payment for the term of our partnership.

9. WINTER MANAGEMENT OF FACILITIES AND FIELD

Winter Management of the facility will be scheduled with the city. This includes the winterization of the park, and surveillance by the club. All field equipment and supplies will be stored for the winter securely.

10. INSURANCE

Spectra and Casper Baseball Club will work with the City of Casper to meet insurance coverage requirements at Mike Lansing Field. We will align our insurance requirements with our operations at Casper Events Center and Hogadon Basin Ski Area.

11. EQUIPMENT PROVIDED FOR THE MAINTENANCE OF THE FACILITY AND FIELD

As previously mentioned, Spectra will be responsible for equipment and maintenance of the facility for non-baseball events. The Casper Baseball Club will continue to oversee baseball equipment and maintenance of baseball facilities and fields. Additionally, Casper Baseball Club will continue to lower costs for the City through the discounted rate for when the field lights are turned on.

12. PROPOSED FEES, CONCESSION FEES, SUBLEASE FEE SCHEDULE (IF AVAILABLE) AND METHOD OF COLLECTION

We have provided our proposed fees in Appendix B.

13. PLAN AND MENU FOR OPERATION OF CONCESSION AREA

Spectra will propose menu selections for Mike Lansing Field by utilizing menus at our two existing in-market operations (Casper Events Center and Hogadon Basin Ski Area) as a basis. We have provided a sample on the following page.

14. PLANS FOR ADDITIONAL CONCESSION OPTIONS, SUCH AS FOOD TRUCKS AND OTHER OUTSIDE VENDORS

As mentioned above, Spectra has existing relationships with additional concession options, such as food trucks and outside vendors, through our operations at the Casper Events Center. Below we have provided a sampling of food truck and outside vendors we will look to engage at Mike Lansing Field:

- 307 Fest
 - 307 Bucking Grill
 - 307 Street Tacos
- Asian Mobile Kitchen/Asian Cuisine
- Blue Lemon
- Bullwhip Catering
- Bunk's BBQ
- Chacho's Tacos
- Deb's Fudge Kitchen
- Farm to Plate Food Truck
- Foxy's Grill
- 'Scream 4 Ice Cream
- Little Shop of Burgers
- Los Conjos Food Truck
- The Greek Station
- Wyo Philly Wagon
- Fired Up Food Truck

15. PLANS FOR MERCHANDISE SALES

For baseball events, merchandise is typically handled and sold online. Casper Baseball Club will support baseball merchandise and Spectra will oversee all special events merchandise.

SAMPLE CONCESSIONS MENU

Concession Stands	
<u>Drinks</u>	
PEPSI, DIET PEPSI	
7-UP, DR. PEPPER	
MOUNTAIN DEW	
16oz. - \$4.00	32oz. - \$6.00
Bottled Soda	\$4.00
BOTTLED WATER	\$3.00
GATORADE	\$4.00
ROCK STAR	\$4.00
HOG WASH	\$2.00
COFFEE	\$2.00
<u>Food</u>	
WALKING TACO	\$8.00
BRISKET Sandwich	\$8.00
PULLED PORK Sandwich	\$7.00
MAC & CHEESE	\$6.00
NACHOS	\$4.00
HOTDOG	\$4.00
Corn Dog	\$4.00
POPCORN	
SM - \$4.00	LRG - \$6.00
SOFT PRETZEL W/CHEESE	\$4.00
JUMBO PICKLE	\$2.00
LARGE COOKIE	\$3.00
CANDY	\$2.00
<u>Breakfast</u> (Mornings only)	
Green Chili Burrito	\$6.00
Croissant Ham, Egg & Cheese	\$6.00

VI. PROFESSIONAL Qualifications

1. PROFESSIONAL RESPONDERS NAME, ADDRESS, TELEPHONE NUMBER (S)

■ Spectra Venue Management

- 150 Rouse Blvd., Philadelphia, PA 19112
- 203-241-9618

Casper Baseball Club

- P. O. Box 3554, Casper, WY
- 307-797-1801

2. NAME QUALIFICATIONS AND EXPERIENCE OF KEY PERSONNEL AVAILABLE FOR THIS PROJECT

A leader is someone with the vision to turn a company's values from words into action. Someone who can listen critically and respond quickly to the varied, ever-changing needs of clients and employees. Someone with the nimble imagination and extensive experience it takes to develop and implement innovative ideas. Spectra's senior leadership team includes many of the industry's most recognized and respected names. They are innovative thinkers from all areas of our industry, and they all share the same goal: to provide the hands-on corporate support it takes to make Mike Lansing Field successful. These individuals will support our on-site in an advisory capacity. Below and on the following pages, we have provided biographies for additional Spectra leaders assigned to this project.

MIKE SCANLON

SENIOR VICE PRESIDENT, STADIUMS AND ARENAS

Mike provides oversight to all Spectra Venue Management arenas and stadiums throughout North America. In this role, Regional Vice Presidents report directly to Mike. With more than 22 years of industry experience, Mike previously held positions as the General Manager of the Cure Insurance Center in Trenton, NJ; the General Manager of the Rose Quarter in Portland, OR; the General Manager of the Chaifetz Arena in St. Louis, MO; and the General Manager of Subaru Stadium in Chester, PA. Most recently, he served as General Manager of the Wells Fargo Center in Philadelphia, PA.



Mike is a recipient of the 2005 and 2006 Venue's Now Rose Quarter "Hall of Headlines" award for venue bookings. Mike was also Spectra's General Manager of the Year in 2002 and Oregon Business Magazine's "50 Great Leaders in Oregon" winner in 2006. He is a member of the IAVM. Mike received a B.S. Degree from Salem State University. He received his M.S. Degree in Sports Management from Northeastern University and is a graduate of the IAVM School of Venue Management.

PETER ZINGONI

VICE PRESIDENT, BUSINESS DEVELOPMENT AND CLIENT RELATIONS

With more than five years of industry experience, Peter Zingoni served as event manager for Comcast Spectacor at the highly successful Wells Fargo Center in Philadelphia before transitioning into his current role. Prior to moving to Spectra, Peter also gained considerable experience in commercial real estate as Vice President of the Jacobs Realty Group in Wayne, PA.



In his current position, Peter is responsible for developing new business and ongoing relationships with premier venues throughout North America for Spectra Venue Management.

Peter currently serves as an Executive Member on the board of the Professional Hockey Players Association, and holds a bachelor's degree in business management from Providence College in Rhode Island.

RICK HONTZ
REGIONAL VICE PRESIDENT, SPECTRA VENUE MANAGEMENT

Rick Hontz is responsible for direct oversight of numerous Spectra facilities, primarily located in the Midwest. He provides supervision and leadership to Spectra's Venue Management General Managers at arenas, convention centers, and fairgrounds.

With over 18 years of industry experience, Rick was previously the General Manager at the Budweiser Events Center at the Ranch (BEC) in Loveland, CO. Rick handled the day-to-day operations and event bookings at the BEC, which consists of seven buildings. Additional previous positions include Director of Marketing and Assistant General Manager at the CURE Insurance Arena in Trenton, NJ and the Assistant General Manager at the Budweiser Events Center. He is a member of the IAVM, and he serves on the Board of Directors for the Loveland Chamber of Commerce.

Rick received a bachelor's degree from Bloomsburg University in Bloomsburg, PA.



BRAD MURPHY
GENERAL MANAGER, CASPER EVENTS CENTER

A veteran of 29 years in the public assembly facility management business, Brad has been the General Manager of the Casper Events Center since October 2016. Prior to arriving in Casper, Brad was the Executive Director of the Adams Center located on the campus of the University of Montana in Missoula from June 2012 through September 2016. Brad received his B.A degree in 1987 from Carroll College and M.Ed. degree from Bowling Green State University in 1991.

Brad is an active member of IAVM (International Association of Venue Managers) and has achieved his Certified Venue Executive (CVE) designation through the organization. Brad serves on the Executive Board of Visit Casper and Governmental Affairs Board for the Casper Area Chamber of Commerce. For Mike Lansing Field, Brad will serve as the point of contact for scheduling events around Casper Baseball Club's games, tournaments, and practices. He will meet with the City, Parks and Recreation, and Casper Baseball Club regularly to ensure success at Mike Lansing Field.

He and his wife, Janay are active members in their local church and several community organizations.



KALEN HILL
GENERAL MANAGER, CASPER BASEBALL CLUB

Kalen has 20 years experience in youth sports in the City of Casper with a variety of organizations, including Boys and Girls clubs of Central Wyoming, Casper Family YMCA, Natrona County School District, Casper Youth Baseball, Casper Midget Football, Casper Grizz, Casper Crush, and now Casper Baseball Club.

Kalen is dedicated to the youth of the community and works to help them on and off the field reach their potential. Kalen is an 17 year veteran educator who currently teaches middle school in Casper and holds a bachelor's degree in Physical Education and a Master's degree in Teacher Leadership.



CORPORATE SUPPORT**JOHN PAGE****PRESIDENT, VENUE MANAGEMENT**

As President of Spectra, John oversees the operations of all Spectra-managed facilities, including arenas, stadiums, convention centers, performing arts centers, and specialized venues. John also oversees Spectra's corporate booking department, which focuses on facilitating and coordinating strategic booking efforts for all Spectra-managed facilities. With his decades of experience, John's reputation in the industry is unparalleled, and he leverages his relationships to deliver unforgettable live experiences for guests and fans at Spectra-managed venues.



Prior to being named to his current position, John oversaw all aspects of the Wells Fargo Center and the surrounding Wells Fargo Complex, including Comcast Spectacor's partnership interest at XFINITY Live! and four Flyers Skate Zone locations. He also was the President of Spectra Venue Management and served as Chief Operating Officer of the company.

John received his Bachelor Degree of Science in Public Administration and a Master of Science from the University of Southern California in Los Angeles, CA.

TODD M. GLICKMAN**EXECUTIVE VICE PRESIDENT, BUSINESS DEVELOPMENT AND CLIENT RELATIONS**

Todd Glickman brings over 25 years of experience in sustainable business growth to his position. In his role, he oversees the development of new business and ongoing relationships with premier organizations throughout North America for Spectra Venue Management, Food Services & Hospitality, and Partnerships.



Throughout his extensive career, Todd has served in several roles for the company including Marketing and Sales Manager and Assistant Group Sales Manager. After being promoted to Director of Event Services, Todd became the Vice President of Group Sales for Spectra and the Wells Fargo Center, prior to his appointment in his current role.

Todd earned a bachelor's degree in marketing and communications from the College of Saint Rose in Albany, NY.

MICHAEL AHEARN**SENIOR VICE PRESIDENT, OPERATIONS**

Michael Ahearn uses his vast domestic and international venue management experience to elevate Spectra's facility operations throughout North America. In his position, he oversees Facility Operations Departments at all Spectra-managed facilities, and he is directly responsible for the Wells Fargo Center Operations Department, including venue repairs and maintenance, cleaning, event operations, telecommunications, and capital improvement projects. He also heads up Spectra's Facility Consulting Division, which offers stand-alone venue planning, operations, and procurement services.



Michael has held key positions at venues around the world, including Event Manager for the Sheffield Arena in England; Box Office Manager at the Spectrum in Philadelphia, PA; and Sport Complex Director at the Jacksonville Sport & Entertainment Complex in Jacksonville, FL.

Michael holds a bachelor's degree from Widener University in Chester, PA.

DAN RUBINO**DIRECTOR, PROJECTS**

Dan Rubino brings to Spectra in-depth experience and knowledge of cutting-edge Furniture, Fixtures and Equipment (FF&E) purchasing, operation standardization, and new construction consulting. With more than 20 years of industry experience, Rubino has served as the Director of Facility Development for Centerplate, the Director of Operations for the Arena at Harbor Yard in Connecticut, and the Director of Operations at the BI-LO Center in South Carolina.



CLAIRE EICHLER
PROJECT MANAGER AND FACILITIES DESIGN

Claire Eichler provides layout and design services for kitchen and concession spaces, food service equipment specification and procurement, and onsite project management installation for Spectra properties.

Claire graduated from the University of North Florida, where she received her Bachelor of Science in Health and Nutrition. After college, she moved to Colorado to intern for Ricca Design Studios, a food service consulting firm. From there, Claire spent the next four years working as a food service equipment manufacturer's representative for Ignite Foodservice located in Denver, CO. When the opportunity arose to return home to Florida, Claire joined the team at Florida Agents, where she worked with the Spectra Food Services & Hospitality team as a representative before fully joining Spectra in 2013.



ROBERT SCHWARTZ
SENIOR VICE PRESIDENT & CHIEF MARKETING OFFICER

Bob Schwartz is responsible for making Spectra a marketing powerhouse in the venue management industry. He oversees all advertising placement, promotions, marketing, publicity, and group sales for Spectra — creating a “one marketing department” mentality that results in a unique network that generates innovation and highly successful marketing plans.

Throughout his 24-plus year career, Bob has served as the Marketing Director for the Richmond Coliseum in Virginia, the Los Angeles Coliseum and Sports Arena in California, and the London Arena in the United Kingdom. He was also the Vice President of Marketing for the Wells Fargo Center before entering his current role with Spectra Venue Management.

Bob holds a bachelor's degree in sports management from the University of Massachusetts in Amherst, MA. He recently received the 2018 Harold VanderZwaag Distinguished Alumni Award from UMASS Amherst, which is an award that celebrates professional excellence, outstanding achievement in the sports industry and dedication to the McCormack Department of Sport Management.



BLAIR KAHORA CARDINAL
VICE PRESIDENT, COMMUNICATIONS

Blair Kahora Cardinal leads the company's communications strategies on traditional and digital media platforms. She drives Spectra's business objectives through media relations, digital storytelling, social media engagement, and brand management for external and internal audiences. Blair works closely with field marketing and leadership teams to identify opportunities and to develop inclusive campaigns that showcase each venue's breadth of expertise and exciting content. She also provides support to manage crisis situations.

Prior to working at Spectra, Blair was Assistant Vice President and Director of Media Relations at Buchanan Public Relations, a boutique agency where she specialized in business-to-business communications for blue-chip professional services clients. Blair holds a Bachelor of Arts from the University of Delaware and an MBA in Strategic Management and Marketing from Villanova University in Villanova, PA.



BRYAN FUREY
SENIOR VICE PRESIDENT, PARTNERSHIPS

Bryan Furey leads Spectra's Partnerships division. In this position, he generates profitable growth for Spectra-managed venues and properties across North America through the sale of naming rights, sponsorship, advertising, pouring rights, premium seating, and other commercial rights. Bryan oversees Spectra Partnerships' day-to-day operations. His team represents over 100 properties, has sold 40+ naming rights deals in the past decade, and generates over \$70 million in gross sponsorship sales each year.

Bryan has been with Spectra for over a decade, growing through various roles with the company, including Project Manager and Regional Vice President. Prior to joining Spectra, Bryan spent time working with IMG in Philadelphia, managing events and selling sponsorships and premium seating for a roster of entertainment properties and high-profile athletes. Following his tenure at IMG, Bryan ran Philadelphia's only annual professional golf event, which was hosted by PGA Tour star Jim Furyk and featured the world's top golfers, including Phil Mickelson, Adam Scott, Padraig Harrington, John Daly, and more.



APPENDIX A

SAMPLE MARKETING PLAN

Per the RFP, Spectra is prepared to develop a positive relationship with the City of Casper, Parks and Recreation, and all teams and organizations that actively play at Mike Lansing Field to successfully market and promote the Fields. In this section, we have outlined our sample sales and marketing approach.

It all seems straightforward enough: A venue's ultimate purpose is to bring people together, so an effective marketing plan means selling more tickets.

Of course, if it were really that easy, everyone would be doing it — and the truth is, no one in the industry comes close to matching the exceptional support Spectra provides for marketing, advertising, promotions, and sales.

We place the highest priority on creating awareness about venues and their events, generating more attendance, and ensuring that we bring attendees back for more. Achieving these goals requires developing a customized, comprehensive sales and marketing plan specific to each venue's unique needs. It means providing industry-leading solutions for integrated marketing, group sales, and new sources of revenue.

It means building a top-notch team of more than 40 marketing, sales and public relations experts at the corporate level, as well as a network of 150+ professional venue marketers around the world, all working together with a "one marketing department" mentality. And it means maintaining a relentless, company-wide focus on one primary goal: selling tickets.

And that, simply enough, is how we bring it all together — and how we bring people together.

SALES AND MARKETING OVERVIEW - THE SPECTRA DIFFERENCE

As the acknowledged industry leader in sales and marketing, we develop a customized plan for every venue we manage worldwide, enabling us to focus clearly on our clients' goals and how we'll achieve them. For the City of Casper, our team will work diligently to meet your goals:

- Provide a first-class entertainment venue to Mike Lansing Field supported through our venue operations at Casper Events Center
- Enhance connections to the Fields and the surrounding community

Spectra Venue Management also differentiates itself from the rest of the industry in the way that we:

- **Take an aggressive approach.** We sell actively, directly, and aggressively by practicing yield management principles. We make event presentations easy for those who rent and use our venues, which promotes repeat business.
- **Create events.** We generate revenue by self-promoting signature events that fill gaps in the calendar and enhance the venue's event mix.
- **Engage stakeholders.** We work with local organizations including community groups, local teams and leagues, and CVBs to build connections between the fields and the mission of these community groups.
- **Build new revenue sources.** We create additional revenue for venues in numerous ways, including:
 - Pre- and post-event activities that prolong customer visits and help sell more food, beverages, and merchandise
 - In-house ad agency services for event promoters
 - Sales of commercial rights, including naming rights and entitlements, beverage pouring rights, premium seating, signage, and sponsorships



CORPORATE SUPPORT AND SERVICES

Spectra provides an unmatched level of sales and marketing support, thanks to ongoing dialogue, idea sharing, and information exchange among our corporate marketing executives, regional marketing directors, regional interactive marketing directors, and onsite marketing directors.

Onsite marketing directors at all Spectra-managed venues communicate regularly with regional and corporate executives, including bi-weekly conference calls with regional marketing directors and regional interactive marketing directors. During these calls, they share best practices and resources, discuss new initiatives, monitor the performance of onsite marketing directors, and help each other overcome marketing challenges.

Monthly one-on-one calls at the regional level, as well as annual marketing meetings — including workshops and conferences — further help each onsite marketer increase revenue and improve the bottom line for our clients.

Specific sales and marketing services we will provide for Mike Lansing Field from the corporate level include:

- Support from Casper Events Center
- Complete in-house advertising, event marketing, and promotional services
- Industry awareness campaigns
- Public, media, and community relations services
- Expert assistance and support for website development, design and maintenance, and search engine optimization (SEO)
- Database marketing to generate show attendance and ticket sales
- Event promotional tie-ins and sponsorships
- Sale of advertising signage, sponsorships, and other revenue-generating commercial rights
- Graphic design services

PROVEN LEADERSHIP & STRENGTH

Our Venue Management, Food Services & Hospitality, and Partnerships marketing teams function as one, and have a vast amount of industry-related experience as well as a library of best practices to share with each Spectra client venue. Our venues are supported with marketing resources from the top, with experienced corporate leaders who are well-versed in various areas of specialty. This support system then branches down into the field with Marketing Directors at the Division and Regional levels along with Subject Matter Experts in the areas of digital marketing, group sales, box office, food and beverage, and convention center marketing.

New marketing ideas, initiatives as well as best practices are shared on our corporate intranet, called Intraspect, which every Spectra employee has access to. This ensures each venue-level employee has the tools they need at their fingertips. Detailed

case studies on the best and most successful initiatives are uploaded and shared among the team. Idea sharing also comes in the form of our marketing email blast called, Trending @ Spectra. This bi-weekly dose of marketing ideas and best practices are sent to Spectra General Managers and Marketers in order to highlight the creative and successful marketing initiatives taking place at other Spectra venues. Want to know what other similar Spectra venues have done to drive spending at baseball tournaments? or what other venues have done to drive event rentals?...it's all at our employee's fingertips through Spectra's marketing resources!

OUR PHILOSOPHY

- Book the maximum number of viable events.
- Advertise, promote, and market to attract the most attendees possible to each event.
- Provide great customer service to encourage ticket buyers to actively attend and willingly buy food and beverage, merchandise, and other amenities.



MARKETING AND PROMOTIONAL CONCEPTS

Spectra will develop a Sales and Marketing Plan in conjunction with the City and Casper Events Center's annual marketing plan to create an integrated and targeted approach that aligns goals and maximizes results in regards to driving economic impact to the City of Casper.

Solid sales and marketing plans work seamlessly together. In order to drive economic impact to the City, Spectra will utilize the following marketing strategies and tactics to promote Mike Lansing Field. Spectra will work with the City of Casper to develop custom promotional concepts and collateral that will further the goals of the City and will market Mike Lansing Field as a premier venue, maximizing economic impact to the City. Below and on the following pages, we have provided tools and tactics we will use upon selection to immediately start developing sales and marketing materials that will promote the Fields.

MARKETING TOOLBOX

SHORT-TERM GOAL

To evaluate current collateral, if any, and to identify opportunities that enhance tools and content to sell Mike Lansing Field, work in conjunction with the City and Casper Baseball Club.

LONG-TERM GOAL

To build a marketing toolbox that educates, promotes, and sells Mike Lansing Field.

TACTICS

- Produce customized, high-quality printed collateral materials to assist in marketing of Mike Lansing Field
- Produce/update visual floor plans and capacity charts, virtual tour of the space, photo gallery, etc.
- Create a video library of sales opportunities
- Build library of client and customer testimonials
- Create a network of content developers and influencers
- Build a photo library for promotional use
- Design and create marketing templates for use with external communications

DIGITAL

Spectra will use innovative digital products to promote the Fields and special events.

