



CITY OF GOODYEAR

Offer and Acceptance CONTRACT NO. CON-15-3215

Office of Procurement
190 N. Litchfield Road
P.O. Box 5100
Goodyear, AZ 85338
Phone: 623-882-7893

DESCRIPTION OF SERVICES: **Provide and Manage Food and Beverage Concession Services for Goodyear Ballpark**

OFFER

To the City of Goodyear: The undersigned Contractor hereby offers and agrees to furnish the Services and/or material(s) in compliance with this Contract, as the term Contract is defined in this document.

By signing and submitting this Offer, Contractor certifies and warrants that Contractor: has read, understands and agrees to comply with the Contract as defined here; has no known, undisclosed conflict of interest; has not made an offer of any gift(s), payment(s) or other consideration to any City employee, elected official who has or may have had a role in the procurement process for this Contract; v) pursuant to A.R.S. § 41-4401, Contractor and its subcontractors will comply with all immigration laws and regulations that relate to its employees and A.R.S. § 23-214; and the signatory is an officer or duly authorized agent of the Contractor with full power and authority to submit binding offers for the goods and/or services as specified herein.

Arizona Transaction (Sales):

Arizona Contractor License Number:

Privilege Tax License #

City of Goodyear Business Registration No.:

For clarification of this offer contact:

Name: AARON SAUSBURY

Telephone: (410) 790-9733 (cell), (847) 266-9884 (w)

E-Mail Address: asausbury@prospects-catering.com

PROFESSIONAL SPORTS CATERING, LLC

Company Name

1603 OAKINGTON AVE, STE 16025

Address

EVANSTON IL 60201

City

State

Zip Code

Sign: [Signature]

Authorized Signature for Offer

TOM DECKSON

Printed Name

CEO, 3/25/15

Title

Date

ACCEPTANCE OF OFFER AND CONTRACT AWARD (For City of Goodyear Use Only)

Contractor's Offer is hereby accepted and a Contract awarded by the City. Contractor is now bound to provide the materials and/or services as specified in Scope of Work of this Contract. Contractor shall not start any billable work or provide any material/services until the Contractor receives an executed purchase order or written notice to proceed.

City Manager, City of Goodyear (if applicable)

Attested by:

Maureen Scott, City Clerk

City Seal

Official File

City of Goodyear, Arizona.

Eff. Date: _____

Awarded on _____

Approved as to form:

Roric Massey, City Attorney

Jacque Behrens, CPPB, Procurement Manager

**CON-15-3215, Provide and Manage Food and Beverage Concession Services for
Goodyear Ballpark and Recreational Complex
Agreed-Upon Best and Final Provisions**

- A. Contract Term.** The term of this Contract (the “Term”) shall be seven (7) years commencing on the Effective Date, which is the date last signed by both Parties, and may be extended or renewed for five (5) consecutive additional one (1) year periods, not to exceed a total of twelve (12) years, subject to appropriations and mutual agreement of the Parties.
- B. Investment.** PSC shall invest \$750,000 (the “Investment”) on food and beverage equipment and enhancements during the Term of the Agreement with the timing of the investment as follows:
- i. PSC will spend up to \$750,000 over a period of ten (10) years. The \$750,000 will be amortized on a straight line basis over a period of ten (10) years, commencing on effective date and ending on July 14, 2025;
 - ii. Investment funds will be available upon execution of the Agreement;
 - iii. Investment will be held in an interest bearing account (the “Investment Account”)
 - iv. At the end of the Term, any unused Investment funds shall be paid to the City;
 - v. Investment funds shall be used to make improvements that will enhance food service and/or to repair or replace capital equipment in order to maintain a “turnkey” facility at the Goodyear Ballpark and Recreational Complex;
 - vi. All projects and expenditures from the Investment Account will be mutually identified and agreed upon by the City and PSC before funds are expended from the Investment Account.

If the Agreement is terminated by the City, or the City does not agree to extend or renew the Contract for additional periods prior to the Investment being fully amortized (provided PSC is not in default at the time of renewal or extension), the City agrees to pay to PSC the unamortized balance of the Investment, as applicable, as of the date of such termination or expiration of the Agreement. Notwithstanding the foregoing, the City will be under no obligation to reimburse the unamortized balance of the Investment: (i) if the Agreement is terminated due to PSC’s bankruptcy, gross negligence, material default, or intentional wrongful act, or if the contract is cancelled based upon a conflict of interest pursuant to ARS 38-511, or (ii) if PSC does not agree to extend or renew the Contract for additional periods prior to the Investment being fully amortized, after being notified in writing by the City that it wishes to extend the Contract (provided the City is not currently in default of the Contract).

Notwithstanding the Investment, the City shall provide a “turnkey” Facility throughout the Term.

- C. Definition of Gross Receipts.** “Gross Receipts” shall refer to the total amount of money received by PSC (excluding subcontractor receipts) in conjunction with the operations excluding sales and other taxes, and gratuities.

- D. Replacement Fund.** PSC shall hold annually a fund of three-quarters of one percent (0.75%) of Gross Receipts to be used for the replacement of foodservice equipment (the "Replacement Fund") located at the Goodyear Ballpark and Recreational Complex.. Parties agree that this fund is not to be utilized as part of a monthly preventative maintenance program. This fund is an interest accruing fund that the Concessionaire holds to make mutually agreed upon unforeseen repairs (i.e. ice machine, walk-in coolers, etc). Deposits will be made into this account during the reconciliation process each month. This fund will accrue on a monthly basis and if not utilized, they would need to be paid out to City at end of the contract. PSC will provide to the City a reconciliation report at the end of each month showing contributions to the fund and fund balance. Any fund usage will be agreed to by PSC and the City. If there is not a sufficient amount in the Replacement Fund or Investment Account, the cost of any addition to, and replacement or modification of, any equipment or other element of the foodservice facilities shall be borne by the City.
- E. Utility Fund.** PSC proposes an annual utility fund of one-quarter of one percent (0.25%) of Gross Receipts to be paid to the City as a utility contribution. PSC will make Utility Fund payments each month as part of the monthly reconciliation and will provide a report detailing the payment.
- F. Commissions.** PSC will pay commissions to the City using the tiered incremental schedule below (the "Commissions"). The following Commissions are applicable only if City agrees to staff PSC's Concessions Manager full-time for twenty (20) weeks per year.

PSC - City of Goodyear Commission Schedule		
	<u>Gross Receipts</u>	<u>Rate</u>
Spring Training Concession Sales (excluding Alcohol Sales)	\$0 – \$500,000	33.0%
	\$500,001 and up	45.0% (on the increment)
Spring Training Concession Alcohol Sales	\$0 – \$500,000	34.0%
	\$500,001 and up	45.0% (on the increment)
Catering Sales & Non-Baseball Events *	\$0 – \$250,000	25.0%
	\$250,001 and up	35.0% (on the increment)
Net Subcontractor Receipts **	(net receipts received by PSC)	50.0%
Non-Spring Training Revenue	All	25.0%

*All events inside Goodyear Ballpark that have more than 2,500 in actual attendance will be commissioned at the Spring Training rates.

** Subcontractor commission rate is a function of the net amount received from subcontractors and not a percentage of Gross Receipts.

The above tiers shall be increased each Contract Year by the greater of the amount of percentage of increase in the Consumer Price Index ("CPI") (as hereafter defined.) For purposes hereof, "CPI" means the Consumer Price Index for Urban Wage Earners and Clerical Workers specified for "All items" (Western Region) published by the Bureau of Statistics of the United States

Department of Labor (1982-84=100). If the method by which such index is calculated is hereafter substantially changed, appropriate adjustments will be made by the parties to produce results approximating as nearly as possible the results which would have been obtained absent such change. A change in the base year shall be deemed such a substantial change. If the index is no longer published or otherwise becomes unavailable to the public, a reasonable substitute index shall be mutually agreed upon by the City and PSC.