SHORT-TERM GOAL

To create a digital strategy that helps to promote and sell the Fields.

LONG-TERM GOAL

To drive traffic, using data-driven marketing, to the Field's website, to generate leads and promote client events.

TACTICS

- Develop branded copy for search, display, and ad efforts across digital platforms.
- Purchase keywords on Google to capture parents, coaches, tournament planners, and players who are conducting research
- Create digital campaigns that allow for increased trackability and ROI
- Create a database acquisition campaigns to build:
 - A prospect database for lead generation
 - A cyber club to build and maintain relationships with the community
 - Utilize email marketing to help sell client events
 - Inclusion of digital offerings in the Field ad program for clients

INTERACTIVE MARKETING

Spectra is far and away the industry leader in the increasingly critical area of interactive marketing, offering educational programs, tools, and techniques for every venue we manage. Our ahead-of-the-pack marketing strategies for venues and events include website and smartphone applications developed by our IT specialists specifically for the marketing department. We fully integrate these applications into traditional ad media, such as printed materials, ensuring high visibility for all messaging platforms.

WEBSITE

Web-based marketing is the most cost-effective, targeted, flexible, and useful medium for growing all segments of a business. The most reliable websites are those that are simple, navigable, and informative for potential tournament directors, parents, students, fans, parents, and attendees. Developing a website that is mobile-optimized would allow for the best lead generation.

SHORT-TERM GOAL

To develop a website to increase SEO and generate revenue.

LONG-TERM GOAL

To drive bookings, increase revenue, and inform all audiences regarding the City and Mike Lansing Field as a destination for baseball tournaments and special events booked by Spectra.

STRATEGY

Provide educational information and engaging content to increase lead generation among tournament directors, community members, parents, and players to increase revenue and inform the community and surrounding region about the Fields.

TACTICS

- Implement online ordering that displays to attendees all services offered by the fields
- Provide direct links to social media outlets for continued communication and to maximize followers
- Offer advertising opportunities for clients, events, and local outlets
- Develop positive perception and encourage bookings through testimonials from our customers
- Use video content to drive engagement to excite the community and surrounding communities

SOCIAL MEDIA

As part of the overall content strategy, Spectra will use social media platforms to promote Mike Lansing Field and the City of Casper. Through a robust social media strategy that also includes Instagram, Facebook, Twitter, and LinkedIn, the Field can elevate both brand awareness and engagement.

SHORT-TERM GOAL

To create a social media plan and content calendar to improve engagement amongst the community, tournament directors and planners, players, fans, students, and parents.

LONG-TERM GOAL

To increase the relevance of the Fields amongst target markets through engaging content that drives traffic to the Field's website, to create lead generation, and to promote client (public) events.

STRATEGY

Provide educational information and resources via social channels in order to stay connected and top-of-mind with the community, tournament directors, parents, and the surrounding region.

TACTICS

- Develop rich content tailored to tournament directors, attendees, and the residents of Casper to drive site traffic and engagement
- Actively engage with the online community, promote the facility, the events, and building projects, and become an influencer in the industry
- Create a presence for the Field across social media platforms
- Draft meeting articles and post across relevant social channels, including LinkedIn and Twitter
- Begin to drive quality leads by targeting meeting and convention planners with relevant messaging and awareness advertisements on LinkedIn
- Launch direct sponsored content on LinkedIn (written by or with support from influencers) and promote the content to relevant individuals



APPENDIX B

SPECTRA PROPOSED TERMS FOR CONTRACT MIKE LANSING FIELD OVERVIEW

Spectra, in partnership with Casper Baseball Club, is pleased to present the City of Casper with our Financial Proposal for the right to operate Mike Lansing Field as well as Crossroads Fields. We believe our overall compensation and proposal is highly competitive and creates a true partnership between Spectra, Casper Baseball Club, and the City of Casper. We strongly believe that Spectra's experience overseeing the special events held at Mike Lansing Field, coupled with Casper Baseball Club's expertise overseeing all baseball operations, will allow our company to leverage our management operation experience to create operating efficiencies, enhance the customer experience, grow sales, and deliver value to Mike Lansing Field. As with all our partners, we are open to working closely with Mike Lansing Field to ensure the overall compensation plan meets our mutual goals.

TERM

Spectra is proposing for the new agreement to begin January 1, 2021 and end September 30, 2027 and to be coterminous with our term at the Casper Events Center and Hogadon Basin Ski Area.

COMPENSATION

BASE MANAGEMENT FEE

Spectra will receive an annual guaranteed Base Management Fee of Twenty-Five Thousand Dollars (\$25,000). This fee will be subject to annual local CPI increases.

INCENTIVE FEE

All revenues generated from special events at Mike Lansing Field will be captured in the existing incentive structure that Spectra currently has in place at the Casper Events Center.

COMMERCIAL RIGHTS FEE

Spectra shall be entitled to receive a Commercial Rights Fee equal to twenty percent (20%) of new Gross Commercial Rights revenue generated. The remaining eighty percent (80%) would go to Mike Lansing Field.

ADDITIONAL NOTES

- Spectra will be responsible for handling all special events, food and beverage, and sponsorship sales.
- Spectra intends to add Mike Lansing Field's contract to our existing Casper Events Center and Hogadon Ski Area contract.
- Casper Baseball Club will have the exclusive right for all amateur baseball played at the field and will also be responsible for all utilities and field maintenance.
- The client would be responsible for anything over \$500 of repairs.

APPENDIX C

CLIENT LIST

On the following pages, we have provided Spectra's full client list across all three divisions.





CLIENT List

ARENAS			
CITY	VENUE	CAPACITY	V F P
Abbotsford, BC, Canada	Abbotsford Centre	8,500	● ● ●
Albany, GA	Albany Civic Center at Flint River Entertainment Complex	10,240	● ● ●
Allentown, PA	PPL Center	9,700	● ● ●
Amherst, MA	Mullins Center, University of Massachusetts Amherst	10,000	●
Atlantic City, NJ	Jim Whelan Boardwalk Hall	14,500	● ● ●
Augusta, GA	James Brown Arena at Augusta Entertainment Complex	8,700	● ● ●
Bangor, ME	Cross Insurance Center	8,078	● ● ●
Beaumont, TX	Ford Arena at Ford Park Entertainment Complex	8,500	● ● ●
Belleville, ON, Canada	CAA Arena	4,400	●
Casper, WY	Casper Events Center	8,395	● ● ●
Champaign, IL	State Farm Center, University of Illinois	17,100	●
Clovis, NM	Curry County Events Center	6,500	● ●
Columbus, GA	Columbus Civic Center	10,000	● ●
Coralville, IA	Xtream Arena	5,000	● ●
Dallas, TX	Arena at Kay Bailey Hutchison Convention Center Dallas	9,816	● ●
Dallas, TX	Coliseum at Dallas Fair Park	9,686	● ●
Dawson Creek, BC, Canada	Encana Events Centre	6,500	● ● ●
Des Moines, IA	Wells Fargo Arena at Iowa Events Center	16,980	● ● ●
Enid, OK	Stride Bank Center	4,000	● ● ●
Everett, WA	Angel of the Winds Arena	10,000	● ● ●
Fargo, ND	Fargodome	19,000	●
Fayetteville, NC	Crown Arena at Crown Complex	4,500	● ●
Fayetteville, NC	Crown Coliseum at Crown Complex	10,000	● ●
Fort Collins, CO	Moby Arena, Colorado State University	9,000	●
Grand Forks, ND	Alerus Center	22,000	● ● ●
Greensboro, NC	Greensboro Coliseum at Greensboro Coliseum Complex	23,500	●
Greensboro, NC	The Fieldhouse at Greensboro Coliseum Complex	2,100	●
Hamilton, ON, Canada	FirstOntario Centre	19,000	●
Hartford, CT	XL Center	16,500	● ● ●
Hoffman Estates, IL	NOW Arena	11,800	● ● ●
Independence, MO	Cable Dahmer Arena	5,800	● ● ●
Kallang, Singapore	Singapore Indoor Stadium at Singapore Sports Hub	13,000	●
Kallang, Singapore	OCBC Arena at Singapore Sports Hub	3,000	●
Kingston, RI	Ryan Center, University of Rhode Island	7,700	●
Knoxville, TN	Knoxville Civic Auditorium and Coliseum	7,140	●
London, ON, Canada	Budweiser Gardens	10,000	● ● ●
Loveland, CO	Budweiser Events Center at The Ranch Events Complex	7,200	● ● ●
Lowell, MA	Tsongas Center, University of Massachusetts Lowell	7,800	●
Lubbock, TX	United Supermarkets Arena, Texas Tech University	15,500	●
Macon, GA	Macon Coliseum at Macon Centreplex	9,252	● ● ●
Moose Jaw, SK, Canada	Mosaic Place	4,500	●
Nampa, ID	Ford Idaho Center	12,657	●
Norfolk, VA	Scope Arena	3,850	●

*Selected and negotiating agreement

**Operated by Brûlée Catering

SPECTRA DIVISIONS



VENUE MANAGEMENT



FOOD SERVICES & HOSPITALITY



PARTNERSHIPS



ARENAS (Continued)

CITY	VENUE	CAPACITY	V	F	P
Norfolk, VA	Chartway Arena at Ted Constant Convocation Center, Old Dominion University	9,500	●		
Orlando, FL	Addition Financial Arena, University of Central Florida	10,000	●	●	
Oshawa, ON, Canada	Tribute Communities Centre	6,400	●	●	
Owensboro, KY	Owensboro Sportscenter	5,000	●	●	
Penticton, BC, Canada	Memorial Arena at SOEC Complex	2,500	●	●	●
Penticton, BC, Canada	South Okanagan Events Centre at SOEC Complex	6,500	●	●	●
Petersburg, VA	VSU Multi-Purpose Center, Virginia State University	6,200	●		●
Philadelphia, PA	Liacouras Center, Temple University	10,000	●	●	
Philadelphia, PA	Wells Fargo Center	21,000	●		
Portland, ME	Cross Insurance Arena	9,500	●	●	●
Prescott Valley, AZ	Findlay Prescott Toyota Center	5,100	●		●
Ralston, NE	Ralston Arena	4,400	●	●	●
Richmond, VA	Stuart C. Siegel Center, Virginia Commonwealth University	7,500		●	
Rio Rancho, NM	Santa Ana Star Center	8,000	●	●	●
Rochester, MN	Mayo Civic Center Arena	5,200		●	
Robstown, TX	Marvin and Laura Berry Pavilion at Richard M. Borchard Regional Fairgrounds	4,000	●	●	
Salina, KS	Tony's Pizza Events Center	7,583	●	●	
Sioux City, IA	Tyson Events Center	10,000	●	●	●
Sioux Falls, SD	Denny Sanford Premier Center	12,000		●	
Sioux Falls, SD	Sioux Falls Arena	6,500		●	
Springfield, MA	MassMutual Center	6,677		●	
Springfield, MO	JQH Arena, Missouri State University	10,200		●	
St. Louis, MO	Chaifetz Arena, Saint Louis University	10,600	●		
Tallahassee, FL	Donald L. Tucker Civic Center, Florida State University	12,500	●	●	●
Topeka, KS	Landon Arena at Stormont Vail Events Center	7,777	●		●
Toronto, ON, Canada	Mattamy Athletic Centre, Ryerson University	3,600	●		
Trenton, NJ	CURE Insurance Arena	10,500	●	●	●
Villanova, PA	Finneran Pavilion, Villanova University	6,500		●	
Wichita Falls, TX	Kay Yeager Coliseum at Wichita Falls Multi-Purpose Events Center	6,500	●	●	●
Windsor, ON, Canada	WFCU Centre	7,000	●	●	
Winston-Salem, NC	Lawrence Joel Veterans Memorial Coliseum, Wake Forest University	14,665		●	
Yakima, WA	Yakima Valley SunDome at Central Washington State Fairgrounds	8,000		●	

TOTAL ARENAS: 75**TOTAL SEATS: 692,796****STADIUMS**

CITY	VENUE	CAPACITY	V	F	P
Albuquerque, NM	Rio Grande Credit Union Field at Isotopes Park	11,000		●	
Biloxi, MS	MGM Park	6,000		●	
Bridgeview, IL	SeatGeek Stadium	28,000		●	
Champaign, IL	Memorial Stadium, University of Illinois	60,670		●	
Charleston, SC	Volvo Car Stadium	10,200		●	
Chester, PA	Subaru Park (formerly Talen Energy Stadium)	25,000	●	●	
Dallas, TX	Cotton Bowl at Dallas Fair Park	92,500	●		●
East Hartford, CT	Pratt & Whitney Stadium at Rentschler Field	40,642	●	●	●
Fort Collins, CO	Canvas Stadium, Colorado State University	32,000		●	
Fort Lauderdale, FL	Lockhart Stadium	18,000		●	
Fredericksburg, VA	Fredericksburg Ballpark (Naming Rights Sales)	5,000			●
Hamilton, ON, Canada	Tim Hortons Field	24,000	●		
Hartford, CT	Dillon Stadium	5,500	●	●	



*Selected and negotiating agreement
 **Operated by Brûlée Catering

**SPECTRA
DIVISIONS**



STADIUMS (Continued)

CITY	VENUE	CAPACITY	V	F	P
High Point, NC	BB&T Point Stadium	5,000	●		
Houston, TX	Rice University Stadium	47,000			●
Kallang, Singapore	National Stadium at Singapore Sports Hub	55,000	●		
Lubbock, TX	Dan Law Field, Texas Tech University	5,000	●		
Lubbock, TX	John Walker Soccer Complex, Texas Tech University	2,500	●		
Lubbock, TX	Jones AT&T Stadium, Texas Tech University	60,454	●		
Memphis, TN	Liberty Bowl Memorial Stadium	62,380	●	●	●
Mesa, AZ	Hohokam Stadium	10,000	●		
Mesa, AZ	Sloan Park	15,000	●		
Norfolk, VA	Kornblau Field at S.B. Ballard Stadium, Old Dominion University	20,000	●		
Norfolk, VA	Harbor Park	12,200	●		
Omaha, NE	Werner Park	6,430	●		
Orlando, FL	Exploria Stadium	25,000	●		
Orlando, FL	John Euliano Park Baseball Complex, University of Central Florida	3,600	●		
Orlando, FL	Spectrum Stadium, University of Central Florida	45,301	●		
Orlando, FL	UCF Soccer and Track Complex, University of Central Florida	2,000	●		
Orlando, FL	UCF Softball Complex, University of Central Florida	750	●		
Philadelphia, PA	Citizens Bank Park	45,000	●		
Sacramento, CA	Papa Murphy's Park at California Exposition & State Fairgrounds	11,000	●	●	
San Diego, CA	SDCCU Stadium*	70,561	●		
San Diego, CA	SDSU Mission Valley Stadium*	35,000	●		
San Jose, CA	Earthquakes Stadium (formerly Avaya Stadium)	18,000	●		
Scottsdale, AZ	Salt River Fields at Talking Stick	8,000	●		
Sioux City, IA	Lewis & Clark Park	3,631	●		
Sioux Falls, SD	Sioux Falls Stadium	4,462	●		
Springfield, MO	Robert W. Plaster Stadium, Missouri State University	17,500	●		
Syracuse, NY	NBT Bank Stadium	11,000	●		
Villanova, PA	Villanova Stadium, Villanova University	12,500	●		
Winston-Salem, NC	BB&T Field, Wake Forest University	31,500	●		

TOTAL STADIUMS: 42

TOTAL SEATS: 1,004,281

CONVENTION & CONFERENCE CENTERS

CITY	VENUE	SQ. FT. EXHIBIT SPACE	V	F	P
Atlantic City, NJ	Atlantic City Convention Center	627,000	●	●	●
Bangor, ME	Cross Insurance Center	36,365	●	●	●
Beaumont, TX	Ford Exhibit Hall at Ford Park Entertainment Complex	48,000	●	●	●
Chicago, IL	Navy Pier	250,000	●		
Cincinnati, OH	Duke Energy Convention Center	500,000	●	●	
Cincinnati, OH	Sharonville Convention Center	65,000	●	●	
Clovis, NM	Clovis Civic Center	30,000	●	●	
Collinsville, IL	Gateway Center	105,000	●	●	
Columbia, SC	Columbia Metropolitan Convention Center	142,000	●	●	
Columbus, GA	Columbus Georgia Convention & Trade Center	182,000	●	●	
Corpus Christi, TX	Congressman Solomon P. Ortiz International Center	35,000	●	●	
Dallas, TX	Automobile Building at Dallas Fair Park	84,000	●		●
Dallas, TX	Centennial Hall at Dallas Fair Park	90,000	●		●
Dallas, TX	Creative Arts Building at Dallas Fair Park	17,000	●		●
Dallas, TX	Embarcadero at Dallas Fair Park	27,000	●		●
Dallas, TX	Food & Fiber Building at Dallas Fair Park	25,000	●		●



*Selected and negotiating agreement

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SPECTRA DIVISIONS



CONVENTION & CONFERENCE CENTERS (Continued)

CITY	VENUE	SQ. FT. EXHIBIT SPACE	V	F	P
Dallas, TX	Grand Place at Dallas Fair Park	50,000	●		●
Dallas, TX	Kay Bailey Hutchinson Convention Center Dallas	1,000,000	●		●
Dallas, TX	Tower Building & Rotunda at Dallas Fair Park	40,000	●		●
Dallas, TX	Women's Building at Dallas Fair Park	70,000	●		●
Dayton, OH	Dayton Convention Center	150,000		●	
Daytona Beach, FL	Ocean Center	205,000		●	
Des Moines, IA	Community Choice Credit Union Convention Center at Iowa Events Center	223,875	●	●	●
Des Moines, IA	Hy-Vee Hall at Iowa Events Center	223,098	●	●	●
Durham, NC	Durham Convention Center	33,250	●	●	
Enid, OK	Stride Bank Center	10,000	●	●	
Everett, WA	Edward D. Hansen Conference Center at Angel of the Winds Arena	13,700	●	●	●
Fayetteville, NC	Crown Expo Center & Ballroom at Crown Complex	69,200	●	●	
Grand Forks, ND	Alerus Center	160,000	●	●	●
Greensboro, NC	Special Events Center at Greensboro Coliseum Complex	167,000		●	
Hamilton, ON, Canada	FirstOntario Centre Exhibition Centre	117,000	●		
Hartford, CT	XL Center Exhibition Hall	68,800	●	●	●
Kerrville, TX	Hill Country Youth Event Center and Outdoor Arena	78,000	●	●	
Loveland, CO	First National Bank Exhibition Building at The Ranch Events Complex	36,000	●	●	●
McAllen, TX	McAllen Convention Center	174,000		●	
Miami Beach, FL	Miami Beach Convention Center	750,000	●		●
Nampa, ID	Nampa Civic Center	28,000	●		
Nanaimo, BC, Canada	Vancouver Island Conference Centre	38,000	●		
Niagara Falls, NY	Conference and Event Center Niagara Falls	42,700	●	●	
Overland Park, KS	Overland Park Convention Center	100,000	●		
Owensboro, KY	Owensboro Convention Center	60,000	●	●	
Penticton, BC, Canada	Penticton Trade & Convention Centre at SOEC Complex	60,000	●	●	●
Provo, UT	Utah Valley Convention Center	47,000	●	●	
Pueblo, CO	Pueblo Convention Center	22,000	●	●	
Richmond, VA	Greater Richmond Convention Center	288,550	●		
Robstown, TX	Exhibition Center at Richard M. Borchard Regional Fairgrounds	178,077	●	●	
Rochester, MN	Mayo Civic Center	200,000		●	
Roswell, NM	Roswell Convention & Civic Center	33,708	●	●	
Salina, KS	Heritage Hall at Tony's Pizza Events Center	18,360	●	●	
Santa Clara, CA	Santa Clara Convention Center	302,000	●		
Sevierville, TN	Sevierville Convention Center	200,000		●	
Shawnee, OK	Heart of Oklahoma Exposition Center	152,400	●		
Sioux Falls, SD	Sioux Falls Convention Center	71,000		●	
Springfield, MA	MassMutual Convention Center	55,000		●	
St. Charles, MO	Saint Charles Convention Center	66,000	●	●	
Tallahassee, FL	Donald L. Tucker Civic Center, Florida State University	51,000	●	●	●
Terre Haute, IN	Terre Haute Convention Center*	41,824	●	●	
Topeka, KS	Exhibition Hall at Stormont Vail Events Center	44,500	●		●
Toronto, ON, Canada	Downsview Park Studio 3	32,000	●	●	●
Toronto, ON, Canada	Energare Centre	1,000,000		●	
Waterloo, IA	Five Sullivan Brothers Convention Center	40,000	●	●	
West Palm Beach, FL	Palm Beach County Convention Center	148,000	●	●	
Wichita Falls, TX	Ray Clymer Exhibit Hall at Wichita Falls Multi-Purpose Events Center	38,000	●	●	●

TOTAL CONVENTION & CONFERENCE CENTERS: 63

TOTAL SQ. FT. EXHIBIT SPACE: 9,260,407



*Selected and negotiating agreement
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SPECTRA DIVISIONS



PERFORMING ARTS CENTERS & THEATERS

CITY	VENUE	CAPACITY	V	F	P
Albany, GA	Albany Municipal Auditorium at Flint River Entertainment Complex	965	●	●	●
Atlantic City, NJ	Adrian Phillips Theater at Boardwalk Hall	3,200	●	●	●
Augusta, GA	William B. Bell Auditorium at Augusta Entertainment Complex	2,700	●	●	●
Carteret, NJ	Carteret Performing Arts Center	1,600	●		
Charleston, SC	Charleston Gaillard Center	1,800		●	
Columbia, SC	Township Auditorium	3,099		●	
Dallas, TX	The Black Academy of Arts and Letters at KBHCCD	1,740	●		●
Durham, NC	Durham Performing Arts Center	2,712		●	
Fayetteville, NC	Crown Theatre at Crown Complex	2,400	●	●	
Federal Way, WA	Federal Way Performing Arts and Event Center	700	●	●	
Greensboro, NC	Steven Tanger Center for the Performing Arts at Greensboro Coliseum Complex	3,000		●	
Hamilton, ON, Canada	FirstOntario Concert Hall	2,193	●		
Hamilton, ON, Canada	The Studio	550	●		
Macon, GA	Macon Auditorium at Macon Centreplex	2,688	●	●	●
McAllen, TX	McAllen Performing Arts Center	1,800		●	
Miami, FL	Adrienne Arsht Center of the Performing Arts of Miami-Dade County	4,600		●	
Nampa, ID	John Brandt Performing Arts Theater at Nampa Civic Center	630	●		
Norfolk, VA	Chrysler Hall	2,500		●	
Orlando, FL	Dr. Phillips Center for the Performing Arts	2,700		●	
Philadelphia, PA	Philadelphia Metropolitan Opera House**	3,500		●	
Philadelphia, PA	The Kimmel Center	3,150			●
Pueblo, CO	Pueblo Memorial Hall	1,600	●	●	
Rochester, MN	Mayo Civic Center Auditorium	3,000		●	
Rochester, MN	Mayo Civic Center Presentation Hall	1,084		●	
Santa Clara, CA	Santa Clara Convention Center Theater	607	●		
Seattle, WA	Marion Oliver McCaw Hall at Seattle Center	2,963		●	
Sioux City, IA	Orpheum Theatre	2,650	●	●	●
Sioux Falls, SD	Orpheum Theater Center	686		●	
Springfield, MO	Juanita K. Hammons Hall for the Performing Arts, Missouri State University	2,264		●	
Virginia Beach, VA	Sandler Center for the Performing Arts	1,300	●	●	
Wichita Falls, TX	Memorial Auditorium at Wichita Falls Multi-Purpose Events Center	2,700	●	●	●

TOTAL PERFORMING ARTS CENTERS & THEATERS: 31

TOTAL SEATS: 67,081

FAIRGROUNDS & EXPOSITION CENTERS

CITY	VENUE	ACRES	V	F	P
Bangor, ME	Bangor State Fairgrounds	55	●		●
Beaumont, TX	Ford Midway at Ford Park Entertainment Complex	9	●	●	●
Clovis, NM	Curry County Fairgrounds	90	●	●	
Costa Mesa, CA	Orange County Fair & Event Center	150		●	
Doswell, VA	State Fair of Virginia/Meadow Event Park	335			●
Knoxville, TN	Chilhowee Park	81		●	
Loveland, CO	The Ranch-Larimer County Fairgrounds and Events Complex	244	●	●	●
Memphis, TN	Memphis Fairgrounds Complex	168	●	●	
Pleasanton, CA	Alameda County Fairground	267		●	
Pomona, CA	Los Angeles County Fairplex	487		●	
Robstown, TX	Richard M. Borchard Fairgrounds	250	●	●	
Sacramento, CA	California Exposition & State Fairgrounds	350		●	
Santa Rosa, CA	Sonoma County Fairgrounds	200		●	
Ventura, CA	Ventura County Fairgrounds at Seaside	62		●	



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SPECTRA DIVISIONS



FAIRGROUNDS & EXPOSITION CENTERS (Continued)

CITY	VENUE	ACRES	V	F	P
Yakima, WA	Central Washington State Fairgrounds	120		●	
TOTAL FAIRGROUNDS & EXPOSITION CENTERS: 15		TOTAL ACRES: 2,868			

AGRICULTURAL CENTERS

CITY	VENUE	DESCRIPTION	V	F	P
Dallas, TX	Briscoe Carpenter Livestock Center at Dallas Fair Park	55,000 sq. ft. Livestock Facility	●		●
Dallas, TX	Pan America Arena at Dallas Fair Park	2,500-seat Livestock Arena	●		●
Nampa, ID	Ford Idaho Horse Park	Indoor/Outdoor Equestrian Facility	●		
Shawnee, OK	Heart of Oklahoma Exposition Center Indoor/Outdoor Arenas	52-Acre Multi-Venue Complex	●		
Topeka, KS	Agriculture Hall at Stormont Vail Events Center	20,000 sq. ft. Event Space	●		●
Topeka, KS	Domer Arena at Stormont Vail Events Center	135,000 sq. ft./250-Stall Space	●		●
Wichita Falls, TX	J.S. Bridwell Agricultural Center	1,200-Seats/50,000 sq. ft. Stalls	●	●	●
TOTAL AGRICULTURAL CENTERS: 7					

AMPHITHEATERS

CITY	VENUE	SEATS	V	F	P
Albany, GA	Veterans Park Amphitheater at Flint River Entertainment Complex	2,500	●	●	●
Beaumont, TX	Ford Pavilion at Ford Park Entertainment Complex	14,000	●	●	●
Costa Mesa, CA	Pacific Amphitheatre at Orange County Fair & Event Center	13,000		●	
Dallas, TX	Band Shell at Dallas Fair Park	4,042	●		●
Detroit, MI	Aretha Louise Franklin Amphitheatre	5,000			●
Greensboro, NC	White Oak Amphitheater at Greensboro Coliseum Complex	23,500		●	
Liberty, NY	Bethel Woods Center for the Arts	15,440		●	
Maryland Heights, MO	Saint Louis Music Park at Centene Community Ice Complex	5,000	●	●	
Nampa, ID	Ford Idaho Amphitheater	11,000	●		
TOTAL AMPHITHEATERS: 9		TOTAL SEATS: 93,482			

CULTURAL FACILITIES

CITY	VENUE	DESCRIPTION	V	F	P
Burlington, ON, Canada	Royal Botanical Gardens	2,450 Acres of Nature Sanctuaries			●
Miami, FL	Jungle Island	450 Exhibits			●
Philadelphia, PA	Please Touch Museum at Memorial Hall**	3,000 Capacity/6 Event Spaces			●
Philadelphia, PA	Dilworth Park**	4,500 Capacity/3 Event Spaces			●
Philadelphia, PA	Free Library on the Parkway**	250 Capacity/7 Event Spaces			●
Philadelphia, PA	Independence Visitor Center**	1,000 Capacity/4 Event Spaces			●
Philadelphia, PA	John F. Collins Park**	100 Capacity/1 Event Space			●
Philadelphia, PA	Moulin at Sherman Mills**	800 Capacity/1 Event Space			●
Philadelphia, PA	Museum of the American Revolution**	1,000 Capacity/6 Event Spaces			●
Philadelphia, PA	National Constitution Center**	3,000 Capacity/8 Event Spaces			●
Philadelphia, PA	Sister Cities Park**	400 Capacity/5 Events Spaces			●
Philadelphia, PA	The Rothman Cabin at Dilworth Park**	180 Capacity/1 Event Space			●
Tampa, FL	ZooTampa at Lowry Park	1,500 Exhibits			●
TOTAL CULTURAL FACILITIES: 13					



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SPECTRA DIVISIONS



CASINOS

CITY	VENUE	DESCRIPTION	V	F	P
Ashwaubenon, WI	Oneida Main Casino	1,000-Slot Casino	●		
Eagle Pass, TX	Kickapoo Lucky Eagle Casino (consulting)	3,300-Slot Casino	●		
Thackerville, OK	WinStar World Casino and Resort Gran Via Buffet	500-Seat Buffet	●		

TOTAL CASINOS: 3

RECREATION FACILITIES

CITY	VENUE	CAPACITY	V	F	P
Amherst, MA	John Francis Kennedy Champions Center, UMass Amherst	Multipurpose Sports Facility	●		
Amherst, MA	Mullins Ice Rink, University of Massachusetts Amherst	350-Capacity Ice Rink	●		
Beaumont, TX	Ford Fields at Ford Park Entertainment Complex	12 Youth Baseball/Softball Fields	●	●	●
Belleville, ON, Canada	Quinte Sports & Wellness Centre	330,000 sq. ft. Mixed Use Facility		●	
Coralville, IA	GreenState Family Fieldhouse	Recreational Fieldhouse	●		●
Everett, WA	Angel of the Winds Community Ice Rink	Community Ice Rink	●	●	●
Glassboro, NJ	West Campus Fields, Rowan University	Multi-Venue Sports Complex	●		
Independence, MO	Independence Community Ice Rink	Community Ice Rink	●	●	●
Kallang, Singapore	Community Use Facilities at Singapore Sports Hub	86 Acres of Mixed Use Outdoor Space	●		
Kerrville, TX	River Star Arts & Event Park	Outdoor Multipurpose Facility	●	●	
Kingston, RI	Bradford R. Boss Ice Arena, University of Rhode Island	2,500-Capacity Ice Rink	●		
Maryland Heights, MO	Centene Community Ice Complex/St. Louis Blues Practice Center	4-Sheet Mixed Use	●	●	
Nampa, ID	Ford Idaho Sports Center	100,000 sq. ft. multipurpose sports center	●		
Orlando, FL	The Venue at UCF, University of Central Florida	Volleyball/Multipurpose Facility	●	●	
Oshawa, ON, Canada	Tribute Communities Centre Community Ice Rink	250-Capacity Ice Rink	●	●	
Ottawa, ON, Canada	Ottawa City-wide Community Ice Rinks	44 Rinks			●
Penticton, BC, Canada	OHS Training Centre at SOEC Complex	400-Capacity Ice Rink	●	●	●
Ralston, NE	Ralston Arena Community Ice Rink	300-Capacity Ice Rink	●	●	●
Sandusky, OH	Sports Force Parks at Cedar Point Sports Center	53 Acre Youth Sports Complex			●
Sioux City, IA	IBP Ice Center	860-Capacity Ice Rink		●	
Sioux Falls, SD	Sanford Pentagon	160,000 sq. ft. Indoor Sports Facility		●	
Toronto, ON, Canada	The Hangar at Downsview Park	Indoor and Outdoor Mixed Use Athletic Facilities	●	●	●
Vicksburg, MS	Sports Force Parks on the Mississippi	60 Acre Youth Sports Complex			●
Villanova, PA	Jake Nevin Field House, Villanova University	1,500-Capacity Volleyball Arena		●	
Welland, ON, Canada	Youngs Sportsplex	128,000 sq. ft. Indoor and Outdoor Mixed Use Athletic Fields	●		
Wilmington, DE	76ers Fieldhouse	161,000 sq. ft. Multipurpose Sports Facility		●	

TOTAL RECREATION FACILITIES: 26

SPECIALIZED VENUES

CITY	VENUE	DESCRIPTION	V	F	P
Albuquerque, NM	Albuquerque International Balloon Fiesta	500,000 Guests		●	
Albuquerque, NM	Gondola Club at Balloon Fiesta Park	550-Person Premium Hospitality Area		●	
Auburn, WA	Green River Community College	10,000 Students		●	
Casper, WY	Hogadon Ski Basin	27-Slope Ski Resort		●	
Chester, PA	The Wharf at Rivertown	Event and Office Space		●	
Dallas, TX	Court of Honor at Dallas Fair Park	Outdoor Event Space	●		●
Dallas, TX	Crafts Village at Dallas Fair Park	13,000 sq. ft. Outdoor Emporium	●		●
Dallas, TX	Esplanade at Dallas Fair Park	Outdoor Event Space	●		●
Greensboro, NC	Greensboro Aquatic Center at Greensboro Coliseum Complex	2,500 seats, 4 Pools, Dive Pool		●	
Greensboro, NC	Piedmont Hall at Greensboro Coliseum Complex	20,000 sq. ft. Multipurpose Space		●	
Greensboro, NC	The Terrace at Greensboro Coliseum Complex	12,900 sq. Ft. banquet facility		●	



SPECTRA

*Selected and negotiating agreement

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SPECTRA
DIVISIONSVENUE
MANAGEMENTFOOD SERVICES
& HOSPITALITY

PARTNERSHIPS

SPECIALIZED VENUES (Continued)					
CITY	VENUE	DESCRIPTION	V	F	P
Kallang, Singapore	OCBC Aquatics Centre at Singapore Sports Hub	6,000 seats, 2 Olympic Pools, Dive Tank	●		
Kallang, Singapore	Splash-N-Surf at Singapore Sports Hub	Kids Waterpark, Stingray, and Lazy River	●		
Kallang, Singapore	Sports Information and Resource Centre	Sports Museum and Library	●		
Kallang, Singapore	Water Sports Centre at Singapore Sports Hub	500 Meter Regatta Track	●		
Miami Beach, FL	City of Miami Beach*	Municipal Assets			●
Moose Jaw, SK, Canada	Mosaic Place Ford Curling Centre	8-Sheet Curling Facility	●		
Niagara Falls, NY	Old Falls Street at Conf. Ctr. Niagara Falls	Retail and Entertainment District	●	●	
Philadelphia, PA	Convene**	Employee Café and Flexible Meeting Space		●	
Philadelphia, PA	PHMC Café**	Employee Café		●	
Philadelphia, PA	Top Chef Quickfire at the Comcast Tower	Cafe/Restaurant		●	
Philadelphia, PA	XFINITY Live! Philadelphia	Retail and Entertainment District	●		●
Pleasanton, CA	Pleasanton Satellite Racing at Alameda County Fairgrounds	Off-track Betting Facility		●	
Ralston, NE	Wiebe-Ralston Ballroom and the Side Room	Ancillary Event Spaces	●	●	●
Sacramento, CA	Cal Expo Harness Racing and Sports & Wagering Center	Off-track Betting Facility		●	
Sioux City, IA	Sioux Gateway Airport/ Colonel Bud Day Field	Airport		●	
Topeka, KS	Evergy Plaza	60,000 Sq. Ft. Multi-Purpose Plaza	●		●
Topeka, KS	Heritage Hall at Stormont Vail Events Center	7,000 sq. ft. Multipurpose Event Space	●		●
Toronto, ON, Canada	Festival Terrace at Downsview Park	40,000-Person Capacity Outdoor Space	●	●	●
Toronto, ON, Canada	The Meadow at Downsview Park	10,000-Person Capacity Outdoor Space	●	●	●
Wichita Falls, TX	Festival Park at Wichita Falls Multi-Purpose Events Center	5.5-Acre Green Space	●	●	●

TOTAL SPECIALIZED VENUES: 31

PROFESSIONAL TEAMS & ORGANIZATIONS					
CITY	VENUE	DESCRIPTION	V	F	P
Allentown, PA	Lehigh Valley Phantoms	AHL Team			●
Atlantic City, NJ	Atlantic City Marathon Race Series	Three Event Weekends Including Nine Races			●
Durham, NC	Art of Cool Festival	Multi-day Music Festival			●
Hartford, CT	Hartford Wolf Pack	AHL Team			●
Hoffman Estates, IL	Windy City Bulls	NBA G League Team			●
National	Canadian Elite Basketball League	Professional Basketball League			●
National	Nerd Street Gamers	Esports Network			●
Ontario, Canada	Indigenous Sport & Wellness (ISWO) Annual Games	Multi-sport Event			●
Ontario, Canada	Ontario Federation of School Athletic Associations	High School Athletics Organization			●
Philadelphia, PA	Philadelphia Fusion	Overwatch League (eSports) Team			●
Portland, ME	Maine Mariners	ECHL Team			●
Providence, RI	Providence College Friars	NCAA Collegiate Ticketing			●
Tulsa, OK	Tulsa Oilers	ECHL Team			●
Uniondale, NY	New York Riptide	NLL Team			●

TOTAL PROFESSIONAL TEAMS & ORGANIZATIONS: 14



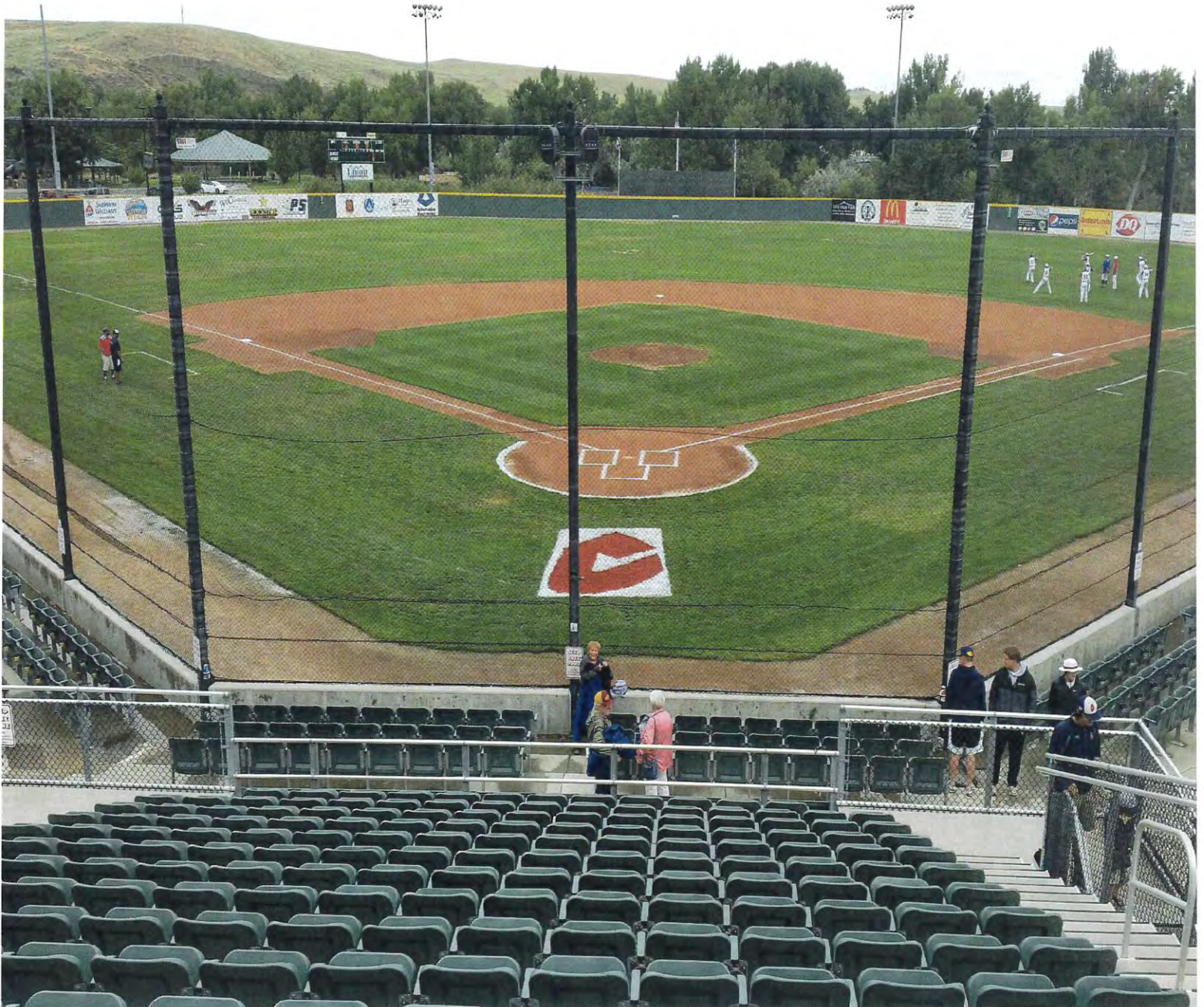
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SPECTRA DIVISIONS



XX. SPECIAL *Provisions*

Per the RFP, on the following pages we have provided Spectra and Casper Baseball Club's Special Provisions.



XX. Special Provisions

The City reserves the right to reject any and all proposals and to waive any informalities. The Responder shall be responsible and responsive to the City in its requirements within the scope of this RFP, and shall confer with and be guided by the directive of the City through the office of the Parks and Recreation Director, or his designated representative. The Responder shall attend any special meetings with the City Manager, or City staff, relating to questions, performance or negotiations concerning this proposal.

In the event that it becomes necessary to revise any of this RFP and addendum to this RFP will be provided to each responder. The City reserves the right to change submission date(s) for any reason, including an addendum or supplement to the RFP.

I have read, understand, and will comply with all of the conditions of this RFP, as it applies to my company responsibilities, as noted and quoted in the above proposal information. **Please see note below*

Authorized Individual Signature:  Date: 10/9/2020

Print Above Name: Peter Zingoni

Individual/Company Name: Spectra

Email Address: Peter.Zingoni@spectrarp.com

Address (Street and/or P.O. Box): 150 Rouse Blvd. Suite 300

<u>Philadelphia</u>	<u>PA</u>	<u>19112</u>	<u>(203) 241-9618</u>
City	State	ZIP	Telephone

Based on our proposed operating model as detailed in our response, Spectra and Casper Baseball Club do not fully comply with all of the conditions of this RFP as it is written, and, as such, we would like to retain the right to negotiate the provisions of the RFP to ensure any resulting contract is consistent with our proposed operating model and mutually agreeable to all parties. We understand the intention of the RFP and we feel as if our proposed operating model will mutually benefit the City of Casper and Casper Parks and Recreation. As an extension of Spectra's contract at Casper Events Center and Hogadon Basin Ski Area and under a management fee model (as opposed to a lease), Spectra will oversee the special events, food and beverage, and sponsorship sales at Mike Lansing Field under the terms of this proposal. Casper Baseball Club will oversee all baseball operations, including scheduling and maintenance of the field. This model will allow our company to leverage our management operation experience to create operating efficiencies, enhance the customer experience, grow sales, and deliver value to Mike Lansing Field.