G. Catering Confirmation and Payment. City will provide confirmation in writing to PSC, at least Forty Eight (48) hours prior to each game or event, the number of tickets sold at all catering venues at the Goodyear Ballpark and Recreational Complex. PSC will bill to City the food and beverage allocation of actual attendees regardless of actual number of tickets sold. City will pay Fifty Percent (50%) of menu price for “no shows” and will be billed by PSC for this amount. PSC shall provide daily sales statements to City after each event. Upon completion of each accounting period, Commissions shall be due to the City ten (10) days after the end of the prior period. City and PSC shall exchange payments for all amounts due at such time.

H. Sponsorship. The City shall have the exclusive right to enter into any sponsorship agreements with corporations with respect to food and/or beverage products that are offered in the Goodyear Ballpark and Recreational Complex (“Sponsorship Agreements”). PSC acknowledges and understands the City has an existing Exclusive Sponsorship Agreement with Coca-Cola which PSC agrees to comply with. A copy of this agreement shall be provided to PSC. Notwithstanding the foregoing, the City will ensure that such Sponsorship Agreements do not increase the costs for such items (as compared to the PSC’s pricing or what PSC would normally pay through its own distributors for comparable items of similar size and quality). In the event the City decides to enter into a Sponsorship Agreement (or enters into any other relationship) that increases the costs that PSC incurs, PSC and the City hereby agree to pass on such cost increases to guests at the Goodyear Ballpark and Recreational Complex, and shall mutually discuss and agree as to the optimal way to pass on such cost increases to guests. In addition, purchases from vendors shall be the responsibility and property of PSC, and all purchasing terms, benefits, and obligations including, without limitation, any volume discounts, are the exclusive property and obligation of PSC. All purchases shall be in PSC’s name and shall be PSC’s sole obligation and responsibility.

I. Insurance: PSC agrees to provide Liquor Liability Insurance in a minimum amount of \$25,000,000 each common cause and in the aggregate. The insurance coverage shall include the City, the Cleveland Indians Baseball Company, Limited Partnership, (“Cleveland Indians”) and the Cincinnati Reds, LLC, (“Cincinnati Reds”) as additional insured. Limit can be met through a combination of primary and excess liability.

J. Cash shortage provision. At the end of each spring training event, and at the end of each spring training season, PSC shall conduct an accounting for the purpose of determining the cash shortage amount. Cash shortage amount shall mean the amount by which gross receipts generated from food and beverage concession sales exceeds the actual cash collected and received by PSC. For purposes of this provision, the cash shortage amount shall include cash shortages from employee generated sales and, to the extent not deducted from commissions payable to volunteer groups, cash shortage amounts from volunteer groups. PSC shall pay commissions on any cash shortage amount from sales in excess of

one half of one percent (.50%) of sales for each spring training season. Sales will be reflected in the profit/loss statement gross, before any deductions for cash shortage and cash shortages shall be shown gross as a direct operating expense line within the profit/loss statement. For the first three events in 2015 at the Goodyear Complex, the allowable shortage breakpoint will be increased to one percent (1%) of sales for these events, and shall not include under any circumstances, more than the first regular season Cactus League exhibition game. For these three events, PSC agrees that total shortage will not exceed Three Thousand Dollars (\$3,000) for purposes of calculating applicable commission shares related to the overall cash shortage breakpoint calculation.

- K. Termination:** The City may terminate this Contract in whole or in part, with or without cause and for any reason, including the City's convenience, upon thirty (30) days written notice to the Contractor. In the event of PSC's breach of the material terms of this Contract, in addition to any and all other remedies available by law, the City in its discretion has the right to do any or all of the following: (i) meet with PSC to review and resolve the breach; (ii) require PSC to cure the breach at no additional fee to the City; and/or (iii) terminate the Contract as provided.

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Description	City of Goodyear Agreed-Upon Provisions v3
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Description	City of Goodyear Agreed-Upon Provisions v4
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Moved to	0
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Format changed	0
Total changes	11



Response to Solicitation Number 15-3215;
Concession Services at Goodyear Ballpark & Recreational Complex

June 10, 2015

Ms. Jacqueline Behrens
City of Goodyear, City Hall Front Desk
190 North Litchfield Road
Goodyear, AZ 85338

Dear Ms. Behrens,

Please find included Professional Sports Catering, LLC's(PSC) Best and Final Offer (BAFO) to the City of Goodyear's Solicitation Number: 15-3215. We have based this on our experience and the conversations we had with your panel during the May 18 interview.

It is important to note that PSC has increased the capital investment significantly as well as laid out a vision on how to best use those funds. Based on our interview, PSC felt it was a priority of the panel to increase our capital commitment to enhance the fan experience. PSC has not only done that by offering \$750,000 in capital, but also worked with our local contractors to show the best way to maximize the return on this investment. It is important to note that we will partner with your team to make the right decision at the right time in order to maximize the return on investment.

We remain committed to a long standing partnership with your group. After meeting your major league team representatives (Ryan and Mike), we continue to be impressed with the executive team leading your ballpark. We want to be a part of the next chapter at Goodyear Ballpark. Let PSC work with your officials to make Goodyear a premier destination for fans, tournaments, and events. Let PSC be your partner in food.

Aaron Salsbury
Manager of Marketing and Business Development
1603 Orrington Avenue, Suite 1625
Evanston, IL 60201
(847) 866-9889
asalsbury@prosportscatering.com

CC: Tom Dickson; Jonathan Harris; Greg Rauch; Jason Wilson

PSC Financial Proposal

Term

PSC proposes an initial term of **(7) years**, commencing July 15, 2015 with **three (3) one (1) year** options to extend the Agreement.

Investment

PSC proposes to invest **\$750,000** (the "Investment") on food and beverage equipment and enhancements over the course of the Agreement with the timing of the investment as follows:

- PSC will spend up to **\$750,000** over the period of ten (10) years. The **\$750,000** will be amortized on a straight line basis over a period of ten (10) years, commencing on the date of expenditure and ending on July 14, 2024.
- Investment funds will be available after October, 1, 2015.

If the Agreement expires or is terminated by any party for any reason whatsoever prior to the full amortization of any tranche of the Investment, the City agrees to pay to PSC the unamortized balance of the Investment, as applicable, as of the date of such termination or expiration of the Agreement.

Repair and Operating Fund

PSC proposes to hold annually a fund of three-quarters of one percent (0.75%) of net sales to be used for the repair and maintenance of foodservice equipment only located on the Goodyear Sports and Recreation Complex grounds. Any fund usage will be agreed to by PSC and the City of Goodyear as Stadium Management sees fit.

Utility Fund

PSC proposes an annual utility fund of one-quarter of one percent (0.25%) of net sales to be paid to the City of Goodyear as a utility contribution.



PSC Financial Proposal

Commissions

Food and Beverage Sales. PSC will pay commissions to the City on Spring Training sales based on the tiered incremental commission schedule below.

The following Commission terms are available should the City of Goodyear agree to staff PSC's Concessions Manager full-time for 20 weeks out of the year:

PSC- City of Goodyear Commission Terms Option		
	<u>Sales</u>	<u>Rate</u>
Spring Training Concession Sales (excluding Alcohol Sales)	\$0 - \$500,000	33.0%
	\$500,001 and up	45.0% (on the increment)
Spring Training Concession Alcohol Sales	\$0 - \$500,000	34.0%
	\$500,001 and up	45.0% (on the increment)
Catering Sales & Non-Baseball Events*	\$0 - \$250,000	25.0%
	\$250,001 and up	35.0% (on the increment)
Net Subcontractor Receipts	(net receipts received by PSC)	50.0%

* All events inside Goodyear Ballpark that have more than 2,500 in actual attendance will be commissioned at the Spring Training

Financial Arrangement Notes

1. Gross receipts shall refer to the total amount of money received by PSC (excluding subcontractor receipts) in conjunction with the operations excluding sales and other taxes, credit card fees, Concert Promoter fees, amounts not received from bad debts, service charges and gratuities.
2. Subcontractor commission rate is a function of the net amount received from subcontractors and not a percentage of gross receipts.
3. PSC must secure the rights to Sysco as broad liner in order to participate in Levy Restaurants Purchasing Program.
4. This proposal assumes a turnkey facility is provided throughout the term.
5. All commission tiers are subject to a CPI adjustment annually.



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Response to Solicitation Number 15-3215;
Concession Services at Goodyear Ballpark & Recreational Complex

PSC's Capital Investment Proposal

Below shows a breakdown of PSC's Preliminary Capital Investment Plan:

1) Right Field Pavilion	\$200,000
a. Shading Structure	\$50,000
b. Bar Enlargement	\$20,000
c. Bar Equipment	\$10,000
d. Furniture & 4Topps	\$85,000
e. AV Equipment	\$15,000
f. Branding Improvements	\$20,000
2) Left Field Pavilion	\$250,000
a. Structure & Branding	\$150,000
b. Portable Bar Configuration	\$50,000
c. High Top Table's with no seating	\$50,000
3) Mountain View Terrace	\$25,000
a. Branding	\$10,000
b. Equipment	\$15,000
4) Food Carts	\$65,000
a. New Portables	\$45,000
b. Re-facing of existing portable carts	\$20,000
5) Improved Branding and Marketing of Concession Stands	\$50,000
6) Point-of-Sale system replacement	\$85,000
7) Initial Repair & Replacement Fund	\$20,000
8) Outfit of two development area Stands	\$10,000
9) Smallwares Replacement	\$35,000
10) Contingency Fund	\$10,000
TOTAL	\$750,000

1. Right Field Pavilion Improvements

a. *Install improved shading to cover majority of first row of seating (\$50,000)*

PSC has increased the fund for this area because we would like to increase the shading to include a portion of the large picnic space next to the Right Field Pavilion. This number is based on our conversations with Shade-n-Net and our experience in Peoria.

b. *Enlarge the existing bar (\$20,000)*

PSC would enlarge the existing bar's square footage and install a center bar. The center bar will improve service and marketing of products. PSC knows the bar was ordered and assembled through Corsair and has spec'd out the costs to do so.

c. *Add necessary equipment to bar to improve service and quality (\$10,000)*

The additional equipment that PSC would purchase includes a refrigerated product merchandiser and two keg boxes. These will improve the quality of product served and give PSC the ability to drive more craft beer options.

d. *Add 4Topp tables and other furniture (\$85,000)*

Depending on our communal decisions on how to best market this area, PSC would install twenty-five 4Topp tables to the right field pavilion. This means they could be part of a second tier All-You-Can-Eat space or located on the front railing depending on how this area ultimately is sold. PSC also has funds included to add other furniture depending on final decision on existing tables and chairs.

e. *Install two large screen televisions (\$15,000)*

PSC would add two 55 inch weatherproof televisions to promote a better atmosphere in this area. This number includes audio and installation costs.

f. *Branding Improvements (\$20,000)*

PSC has budgeted \$20,000 for branding enhancements in the Right Field Pavilion. This includes signage in the bar area, vegetation around the pavilion, and other various enhancements that are intended to drive more attendance and revenue from this space.

2. Left Field Shaded Beer Garden

a. Shaded Structure (\$150,000)

PSC has based this quote on our recent tour of the area with our local contractor. Based on stadium management's desire to have this structure mirror the metallic branding that is throughout the stadium, we believe this quote will deliver a large enough space that will attract fans throughout the games. Based on our decisions with the city, this is something that may be executed after our first year of operation.

b. High Top Tables with no seating (\$50,000)

PSC has budgeted \$50,000 for furniture in this area. Important to note that PSC wants to avoid actual seats and just stick with high top tables. Based on our experience, seating leads to staying which will negatively impact our ability to drive revenue. Depending on our conversations with the city, this could be rental equipment earlier in our agreement in order to hold the funds for improvements made down the road.

c. Craft Beer Portable Bar (\$50,000)

In order to make this a destination with a robust variety of craft beer, PSC would like to invest in a sophisticated bar that delivers a large number of beer taps to handle the traffic that this area will deliver. Based on our experience building out these structures and our relationship with Corsair, \$50,000 will deliver a great serving space.

3. Mountain View Terrace Improvements (\$20,000)

a. Signage (\$10,000)

PSC has requested information from our local signage representatives and based on our preliminary plans, we estimate the signage across the front of the stadium to cost \$10,000.

a. Equipment improvements (\$15,000)

PSC has held \$15,000 for additional equipment needs to revitalize this area. This fund would be a combination of branding, furniture and potentially foodservice equipment depending on how we decide to market this venue moving forward.

4. Enhancement to Portable Carts (\$65,000)

With the increase in Capital Investment budget, PSC has included a budget for portable cart improvements. As indicated on the spreadsheet, PSC would budget for three new portable carts (\$45,000) as well as a substantial amount of rebranding to existing carts (\$20,000). Once PSC is on-site we will work with your panel to decide branding and menu options for these portables.

5. Concession Stand Branding (\$50,000)

After our interview, PSC went back to our local signage company and increased the budget on concession stand branding to \$50,000. This was based on the panel's desire to continue to more three dimensional signage package for the concession stands. As PSC indicated during our interview, we believe a substantial increase in concession stand per caps will be attributed to our rebranding and improvement in menu efficiencies.

6. Point-of-Sale Replacement (\$85,000)

In order to be compliant with the new regulations (Payment Networks' Liability Shift) that will take effect in October, 2015, PSC must upgrade the Point-of-Sale system. Based on our conversations with our representatives at Quest, Goodyear's system would require \$45,000 in upgrades.

PSC believes that adding new functionality (such as Apple Pay and loaded ticket redemption) as well as replacing existing servers is a good idea and would cost an additional \$40,000.

Should the City of Goodyear decide not want to proceed with any upgrades, all liability from any credit card breach will fall on the City of Goodyear and PSC. One single incident could result in hundreds of thousands in costs for legal fees and liability fines.

7. Hold initial repair fund from Capital Investment (\$20,000)

Initial Repair fund would be held as a startup repair fund to make immediate small wares and equipment upkeep fund. Our experience is you never can be 100% sure that you know the equipment condition from stadium walk through. As highlighted in our transition timeline, we would spend time throughout the offseason making sure existing equipment is operating as it is intended. If it isn't used by January 1, 2016, would be allocated to other areas of improvement.

8. Outfit the two Concession Stands that are currently subcontracted out in the Tournament Complex (\$7,500)

PSC understands the City's desire to control the concession sales in these two areas. PSC would allocate \$7,500 to outfit these stands. They would serve basic concession items, and PSC would explore transitioning some equipment from the stadium to these stands during the tournament seasons.

Additionally, PSC would explore identifying some key subcontractors that may be interested in positioning their products (mainly ice cream) strategically in other areas. This would deliver 'in demand' products while giving some extra points of sale.

9. Hold a smallwares replacement fund (\$35,000)

Based on the term of the contract and level of capital investment, PSC believes a fund to outfit the stadium's smallware needs is necessary. This may include chafer replacement, kitchen needs, or any other smallwares that may need replacement after the transition.



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Response to Solicitation Number 15-3215;
Concession Services at Goodyear Ballpark & Recreational Complex

10. Contingency fund (\$10,000)

With an investment of this size, PSC would like to hold a small portion as a contingency fund. This is meant for any changes to the overall plan or additional requirements once PSC has begun our capital revitalization.

Treatment of large events inside Goodyear Ballpark

As indicated in financial proposal, the following language would be added to PSC's agreement with the City of Goodyear:

Any event held inside Goodyear Ballpark that has a turnstile attendance of more than 2,500 will be commissioned at the same rate as all Spring Training events.

Per Cap Increases and overall ROI

With a budget of \$750,000 for Capital Investment, PSC projects immediate increases of 10% to overall GROSS per cap figures. After this, PSC would anticipate a conservative 3% increase annually for the rest of the agreement. Based on the \$12.40 per cap the panel indicated and a conservative estimate of 115,000 actual attendance annually, the following shows the returns to the city based on the two proposed financial agreements.