MIKE LANSING FIELD FOLLOW-UP Questions

RFP- LEASE AND OPERATION OF MIKE LANSING FIELD

Q. Could you provide some detail on how the schedule for the facility will happen? Does Casper Baseball Club get preference and everyone else gets time that they are not using? What about another team coming to town? In the hypothetical cases, maybe just your philosophy?

A. In terms of scheduling for Mike Lansing Field, Brad Murphy and his team at Casper Events Center will ultimately oversee all scheduling and will communicate regularly with Kalen Hill and the Casper Baseball Club to ensure local and visiting teams utilize Mike Lansing Field. Casper Baseball Club will get preference and priority to book and schedule practices, games, and tournaments at the Field. Spectra and Casper Baseball Club can ensure you that the purpose of Mike Lansing Field is to create an affordable experience to all players, parents, and organizations who will utilize the field. Casper Baseball Club will work with Spectra's team at the Casper Events Center to finalize the schedule by February of each year. As part of this process, Spectra's team at the Casper Events Center will book and host special events around Casper Baseball Club's events, as previously mentioned throughout our Response, we are targeting to host special events from April-August. When other teams come to town, Kalen Hill and Brad Murphy will coordinate all accommodations for visiting teams and other local teams such as the Horseheads.

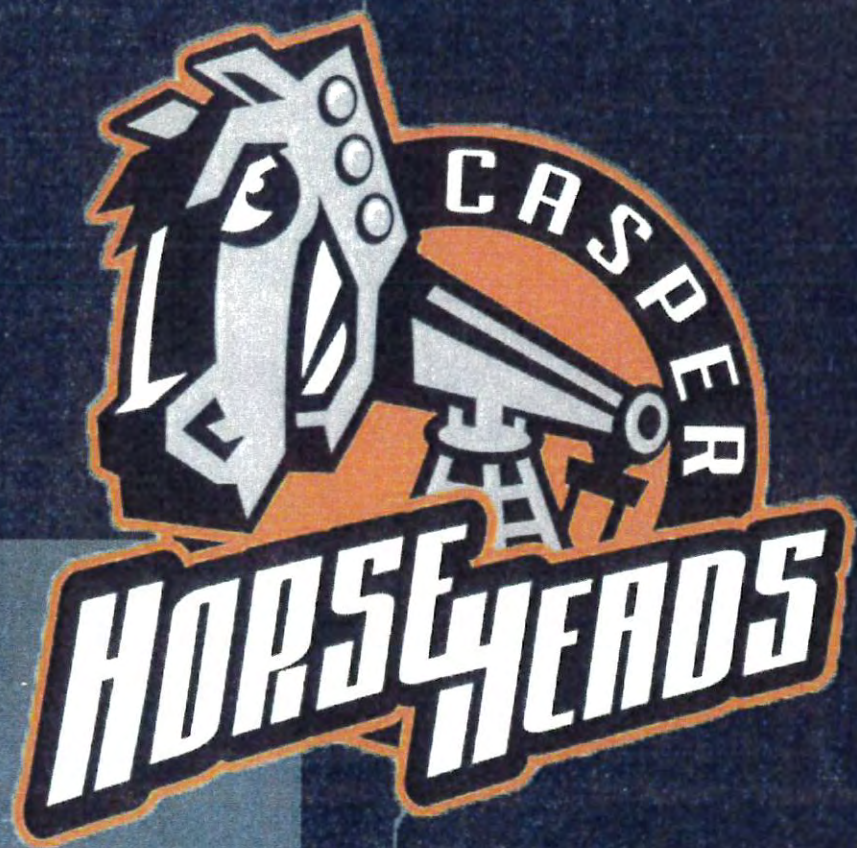
Q. You want the City to pay you \$25K a year to manage the facility but how do you see fees and other revenue streams covering the management fees and other overhead? Can you provide some kind of pro forma?

A. Spectra will receive an annual guaranteed Base Management Fee of Twenty-Five Thousand Dollars (\$25,000), this will work no different from the Casper Events Center contract, where we work as your agent. In essence, all other revenues will be at cost to the City. At this time, instead of providing a detailed pro forma, Spectra and the Casper Baseball Club have identified a number of revenue streams for the City, which include the following:

- Sponsorships \$20,000 Permanent Signage
- Special Events (Concerts) \$25,000-\$50,000
 - Booze & Bacon: \$8700 (last year's revenue) — plan to move this Spectra hosted event from Casper Events Center to Mike Lansing Field
 - 307 Fest: \$5000 (last year's revenue) — plan to move this Spectra hosted event from Casper Events Center to Mike Lansing Field
- Food & Beverage Revenue
- Rental Fee Income
 - Casper Baseball will pay \$1,000 per year for use of the field
 - Any and all other rental fees and tournaments

Q. How do you see the selling of sponsor banners, etc.? For example, there has been issues in the past with regard to who gets what spaces and who gets what revenue?

A. Spectra will sell and oversee all permanent signage at Mike Lansing Field, which we anticipate generating \$20,000 in revenue. Through our experience operating similar facilities and Casper Baseball Club's experience holding the lease at Mike Lansing Field, we understand that teams and organizations typically sell their own sponsorships. We will work with each team and/or organization to hang banners and other signage during their game or event at Mike Lansing Field. Additionally, any issues from the past will be resolved through the usage agreement that will be put in place for use of the field. This is the same model used at the Casper Events Center.



PROPOSAL

THE LEASE AND OPERATION OF
MIKE LANSING FIELD
SUBMITTED TO CITY OF CASPER

Submitted by | HA Baseball LLC
P.O. Box 2505, Casper, WY 82602



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Table of contents:

1. Letter of submission of proposal
2. Signed copy of original RFP from City of Casper
3. Introduction of HA Baseball staff and Community Vision
4. Answers to specific areas of RFP
 - a. Item II, General Criteria for Evaluating Qualification and Statements:
Experience
 - b. Item III, Operating Plan
 - c. Item IV, Lease Fees
 - d. Item V, Maintenance
 - e. Item VI, Professional Qualifications
5. Appendix A, List of Attachments
 - a. Proposed concessions menus or larger-attended events
 - b. Proposed concessions menu for youth baseball and other lower-attended events
 - c. Letters of recommendation:
 - i. Rich Rosenthal, Director of Parks and Recreation, Medford, Oregon
 - ii. Karla Niedan-Streeks, Director of Gering (Nebraska) Convention and Visitors Bureau
 - iii. Brenda Leisy, Director of Scotts Bluff County (Nebraska) Visitors Bureau



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

September 25, 2020

Mr. Phil Moya, Recreation Manager
City of Casper, Wyoming
1801 East 4th Street
Casper, WY 82601

Mr. Moya,

Please accept this presentation as HA Baseball's Proposal for Lease and Operation of Mike Lansing Field.

We believe we have addressed all items listed in the Request for Proposals received from the City of Casper and are in a great position to grow Mike Lansing Field into an even greater community asset and tourism destination than the facility has been over the past 20 years.

As it relates to Part VIII of the Request for Proposals, HA Baseball is fully ready and able to begin services and maintenance operations on January 1, 2020, as well as before that date if necessary.

Please feel free to contact me directly at chuck@casperhorseheads.com, our office telephone at 307-233-4400, or my personal cell, 623-633-5567, with any questions or concerns.

On behalf of the staff of HA Baseball, thank you for your time today and we look forward to the next step in this process.

Sincerely,

Charles Heeman, Owner
HA Baseball LLC
D.B.A. Casper Horseheads Baseball Club

**REQUEST FOR PROPOSALS ("RFP")
FOR
THE LEASE AND OPERATION OF
MIKE LANSING FIELD
CITY OF CASPER
CASPER, WYOMING 82601**

The City of Casper, Wyoming, Parks and Recreation Department, Recreation Division, will accept proposals until Friday, October 9, 2020, at 4:00 p.m., for the lease agreement / facility operations of Mike Lansing Field, 330 Kati Lane. Five (5) copies of the proposal shall be submitted to the following individual and address, by the above noted deadline.

Proposals will be evaluated on the thoroughness of the individual's or business' response to this request, the experience of the proposal staff, ability to comply with all operational requirements, ability to provide proper insurance, and the other criteria specified in this RFP. Certain businesses or individuals may be selected for personal interviews based on the City's evaluation of the proposals and a final selection will be made. The successful Responder should be prepared to assume responsibility for the facility on January 1, 2021, terminating on December 31, 2026, for the lease and operation of Mike Lansing Field.

Proposals received after the above deadline will be returned unopened to the respective business or individual. Questions regarding this Request for Proposal, should be directed to Phil Moya, Recreation Manager, (307) 235-8384.

I. Project Summary:

The City of Casper, Wyoming, Parks and Recreation Department, Recreation Division desires to procure the services of a professional facility operator, hereafter referred to as Responder, to manage, improve, and operate Mike Lansing Field, 330 Kati Lane, from January 1, 2021 to December 31, 2026. The Responder supplying this service must be experienced in facility operations of a multi-purpose baseball stadium and attached facilities and be able to operate an economical, effective, efficient, healthy, and safe public facility operation which complies with all applicable local, county, state, and federal policies, procedures, rules, regulations, codes, and laws. The Responder must be able to obtain all pertinent facility operational permits and licenses and pay all associated local, county, state, and federal fees, registrations, and taxes as required. The successful Responder must be fully insurable to City established levels and terms of coverage, name the City of Casper as a policy co-insured, and keep in effect all required coverages during the term of the leased facility agreement. All Proposals received shall be subject to evaluation comprised of City staff, as may be determined. The evaluation shall be made for the purpose of selecting the Proposal that most clearly meets the RFP requirements.

The successful Responder must be able to enter into a facility lease agreement with the City of Casper from January 1, 2020 to December 31, 2026, abide-by all lease conditions and procure all pertinent insurance requirements. The City will provide the facility in an "As Is" condition unless otherwise specified, along with existing fixtures and furnishings. The Mike Lansing Field and facilities will be available for Responder inspections by calling Phil Moya at 235-8384 for

appointments at least two weeks prior to Friday, October 9, 2020, at 4:00 p.m. Request for Proposal (RFP) submittal deadline.

II. General Criteria for Evaluating Qualification Statements:

Experience: The experience of the principal parties should be documented, especially any experience in operating a multi-purpose baseball stadium or venue that is similar to Mike Lansing Field. This experience will be examined on the basis of the following:

1. Experience in multi-purpose baseball stadium management;
2. Related experience in facility management;
3. Experience in turf, irrigation and baseball field maintenance;
4. Related experience in special event management;
5. Experience in concessions management, and
6. Specific examples of working cooperatively with other organizations on events, programming and special use of previous managed facilities.

Special Qualifications - This qualification statement shall identify any specific qualifications which might make the respondents uniquely qualified to provide the requested services. These may include similar work experience related to another community of similar size.

III. Operation Plan:

The interested groups or individuals shall submit a proposed facility plan that will address the following:

1. Plans for practices, games, tournaments and special events;
2. Plan to work cooperatively with the City of Casper on use of the facility when not scheduled for games, tournaments and special events;
3. Plan for maintenance of the facility and field;
4. The approach taken to address improvements and repairs;
5. Cleaning and maintenance plan for restrooms;
6. Marketing and promotion plan;
7. Methods used to address complaints and concerns;
8. Plan for utilities and payment for the term of the lease;
9. Winter management of facilities and field;
10. Insurance;
11. Equipment provided for the maintenance of the facility and field;
12. Proposed fees, concession fees, sublease fee schedule (if available) and method of collection;
13. Plan and menu for operation of concession area;
14. Plans for additional concession options, such as; food trucks and other outside vendors, and
15. Plans for merchandise sales.

IV. Lease Fees:

Currently the lease fees are based on a reimbursable cost per player. Concessions and retail sales are based on a percentage of gross receipts. Responder may propose any of these options or submit other options that may be suitable for their organization. Subleasing may be available for the Responder. The City will be entitled to a percentage of each sublet/rental total fee. The City will also be entitled to a percentage of the marketing/advertising sales total fee. After a firm is selected, contract negotiations will focus on developing a detailed scope of services.

V. Maintenance:

Responder shall keep the facility in good order and repair commensurate with the operation of the Responder's intended use of those premises and facilities, and as necessary to adequately protect spectators, guests, invitees, and participants, and shall at its sole cost and expense, make any repairs necessary to the leased premises for these purposes. The Responder must receive consent of the City prior to the scheduled repairs. The City shall, during the term of the Agreement, provide services commensurate with the lease fee identified in the Agreement. Those services are related to normal facility upkeep including, but not limited to, plumbing, electrical and mechanical repairs to existing equipment that exceed \$750 per repair. The Responder will be responsible for all repairs \$750 per repair or less. The Responder will be liable for all damages that occur to the facility during the lease term. The City will be responsible for normal turf, related ground maintenance, roadway repairs and parking lot repairs.

VI. Professional Qualifications

Please Provide:

1. Professional Responder's name, address, and telephone number(s);
2. Name, qualifications and experience of key personnel available for this project;
3. Recent list of references and complete work(s) similar in nature.

VII. Criteria for Selection

All Proposals received shall be subject to evaluation by a selection committee of City staff. The evaluation shall be made for the express purpose of selecting the Proposal that most clearly meets the RFP requirements. The following areas will be considered in the selection:

1. Understanding of the RFP: Refers to the understanding of the City of Casper's needs, objectives of the RFP, and the nature and scope of the operation.
2. Qualifications: This includes the ability to meet the needs of the RFP.
3. Soundness of Approach: Emphasis shall be placed on stated techniques for operating the facility with realistic financial goals, and the maintenance, upkeep and improvements to the facility.
4. Cooperative Process: This refers to the understanding, expression, and historical experience that demonstrates a sensitivity to the need for developing a spirit of cooperation between user groups, the public and the operator.
5. Commitment: Consideration will be given to the Proposal that represents a commitment to making the Mike Lansing Field contribute to the overall success, health and vitality of the City of Casper and its Parks and Recreation facilities.

VIII. Proposal Submittal and Time Table:

The Proposal due date is Friday, October 9, 2020, at 4:00 p.m. Proposal submittals should be directed to: Phil Moya, Recreation Manager, (307) 235-8384. Proposals delivered in person may be hand carried to the Casper Recreation Center, 1801 East 4th Street, Casper, Wyoming 82601; mailed proposals must be addressed to the same. Both methods of delivery are subject to the same deadline date. Late proposals will not be accepted. It is the responsibility of the Responder to ensure that the proposal arrives prior to Friday, October 9, 2020, at 4:00 p.m.

The successful Responder should be prepared to begin services and maintenance operations on January 1, 2021. The Responder's submittal of its Proposal will be the indication that they are able to meet this schedule.

IX. Proposal Submittal and Preparation Costs:

The Responder shall certify by signing and returning this Request for Proposal (RFP) that they have reviewed and is familiar with all requirements contained therein. The City will not be responsible for, nor incur, any cost associated with the submittal or preparation of this Request for Proposal.

X. Contract or Lease Agreement Provisions

The contents of this RFP, for the successful Responder, may become contractual obligations if the City of Casper wishes to execute a contract based on the submitted proposal. Failure of the successful Responder to accept these obligations contractually, in a lease agreement, purchase order, contract, or similar instrument may result in cancellation of any agreement and such Respondent may be removed from future RFP solicitations.

XI. Insurance Provisions

The successful Responder must be able to procure and maintain, during the course of this project agreement, and any subsequent renewals; Commercial General Liability insurance, including products and completed operations, property damage, bodily injury & advertising injury with limits no less than the sum of Two Hundred Fifty Thousand Dollars (\$250,000) to any claimant for any number of claims arising out of a single transaction or occurrence; or in the sum of Five Hundred Thousand Dollars (\$500,000) for all claims arising out of a single transaction or occurrence. Coverage shall insure against any and all claims and losses arising out of any operations of the Responder, including the occupancy of the premises, sale, gift, serving, handling, or dispensing of any product including beverages. The successful Responder must also provide property insurance against all risks of loss to any tenant improvements or betterments, at full replacement cost with no coinsurance penalty provision.

Responder shall provide the City with certificates evidencing such insurance as outlined above prior to beginning any work under any agreement. Such certificates shall provide thirty (30) days advance written notice to City of cancellation, material change, reduction of coverage, or non-renewal. Insurance certificates shall name the City as additional insured. Insurance provisions will be further detailed in the agreement executed with the successful Responder.

XII. Compensation

The Responder's compensation shall be from the operation of the facility, concessions and maintenance services, and sales of food, beverage, and merchandise items provided at the facility, during the term of the agreement.

XIII. Interviews

City staff will review all Proposals and select a maximum of three (3) candidates for interviews by a selection committee of City staff. Upon completion of the interviews, one group or individual will be selected. After a firm is selected, contract negotiations will focus on developing a detailed scope of services. In the event a satisfactory agreement cannot be reached, negotiations will be terminated and another firm will be selected. This process will be followed until a mutually satisfactory agreement is reached or the shortlist of the candidates is exhausted. Final selection will be made by the City Council by the execution of an agreement.

XIV. Contract Award

The City of Casper reserves the right to accept, reject, or request changes in any Proposal. The City of Casper will work closely with the selected Responder to develop or refine a detailed scope of work outlining the responsibilities of the Responder and the City.

XV. Addenda to the Request for Proposals

In the event that it becomes necessary to revise any part of this RFP, addenda will be provided to all persons who have received this Request for Proposal.

XVI. Late Proposals

Late Proposals will not be accepted. It is the responsibility of the interested parties to ensure that the Proposal arrives on, or prior to Friday, October 9, 2020, at 4:00 p.m. (MST).

XVII. Response Material Ownership

The material submitted in response to the RFP becomes the property of the City of Casper and will only be returned at the City's option. Responses may be reviewed by any person after the final selection has been made. The City of Casper has the right to use any or all ideas presented in reply to this request. Disqualification of a respondent does not eliminate this right.

XVIII. Acceptance of Proposal Content

The contents of the Proposal of the successful Responder may become contractual obligations if the City of Casper wishes to execute a contract based on the submitted Proposal. Failure of the successful Responder to accept these obligations in a contract may result in cancellation of the award.

XIX. Reference Checks

The City of Casper reserves the right to contact any reference, or any persons or organizations listed in the documents for information which may be helpful to the City in evaluating the Responder's previous performance.

XX. Special Provisions

The City reserves the right to reject any and all proposals and to waive any informalities. The Responder shall be responsible and responsive to the City in its requirements within the scope of this RFP, and shall confer with and be guided by the directive of the City through the office of the Parks and Recreation Director, or his designated representative. The Responder shall attend any special meetings with the City Manager, or City staff, relating to questions, performance or negotiations concerning this proposal.

In the event that it becomes necessary to revise any of this RFP and addendum to this RFP will be provided to each responder. The City reserves the right to change submission date(s) for any reason, including an addendum or supplement to the RFP.

I have read, understand, and will comply with all of the conditions of this RFP, as it applies to my company responsibilities, as noted and quoted in the above proposal information.

Authorized Individual Signature: Charles C. Heeman Date: 9/25/20

Print Above Name: CHARLES HEEMAN

Individual/Company Name: HA Baseball LLC

Email Address: CHUCK@CASPERHORSEHEADS.COM

Address (Street and/or P.O. Box): P.O. Box 2505, 136 S. Wolcott St, Ste 111

<u>Casper</u>	<u>WY</u>	<u>82601</u>	<u>(308) 233-4400 (office)</u>
City	State	ZIP	Telephone
			<u>(623)-633-5567 (cell)</u>



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Introduction of HA Baseball Staff and Community Vision

The staff of HA Baseball sincerely appreciates the opportunity to present this proposal for the lease and operation of Mike Lansing Field. For those not familiar with HA Baseball (d.b.a. Casper Horseheads), our operation is a family-owned, family-operated, local-to-Casper small business.

Established in August 2017 and opening for business in November 2017, HA Baseball operates the Casper Horseheads, a charter member of the Expedition League (EL). After placing second in the EL in attendance in 2018 and third in 2019 (after a severely rainy summer), the Horseheads were forced to suspend play for the 2020 season due to COVID-19 crowd capacity restrictions placed by the State of Wyoming.

The Horseheads return for the 2021 season with a full roster of players and coaches and a long list of corporate partners, season ticket holders, host families and fans. We believe the Horseheads have established a foothold in Casper and intend to use this lease and relationship with the City to continue building both the Horseheads and Mike Lansing Field into true community assets. Included in our planning is the return of the EL All-Star Spectacular, presented by Hydrotex, scheduled for July 19-20, 2021 at Mike Lansing Field. This event was postponed with the suspension of the 2020 season but remains in Casper for 2021.

The HA Baseball staff is dedicated to our community and facility on a year-round basis. We do not operate on a part-time basis while we do other jobs. Sports and facility management is all we do.

The HA Baseball full-time staff includes:

Chuck Heeman, Owner

After working for more than 25 years in professional sports, Chuck Heeman, along with his wife Mayra, founded HA Baseball and Horseheads Sports in 2017.

Chuck has served as General Manager for four professional baseball teams as well serving as the founding General Manager with two Oregon-based summer collegiate baseball teams, the Klamath Falls Gems and Medford Rogues. Chuck also served four years as Operations Manager with the Arizona Diamondbacks. His sports experience also includes working for the Cleveland Indians and Cincinnati Reds at their Goodyear, Arizona Spring Training complex prior to purchasing the Horseheads franchise in the Expedition League.