Conservative Return on Investment Projections

In Park Attendance	Projected Per Cap increase in Year 1	Projected New Revenue
115,000	\$1.24	\$142,600
	Commissions to COG	\$46,000
	Commissions to COG over 10 years	\$515,000



Response to Solicitation Number 15-3215;
Concession Services at Goodyear Ballpark & Recreational Complex

April 7, 2015
Ms. Jacqueline Behrens
City of Goodyear, City Hall Front Desk
190 North Litchfield Road
Goodyear, AZ 85338

Dear Ms. Behrens,

Please find accompanying this letter, Professional Sports Catering, LLC's (PSC) response to the City of Goodyear's Solicitation Number: 15-3215. The response addresses all of the RFP's requests and represents a complete vision for a true partnership between the City of Goodyear, management staff, and PSC that will transform your baseball complex. Here are just a few reasons why PSC is the right choice for the City of Goodyear:

- ***We are the proven leaders in this industry.*** Since beginning our operation nine years ago, PSC has grown into the largest food and beverage provider in minor league baseball. We didn't set out to be the biggest, but have become the largest because we are the best. Our success is attributed to delivering a unique operating philosophy that is tailored for each specific venue. Don't take our word for it though. Included in this RFP response is the contact information for every partner we have. We encourage you to reach out to them and see what they have to say. The results and testimonials speak for themselves.
- ***We are the right size for your venue.*** As you saw at the Cactus League luncheon at Peoria Sports Complex, we have the resources to deliver executive chefs and seasoned support staff at a moment's notice for any size event at your complex. In comparison to our competitors, our resources in the region are unmatched. But unlike the other concessionaires, PSC is small enough that you have a direct line to senior management in the company. Our CEO, COO, and CFO are available when you need them. With PSC *powered by Levy Restaurants*, you are getting the best of both worlds.
- ***We are delivering an improved financial arrangement.*** As you will see, PSC not only delivers an improved annual financial arrangement, but more importantly, delivers funds to help take Goodyear Ballpark and Recreational Complex to the next level. We believe in the course that your Stadium Operations team has set, and have backed this up with an extremely competitive financial bid.

After meeting your team at the pre-proposal meeting, PSC truly feels that the City of Goodyear would be a fantastic partner. We understand the goals of your on-site management staff because they align with PSC's core operating philosophies. Let PSC work with your officials to make Goodyear Recreational Complex a premier destination for fans, tournaments, and events. Let PSC be your partner in food.

Aaron Salsbury
Manager of Marketing and Business Development
1603 Orrington Avenue, Suite 1625
Evanston, IL 60201
(847) 866-9889
asalsbury@prosportscatering.com

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This presentation was prepared by Professional Sports Catering, LLC and is being furnished solely for use in connection with a prospective business relationship between Professional Sports Catering, LLC and the recipient. By participating in this presentation, the recipient acknowledges and agrees that it is receiving confidential and proprietary information that has not been made available to the public. The presentation may not be photocopied, reproduced or distributed to others in any manner at any time without the permission of Professional Sports Catering, LLC



Solicitation Amendment No. 1

Solicitation No. 15-3215
Solicitation Due Date: 4/7/15 Time: 3:00 pm

Office of Procurement
190 N. Litchfield Road
P.O. Box 5100
Goodyear, AZ 85338
Phone: 623-882-7893

Provide and Manage Food & Beverage Concessions Services at the Goodyear Ballpark & Recreational Complex

CHANGE: Pre-proposal Conference time is being changed from 10:00 a.m. to 8:00 a.m.

The following are questions that have been asked relating to the above stated solicitation and the City's response. These are clarifications only to the City's solicitations.

1. Question: Can we schedule a time to tour the concession stands, kitchen, and see the condition of the portables in February before games are going on? If we need to allocate funds for repair or replacement of specific equipment, this would be our best chance to understand those needs.

Answer: All prospective bidders will have an opportunity to see the City's Ballpark facilities at the pre-proposal conference held on March 13, 2015. However, all equipment is routinely serviced and in proper working order.

2. Question: Could you provide the actual food and beverage related revenue for the Complex usage from Attachment B in the RFP? Specifically we are interested in the revenue generated broken out for each of the three categories (Spring Training, Ballpark Events, & Complex Tournaments).

Answer: Spring Training = \$1,291,344; Non-Spring Ballpark = \$69,047; Non-Spring Development complexes = \$20,000

3. Question: Is the attendance shown in Attachment B the announced attendance or the actual turnstile attendance? This is an important distinction between tickets sold and actual fans in the stadium during events. I

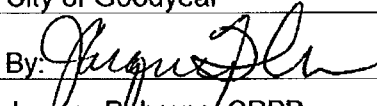
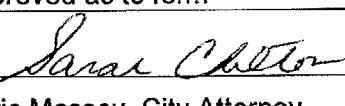

Answer: In-park was 113,398

4. Question: On the Offer and Acceptance page (36 of 71) you request a City of Goodyear Business Registration Number. Do we need to have this before the RFP response is submitted? If so, can you direct me to the right department to begin taking care of?

Answer: Please see page 6, Instructions to Offers, #14, Business Registration Permit

All other terms, conditions, or performance standards written or implied are changed.

Procurement Manager: Jacque Behrens, CPPB


City of Goodyear	Approved as to form
By:  3/2/15	By:  
Jacque Behrens, CPPB	Roric Massey, City Attorney

Acknowledgement by Contractor

Contractor hereby acknowledges receipt and understanding of the above amendment. Contractor shall sign and return with their submittal.

Contractor Signature: 

Date: 3/25/15

	Solicitation Amendment No. 2	Office of Procurement 190 N. Litchfield Road P.O. Box 5100 Goodyear, AZ 85338 Phone: 623-882-7893
	Solicitation No. 15-3215 Solicitation Due Date: April 7, 2015 Time: 3:00 pm	

Goodyear Ballpark Concessions

The City has received the following questions regarding the above stated solicitation:

1. **Question:** Please provide a list of existing subcontractors and note if any have deals that extend past the completion of 2015 spring training season:

Answer: Spring Training Multi-Year

Desert Snow - 2015 through 2017 season

Kona Ice – 2015 through 2017 season

Mr. Softee – 2014 through 2016 season

Events Multi- Year

Desert Snow - Star Spangled 4th - 2014 through 2016 season

2. **Question:** Can you expand on the type of events you currently have in parking lot?

Answer: Adventure runs (Mud runs, Color Runs, Blacklight runs, etc), Car shows, AYSO Soccer, Goodyear Parks and Rec Flag Football

3. **Question:** Would concessionaire have first right to provide concessions for these?

Answer: It is our intent to provide every opportunity for our partner to offer food and beverage service for all events. However, some of the events we have hosted in the parking lots did have a catering company attached to their event.

4. **Question:** Can you provide a list and the projected size of events currently scheduled from July 15 through December 31?


Answer: October 17th – Special Olympics Softball – expected attendance is 500

October 24th – Fall Festival – expected attendance is 7,000

October 31st to November 1st – Art is Alive – expected attendance is 1,000/day (no alcohol)

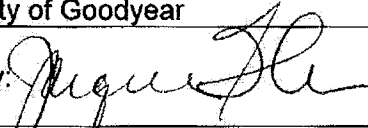
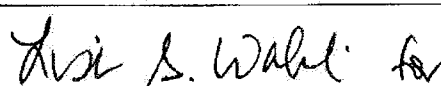
November 7th – Guns-n-Hoses Flag Football – expected attendance is 800 to 1,000


December 5th – Home Plate for the Holidays – expected attendance is 6,000 (outside ballpark in plaza and parking lot 2)

	Solicitation Amendment No. 2	Office of Procurement 190 N. Litchfield Road P.O. Box 5100 Goodyear, AZ 85338 Phone: 623-882-7893
	Solicitation No. 15-325 Solicitation Due Date: April 7, 2015 Time: 3:00 pm	

No other terms, conditions, or performance standards written or implied are changed.

Procurement Manager: Jacque Behrens, CPPB

City of Goodyear	Approved as to form
By:  3/25/15	By:  for
Jacque Behrens, CPPB	Roric Massey, City Attorney

<u>Acknowledgement by Contractor</u>	
Contractor hereby acknowledges receipt and understanding of the above amendment. Contractor shall sign and return with their submittal.	
Contractor Signature: 	Date: 3/25/15



Solicitation Amendment No. 3

Solicitation No. 15-3215

Solicitation Due Date: April 7, 2015 Time: 3:00 pm

Office of Procurement
190 N. Litchfield Road
P.O. Box 5100
Goodyear, AZ 85338
Phone: 623-882-7893

Goodyear Ballpark Concessions

1. **Question:** Please provide a listing of sales by month for the last year.