Chuck is also a disabled veteran of the U. S. Air Force, a 13-year former U.S. Postal Service worker and a graduate of Arizona State University. Born in Detroit, Michigan, Chuck grew up in Cuyahoga Falls, Ohio. He is married to Mayra Heeman. The couple have four children and six grandchildren and reside in Casper, Wyoming.

Mayra Heeman, Owner

Mayra, retired mother of four and grandmother of six, volunteers her spare time to help the Horseheads in a number of ways. She recruits and works with host families as well as helping to manage our social media outlets and help with business operations. Mayra served for five years as a volunteer with the Klamath Falls Gems and Medford Rogues. Prior to retirement Mayra worked in the legal field as a litigating paralegal for law firms in California and Arizona.

A native of Mexico, Mayra is married to Chuck Heeman and the couple reside in Casper, Wyoming.

HA Baseball, LLC, operating as Casper Horseheads Baseball
P.O. Box 2505, 136 S. Wolcott, Suite 111, Casper, WY 82601
Office phone: 307-233-4400; www.casperhorseheads.com



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Gyzell Ybarra, General Manager

A native of Southern California, Gyzell enters her second year as the Horseheads General Manager, Sales and Marketing. Prior to moving to Casper in September 2019, Gyzell served as the Sr. Project Director with a hosting company based in Phoenix, AZ for seven years. Her role was to coordinate implementation teams and ensure work was completed on time and within budget, to a high standard. She provided leadership to strategically manage risk, monitor finances and ensure each phase of work was started and completed on time.

Her responsibilities with the Horseheads include corporate and ticket sales and marketing, staffing in all areas, financial information and promoting the Horseheads in the media and community. She will also oversee the team's internship program.

Jerome Acosta, General Manager

Jerome, also a native of Southern California, joined the team as General Manager, Operations and Tickets in September 2019. Formerly Director of Information with a hosting company based in Phoenix, AZ. Jerome has been in the Information Technology Field for 15 years working in logistics and operations as well as staffing a project management.

His duties with the Horseheads include stadium operations, concessions and merchandise functions, ticket sales and ticket operations. Ticket duties include season ticket, party deck, group and "Fill the Park" ticket sales as well as operation of the team's Igniter ticket system.

HA Baseball Community Vision

HA Baseball is dedicated to providing a family-friendly community asset in the operation of the Casper Horseheads and Mike Lansing Field. We believe we are blessed with the opportunity to provide a professionally-operated, superior entertainment option for families of Wyoming, along with the best baseball facility in the state.

Our commitment to community service is ongoing and year-round, providing help where possible and support for our non-profit, youth baseball and other community partners.

Our long-term goal is to operate a successful entertainment and tourism-friendly venue in order to provide opportunity to not only Horseheads players, coaches and staff but to the youth of Natrona County.

By working cooperatively with youth groups we offer greater youth sports participation, bonding and community togetherness. In addition, we seek to present many additional public-friendly events at Mike Lansing Field and grow the facility as a tourism destination.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Item II, General Criteria for Evaluating Qualification Statements: Experience

Please see responses to individual experience-related qualifications listed in this item.

Qualification 1 - Experience in multi-purpose baseball stadium management

Our experience in this area is extensive and successful. During nearly 40 combined years of related experience, HA Baseball LLC personnel have managed multi-purpose baseball venues including:

- i. Joe Martin Field, Bellingham, Washington (1992); owner Chuck Heeman served as Assistant General Manager for the Bellingham Mariners, a Seattle Mariners minor league affiliate. Heeman was responsible for all stadium-related items, including concessions, merchandise, ticketing, field maintenance, cleanup and physical plant duties.
- ii. Joe Davis Stadium, Huntsville, Alabama (1992-95); Heeman served as Director of Stadium Operations and Group Sales for the Huntsville Stars, an AA-level Oakland Athletics minor league affiliate. At this 10,500-seat facility the team hosted numerous non-baseball events, including concerts, festivals, corporate outings and more. As in Bellingham, Heeman was responsible for all stadium-related items, including concessions, merchandise, ticketing, field maintenance, cleanup and physical plant duties.
- iii. Merrillville High School, Merrillville, Indiana (1995); Heeman operated an independent minor league baseball club at the facility, working directly with MHS staff and faculty to assure professional operation of the facility while hosting multiple baseball and non-baseball events. Heeman was responsible for all coordination of scheduling, concessions, field maintenance among other duties.
- iv. Community Field, Burlington, Iowa (1995-97); Heeman served as General Manager of the Burlington Bees, a San Francisco Giants and Cincinnati Reds minor league affiliate. Heeman's duties beyond operating a Class-A affiliated Minor League baseball team included creating and executing additional non-baseball events in addition to scheduling and coordination of all events at the facility.
- v. Tucson Electric Park, Tucson, Arizona (2006-07); Heeman served as Director of Stadium Operations for the Tucson Sidewinders, an Arizona Diamondbacks AAA-level minor league affiliate. Heeman's duties included all staffing, scheduling, coordination between user groups, physical plant and other duties at the 11,500-seat facility.
- vi. Chase Field, Phoenix, Arizona (2007-10); Heeman served as Operations Manager with the Arizona Diamondbacks Major League Club and 48,000-seat Chase Field. His duties included direct and oversight planning of all events, including all Diamondbacks home games as well as post-game and stand-alone events. These events included concerts, corporate parties, charity events and more.

Heeman was also involved in early planning for both the 2011 Major League All-Star Game (held at Chase Field) and for the new Salt River Fields Spring Training facility, prior to departing the Diamondbacks.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

- vii. Kiger Stadium, Klamath Falls, Oregon (2010-12); Heeman served as General Manager for the Klamath Falls Gems summer collegiate baseball team in the West Coast League. Mayra Heeman served on the team staff, joining her husband in founding the franchise. The Heemans worked with the local American Legion program and stadium coordinator to assure cooperative scheduling and professional operation of the facility.

The Heemans were awarded the 2011 "Business of the Year" by the Klamath County Chamber of Commerce. In 92 previous years, no first-year business had earned this honor prior to the Gems.

- viii. Harry & David Field, Medford, Oregon (2012-15); Chuck Heeman served as General Manager for the Medford Rogues summer collegiate baseball team in the West Coast League, again working with Mayra Heeman to found the Rogues franchise and expand Harry & David Field from a 202-seat, partially-functional facility into a 2,500-seat full baseball stadium. The Heemans were directly involved in all aspects of the expansion of the facility.

In Medford, the Heemans worked in cooperation with the City of Medford to form and execute a year-round facility management contract. The Heemans operated all phases of Harry & David Field, including massive expansion of the facility, coordination of all use groups including American Legion Baseball. The Heemans were responsible for all areas of operation of the facility on a year-round basis.

- ix. Goodyear Ballpark, Goodyear, Arizona (2015-17): Chuck Heeman worked directly and as part of a management team to operate the Spring Training home of the Cincinnati Reds and Cleveland Indians. The facility operates during Spring Training and year-round, bringing special events to the ballpark and working with the minor league facilities to assure successful year-round operation.
- x. Oregon Trail Park Stadium, Gering, Nebraska (2017-present): The Heemans own and operate the Western Nebraska Pioneers, an affiliate of the Expedition League. Working under a lease with the City of Gering, the Heemans work cooperatively with user groups including American Legion Baseball to assure professional operation of the facility.

The Heemans were awarded the "Volunteer Buddy" award in 2019 by the Gering Convention and Visitors Bureau for their efforts in tourism and community involvement.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Item II, General Criteria for Evaluating Qualification Statements: Experience

Qualification 2 – Related experience in facility management

During his career, Chuck Heeman also operated non-baseball facilities including:

- i. Monroe Ice Arena, Monroe, Michigan (1997-98); Heeman served as General Manager, with duties covering all aspects of facility management.
- ii. IMA Arena, Flint, Michigan (1998-99): Heeman served as Assistant General Manager with the Flint Generals, an independent minor league hockey team. He coordinated user groups (youth hockey, tours, camps and more) for the facility.
- iii. Yuma Civic Center, Yuma, Arizona (2015-16): Heeman served as General Manager for the Civic Center and Ray Kroc Sports Complex, a multi-field baseball and soccer facility. Among his duties were oversight of scheduling, user fees, and direct responsibility to add to the event calendar of the facility.

In one year, Heeman added more than 65 events to the pre-existing calendar, including full high school football and soccer schedules, a fall professional baseball league, Western Arizona College baseball events, and a semi-professional soccer team season schedule. Additional events added included yearly Fiestas Patrias and Cinco de Mayo events, two visits a year from a touring circus, State of Arizona driver training events and meetings, church organization meetings, two golf tournaments and many more.

Qualification 3 – Experience in turf, irrigation and baseball field maintenance

During their careers, The Heemans have worked directly with turf management professionals to assure professional presentation and continual excellence in quality of baseball fields in many venues, spelled out above. The Heemans know and understand the work, material and expertise involved in assuring quality fields for all users.

The Heemans also understand that working with professionals in this area is essential to ensure a quality playing surface for all users. While we know how to maintain the integrity of a baseball field while holding multiple, varied events, we trust the professionals when it comes to grass blends, watering schedules, equipment and material needs, etc. As it relates to Mike Lansing Field, the current grounds crew does an excellent job and we feel very comfortable in moving forward with City personnel in this area.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Item II, General Criteria for Evaluating Qualification Statements: Experience

Qualification 4 – Related experience in special event management

We at HA Baseball see special (non-Horseheads and local youth baseball) events as an essential part of making Mike Lansing Field what it should be – a tourist destination for the City of Casper and the region. We have a proven track record of creating ballparks as community assets during our careers. Examples of special event (non-baseball) we have directly and as part of management teams created, planned and executed include:

- i. Numerous concert events in many venues, including Hank Williams Jr., The Beach Boys, Peter Frampton (as headliner of a festival), Alabama, Georgia Satellites, Ambrosia, Little Texas, local "battle of the bands" events and more, with attendance counts of up to 23,000 people;
- ii. Festival events, including:
 1. "Taste of Burlington" – Chuck Heeman started this as a ballpark event in Burlington, Iowa in 1996. The event has now become a yearly tradition and is still held every summer, now in downtown Burlington.
 2. Fiestas Patrias – Mayra and Chuck Heeman organized this event at Harry & David Field, our ballpark in Medford, Oregon in 2013. The inaugural event drew more than 8,000 people to the ballpark and is still held every year in Medford. The Heemans staged a similar event in Gering, Nebraska in 2019 but could not repeat in 2020 due to COVID restrictions. Our plan is to establish this as a yearly September event in any market in which we operate. Pictures of the event are below.
 3. July 4, 2018 event at Mike Lansing Field. The Horseheads did not have a home game but created a family-friendly event to utilize the facility and watch the yearly fireworks show. This event drew more than 1,000 people to the ballpark. Picture of the event is below.
- iii. Chuck Heeman was part of the team that recruited, planned and executed special events at Goodyear Ballpark, Spring Training home of the Cincinnati Reds and Cleveland Indians. Heeman was directly responsible for planning and execution of the facility's annual July 4, Veteran's Day and Movie Night programming. The July 4 event increased attendance from approximately 10,000 to more than 14,000 during the years Heeman was responsible for the event.
- iv. Other assorted events include hosting MMA fight cards, weddings, corporate employee entertainment events, comedy shows, youth field trips and many more, in a wide variety of venues. As this relates to Casper directly, we have had talks with a number of local entities about creating non-baseball events, including Lee Harden at Harden Fight Company to stage a monthly MMA card during good-weather months. Below is a picture of an MMA fight card the Heemans hosted in Medford, Oregon.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Item II, General Criteria for Evaluating Qualification Statements: Experience

Qualification 5 – Experience in concessions management

During nearly 30 years of management experience, Chuck Heeman has been responsible for ballpark, stadium, City facility and outside event concessions. Working with a wide variety of facility, licensing, personnel and equipment restrictions, the Heemans have operated concessions successfully and have adapted to specific local conditions to assure professional operation of each facility.

As it relates to Mike Lansing Field, HA Baseball operated the concession stand exclusively during the 2018 and 2019 calendar years. We understand the physical operation of the current concessions facility and have ideas and plans to bring improvements to the concessions operation if awarded this agreement. These ideas are spelled out in Item III, part 14.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Item II, General Criteria for Evaluating Qualification Statements: Experience

Qualification 6 – Specific examples of working cooperatively with other organizations on events, programming and special use of previous managed facilities

HA Baseball's continual, publicly stated goal in Casper is to work with youth baseball, non-profit, concert and sports promoters and more to bring events to Mike Lansing Field. Under the previous agreement that ability was limited, but the Heemans have a long track record of working with users to increase programming and assure cooperation. Some recent examples are:

- i. Gering, Nebraska: The Heemans currently work with both American Legion programs (Gering and Scottsbluff) to host games at Oregon Trail Park Stadium as requested by the programs. This includes a cooperative effort to host the 2019 Nebraska State Class B American Legion tournament, a five-day event that brought tourism dollars to the region. Both programs have their own facilities but will be playing more games at the newer OTP Stadium in future years.
- ii. Goodyear, Arizona: In addition to City-sponsored events, Chuck Heeman recruited and executed events with non-profit organizations for fundraising events, youth groups for camps and field trips, and corporate outings. Goodyear Ballpark hosts a number of local events at the ballpark during non-Spring Training months, and Chuck Heeman was directly responsible for a number of those events while working with the management team on creation and execution of many other events, large and small.
- iii. Medford, Oregon: The Heemans worked exceptionally well with the Medford Mustangs American Legion program and City of Medford on scheduling and programming. The Mustangs rented the field for games and held practices at no charge, while the Heemans worked to keep rental rates at a minimum to assure affordability. In addition, the Cascade Christian High School team played at Harry & David Field, again with minimal costs to CCHS.

As spelled out above, the Heemans operated the facility year-round and were responsible for all programming. We sought out user groups and found many varied uses for the facility, from weddings to exhibition games featuring the University of Oregon, concerts, food truck festivals, charity fundraising events and many more.

In 2013, the Heemans worked cooperatively with the Mustangs program to secure the AAA-level American Legion state tournament. The tournament had never been held in Southern Oregon prior to 2013 as there was no sufficient facility. With the expansion of Harry & David Field, the Oregon State Legion Tournament now rotates between Northern and Southern Oregon each year.

- iv. Klamath Falls, Oregon: The Heemans worked very well with the Klamath Falls Falcons American Legion program on scheduling and programming. Both groups worked cooperatively during the winter and spring to assure scheduling dates, practice times, staffing duties and more. We also worked with local Little League groups to play their championship games at Kiger Stadium, giving the players a "big league" feel during those events.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Once our baseball schedules were set, Mayra and Chuck Heeman then sought out other events and hosted Christian concerts, comedy shows, food festivals and more.

In addition, the Heemans secured the 2014 West Coast League All-Star Game for Klamath Falls, a great tourism event for the region and showcase for Kiger Stadium.

- v. Yuma, Arizona: Chuck Heeman, in his position with the City of Yuma as General Manager of the Yuma Civic Center and Ray Kroc Sports Complex, actively worked to increase the event schedule at both facilities. In doing so he worked cooperatively with local high school football and soccer programs, Western Arizona Community College baseball, and more, to effectively schedule and program numerous events.

In addition, Heeman was responsible for the City of Yuma's annual July 4 city-wide fireworks show and festival, and founded the Fiestas Patrias and Cinco de Mayo outdoor events, working with numerous vendors, staff and non-profits to execute these successful events.

- vi. Moving forward, the Heemans have secured the 2021 Expedition League All-Star Spectacular for Casper. This event was scheduled for July 2020 but was moved due to COVID-19 restrictions. We have also had talks with local entities including Lee Harden Fight Company, food trucks, craft beer vendors and more, to secure non-baseball events for Mike Lansing Field, pending an operating agreement. Many of these events would have been held in 2020 but had to be postponed due to COVID-19 restrictions.

Special Qualification Statement

At HA Baseball, we feel we have the vision, experience and capability to increase the profile of both Mike Lansing Field and the City of Casper through baseball and non-baseball events. We understand the work involved and the time needed to build Mike Lansing Field into a true tourist destination.

During nearly 30 years (Chuck Heeman) and 10 years (Mayra Heeman) of direct facility management experience, we have built a very extensive and successful resume of community involvement, cooperation with sports, non-profit and professional groups, and shown a true commitment to building community assets, not just baseball teams.

We are committed to creating and executing events of all sizes. We understand that every event, large and small, is an important piece of the puzzle in making our facilities what they should be – community assets and tourist destinations. We know that every event isn't the Super Bowl and operate with the belief that every user and participant is important, no matter who they are or the size of their checkbooks. We have proven this in many similar venues and hope to do the same in working with the City of Casper and the city's user groups.

HA Baseball is an event management company, not just a baseball team. We feel with our experience and commitment to the City of Casper, HA Baseball is the right choice to increase the use and visibility of Mike Lansing Field and create a cooperative environment that will assure success to all users of the facility.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Examples of “non-baseball” events produced by HA Baseball and the Heemans:



July 4, 2018, Mike Lansing Field – people begin arriving for our fireworks watching party at Mike Lansing Field. This event drew more than 1,000 people by the time fireworks were launched. HA Baseball directly formed and operated this family-friendly event, there was no baseball game that night.

September 2013, Harry & David Field, Medford, Oregon, Fiestas Patrias (Mexican Independence Day festival). This festival drew more than 8,000 people over the course of the six-hour event. The Heemans directly created and operated this event, recruiting vendors, staffing and working with the City of Medford on all logistical elements.



August 2014, Harry & David Field, Medford, Oregon. This 14-fight MMA card drew more than 2,000 people. In this case the Heemans rented the facility directly to the promoter. The Heemans provided gate and usher staffing, stadium and Food & Beverage operations while the promoter handled all equipment, ticket sales and logistics.

Concert setup, Harry & David Field, Medford, Oregon. The Heemans used this setup for numerous concerts held at the ballpark, including Georgia Satellites, Ambrosia, Little Texas and local “Battle of the Bands” events. Stage was specially weight-distributed to minimize field damage.



HA Baseball, LLC, operating as Casper Horseheads Baseball
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HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Item III, Operating Plan

Section 1 – Plans for practices, games, tournaments and special events

As a general philosophy, HA Baseball intends to supply full-time, on-site staff for all events booked at Mike Lansing Field. We will put together a general template for all baseball events, including:

1. Fees for users based on the particular user's needs and user group criteria;
2. Timing of access and exit of the facility for each event;
3. Areas of the facility to be used;
4. Post-event cleanup and securing of the facility;
5. Contact names, numbers and emails of all users in case of changes in the event plan.

In the area of scheduling practices, games and tournaments, HA Baseball proposes the following:

As in 2018 and 2019, HA Baseball would schedule the Casper Horseheads on a "one week home/one week road" basis, setting that initial schedule in the fall of each season. The Horseheads play 32 regular season games over approximately 12 weeks, with possible additional events such as the 2021 Expedition League All-Star Spectacular (a two-day event) and possible post-season playoff games. Playoff games occur well after youth baseball seasons end.

This basically means the Horseheads would reserve 32-34 days during an 84-day summer window. The Horseheads do not play prior to the end of May, leaving the entire month of May open for youth baseball, as well as every other full week during the summer months. This will allow maximum use from various user groups, including league games, tournaments, showcases and more.

The Horseheads will work cooperatively (and indeed have already discussed) with user groups to assure the securing of state and regional tournaments as we have with past venues. HA Baseball understands there are a number of traditional American Legion and youth tournaments that annually come to Mike Lansing Field – our goal in cooperating with those groups are to keep those tournaments in place and adjust the Horseheads season schedule accordingly.

We will also work to secure additional tournaments, showcases and other events. HA Baseball was in discussions with the College Sports Evaluations group (Ft. Collins, CO) to hold a number of weekend evaluation events for youth baseball and softball players, prior to the COVID-19 restrictions of 2020. We will continue such discussions should we be awarded this agreement.

The Horseheads, during the summer season, very seldom practice. We would work cooperatively with user groups to hold practices where needed, even on dates the Horseheads are at home in the evenings. It's very "doable" to have a youth practice at the facility and have that group clear of the field before the Horseheads and opposing team arrive.

As stated, the philosophy of HA Baseball has always been to bring in as many people and events to the facility as possible and we look forward to working with area youth baseball and all user groups to maximize Mike Lansing Field.

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HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Section 2 – Plans to work cooperatively with the City of Casper on use of the facility when not scheduled for games, tournaments and special events

HA Baseball fully intends to work with the City of Casper to assure security, maintenance and use of Mike Lansing Field when events are not held at the facility. We will have full-time staff (already in place) at the facility during the time the facility is open (weather-friendly months) to assure someone is on hand or available at all times.

In addition, we plan to work with City staff to recruit and secure events to the facility. This includes plans to design and operate a Mike Lansing Field-specific website to promote the facility to outside users, post full event schedules, supply information to the public, and design interactive ways to bring notoriety to the facility. All such web-based items would be supplied to City staff in advance of publication in order to assure accurate information and quality control.

HA Baseball does not expect City staff to be on-site full-time, that would be our role. We would have at least one staff member on site for all events to assure opening and closing procedures are met, cleaning is done, security of the facility is assured, etc. HA Baseball would alert City staff regarding any issues to be addressed.

Section 3 – Plan for maintenance of the facility and field

HA Baseball proposes that the maintenance plan under the former user agreement be at least partially adapted to a new agreement. HA Baseball will be responsible for "minor" maintenance, cleaning and upkeep items as well as stadium improvements approved by the City of Casper.

With our years of ballpark and facility operational expertise, we understand most maintenance items are a daily upkeep and checklist process. We also know that there are times experts need to be called in, and will not jeopardize the facility to attempt to perform maintenance we are not qualified to perform. In short, we "know what we don't know" and will trust experts when needed.

We will suggest a shared cost arrangement for "major" maintenance as in the former agreement but with adaptations that will financially benefit the City. That suggestion is spelled out in Part V (Maintenance) of this Request for Proposals.

Section 4 – The approach taken to address improvements and repairs

During our two full years of operation at Mike Lansing Field, we have worked cooperatively with the City and American Legion program on improvement and replacement items. Some examples:

1. Replacement of ballpark public address speakers. HA Baseball and the Legion program shared the cost on this, while City staff installed the new speakers.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

2. Replacement of wireless microphone for public address. HA Baseball paid the cost of this replacement in 2020 even though we did not use the field during the summer.
3. HA Baseball fully paid for the children's playground installed at cost of nearly \$18,000 in 2018 and have worked with the City on upkeep of that structure.

The approach of HA Baseball moving forward is to work cooperatively with the City and user groups to discuss and evaluate any and all stadium improvements. We understand that Mike Lansing Field is not the property of HA Baseball and any improvements need to be consulted with and approved by City staff.

The same approach is needed for repairs. Each repair is to be evaluated, with what is needed, who should repair the item, source of any damage done and coordination of repairs. With repair of damage caused by user groups, HA Baseball would work directly with that user group to work out details of repair and cost incurred.

Section 5 – Cleaning and maintenance plan for restrooms

During our two full seasons of operations, the Horseheads used an outside cleaning company for post-event cleanup of the entire facility. This included restrooms, Horseheads locker room, the umpire room and clubhouse offices. For major events we intend to continue this method.

For smaller events (youth sports, etc.), the Horseheads would limit restroom use to one side of the ballpark. As a rule for all events, we make a pre-game sweep of the restrooms to assure cleanliness and supplies. We then clean the restrooms after each event. A Horseheads staff member would be assigned this duty for each event, with checklists to be filled out for each event.

The Horseheads will be responsible for purchase and stocking of all cleaning and restroom paper supplies and the ready availability of these supplies for all events.

Section 6 – Marketing and promotion plan

HA Baseball is, as part of our description as an event venue operator, a marketing company. We help businesses get their message in front of tens of thousands of people each year. We are very marketing-centric and understand that if people don't know about the facility, people will not come to the facility.

As stated, we plan to design and launch a Mike Lansing Field-specific website and social media platform in order to promote the facility. We would pattern this after the Casper Events Center, where the facility is featured, not the occupants.

From our years of experience in other venues, we also know that social media and a website are only a part of the puzzle of venue promotion. Our experience in outreach to many user groups is extensive and successful, and we intend to continue previous discussions with user groups as well as reach out to other local and national entities. For instance, we will seek to work with the Casper Events Center on any events they see as "outside" events and host those events at Mike Lansing Field. HA Baseball has a very good relationship with the Events Center staff and we see this as a winning combination.

There are many ways to promote the events held at, and availability of, a venue. The HA Baseball staff has years of experience in this area and fully intend to put in the work necessary to build an impressive event schedule at Mike Lansing Field.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Section 7 – Methods used to address complaints and concerns

Complaints and concerns in regards to customer and user use at Mike Lansing Field would come directly to HA Baseball and be dealt with promptly. This has been our procedure for many years and we know that the customer needs to be happy to assure return use and attendance.

In regards to any concerns about scheduling and use of the facility between HA Baseball and user groups, we know that there will be the occasional item that needs to be discussed. We would propose that with any sublease group (for example, Casper Crush) where an item cannot be readily resolved, that we have a three-person group (HA Baseball, user group and one City staff as an independent voice) to resolve such conflicts.

Section 8 – Plan for utilities and payment for the term of the lease

HA Baseball would like to continue the arrangement for utilities as per the previous lease arrangement. HA Baseball would be responsible for all utilities and work with user groups on a division of those utilities on a group-by-group basis. As a group that operated under such a sublease, we found that arrangement completely acceptable and will propose the same in building user fees for any sublease user group HA Baseball works with.

Section 9 – Winter management of facilities and field

HA Baseball will work with City staff on timing of all winterization and spring startup of the facility, assuring scheduling will be such that the integrity of the facility is not placed in jeopardy. HA Baseball will conduct weekly (or as suggested by City staff) walk-through inspections of the entire facility during winter months in order to identify issues that need to be addressed.

HA Baseball also maintains an office in downtown Casper (at the Wolcott Galleria). Our family and staff are Casper residents and live here full-time, year-round. When not on-site at Mike Lansing Field we are at the downtown office. We are fully available for any concerns during the winter and throughout each calendar year.

Section 10 – Insurance

HA Baseball has full insurance in place, with higher limits than called for in this Request for Proposals. Our current liability insurance certificates name the City as additional insured and we can supply those certificates as needed (the City may already have them on file). If further insurance is needed, or additional provisions need to be added, HA Baseball is prepared to upgrade our insurance to meet requirements.

As insurance relates to sublease and other user groups, current insurance certificates will be required to be provided to HA Baseball as part of the contracting process with any such groups, and all paperwork related to contracting and insurance will be kept on file from each group.

Section 11 – Equipment provided for the maintenance of the facility and field

HA Baseball will consult with and work with City staff to fully evaluate all needed equipment for field and facility maintenance. We are fully prepared to provide needed equipment to assure professional operation of the facility.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Section 12 – Proposed fees, concessions fees, sublease fee schedule (if available) and method of collection

1. **User Fees:** HA Baseball will work with all users and sublease entities to provide an affordable venue to all users. Our guideline with local sports (for instance, Casper Crush) will be to establish a fee that will simply cover HA Baseball's cost to operate the field. This would include splits of utilities, sharing of field preparation fees, staff time, and material and cleaning costs. HA Baseball does not seek to make money from user fees from local youth sports groups. Our goal with local youth sports is to assure an affordable place for all youth to play, and allow sports organizations to minimize fees charged to individual players. HA Baseball seeks to "break even" on these events – we will make a couple of dollars on concessions, which are historically low-volume at these events. But in user fees to local youth sports, we seek to be a good community partner and encourage youth sports participation.
2. With other groups (for example, incoming tournaments, concerts, etc.), HA Baseball will work with City staff to consult on a fee structure to apply to each event on a one-by-one basis. Each event is different and require different facility needs and fees.
3. A portion of all such user fees will be distributed to the City (see Item IV, Fees for our proposal) on a schedule to be determined by the City and HA Baseball in the final contracting process. A likely scenario is that HA Baseball will establish an "a la carte" menu of items needed and template those to each event, then adapt accordingly.
4. **Concessions fees:** HA Baseball will operate concessions at all Mike Lansing Field events. We will be responsible for all concessions operations and equipment, collect all monies and distribute fees to the City (spelled out in Item IV, Fees) on a schedule to be determined by the City and HA Baseball in the final contracting process.
5. **Sublease fee schedule:** At this time, such a schedule is impossible to put together as there are currently no event schedules available for possible sublease groups. With that said, we again seek to keep fees low for local youth sublease users. We see sublease users as those who hold multiple events at Mike Lansing Field, not "one-off" events like showcases, tournaments, concerts, car shows, MMA events, etc.
6. **Method of collection:** Each sublease and individual user contract will contain language for payment methods. In previous venues we have, for example, required 50 percent in advance for a "one-off" event, with the remainder due at a certain date (seven days, for example) well before the event itself. For multi-use sublease groups, payment is negotiated according to the group's needs, but always includes a payable deposit prior to the events.

For instance, a group would pre-pay 50 percent for all scheduled games in May, then remit final payment after the games themselves are played (this assures no payment for rainouts or other cancellations). Then the same would apply to June games, July games, etc. Physical collection of fees from vendors will be the responsibility of HA Baseball, with full reporting to the City of Casper staff where portions of those fees are due to the City.

HA Baseball has our bank account in Casper and payment would be deposited into one of these accounts to assure complete and accurate accountability. We will work with the City to establish a procedure and schedule for all fees to be paid to the City.



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Section 13 – Plan and menu for operation of concession area

As sole operators of the Mike Lansing Field concessions area in 2018 and 2019, we are very well versed in the operation of this area as well as aware of the limitations of the physical space itself. We plan to operate the concessions area for all events where spectators are present, no matter how large or small the attendance. HA Baseball will staff each event, be responsible for all equipment, supplies, procedures, licensing and health department procedures and requirements in order to successfully operate this area.

Our proposed menu for Horseheads games, when the area is operated at full capacity, is attached. For other events with smaller attendance, we expect to operate with a more limited menu but catering to the needs of the attendees and supplying sufficient food and drink for all.

Over the two years of operation of the concession stand, HA Baseball has purchased thousands of dollars worth of concessions equipment, and are committed to purchase of equipment needed to be successful.

Section 14 – Plans for additional concession options, such as; food trucks and other outside vendors

Having operated the concessions stand for two full years, we fully realize that additional operations are needed in order to reduce lines, maximize sales and ensure customer satisfaction. With that, HA Baseball staff have discussed, among other items, the following options moving into a new user agreement:

1. Spreading out of point of sale locations. We used this option very well in some of our larger-attended games and will seek options in this area. There are a number of places inside the facility that can handle points of sale for most concessions items. We have used the party deck areas as additional sales points, set up a tented grill area, and more, and we will work together on more such options. We fully understand we need to spread out the fans and move lines fast and are working on plans to accomplish this.
2. In-park staff vendors. HA Baseball has used in-park vendors ("hawkers") when staffing was available and will continue to build this during future years. A combination of in-park "hawkers" and dedicated wait staff roaming the seating areas is a priority moving forward. We had intended to implement these during the 2020 season before cancellation.
3. Outside vendors. We had plans in place for the 2020 season to work with vendors such as Skull Tree Brewing Company and a number of food trucks to operate at Mike Lansing Field for larger-attended games. We intend to continue these discussions and assure additional concessions stations and options for all Horseheads games.

During the 2018 and 2019 seasons the Horseheads contracted with a number of food trucks and vendors for our larger-attended games and our July 4, 2018 Fireworks Party event. We feel we can work well with these entities to continue those options and will seek to do so if awarded this agreement.

4. Online/remote ordering. During the 2020 season, all Expedition League teams offered an online ordering phone app, called FanFood. This app allows fans to order food and drink from their seats, with team staff delivering the food to their seat locations, or allowing the fans to pick up their food/drink at dedicated stations in the ballpark. All teams found that once educated about the process, fans made great use of FanFood, reducing concessions lines and giving the concessions operation a "big league" feel. HA Baseball plans to implement this in Casper if given the opportunity.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

5. We feel the current concession stand can handle the business from youth baseball user groups. For tournaments and other larger baseball events we would evaluate on a per-event basis and operate accordingly.

We have had discussions with youth groups (Casper Crush, CYB) to use parents from those groups to assist in concessions, with a portion of concessions income going to those groups for all events at Mike Lansing Field where such staffing is needed, including Horseheads and non-baseball events. If HA Baseball is awarded this agreement we intend to solidify those discussions and formulate a plan to provide additional income to youth baseball groups.

Section 15 – Plans for merchandise sales

HA Baseball operated the Mike Lansing Field team shop during the 2018 and 2019 seasons, also using the team shop as a fan information and contest prize pickup center. We found the team shop facility very satisfactory and, if awarded this agreement, would continue to operate the team shop as we did during our two years of operation. This facility also provided an ATM machine (contracted by HA Baseball) for fans to use during events.

HA Baseball currently promotes merchandise sales through our website and downtown Casper store and, during the season, promotes the in-stadium team shop as an outlet to purchase merchandise and tickets. We will continue to do so if awarded this agreement.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Item IV, Lease Fees

HA Baseball is fully prepared to ensure that the City of Casper recovers a portion of their yearly investment in manpower, equipment and supplies needed each year to maintain Mike Lansing Field. We are prepared to offer yearly fees as follows:

1. Lease fees:

HA Baseball proposes the following yearly stipend/rental payment to the City for the leased premises; the sum of five thousand dollars (\$5,000) in the first year of the agreement, with a five percent (5%) escalator in each subsequent year. Per the six-year term as called for in the Request for Proposals, payments will be:

- i. 2021: \$5,000
- ii. 2022: \$5,250
- iii. 2023: \$5,512.50
- iv. 2024: \$5,788.13
- v. 2025: \$6,077.54
- vi. 2026: \$6,381.42

HA Baseball feels that, by providing this rental fee, rather than charging youth baseball a user fee and passing part of that fee to the City as a firm and contracted yearly payment, we will be able to keep local youth baseball group user fees to a minimum (see below, section 2; a) and still provide the City substantial yearly income.

2. Shared rental and event fees:

- a. For local (Natrona County) baseball users, HA Baseball will work together with all parties for the most affordable way for users to book Mike Lansing Field. We propose that HA Baseball institute a fee that covers only direct expenses – field prep, staff time, utilities and cleanup.

In essence, HA Baseball would not charge a rental/user fee to local sports groups, only seek to cover the cost of operating the facility during these events. The goal of HA Baseball in this line item is to allow major youth group users to pass cost savings on to the players. We hope that this will allow youth programs to attract more participants and grow their own programs.

- b. For other events (state tournaments, non-baseball events), HA Baseball will provide to the City twenty five percent (25%) of charged user fees (after HA Baseball event costs) collected by HA Baseball.
- c. HA Baseball will also provide percentage payments as follows:
 - i. Three percent (3%) of paid gross marketing sales
 - ii. Three percent (3%) of paid net concessions revenues

HA Baseball will provide written records of all above fee elements on a schedule to meet the requirements set by the City. Records will be certified by HA Baseball's CPA and can be verified at any point by the City upon request.

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HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Item V, Maintenance

HA Baseball is fully prepared to comply with all stipulations of the Request for Proposals in the area of maintenance. We would, however, like to propose the following:

Currently the Request for Proposals states that the Responder would pay for all repairs totaling \$750 or less, and that the City would pay the complete cost for all repairs of \$750 or more.

We propose that HA Baseball would pay for all repairs totaling \$500 or less, and in addition pay the first \$500 of any repair of \$500 or more completed by the City. Basically, HA Baseball would pay up to \$500 for any repair performed, no matter if by the City or if by HA Baseball.

HA Baseball would also agree that the City will be responsible for normal turf, related ground maintenance, roadway repair and parking lot repairs, as noted in the Request for Proposals.

We would also ask a continuance of the field maintenance agreement as per the November 21, 2017 amendment to the original user agreement with the previous lease holder. I believe the terms of that agreement are already incorporated into the current Request for Proposals.

Item VI, Professional Qualifications

As requested, HA Baseball is pleased to provide the following:

1. Professional responder's name, address and telephone number(s):
Charles Heeman
Office address: 136 S. Wolcott St., Suite 111, Casper, WY 82601
Phone: 307-233-4400 (office)
2. Name, qualifications and experience of key personnel available for this project:
 - a. Charles Heeman, nearly 30 years of direct professional experience, including three years as owner/operator of HA Baseball, d.b.a. Casper Horseheads;
 - b. Mayra Heeman, 10 years of direct professional experience, including three years as owner/operator of HA Baseball, d.b.a. Casper Horseheads
 - c. Jerome Acosta, one year as General Manager of the Casper Horseheads and Casper resident;
 - d. Gyzell Ybarra, one year as General Manager of the Casper Horseheads and Casper resident.
3. Recent list of references and complete work(s) similar in nature:
 - a. Rich Rosenthal, Director, Parks and Recreation, City of Medford, Oregon; 541-774-2400, rrosenthal@cityofmedford.org;
 - b. Amy Seiler, Director, Parks and Recreation, City of Gering, Nebraska; 308-436-6838, aseiler@gering.org;
 - c. Tony Kaufman, Mayor, Gering, Nebraska; 308-436-5096, mayorkaufman@gering.org;
 - d. Karla Niedan-Streeks, Director, Gering Convention and Visitors Bureau, Gering, Nebraska, 308-436-6886, karla@visitgering.org;
 - e. Joe Baro, Operations Supervisor, Yuma Civic Center, City of Yuma, Arizona, 928-373-5040, jbaro@yumaaz.gov.

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HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Appendix A – list of attachments

1. Proposed concession menus and pricing for Horseheads games
2. Proposed concession menus and pricing for youth baseball and other youth sports events
3. Letters of recommendation:
 - a. Rich Rosenthal, Casper native and currently Director of Parks and Recreation, Medford, Oregon;
 - b. Karla Niedan-Streeks, Director of Gering, Nebraska Convention and Visitors Bureau;
 - c. Brenda Leisy, Director of Scotts Bluff County Visitors Bureau;



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Proposed concessions menu for Casper Horseheads games, large “non-baseball” and tournament events.

Please note that this menu and pricing is the same used during the 2018 and 2019 Casper Horseheads seasons.

Item	Price
Hot dog	\$4.00
Bratwurst	\$4.00
Hamburger	\$4.00
Cheeseburger	\$4.50
Nachos (chips and cheese)	\$4.00
Loaded nachos (chili & jalapenos)	\$5.00
Walking taco	\$5.00
Pretzel w/Cheese	\$3.50
Texas Roadhouse Peanuts	\$3.00
Seeds	\$2.00
Candy	\$2.00
Chips	\$2.00
Colossal Cookies	\$3.00
Ice Cream (pre-packaged)	\$2.00
Popcorn	\$5.00 with megaphone, \$1.00 refills all season \$3.00 without megaphone
Drinks	Price
Coffee	\$2.00
Hot chocolate	\$2.00
Pop (fountain)	24 ounce \$3.00 32 ounce \$4.00
Pop (20 oz. bottled)	\$3.00
Beer	\$5.00
Bottled water	\$2.50
PowerAde	\$3.00
Body Armor energy drink	\$4.00
Juice box	\$2.00

The Horseheads reserve the right to adjust pricing based on supplier cost of goods sold.



HA Baseball LLC Proposal for Lease and Operation of Mike Lansing Field, Casper, Wyoming

Proposed concessions menu for lower-attendance youth baseball and other sports events.

Item	Price
Hot dog	\$4.00
Bratwurst	\$4.00
Hamburger	\$4.00
Cheeseburger	\$4.50
Nachos (chips and cheese)	\$4.00
Loaded nachos (chili & jalapenos)	\$5.00
Pretzel w/Cheese	\$3.50
Candy	\$2.00
Chips	\$2.00
Colossal Cookies	\$3.00
Ice Cream (pre-packaged)	\$2.00
Popcorn	\$5.00 with megaphone, \$1.00 refills all season \$3.00 without megaphone

Drinks	Price
Coffee	\$2.00
Hot chocolate	\$2.00
Pop (fountain)	24 ounce \$3.00 32 ounce \$4.00
Pop (20 oz. bottled)	\$3.00
Bottled water	\$2.50
PowerAde	\$3.00
Body Armor energy drink	\$4.00
Juice box	\$2.00

The Horseheads reserve the right to adjust pricing based on supplier cost of goods sold.



June 30, 2020

Dear Casper City Councilors,

As a Casper native, it is my pleasure to provide this recommendation for Chuck and Mayra Heeman of the Casper Horseheads in their efforts to contract with the City of Casper for operation and maintenance of Mike Lansing Field as a multi-purpose event venue. I spent many days during my childhood watching baseball at this location, and it is a special place with tremendous potential to become even more useful to Casperites – both for entertainment and economic impact.

The Heemans did a terrific job of managing and maintaining a very similar 2,000-seat municipal baseball facility here in Medford – Harry & David Field – in 2012-16. They introduced the Rogue Valley to a summer college-age wood bat baseball franchise, the Medford Rogues, and coordinated a slew of non-baseball activities at the stadium that elevated the profile of the venue and enhanced City's asset without any type of taxpayer subsidy.

As a part of the agreement with the City, Chuck and Mayra also orchestrated several major capital improvements to Harry & David Field, including installation of additional permanent seating, development of special group entertainment areas, and a playground.

Overall, contracting with a motivated professional worked and continues to work well for the City of Medford, and I root for the same type of successful arrangement between the Heemans and the City of Casper.

My family has deep Casper roots, and I still love Casper. My parents, Jack and Elaine Rosenthal, were active in Casper public affairs for several decades, and my father strenuously advocated for passage of the One Cent Sales Tax in the early 1970s that ultimately resulted in the construction of a variety of major cultural and recreation facilities, including the Casper Events Center and the Central Wyoming Senior Center.

Don't hesitate to contact me if you'd like more information.

Sincerely,

Rich Rosenthal
Parks, Recreation and Facilities Director



Gering Visitors Bureau

July 29, 2020

City of Casper and
Members of the Casper City Council

During these unprecedented times for us all; one of the definite bright spots for the City of Gering this summer has been watching our home team "Western Nebraska Pioneers" take the field at our Oregon Trail Ballpark. Beginning our third season of Expedition League baseball in Gering and association with our team owners; it is my pleasure to write this letter of recommendation for Chuck and Mayra Heeman, owners of our team and your Casper Horseheads as you consider a long-term partnership with them and the City of Casper.

There are strong similarities between the Gering and Casper communities; both are high-energy cities that are tourism and sports-recreation focused. Investments the City of Gering has made in our new ballpark, association with the Expedition League and partnership with the Heeman's has proven a healthy environment for sports recreation and producing strong economic benefits for our community. We can assume the City of Casper has all the tools to realize these same benefits, long-term, with your team owners as well.