Answer: Jan = \$980

Feb = \$3,035 (Indian's and Red's Fantasy Camp)

Mar = \$1,290,000 (Spring Training)

April = \$2,535 (Corporate Picnic)

May = \$14,000 (Graduations)

June = \$0

July = \$32,021 (Star Spangled 4th)

Aug = \$1,650 (Birthday Party)

Sept = \$6,225 (Corporate Picnic)

Oct = \$9,535 (Fall Festival)

Nov = \$0

Dec = \$0

2. **Question:** A listing of sales by venue/point-of-sale for the last year.

Answer: The City does not require our current operator to provide us this report

3. **Question:** A breakdown of special event sales by event.

Answer: The City does not require our current operator to provide us this report

4. **Question:** Total annual sales for the last three years.

Answer: For 2013 = \$1,275,000

For 2014 = \$1,360,000

For 2015 = \$1,380,000 (through Spring Training)

5. **Question:** A listing of sales by day for the last year and for the current year/season.

Answer: See below

Date	Team	Announced	In-Park	Total Sales
3/3/2015	Indians vs REDS	4,057	3,105	\$ 36,297.91
3/4/2015	Reds vs INDIANS	2,919	2,230	\$ 25,034.15
3/5/2015	Indians vs REDS	3,153	2,504	\$ 27,585.32
3/6/2015	KC vs INDIANS	3,796	3,349	\$ 45,071.15
3/7/2015	LAD vs INDIANS	8,537	7,611	\$ 97,322.84
3/8/2015	SEA vs REDS	5,560	5,214	\$ 62,249.17
3/9/2015	LAA vs REDS	3,134	2,402	\$ 28,203.09
3/10/2015	CHI vs INDIANS	5,307	4,883	\$ 59,915.57
3/11/2015	KC vs REDS	3,047	2,607	\$ 25,556.15
3/12/2015	KC vs INDIANS	4,810	4,460	\$ 50,552.97
3/13/2015	ARI vs INDIANS	5,660	5,050	\$ 61,161.91
3/14/2015	COL vs REDS	6,090	4,821	\$ 71,221.30



Solicitation Amendment No. 3

Solicitation No. 15-3215

Solicitation Due Date: April 7, 2015 Time: 3:00 pm

Office of Procurement
190 N. Litchfield Road
P.O. Box 5100
Goodyear, AZ 85338
Phone: 623-882-7893

3/15/2015	SD vs INDIANS	5,418	4,830	\$ 59,882.21
3/16/2015	SF vs REDS	7,333	5,913	\$ 81,486.45
3/17/2015	Reds vs INDIANS	5,188	4,337	\$ 40,163.91
3/18/2015	CWS vs REDS	4,039	3,354	\$ 34,633.04
3/19/2015	TEX vs REDS	RAINOUT		\$ -
3/20/2015	LAA vs INDIANS	11,530	8,848	\$ 113,007.82
3/21/2015	COL vs INDIANS	4,765	4,087	\$ 52,878.24
3/22/2015	OAK vs REDS	5,477	4,875	\$ 54,679.83
3/23/2015	OAK vs INDIANS	3,775	3,174	\$ 36,135.59
3/24/2015	SF vs INDIANS	7,436	6,101	\$ 67,251.89
3/25/2015	TEX vs REDS	3,355	2,514	\$ 30,902.85
3/26/2015	Reds vs INDIANS	4,180	3,604	\$ 43,037.18
3/27/2015	MIL vs REDS	5,398	4,812	\$ 57,234.47
3/28/2015	CHI vs REDS	5,018	3,472	\$ 51,530.54
3/29/2015	CWS vs INDIANS	4,750	3,052	\$ 44,474.55
3/30/2015	SD vs REDS	2,526	1,715	\$ 22,946.08
3/31/2015	SEA vs INDIANS	0	0	\$ -
4/1/2015	ARI vs REDS	0	0	\$ -
4/2/2015	Indians vs REDS	0	0	\$ -
4/3/2015	MIL vs INDIANS	0	0	\$ -
TOTALS		136,258	112,924	\$ 1,380,416.18

6. **Question:** Menu pricing for Concession stands, Catering & Private Suites:

Answer: Concession stands - sent out with RFP on Attachment E

Catering – pricing and many options vary

Private suites - \$250 for buffet, other menu options available and prices vary depending on menu

7. **Question:** A recent Board of Health inspection sheet.


Answer: See attached sheet for the Food Inspection Report

8. **Question:** Please identify major events for the upcoming year and the anticipated attendance/visitorship for each.

Answer: 7 High School graduations in May – 35,000 total attendance, Star Spangled 4th – 15,000, and Fall Festival (October) – 6,000

9. **Question:** What is the current minimum commission guarantee that you receive?

Answer: 32%

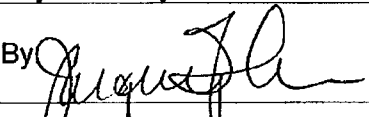
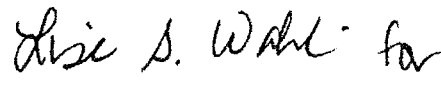
	Solicitation Amendment No. 3	Office of Procurement 190 N. Litchfield Road P.O. Box 5100 Goodyear, AZ 85338 Phone: 623-882-7893
	Solicitation No. 15-3215 Solicitation Due Date: April 7, 2015 Time: 3:00 pm	

10. **Question:** What national brands have been implemented at Goodyear Ball Park yet did not exceed the patrons' expectations?

Answer: none

No other terms, conditions, or performance standards written or implied are changed.

Procurement Manager: Jacque Behrens, CPPB

City of Goodyear	Approved as to form
By:  4/1/15	By:  for
Jacque Behrens, CPPB	Roric Massey, City Attorney

Acknowledgement by Contractor

Contractor hereby acknowledges receipt and understanding of the above amendment. Contractor shall sign and return with their submittal.

Contractor Signature: 

Date: 4/1/15

2. Experience & Qualifications

Professional Sports Catering, LLC (PSC) was founded in 2006 with the objective of focusing on the foodservice needs of today's sophisticated Minor League Baseball franchises. As an owner of two affiliated Minor League Baseball teams, CEO Tom Dickson modeled PSC as a cutting-edge food and beverage company that understands and caters to the needs of mid-sized baseball stadiums. Unlike larger foodservice companies, which PSC believes are out of touch with the needs of these specific facilities, PSC's sole mission is to deliver a world class experience to fans while creating an unparalleled level of partnership with its clients.

During PSC's nine years of operation the company has delivered results that are unprecedented. In every instance PSC has increased per caps significantly, with increases up to 45%. Equally as important, PSC has transformed the food experience for fans from generic to extraordinary.

In addition to its specific food and beverage expertise, PSC's executive team has over 50 years of experience in professional baseball, and has developed over \$175MM in new ballparks and significant ballpark renovations. Given PSC's specialization in the operation of mid-sized baseball venues, PSC expanded its services into Spring Training facilities in 2014 by partnering with the City of Peoria at Peoria Sports Complex. As we have seen in Peoria Sports Complex over the past year, our company's principles, strategies, and proven track record have delivered a significant improvement to fans' food and beverage experience.

PSC began its first season in 2007 with two clients, and currently is entering its ninth year with twenty-two. PSC operates stadiums that generate annual food and beverage revenue from \$1MM to \$6MM and just completed its most successful year to date, eclipsing \$45MM in total sales. This rapid growth is attributable to its laser-like focus on the five core operating principles described below.

1. We focus exclusively on mid-size baseball venues:
 - PSC is not trying to be the biggest foodservice provider, just the best.
 - Our size makes us large enough to serve the needs of sophisticated clients, yet small enough to provide 'hands-on' attention from owners.
 - Our corporate structure, client reporting, food purchasing, accounting all are tailored to needs of mid-sized baseball stadiums.
2. We focus on exciting food:
 - Food should be the reason people come to the ballpark, not just something they have to eat because they are there.
 - Fans can always expect freshly cooked innovative food, an incredible variety of concepts, portable carts that bring sights and smells to the concourse and proprietary brands that elevate food from generic to exceptional.