Attendance numbers have been consistently strong over our three-year partnership supported by a good facility, a strong marketing plan and collaboration with a well-respected, League-team owners; our association with Chuck and Mayra Heeman has proven successful in fueling our economy with this sports-recreation strategy.

As with any new business venture; investments in a public-private partnership are never without challenges and some expected growing pains. Gering's partnership with Chuck and Mayra Heeman has experienced all the highs and some of lows that come with beginning a new shared vision and the realities of business ups and downs that come along with any sports-recreation opportunity. Our City and our destination marketing organization along with businesses, residents, visitors and sports communities have all worked together with Chuck and Mayra to work through every challenge to build a successful partnership in our City. We can definitely see this same success happening in the City of Casper.

On behalf of the Gering Visitors Bureau and our tourism partners; I invite you to give your strongest consideration to a long-term partnership agreement with Chuck and Mayra Heeman and the Casper Horseheads. Please feel free to contact me if you would like to discuss our experiences with our team owners that have led to a bright future of Expedition League baseball in our city. Thank you.

Sincerely,

KARLA NIEDAN-STREEKS, Executive Director
Gering Visitors Bureau

1050 M Street • Gering, Nebraska 69341-2821
(308) 436-6886 • (800) 245-0717

www.VisitGering.com



NEBRASKA'S LANDMARK COUNTRY
Scottsbluff · Gering
2930 Old Oregon Trail Rd. Gering, NE 69341

July 28, 2020

Dear Casper City Council Members:

As the Director of tourism for the Scotts Bluff Area Visitors Bureau, let me start by saying how thrilled we are the Western Nebraska Pioneers (owned by Chuck and Mayra Heeman) are part of our community. We have been sponsors of the Western Nebraska Pioneers for three seasons, and plan to continue the relationship due to the increase to tourism in our area. Having the Pioneers in our community has been a new and fun experience for the surrounding communities.

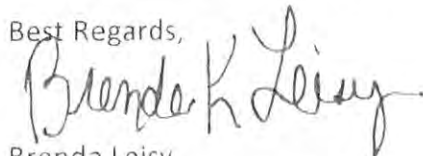
From a tourism standpoint, the Heeman's worked effortlessly with the City of Gering to make the Oregon Trail Park a beautiful space for families to gather and watch baseball. Vast improvements were made to the land to help make it pleasing to locals and guests coming in for the games. The complex is well maintained and nestled perfectly in the parks and recreation district in Gering, Nebraska. Their work on the venue has made this area very appealing and much more inviting.

The Heeman's have a wealth of experience in the sports industry; operating not only a strong baseball organization, but have managed events of all kinds. They have created a safe environment for families to enjoy outdoor entertainment.

For Scotts Bluff County, we have been seeing an upward trend in youth sports. Parents spare no expense to have their children participate in sports. The Scotts Bluff Area Visitors Bureau acknowledged this several years ago and added "Sports Activities" to our strategic plan. Preparedness in the sports market will allow us more opportunities for outside guests. Lodging tax fuels the tourism budget, so we recognize the importance of overnight stays, and we accomplish this by having great facilities. I would personally love to see the City of Gering expand the potential at Oregon Trail Park, and would support the Heeman's in their efforts to increase event visibility.

I urge the City of Casper to work with Chuck and Mayra and allow them to expand their program in your city. You will be impressed with their ability to increase the potential of the Mike Lansing Field, and enhance a facility that will be an economic driver for Casper.

Best Regards,



Brenda Leisy

Director of the Scotts Bluff Area Visitors Bureau



**HA Baseball LLC Proposal for Lease and Operation
of Mike Lansing Field, Casper, Wyoming**

**HA Baseball thanks you for
the opportunity to be
involved with the City of
Casper and to continue the
growth of youth sports and
tourism in our community.**

**We look forward to the next
step in the process and to
working with the City and
youth programs in a spirit of
positivity and cooperation.**

HA Baseball proposed revenues and expenses, 2021 fiscal year

Note - these figures are as they relate to anticipated ballpark operations

Expenses do not include all Horseheads expenses

travel, hotel, league fees, salaries, player/baseball expenses, sign production, overhead, etc.

Income		
Horseheads ticket	\$ 88,500.00	
Horseheads concessions	\$ 74,500.00	
Horseheads in-park marketing	\$ 114,000.00	
Youth baseball concessions	\$ 3,500.00	
Outside event concessions	\$ 5,000.00	
Youth baseball user fees	\$ 5,000.00	
Outside event user fees	\$ 5,000.00	
Outside event other	\$ 2,500.00	Share of utility expense (below)
Total	\$ 298,000.00	
Expenses		
City payment (including maintenance)	\$ 10,000.00	Repair split and fees to cover youth baseball
Staff costs for all events	\$ 35,000.00	Average of \$500 for 70 events
Utilities	\$ 12,000.00	
Ballpark improvement investment	\$ 10,000.00	Additional infrastructure to be determined
City field prep fees	\$ 3,800.00	\$95 per event - 40 Horseheads-sponsored events
Ballpark cleanup	\$ 8,000.00	\$200 per event - 40 Horseheads-sponsored events
Maintenance and other supplies	\$ 5,000.00	
Total	\$ 83,800.00	

2021 Horseheads income numbers are based on 2019 income

HA Baseball proposed revenues and expenses, 2022 fiscal year

Note - these figures are as they relate to anticipated ballpark operations

Expenses do not include all Horseheads expenses

travel, hotel, league fees, salaries, player/baseball expenses, sign production, overhead, etc.

Income	2021 fiscal	2022 fiscal
Horseheads ticket	\$ 88,500.00	\$ 97,350.00
Horseheads concessions	\$ 74,500.00	\$ 81,950.00
Horseheads in-park marketing	\$ 114,000.00	\$ 125,400.00
Youth baseball concessions	\$ 3,500.00	\$ 3,850.00
Outside event concessions	\$ 5,000.00	\$ 5,500.00
Youth baseball user fees	\$ 5,000.00	\$ 5,500.00
Outside event user fees	\$ 5,000.00	\$ 5,500.00
Outside event other	\$ 2,500.00	\$ 2,750.00
Total	\$ 298,000.00	\$ 327,800.00

Share of utility expense (below)

Expenses	2021 fiscal	2022 fiscal
City payment (including maintenance)	\$ 10,000.00	\$ 11,000.00
Staff costs for all events	\$ 35,000.00	\$ 38,500.00
Utilities	\$ 12,000.00	\$ 13,200.00
Ballpark improvement investment	\$ 10,000.00	\$ 11,000.00
City field prep fees	\$ 3,800.00	\$ 3,800.00
Ballpark cleanup	\$ 8,000.00	\$ 8,800.00
Maintenance and other supplies	\$ 5,000.00	\$ 5,500.00
Total	\$ 83,800.00	\$ 91,800.00

Repair split and fees to cover youth baseball
Average of \$500 for 77 events

Additional infrastructure to be determined
\$95 per event - 40 Horseheads-sponsored events
\$220 per event - 40 Horseheads-sponsored events

2022 numbers are based on 2021 plus 10 percent growth anticipated from additional events and added Horseheads attendance and sales

HA Baseball proposed revenues and expenses, 2023 fiscal year

Note - these figures are as they relate to anticipated ballpark operations

Expenses do not include all Horseheads expenses

travel, hotel, league fees, salaries, player/baseball expenses, sign production, overhead, etc.

Income	2021 fiscal	2022 fiscal	2023 fiscal	
Horseheads ticket	\$ 88,500.00	\$ 97,350.00	\$ 111,952.50	
Horseheads concessions	\$ 74,500.00	\$ 81,950.00	\$ 94,242.50	
Horseheads in-park marketing	\$ 114,000.00	\$ 125,400.00	\$ 144,210.00	
Youth baseball concessions	\$ 3,500.00	\$ 3,850.00	\$ 4,427.50	
Outside event concessions	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	
Youth baseball user fees	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	
Outside event user fees	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	
Outside event other	\$ 2,500.00	\$ 2,750.00	\$ 3,162.50	Share of utility expense (below)
Total	\$ 298,000.00	\$ 327,800.00	\$ 376,970.00	
Expenses	2021 fiscal	2022 fiscal	2023 fiscal	
City payment (including maintenance)	\$ 10,000.00	\$ 11,000.00	\$ 12,650.00	Repair split and fees to cover youth baseball
Staff costs for all events	\$ 35,000.00	\$ 38,500.00	\$ 45,000.00	Average of \$500 for 90 events
Utilities	\$ 12,000.00	\$ 13,200.00	\$ 15,180.00	
Ballpark improvement investment	\$ 10,000.00	\$ 11,000.00	\$ 12,650.00	Additional infrastructure to be determined
City field prep fees	\$ 3,800.00	\$ 3,800.00	\$ 4,000.00	\$100 per event - 40 Horseheads-sponsored baseball events
Ballpark cleanup	\$ 8,000.00	\$ 8,800.00	\$ 12,000.00	\$240 per event - 50 Horseheads-sponsored events
Maintenance and other supplies	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	
Total	\$ 83,800.00	\$ 91,800.00	\$ 107,805.00	

2023 numbers are based on 2022 plus 15 percent growth anticipated from additional events and added Horseheads attendance and sales

HA Baseball proposed revenues and expenses, 2024 fiscal year

Note - these figures are as they relate to anticipated ballpark operations

Expenses do not include all Horseheads expenses

travel, hotel, league fees, salaries, player/baseball expenses, sign production, overhead, etc.

Income	2021 fiscal	2022 fiscal	2023 fiscal	2024 fiscal
Horseheads ticket	\$ 88,500.00	\$ 97,350.00	\$ 111,952.50	\$ 128,745.38
Horseheads concessions	\$ 74,500.00	\$ 81,950.00	\$ 94,242.50	\$ 108,378.88
Horseheads in-park marketing	\$ 114,000.00	\$ 125,400.00	\$ 144,210.00	\$ 165,841.50
Youth baseball concessions	\$ 3,500.00	\$ 3,850.00	\$ 4,427.50	\$ 5,091.63
Outside event concessions	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	\$ 7,273.75
Youth baseball user fees	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	\$ 7,273.75
Outside event user fees	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	\$ 7,273.75
Outside event other	\$ 2,500.00	\$ 2,750.00	\$ 3,162.50	\$ 3,636.88
Total	\$ 298,000.00	\$ 327,800.00	\$ 376,970.00	\$ 433,515.50

Expenses	2021 fiscal	2022 fiscal	2023 fiscal	2024 fiscal
City payment (including maintenance)	\$ 10,000.00	\$ 11,000.00	\$ 12,650.00	\$ 14,547.50
Staff costs for all events	\$ 35,000.00	\$ 38,500.00	\$ 44,275.00	\$ 47,500.00
Utilities	\$ 12,000.00	\$ 13,200.00	\$ 15,180.00	\$ 17,457.00
Ballpark improvement investment	\$ 10,000.00	\$ 11,000.00	\$ 12,000.00	\$ 13,000.00
City field prep fees	\$ 3,800.00	\$ 3,800.00	\$ 4,000.00	\$ 4,000.00
Ballpark cleanup	\$ 8,000.00	\$ 8,800.00	\$ 12,000.00	\$ 12,500.00
Maintenance and other supplies	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	\$ 7,273.75
Total	\$ 83,800.00	\$ 91,800.00	\$ 106,430.00	\$ 116,278.25

Share of utility expense (below)

Repair split and fees to cover youth baseball
Average of \$500 for 95 events
Additional infrastructure to be determined
\$100 per event - 40 Horseheads-sponsored baseball events
\$250 per event - 50 Horseheads-sponsored events

2024 numbers are based on 2023 plus 15 percent growth anticipated from additional events and added Horseheads attendance and sales

HA Baseball proposed revenues and expenses, 2025 fiscal year

Note - these figures are as they relate to anticipated ballpark operations

Expenses do not include all Horseheads expenses

travel, hotel, league fees, salaries, player/baseball expenses, sign production, overhead, etc.

Income	2021 fiscal	2022 fiscal	2023 fiscal	2024 fiscal	2025 fiscal
Horseheads ticket	\$ 88,500.00	\$ 97,350.00	\$ 111,952.50	\$ 128,745.38	\$ 148,057.18
Horseheads concessions	\$ 74,500.00	\$ 81,950.00	\$ 94,242.50	\$ 108,378.88	\$ 124,635.71
Horseheads in-park marketing	\$ 114,000.00	\$ 125,400.00	\$ 144,210.00	\$ 165,841.50	\$ 190,717.73
Youth baseball concessions	\$ 3,500.00	\$ 3,850.00	\$ 4,427.50	\$ 5,091.63	\$ 5,855.37
Outside event concessions	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	\$ 7,273.75	\$ 8,364.81
Youth baseball user fees	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	\$ 7,273.75	\$ 8,364.81
Outside event user fees	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	\$ 7,273.75	\$ 8,364.81
Outside event other	\$ 2,500.00	\$ 2,750.00	\$ 3,162.50	\$ 3,636.88	\$ 4,182.41
Total	\$ 298,000.00	\$ 327,800.00	\$ 376,970.00	\$ 433,515.50	\$ 498,542.83
Expenses	2021 fiscal	2022 fiscal	2023 fiscal	2024 fiscal	2025 fiscal
City payment (including maintenance)	\$ 10,000.00	\$ 11,000.00	\$ 12,650.00	\$ 14,547.50	\$ 16,729.63
Staff costs for all events	\$ 35,000.00	\$ 38,500.00	\$ 44,275.00	\$ 47,500.00	\$ 54,625.00
Utilities	\$ 12,000.00	\$ 13,200.00	\$ 15,180.00	\$ 17,457.00	\$ 20,075.55
Ballpark improvement investment	\$ 10,000.00	\$ 11,000.00	\$ 12,000.00	\$ 13,000.00	\$ 14,000.00
City field prep fees	\$ 3,800.00	\$ 3,800.00	\$ 4,000.00	\$ 4,000.00	\$ 4,600.00
Ballpark cleanup	\$ 8,000.00	\$ 8,800.00	\$ 12,000.00	\$ 12,500.00	\$ 12,500.00
Maintenance and other supplies	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	\$ 7,273.75	\$ 8,364.81
Total	\$ 83,800.00	\$ 91,800.00	\$ 106,430.00	\$ 116,278.25	\$ 130,894.99

Share of utility expense (below)

Repair split and fees to cover youth baseball
 Average of \$500 for 95 events
 Additional infrastructure to be determined
 \$100 per event - 40 Horseheads sponsored events
 \$250 per event - 50 Horseheads-sponsored event

2025 numbers are based on 2024 plus 15 percent growth anticipated from additional events and added Horseheads attendance and sales

HA Baseball proposed revenues and expenses, 2026 fiscal year

Note - these figures are as they relate to anticipated ballpark operations

Expenses do not include all Horseheads expenses

travel, hotel, league fees, salaries, player/baseball expenses, sign production, overhead, etc.

Income	2021 fiscal	2022 fiscal	2023 fiscal	2024 fiscal	2025 fiscal
Horseheads ticket	\$ 88,500.00	\$ 97,350.00	\$ 111,952.50	\$ 128,745.38	\$ 148,057.18
Horseheads concessions	\$ 74,500.00	\$ 81,950.00	\$ 94,242.50	\$ 108,378.88	\$ 124,635.71
Horseheads in-park marketing	\$ 114,000.00	\$ 125,400.00	\$ 144,210.00	\$ 165,841.50	\$ 190,717.73
Youth baseball concessions	\$ 3,500.00	\$ 3,850.00	\$ 4,427.50	\$ 5,091.63	\$ 5,855.37
Outside event concessions	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	\$ 7,273.75	\$ 8,364.81
Youth baseball user fees	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	\$ 7,273.75	\$ 8,364.81
Outside event user fees	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	\$ 7,273.75	\$ 8,364.81
Outside event other	\$ 2,500.00	\$ 2,750.00	\$ 3,162.50	\$ 3,636.88	\$ 4,182.41
Total	\$ 298,000.00	\$ 327,800.00	\$ 376,970.00	\$ 433,515.50	\$ 498,542.83

Share of utility expense (below)

Expenses	2021 fiscal	2022 fiscal	2023 fiscal	2024 fiscal	2025 fiscal
City payment (including maintenance)	\$ 10,000.00	\$ 11,000.00	\$ 12,650.00	\$ 14,547.50	\$ 16,729.63
Staff costs for all events	\$ 35,000.00	\$ 38,500.00	\$ 44,275.00	\$ 47,500.00	\$ 54,625.00
Utilities	\$ 12,000.00	\$ 13,200.00	\$ 15,180.00	\$ 17,457.00	\$ 20,075.55
Ballpark improvement investment	\$ 10,000.00	\$ 11,000.00	\$ 12,000.00	\$ 13,000.00	\$ 14,000.00
City field prep fees	\$ 3,800.00	\$ 3,800.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Ballpark cleanup	\$ 8,000.00	\$ 8,800.00	\$ 12,000.00	\$ 12,500.00	\$ 12,500.00
Maintenance and other supplies	\$ 5,000.00	\$ 5,500.00	\$ 6,325.00	\$ 7,273.75	\$ 8,364.81
Total	\$ 83,800.00	\$ 91,800.00	\$ 106,430.00	\$ 116,278.25	\$ 130,294.99

Repair split and fees to cover youth baseball - Average of \$500 for 95 events

Add'l infrastructure to be determine \$100 per event - 40 Horseheads

sponsored Baseball events \$250 per event - 50 Horseheads

sponsored events

2025 numbers are based on 2024 plus 15 percent growth anticipated from additional events and added Horseheads attendance and sales

2020		2021		Estimated Price	Games/ Practice/ Special Events	
Mike Lansing Field, Pro Forma						
Mike Lansing Field					Income	Expense
Employees Option						
	3 Seasonal employees (Lansing only)	\$9.39/ Hr. Each	\$22,500.00			\$22,500.00
Field Rental						
Daily Field Rental per Game						
	Field prep	Based on 140 game	\$150.00	\$21,000.00		
	Lights per hr; 2 hr. min. charge	60 Night Games	\$50.00	\$3,000.00		
Practice Rentals						
	Per practice rental 2 hr. min.	Based 40 Practices	\$50.00	\$2,000.00		
	Lights per hr; 2 hr. min. charge	As needed	\$50.00			
Tournament Rental Fees Minimum of 2 days use (Prep per game)						
	Deposit for the Complex	Refundable	\$500.00			
	Field charge with a 4-game max. usage per day	Est. 3 Tournaments	\$400.00	\$3,600.00		
Cleanup from Rentals (Trash Removal & Clean up in stands)						
	Per staff member, and supplies	100 Events	\$20.00			\$2,000.00
Materials						
	Purchase infield materials for all aspects of field maintenance.		\$12,000.00			\$12,000.00
City of Casper Events						
Family Movie Nights						
	2 Movie Nights	\$2 per person	Community Family Night	\$1,000.00		\$1,000.00
	Food Trucks	\$100/ Food Truck		\$1,200.00		
Craft Fair						
	100 booths around the warning track \$50 per booth	\$2 Per Person Charge	\$5,000.00	\$4,000.00		\$300.00
	Food on concourse to provide food.	\$100/ Food Truck	\$600.00	\$600.00		
Concert use of facility						
	Concert will use a contract/rental agreement	TBD		TBD		
Banner/ Marketing						
	Banners	20 Banners @300	\$300/Banner	\$6,000.00		
Totals					\$42,400.00	\$37,800.00

2020 Mike Lansing Field Concessions Pro forma

FEE DETAIL

2021

Mike Lansing Field

Estimated Expenses		Total		
	Licensing / Permits			-\$1,400.00
	Staff Expenses			-\$14,300.00
	Equipment Expenses			-\$850.00
	Food Expenses			-\$3,550.00
	Beverage Expenses			-\$650.00
	Food Supplies			-\$580.00
	Alcohol Supplies			-\$1,500.00
	Cleaning Supplies			-\$270.00
Estimate:				-\$23,100.00
Estimated Revenue		# of days	Estimated Sales	Total
	Tournament	3	\$900.00	\$2,700.00
	Special Event	3	\$300.00	\$900.00
	Games	140	\$150.00	\$21,000.00
Estimate:				\$24,600.00
Grand Estimate:				\$1,500.00

City of Casper
Parks and Recreation Department

RFP: Mike Lansing Stadium Lease Agreement

Proposal Name:	
Name:	
Rating 1-5 (1 low - 5 High)	

Professional Qualifications:	Notes	Rating
Professional Responder's name, address, and telephone number(s)		
Name, qualifications and experience of key personnel available for this project		
Recent list of references and complete work(s) similar in nature		


General Criteria for Evaluating Proposals:	Notes	Rating
Experience in multi-purpose baseball stadium management;		
Related experience in facility management		
Experience in turf, irrigation and baseball field maintenance		
Related experience in special event management		
Experience in concessions management		
Specific examples of working cooperatively with other organizations on events, programming and special use of previous managed facilities.		

Operation Plan:	Notes	Rating
Plans for practices, games, tournaments and special events		
Plan to work cooperatively with the City of Casper on use of the facility when not scheduled for games, tournaments and special events		
Plan for maintenance of the facility and field		
The approach taken to address improvements and repairs		
Cleaning and maintenance plan for restrooms		
Marketing and promotion plan		
Methods used to address complaints and concerns		
Plan for utilities and payment for the term of the lease		
Winter management of facilities and field		
Insurance		
Equipment provided for the maintenance of the facility and field		
Proposed fees, concession fees, sublease fee schedule (if available) and method of collection		
Plan and menu for operation of concession area		
Plans for additional concession options, such as; food trucks and other outside vendors		
Plans for merchandise sales		

Lease Fee Options:	Notes	Rating
Currently the lease fees are based on a reimbursable cost per player. Concessions and retail sales are based on a percentage of gross receipts. Responder may propose any of these options or submit other options that may be suitable for their organization.		