**Response to Solicitation Number 15-3215;
Concession Services at Goodyear Ballpark & Recreational Complex**

3. We focus on maximizing revenue, not just minimizing cost:
 - An excessive focus on cost cutting leads to uninspired food and poor customer service.
 - While we will diligently watch costs, we believe that customers will gladly pay for great food.
 - We have increased per caps for every client we have worked with, ranging from 10%-45%.
4. We believe in guest service. Really.
 - We have an obsessive desire to take of the guests.
 - Our comprehensive guest service program *First Impression* is designed to codify our guest satisfaction principles.
 - PSC's proprietary *Fan Food Feedback* program quantifies fan satisfaction.
5. We look for partners, not just clients:
 - Our goal is to become a valuable, integral and seamless part of your team.
 - We take the word partner as seriously as you do.
 - PSC has a regional office in Phoenix to ensure that the executive oversight the City of Goodyear demands is met.

In 2014, PSC entered into a strategic partnership with Levy Restaurants. Levy Restaurants is an industry leading hospitality group that specializes in five-star restaurants, large-scale convention centers, and major sports complexes. Levy Restaurants' global presence and vast resources have allowed PSC to continue to focus on where it excels (delivering world class food experience at mid-sized baseball stadiums), while delivering financial, human, and culinary resources that are unmatched in Arizona. In the Phoenix region specifically, our partnership now operates in Chase Field, US Airways Center, Gila River Arena, and Peoria Sports Complex.

As PSC grows, we are confident each of our operations will continue to set the bar for food and beverage experience for fans and clients.

The following are specific responses to Experience and Qualifications section provided by the City of Goodyear RFP 15-3215.

- A. Please see the following as PSC's three official recommendations. PSC has also supplied the contact information of every client across the country, and encourages City of Goodyear to reach out to any/all as additional points of references. Please see 'Appendix 1- Complete Client List' for their contact information.



Peoria Sports Complex

'PSC's upper management participate in collaborative decision making and focus on revenue generation and positive customer service. This attention to our relationship is a true distinction from other corporations.'

- Chris Calcaterra, Peoria Sports Complex

- a) Peoria Sports Complex (Spring Training Home of the Seattle Mariners and San Diego Padres; Cactus League) was built in 1994. It is currently finalizing a \$30 million renovation in which Professional Sports Catering took an active role in the design and construction. Peoria Sports Complex Stadium has a capacity of 12,000 and includes 8 luxury suites and numerous catering spaces utilized for an extensive Non-baseball schedule. Peoria Sports Complex also has 12 full sized practice fields and two MLB development clubhouses on the grounds that Professional Sports Catering provides catering services for.
- b) Peoria Sports Complex
16101 N. 83rd Avenue
Peoria, Arizona 85382
- c) Peoria Sports Complex is owned and operated by the City of Peoria. Contact person:
Mr. Chris Calcaterra
16101 N. 83rd Avenue
Peoria, Arizona 85382
- d) PSC partnered with the City of Peoria in January, 2014 when a fifteen-year agreement was signed. PSC is the exclusive food and beverage provider for the entire complex including the Seattle Mariners and San Diego Padres Team Development facilities.
- e) Please see 'Appendix 2- Peoria Complex Gross Revenue and Per Caps'.
- f) Please see 'Appendix 3- Peoria Complex Capital Expenditures'.
- g) Please see 'Appendix 4- Peoria Complex Letter of Recommendation'.
- h) Please see 'Appendix 5- Peoria Complex Health Records'.



Dayton Dragons

"The relationship with PSC and their on-site staff is a refreshing change to the interaction we have had with previous providers. It is truly a partnership mentality with PSC. More importantly, PSC is the driving factor in delivering stronger revenues and per caps to our franchise."

– Robert Murphy, President, Dayton Dragons

- a) The Dragons (Single-A Affiliate of Cincinnati Reds; Midwest League) play in Fifth Third Field. Built in 1998, the ballpark went through \$1 million renovation to the foodservice areas led by PSC before the 2012 baseball season. The capacity of the stadium is 13,066, with twenty-three luxury suites and five picnic venues.
- b) Fifth Third Field
220 North Patterson Blvd.
Dayton, OH 45402
- c) Dragons are owned and operated by Palisades Arcadia, LLC. Dragons' point of contact is:
Robert Murphy
President
Robert.Murphy@daytondragons.com
937-228-2287
- d) PSC began a seven year contract in fall of 2011 and is exclusive food and beverage provider for facility.
- e) Please see 'Appendix 6- Dayton Gross Revenue and Per Caps'.
- d) Please see 'Appendix 7- Dayton CAPEX Statement' for all capital investments and equipment depreciation.
- f) Please see 'Appendix 8- Dayton Letter of Recommendation'.
- g) Please see 'PSC Appendix 9- Dayton Health Reports'.



Quad Cities River Bandits

"Choosing the right concessionaire is probably the most important decision a ballpark operator can make; if you choose PSC, you will be happy for years to come."

—Dave Heller, Owner, Quad Cities River Bandits

- a) The River Bandits (Single-A Affiliate of Houston Astros; Midwest League) play in Modern Woodmen Park. Built in 1931, the park went through renovations in 1989, and an additional \$12 million renovation in 2004. Modern Woodmen Park has a capacity of 5,500 with twenty indoor luxury suites and three picnic venues.
- b) Modern Woodmen Park
209 South Gaines Street
Davenport, IA 52802
(563)322-6348
- c) The River Bandits are owned and operated by Main Street Baseball, LLC. Contact person:
Mr. Dave Heller
Managing Partner of Main Street Baseball, LLC
mainstreetbaseball@aol.com
(563)322-6348
- d) PSC partnered with the River Bandits beginning in 2008. A ten-year extension agreement was signed in April, 2013. PSC is exclusive food and beverage provider for facility.
- e) Please see 'Appendix 10- Quad. Gross Revenue and Per Caps'.
- f) Please see 'Appendix 11- Quad CAPEX Statement' for all capital investments and equipment depreciation.
- g) Please see 'Appendix 12- Quad. Letter of Recommendation'.
- h) Please see 'Appendix 13- Quad. Health Reports'.



**Response to Solicitation Number 15-3215;
Concession Services at Goodyear Ballpark & Recreational Complex**

- B. The only client PSC has not renewed was the Great Lakes Loons (Single-A Affiliate of Los Angeles Dodgers) after the 2011 season. PSC designed and led construction to all foodservice areas for the \$33.5M facility in 2007 and extended the contract after the 2009 season. The extension was made with the Loons' full intention of taking the food and beverage operation in-house after the 2011 season. PSC and Loons continue to have a strong relationship, and a recommendation of PSC's services can be obtained from President & GM Paul Barbeau (pbarbeau@loons.com; 989-837-6121).
- C. PSC is not involved in any litigation, and has not been involved in any litigation that would adversely affect the company's future financial position. PSC was served in 2014 with a lawsuit in regards to three injured volunteer workers. The case is being handled by PSC's insurance carrier.