Rating Total	
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October 21, 2020

MEMO TO: J. Carter Napier, City Manager 
FROM: Jolene Martinez, Assistant to the City Manager
SUBJECT: Use of Cable Government Access Channel

Meeting Type & Date:

Council Work Session
October 27, 2020

Recommendation:

That Council provide direction for staff on researching the expanded use of the government access cable channel 192

Summary

A private individual has proposed the City consider expanding government access cable channel 192. The proposal is for the City to enter into an agreement with a non-profit organization that will be formed to manage and provide content for the City's cable television channel. The individual's concept is to provide programming including news, weather, election results, arts and entertainment, high school sports, and more, which may be inconsistent with education and government programming required by the City's franchise agreement with Spectrum. The funding is proposed to come from private donations, grants, corporate sponsorship, and fundraising activities. The ability to enter into an agreement with a non-profit organization to manage the government access channel may be restricted by the City's franchise agreement with Spectrum, and case law across the country may also drive the arrangement.

Financial Considerations

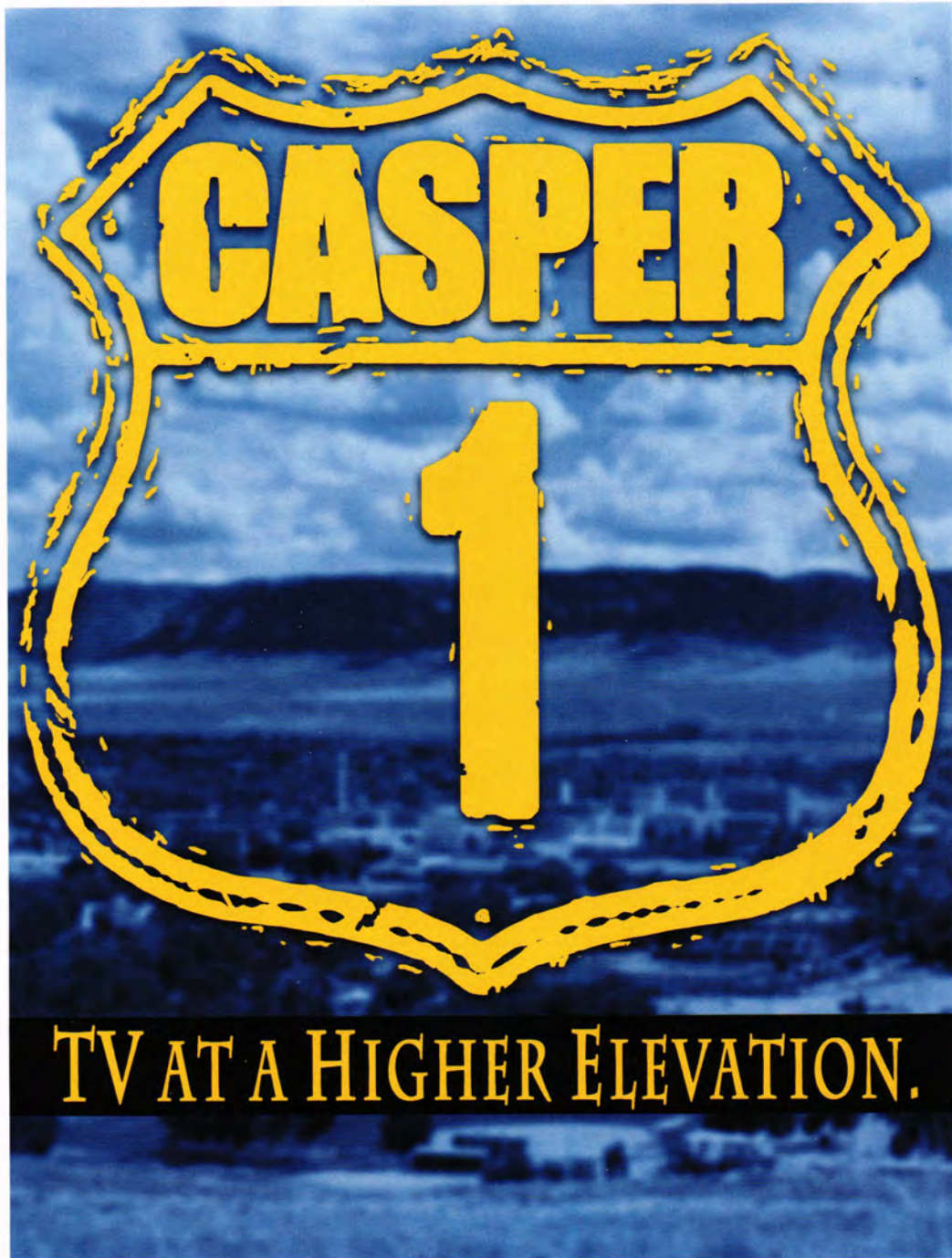
The petitioner has indicated no financial commitment would be required of the City. Investments from the City to cable channel 192 are not budgeted.

Oversight/Project Responsibility

Carter Napier, City Manager

Attachments

Casper 1 proposal submitted by Mark L. Hyman



Mark L. Hyman
P.O. Box 51048
Casper, WY 82605
runews2@yahoo.com
602-363-8955

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The Vision for Casper 1

To create a state-of-the-art television station that reflects the true spirit of Casper as a non-profit entity. Casper needs its own multimedia broadcast station that is positioned for the community to access with programming that will improve and enrich our lives with the goal of building our community. Casper 1 is for the people, by the people, about the people and owned by the people of Casper. All of Casper's residents will own a piece of this effort.

This will be captured through the creation of savvy, cutting-edge news programs that will give viewers a choice in the way news is delivered, allowing for live interviews on set and citizen journalists. Expect lively discussion shows with more attention to local politics, election results, live debates and meetings. There will be a wide variety of arts and entertainment offerings as well as feature shows on hunting and fishing, local high school football, and a number of events that will be streamed taking local television to the next level of digital possibilities. The hope is to offer online and on-TV classes through a cooperative agreement with local schools and Casper College.

Casper 1 will be owned by the people of Casper but built on private donations, corporate support, and innovative fundraising functions.

Purpose

Casper 1 will reflect the true spirit of Casper in a positive light while showcasing the surrounding area as an energized, progressive city, and thoughtful about the location that surrounds Casper. By utilizing local professionals, Casper 1 will create a more informed community which creates better and more active citizens. It will attract businesses to the Casper area. Ultimately, Casper 1 will be a television station that will bolster a sense of localism among its viewers by communicating information, education, and community involvement. It is a local broadcasting

opportunity which has the capacity to weave the mosaic of Casper together through shared learning, information and action.

Mission Statement

To be the state-of-the-art vehicle through multimedia broadcasting, a 24/7 communication center for information, education, and promotion of the Casper area.

Goals

- To provide media access as an **Information** center for Casper and county
- To provide media access to **Educate** the Casper community
- To **Promote** public interest in the Casper area
- To be the **Source** for the community activities for the local residents
- To **Empower** Casper residents to be active, aware and participate in the Casper community
- To **Partner** with local businesses and nonprofits to create a sustainable entity with 24/7 programming capabilities

Objectives for Casper 1

As an Information center, Casper 1 will strive to bring viewers up-to-date news, emergencies, weather and other pertinent information as one voice of public good where the city government, police, and frontline personnel can inform the Casper community.

As an Education center, Casper 1 can provide an on-line service for the high school and college classes and for the public at large. In catastrophic and pandemic events, Casper 1 can include courses such as: learning languages, computer skills, history, business, nursing, cooking, mechanics, woodworking, and a range of DIY classes.

Casper 1 will promote public interest and announcements by showcasing events within the area. Casper is centrally located in the state, with beautiful mountain terrain and rivers that have special events throughout the year that utilize our natural environment. We have some of the best hunting, fishing, hiking and biking in the country and plan to feature those activities on Casper 1. Plus, the city plays host to world-class events that Casper 1 will feature more prominently in its programming. These include Cowboy State Games, International Biathlon Competitions, Casper Mountain Sled Dog Races, the Casper Marathon and a variety of statewide tournaments. Ultimately these will prove beneficial in attracting new industry to the Casper area.

Casper 1 will be the go-to station for local information, extracurricular education, and promotion of activities in the surrounding area. It will be a premier source for all residents to be knowledgeable about their area. It will have programming around the clock.

Casper 1 will empower residents from all walks of life to stay involved in their city. For example, if someone is unable to attend City Council meetings, Casper 1 will continue to broadcast on cable and on the web and archive the information. With this format, Casper 1 has the ability to offer analysis of the meetings through the viewpoints of the City Manager and Councilmembers. This will offer the opportunity for residents to feel more a part of their city and be in touch with the local government. There needs to be a more proactive approach to politics to give voters a more thorough view of candidates running for office. Casper 1 will pay more attention to covering elections. By better informing the public, Casper 1 will offer the opportunity for residents to change their quality of life.

Casper 1 will be created as a non-profit entity that will connect with local businesses for support and sponsorships as well as individual contributions and grants to make Casper 1 a sustainable entity.

Casper 1 will partner with local businesses for support and sponsorship of current events. Business leaders will be featured on the news and be recognized for their contributions to the city and its residents. Viewers can draw a connection that they play in the city's growth. Casper 1 will give businesses a place to show their relevance and community involvement to broaden the gap that will change attitudes for both the people and the businesses.

Financial Projections

Casper 1 Proposed Budget

Year 1 of Operations

Revenue:

Corporate Donations, Sponsorships
and Grants 384,312.50

Individual Contributions 59,125.00

Fundraising 147,812.50

Total Revenue 591,250.00

Start-Up Costs 295,000.00

Cameras

Lights

Tri-Pods

Data Card

Camera Jackets

Microphones

Optical Connections

Additional Electronics

IT Equipment

Captioning Equipment

Live Streaming Equipment

Props

Edit Stations

Total Capital Costs \$ 295,000.00

Expenses:

Affiliation Dues	7,500.00
Attorney	4,000.00
Accounting Services	1,500.00
Banking Fees	500.00
Equipment Maintenance	-
Fundraising Events	7,000.00
Insurance	350.00
Miscellaneous	300.00
Music	2,000.00
Office Furniture and Equipment	6,000.00
Office Supplies	1,000.00
Personnel	
Executive Director/General	
Manager	50,000.00
Fundraiser - Part-Time	25,000.00
Office Manager	25,000.00
Operations/Engineer/IT Manager	40,000.00
Productions Manager	40,000.00
Program Professional- Part-Time	40,000.00
Interns 2 @ \$ 15 per hr/15per wk	20,800.00
Production Costs	2,500.00
Professional Conferences	1,200.00
Space - Office Rental	15,000.00
Taxes	500.00
Travel	1,200.00
Utilities	2,400.00
Vehicle	2,500.00

Total 1st Year Expenses

\$ 296,250.00

Total Funds for 1st Year Operations

Casper 1 Proposed Budget

Years 2 - 5 of Operations

Revenue:

Corporate Donations, Sponsorships and Grants	196,098.50
Individual Contributions	30,169.00
Fundraising	<u>75,422.50</u>

Total Revenue	<u><u>301,690.00</u></u>
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Expenses:

Affiliation Dues	7,500.00
Attorney	2,000.00
Accounting Services	900.00
Banking Fees	300.00
Equipment Maintenance	1,000.00
Fundraising Events	12,000.00
Insurance	350.00
Miscellaneous	300.00
Music	2,000.00
Office Furniture and Equipment	500.00
Office Supplies	1,000.00
Personnel	
Executive Director/General Manager	52,500.00
Fundraiser	35,000.00
Office Manager	26,250.00
Operations/Engineer/IT Manager	42,000.00
Productions Manager	42,000.00

Program Professional- Part-Time	25,000.00
Interns 2 @ \$ 15 per hr/15per wk	21,840.00
Production Costs	
Professional Conferences	1,200.00
Space - Office Rental	15,450.00
Taxes	500.00
Travel	1,200.00
Utilities	2,400.00
Vehicle	2,500.00
Vehicle Rental	<u>6,000.00</u>
	\$
Total 2nd Year Expenses	<u>301,690.00</u>

Total Funds needed for Year 2 Operations \$ 301,690.00

Funds for years 3 through 5 are projected at 10% increases. Any additional funds raised will go towards additional equipment and equipment upgrades.

Casper 1 Now

It is urgent that Casper 1 become a viable, sustainable television station for Casper and Natrona County now. The need is for a 24/7 platform that is the public voice; a television station for the people, by the people, and about the people and places of Casper.

Currently the communications that serve Casper are owned and operated for profit out-of-state.

- The Star Tribune owners are in Davenport, Iowa
- KCWY and Gray Communications are owned in Atlanta, Georgia
- K2TV and Vision Wyoming are out of Anchorage, Alaska
- Townsquare Media and K2 radio are based in Purchase, New York

Out-of-State broadcast stations that are profit based have been cutting costs deeply over the past two years with fewer reporters creating less coverage. The local paper is even printed in Cheyenne and has eliminated two publishing days each week. Therefore, fewer reporters, less news, less weather, less sports means less coverage for Casper. On the other hand, Casper 1 will be all about Casper and connections for our city.

Conventional public television stations operate under a different set of rules and guidelines which mandate a majority of nationally produced content which often delegates local events to a third-class status after statewide programming.

Casper needs its own television station where the majority of its content is locally produced, featuring the widest array of the city's best attributes. It will be a not-for-profit business; therefore, more focus is on local.

The objective is that Casper 1 will showcase Casper; and we all want Casper to thrive. This station will assist our neighbors and potential citizens to truly meet, learn, love, and live in the best community in America.

Spectrum, the cable company serving Casper, provides a channel which is currently used for weekly council meetings and some zoning meetings. By utilizing this channel, Casper 1 has the opportunity to expand coverage, to support

and promote the city, reach residents and businesses to connect and to inform and educate in an empowering way. The potential and opportunities are voluminous.

A multi-platform station will enhance and broaden Casper's social media presence, reaching out to the community as well as creating a world-wide presence accessible to potential new households and businesses.

Casper 1 will focus on our city, our residents, and students. With potential collaboration between Casper 1 and the schools, both college and high schools, we will have the ability to promote communications and to integrate learning experiences with the students so that local students have a hands-on experience while learning with professionals in the business. This advances the community and communications.

Casper 1 will be a multimedia broadcast platform with cable-access channel streaming 24/7 which will be accessible on smartphones, tablets and computers anytime. Just to repeat, viewers will not have to be cable subscribers in order to access Casper 1's programming.

Casper 1 programming will include but not be limited to coverage of City Council meetings, Zoning Board hearings, and coverage of a number of events and educational courses that are available in the Casper area. With Fine Arts festivals such as Nic Fest, local rodeos or fairs and art exhibitions. Perhaps our own "Bob Ross" could emerge as a programming possibility.

Other shows will focus on literature and music, local author interviews, tips on publication or writing workshops. Casper has an active music scene with local musicians that include the Casper Municipal Band, the Wyoming Symphony, local high school bands plus area concerts. This kind of programming will be one of many for Casper 1.

Sports play an important role in Casper both on the high school and collegiate level. Casper 1 will capture those winning moments and rivalries with live coverage of home football games and other sporting events with multiple camera angles while utilizing both professional and student announcers.

Casper's pristine fishing and hunting areas are second to none. You can expect Casper 1 to feature some of those areas on broadcasts and streaming interviews with local professionals giving tips on their methods, best spots, and secrets to fly tying.

Other programming will include gardening, cooking, night-sky viewing, bird watching, history, languages, adult learning, while live all-weather cameras will capture breathtaking views of our city. Casper 1 will offer opportunities to take on-line courses to enhance adult learning skills for computer, business, communication services, smartphones, and so much more.

Casper 1 will be far more than City Council meetings and Zoning Board sessions. Casper 1 will enhance coverage of events like NIC Fest, CNFR, the Central Wyoming Fair and Rodeo, and the Casper Balloon Roundup, along with featuring events driven by local artists and musicians. Capturing community business stories will also be a focus. Residents will be allowed to develop programming ideas and become the stars of their own shows. The possibilities are endless when partnerships are forged with such power groups as the Casper Area Chamber of Commerce, the Casper Convention and Visitors Bureau, and any or all of the downtown business groups such as the Downtown Casper Business Association, the Downtown Development Authority and CAEDA.

Casper 1 will operate on funding from corporate support and sponsorships, individual contributions, grants and fundraisers. Fundraising will include events such as producing copies of recorded programming events; gala dinners; Chef cook-offs; sales of T-shirts, sweatshirts, mugs and other consumable products. Other opportunities for fundraising include Running events, Rock climbing competitions and Casper (the) Ghost Fest while broadcasting these events as they unfold. Additionally, Casper 1 will offer advertisement production for private area businesses as a major component for funding support.

Casper 1 is committed to helping our many non-profit organizations since the downturn in the economy and the pandemic; thus, leaving the non-profit community to deal with fewer dollars, resulting in less staffing, fewer public service announcements, cancelled fundraising events and more difficulty in accomplishing their mission. Nonprofits need higher visibility which will be afforded through public service announcements, public affairs programming and appearances on local community talk shows as well as on Casper 1 news.

In promoting our community, Casper 1 plans to showcase statewide sporting events and high school tournaments while utilizing our tourism network to publicize these events and more on local hotel channels.

The plan is to utilize Channel 1 to maximize Casper's potential and to grow interest within the community and county. Casper 1 will be organized as a non-

profit by appointing a wide cross-section of the city business owners, civic leaders, student representatives and regional artists to the board of directors. The station will be operated by a small crew of five paid professionals and two paid interns.

By streaming Casper 24/7, ultimately, Casper 1 is all about informing and strengthening the community through service, broadcasting and partnering with businesses and schools to offer a unique and real shared learning experience.

Casper 1 is for the people, by the people, and about the people of Casper.

Executive Director, Mark L. Hyman

An Emmy award-winning television professional with over 40 years of experience including a nationally syndicated program, Mark L. Hyman has the vision, the experience, and the energy to make Casper 1 a sustainable success. His experience and career include: News Director; Executive Producer; Investigative Reporter; and the anchor of Disney's syndicated news magazine show *The Crusaders*, whose mission was to investigate problems to solve them. He's worked for top-rated tv stations in Atlanta, Miami, and Los Angeles, Sacramento and Phoenix. He's worked for a number of news radio stations, a newspaper, even a Hollywood entertainment show called *EXTRA*. But he calls one place home—Casper, Wyoming.

Currently, Mark serves on the Board of Directors for Local-Eyz which is a software company whose goal is to revolutionize community access broadcasting; a member of Alliance for Community Media; formerly a member of the Casper Chamber of Commerce; a former member of Investigative Reporters and Editors and a former member of the National Academy of Television Arts and Sciences.

Mark's philosophy comes from a winning mentality having worked for several tv stations across the country. His philosophy is that through competition and openness to new ideas, viewers will be treated to better programming and a more meaningful connection to their community. As a News Director, he taught reporters to be fair and tell more compelling stories, always mindful to give back to their community.

He will set the bar of making the station and coverage teams rise to a higher standard of accuracy; listening to the audience; evaluating what the public needs; and offering something that will help people in their daily lives. His mantra is that a television station must serve its community. Casper 1 will stream live events as well as the rest of its programming. Mark believes the station will be Casper's stream of consciousness not reflective of any particular viewpoint, open to all.

Mark has the ability to structure Casper 1 to serve as a model broadcast station nationally. His commitment to unbiased journalism along with the desire to build a stronger and more harmonious community, without public funding, has limitless possibilities.

He is the right person at the right time for Casper 1.

October 21, 2020

MEMO TO: J. Carter Napier, City Manager

FROM: Tim Cortez, Director of Parks and Recreation
Chris Smith, Hogadon Superintendent

SUBJECT: Hogadon Tour/Update

Meeting Type & Date

Council Work Session
October 27, 2020

Action type

Information Only

Recommendation

None

Summary

In the past couple of years, Council has invested funds into Hogadon Ski Area for a variety of features. Staff wishes to provide a report on the status of those critical investments and answer any questions Council may have. The new parking lot, air conditioning system, lift bull wheel, and beam refinishing are all projects that will be highlighted. In addition, the new snow groomer will be on display.

If conditions allow, Council will also be given the opportunity to view the pond that supplies water to the snow making operation.

Financial Considerations

None


Oversight/Project Responsibility

Randy Norvelle, Parks Manager
Chris Smith, Hogadon Superintendent

Attachments

None

October 21, 2020

MEMO TO: J. Carter Napier, City Manager 
FROM: Justin Farley, CEO/President of Advance Casper
SUBJECT: Advance Casper Update

Meeting Type & Date

Council Work Session
October 27, 2020

Recommendation

Information only

Summary

An Advance Casper year in review will be presented via PowerPoint, for the purpose of keeping Council informed and eliciting open discussion. The prior year accomplishments; how Advance Casper has positioned itself for the upcoming years; and how Advance Casper and the City of Casper, through a collaborative relationship, can achieve common goals will be discussed. Advance Casper is a Natrona County Economic Development entity.

Financial Considerations

There are no financial considerations.

Oversight/Project Responsibility

Advance Casper Board of Directors and
Economic Development Joint Powers Board

Attachments

None