**Response to Solicitation Number 15-3215;**

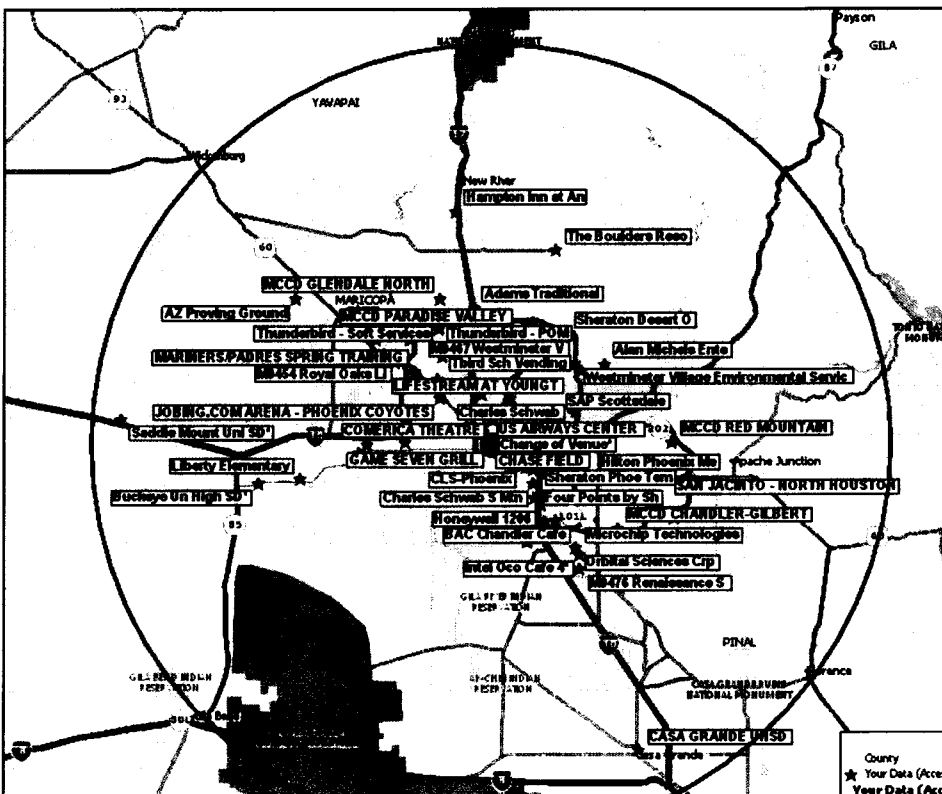
Concession Services at Goodyear Ballpark & Recreational Complex

D. *PSC powered by Levy Restaurants* is a member of Compass Group USA. Compass Group USA, Inc. is a wholly owned subsidiary of Compass Group PLC (CGP), the global leader for contract catering services. Compass Group USA, Inc. is the legal entity representing United States operations and is the parent company of Levy Restaurants, Flik International Corp., Crothall Services Group, Trinity Management Services, Restaurant Associates, Morrison Management Specialists, Inc., Lackmann Culinary Services, Bon Appetit Management Company, Eurest Services, Inc., and Wolfgang Puck Catering & Events, LLC. Divisions of Compass Group USA, Inc. include Chartwells, Canteen, and Eurest.

CGP was formed in 1987 to facilitate the management led buyout of the Grand Metropolitan, PLC Catering division. During its twenty-three year history, CGP has grown more than fifty-fold from a revenue and value perspective, with a current market capitalization of US \$17 billion. CPG trades on the London Stock Exchange under symbol CPG.L and is represented in the FTSE 100 Index. While Compass has experienced phenomenal growth, it remains a conservatively managed company and has maintained an industry best BBB+ Standard & Poor's credit rating for over eleven years.

Please see 'Appendix 14- Compass Group Financial Statements' for an understanding of our financial stability from Compass Group's Vice President, Treasurer.

Additionally, below shows a visual for the resource presence that PSC provides through its partnership with the Compass Group. While only the Levy Restaurant resources would impact your typical day-to-day, it is important to show that with PSC you can rest assured about the stability that we provide your operation.



Estimated Annual Rev in
Phoenix region:

Levy Restaurants ~ \$50M
Compass Group ~ \$110M

Number of Employees:
2,500



**Response to Solicitation Number 15-3215;
Concession Services at Goodyear Ballpark & Recreational Complex**

- E. Please see Section 5 of 'Appendix 15- PSC Operating Guidelines' for a comprehensive explanation of how each of these reports is used. Please note that these are examples and can be adjusted to suite Goodyear Officials. Examples of each reports are:
- 'Appendix 16 – Sample Game Day Report
 - 'Appendix 17- Sample Projection Report'.
 - 'Appendix 18– Homestand Purchase Analysis'
 - 'Appendix 19– Sample Labor Matrix'
 - 'Appendix 20– Sample Budget'
 - 'Appendix 21- Sample Sales Report'
- F. Please see 'Appendix 22- PSC Staff Operating Policies' for a complete description of all of the requested policies. In an effort to make it easier for City of Goodyear to follow, PSC combined the information into the attached document. Information about hiring, training, and incentive programs were taken from PSC's guest service training manual *First Impressions*. Salaries, disciplinary actions and termination policies were taken from PSC's Employee handbook.
- PSC has given 'Appendix 23- Staff Evaluation Form' as an example of our staff evaluations
- G. Please see 'Appendix 24- Executive Biographies' for a brief biography of four top executive officers. Additionally, please see their below experience in Food and Beverage:
- Chief Executive Officer Tom Dickson has been involved in food and beverage since 1994.
 - Chief Operating Officer Greg Rauch has been involved in food and beverage since 1994.
 - Chief Financial Officer Jonathan Harris has been involved in food and beverage since 2003.
 - Vice President of Operations Jason Wilson has been involved in food and beverage since 1996.

Financial Proposal/Capital Investment

PSC is pleased to offer the following financial and capital investment proposal. PSC feels that the included proposal delivers stronger financial results to the City of Goodyear while funding capital improvements that are designed to maximize our return on these investments.

It is important to note that PSC has provided two financial commission options for the City. This is due to Goodyear's desire to staff two full-time foodservice employees year-round. While PSC understands Goodyear's desire for more oversight of foodservice operation, PSC also wanted to show a financial model in which we staff a second full-time employee for 20 weeks a year. This was done to show that we can offer a better financial model to Goodyear than receiving under existing financial arrangement.

1. Please see the Commissions Section of PSC's Financial Proposal on the following pages
2. Please see the Commissions Section of PSC's Financial Proposal on the following pages
3. Please see the Commissions Section of PSC's Financial Proposal on the following pages
4. Please see the following page for a description of PSC's financial grant for the improvements to the Goodyear Sports and Recreation Complex.
5. PSC and its associated affiliated minor league franchises have significant experience in negotiating food and beverage sponsorship agreements. PSC typically waits until contract is in place with venue to begin sponsorship negotiations to ensure clients input are factored into any decision. If selected, PSC will work with the City to secure sponsors and local subcontractors to help generate additional revenue for the City.
6. Please see 'PSC Pro Forma' at the end of this section for annual commission and revenue projections based on the offered percentages.
7. PSC has answered the follow requests as follows:
 - a) Please see 'Section III. Operational and Management Plan' for a preliminary schedule for proposed capital improvements.
 - b) Please see 'Section III. Operational and Management Plan' for a preliminary schedule for proposed capital improvements.
 - c) Please see 'Section III. Operational and Management Plan' for a preliminary schedule for proposed capital improvements.
 - d) Please see the Investment Section of PSC's Financial Proposal on the following pages
 - e) Please see the Investment Section of PSC's Financial Proposal on the following pages
 - f) Please see the Investment Section of PSC's Financial Proposal on the following pages
8. Please see Section III. of 'Operational and Management Plan section for a preliminary description of PSC's plan for the Right Field Pavilion.



PSC Financial Proposal

Term

PSC proposes an initial term of **(5) years**, commencing July 15, 2015 with **two (2) one (1) year** options to extend the Agreement.

Investment

PSC proposes to invest **\$400,000** (the "Investment") on food and beverage equipment and enhancements over the course of the Agreement with the timing of the investment as follows:

- PSC will spend up to **\$400,000** over the period of seven (7) years as specifically outlined in Section III. Operational & Management Plan. The **\$400,000** will be amortized on a straight line basis over a period of seven (7) years, commencing on the date of expenditure and ending on July 14, 2022.

If the Agreement expires or is terminated by any party for any reason whatsoever prior to the full amortization of any tranche of the Investment, the City agrees to pay to PSC the unamortized balance of the Investment, as applicable, as of the date of such termination or expiration of the Agreement.

Repair and Operating Fund

PSC proposes to hold annually a fund of three-quarters of one percent (0.75%) of net sales to be used for the repair and maintenance of foodservice equipment only located on the Goodyear Sports and Recreation Complex grounds. Any fund usage will be agreed to by PSC and the City of Goodyear as Stadium Management sees fit.

Utility Fund

PSC proposes an annual utility fund of one quarter of one percent (0.25%) of net sales to be paid to the City of Goodyear as a utility contribution.

PSC Financial Proposal

Commissions

Spring Training Food and Beverage Sales. PSC will pay commissions to the City on Spring Training sales based on the tiered incremental commission schedule below.

The following Commission terms are available should the City of Goodyear agree to staff PSC's Concessions Manager full-time for 20 weeks out of the year:

PSC- City of Goodyear Commission Terms Option #1		
	<u>Sales</u>	<u>Rate</u>
Concession Sales (excluding Alcohol Sales)	\$0 - \$500,000	34.0%
	\$500,001 and up	45.0% (on the increment)
Concession Alcohol Sales	\$0 - \$500,000	38.0%
	\$500,001 – and up	50.0% (on the increment)
Catering Sales & Non-Baseball Events	\$0 - \$250,000	25.0%
	\$250,001 and up	35.0% (on the increment)
Net Subcontractor Receipts	(net receipts received by PSC)	50.0%

Financial Arrangement Notes

- Gross receipts shall refer to the total amount of money received by PSC (excluding subcontractor receipts) in conjunction with the operations excluding sales and other taxes, credit card fees, Concert Promoter fees, amounts not received from bad debts, service charges and gratuities.
- Subcontractor commission rate is a function of the net amount received from subcontractors and not a percentage of gross receipts.
- PSC must secure the rights to Sysco as broad liner in order to participate in Levy Restaurants Purchasing Program.
- This proposal assumes a turnkey facility is provided throughout the term.
- All commission rates are subject to a CPI adjustment annually.



Response to Solicitation Number 15-3215;
Concession Services at Goodyear Ballpark & Recreational Complex

PSC Financial Proposal

Commissions

Spring Training Food and Beverage Sales. PSC will pay commissions to the City on Spring Training sales based on the tiered incremental commission schedule below.

The following Commission terms are available should the City of Goodyear require PSC to staff a two full-time staff members (1 Director of Operations & 1 Concessions Manager) year round:

PSC- City of Goodyear Commission Terms Option #2		
	<u>Sales</u>	<u>Rate</u>
Concession Sales (excluding Alcohol Sales)	\$0 - \$500,000	32.0%
	\$500,001 and up	45.0% (on the increment)
Concession Alcohol Sales	\$0 - \$500,000	35.0%
	\$500,001 - \$750,000	40.0% (on the increment)
	\$750,001 and up	50.0% (on the increment)
Catering Sales & Non-Baseball Events	\$0 - \$150,000	25.0%
	\$250,001 and up	35.0% (on the increment)
Net Subcontractor Receipts	(net receipts received by PSC)	50.0%

Financial Arrangement Notes

1. Gross receipts shall refer to the total amount of money received by PSC (excluding subcontractor receipts) in conjunction with the operations excluding sales and other taxes, credit card fees, Concert Promoter fees, amounts not received from bad debts, service charges and gratuities.
2. Subcontractor commission rate is a function of the net amount received from subcontractors and not a percentage of gross receipts.
3. PSC must secure the rights to Sysco as broad liner in order to participate in Levy Restaurants Purchasing Program.
4. This proposal assumes a turnkey facility is provided throughout the term.
5. All commission rates are subject to a CPI adjustment annually.



Response to Solicitation Number 15-3215;
Concession Services at Goodyear Ballpark & Recreational Complex

PSC Financial Proforma

Below shows PSC's Proforma for each financial commission option as laid out on the previous page.

City of Goodyear Proforma		
	<u>Option #1</u>	<u>Option #2</u>
Actual Attendance	115,000	115,000
PSC Projected Per Cap	\$12.50	\$12.50
Concession NET Revenue	\$484,398	\$484,398
Concession NET Alcohol Revenue	\$622,798	\$622,798
Catering Sales & Non-Baseball Events NET Revenue	\$191,451	\$191,451
NET Subcontractor Receipts	\$58,127	\$58,127
Total Receipts Less Sales Tax	\$1,356,775	\$1,356,775
Total Commission to City of Goodyear	\$493,021	\$456,053
% of Total Receipts Less Sales Tax	36.34%	33.61%

Operational & Management Plans

The following represents PSC's operational and management plan for Goodyear. Please note that rather than separating either the PSC's Operation Plan or Spring Training Concession plan, PSC fully described each. PSC then has made sure to respond to each question City of Goodyear provided, and has cited where answer is given should it be part of PSC's overall plan.

PSC's Operation Plan for Goodyear, AZ

Please see 'Appendix 15- PSC Operational Guidelines' as PSC will adhere to its overall Operational Philosophy for Goodyear's Sports Complex. This has been developed specifically for baseball venues of Goodyear's size over the past two decades.

Additionally, PSC has tailored some Spring Training specific operational guidelines based on our success in Peoria Sports Complex. As you can see while every section is separated, PSC believes that each is connected.

PSC Operational Guidelines



Staffing

Full-Time Staff

Jason Wilson, Regional Vice President

As shown in the organizational chart 'Appendix 25- PSC Organizational Chart', Jason Wilson is PSC's Regional Vice President of Operations overseeing the Cactus League. As a member of PSC since its inception in 2007, Jason has 17 years of food and beverage experience in mid-sized baseball stadiums. He brings a complete understanding of what works in mid-sized stadiums while having been the lead operator for events up to 15,000 patrons. Jason is directly involved in the budgeting, allocation, and execution of capital investments in numerous venues PSC has partnered with.

If selected by the City of Goodyear, PSC would assign Jason as Goodyear Recreational Complex Regional Vice President. With his offices in the area, Jason will be the lead point of contact for the City of Goodyear. PSC's Director of Operations that is staffed at Goodyear Sports Complex would report directly to Jason.

Director of Operations

PSC would staff a full-time Director of Operations at the stadium. This person would report directly to Jason Wilson. Resumes for three potential candidates are included in PSC's response to 'Appendix 26 – Proposed DO's Prof. Credentials'.

The following shows the Directors overall responsibilities while leading the direction of the venue:

Concessions Area Responsibilities:

- Recruiting, hiring, scheduling, managing, and training of 100+ concession/portable, warehouse employees and non-profit groups
- Event administrative duties- post game civic group evaluations, stand manager and customer feedback forms, time sheets, inventory control sheets, uniform distribution and receipt
- Attending weekly foodservice/sales dept. meetings to discuss and prepare for upcoming events
- Directly responsible for post-event inventory reconciliation with all stand managers and portable managers
- Compile product needs for concessions venues
- Event management of warehouse operations and all warehouse employees. This includes maintaining proper staff levels and security controls, as well as delivering product to locations in a timely fashion and keeping accurate inventory distribution records
- Monitoring, meeting and communicating all health codes and liquor control laws
- Daily pre-game checks and repairs as needed, including stocking levels, radio distribution and inventory control sheets, on all concession and portable equipment to ensure proper sanitation on all portable locations and stands
- Compiling purchase and sales information for end of season reports and annual budgets
- Research enhancements and needs for all food service areas



Staffing

Director's Responsibilities continued:

Business Managerial Responsibilities:

- Maintain accurate accounting records with the use of QuickBooks Accounting Software, other internal database software and direct communication with GM and foodservice managers
- Prepare and keep current all accounting and data reports for use by Management and the food service department; Also will serve as the coordinator between PSC and Peoria Sports Complex regarding daily financial reports
- Prepare invoices for approval by GM
- Verify, record and deposit cash receipts on a daily basis
- Assist in human resources functions, including maintaining employee files and assisting GM with the scheduling of all part-time employees
- Prepare and submit bi-weekly payroll for all part-time food service employees

Full Time Concessions Manager

PSC would also staff a Concessions Manager at Goodyear Stadium as the RFP indicates. PSC would like to work with Goodyear to discuss the amount of time that this person would be on-site. As shown in the financial section, staffing a concessions manager year-round has an impact on the commissions that Goodyear would receive. For a complete job description of the duties of this position, please see 'Appendix 27 – Concessions Manager Job Description'.

Regional Staff assigned to oversee Goodyear Ballpark

In addition to Jason Wilson, Goodyear Recreational Complex will have access to PSC's existing full-time staff which includes a Assistant Director of Operations Eugene Lucero and Manager of Operations Marie Crain.

These two would oversee the seasonal positions that PSC would staff for Kitchen Manager and Business Manager/Volunteer Coordinator. These two would take an active role in the operation of the stadium during non-Spring Training events. PSC has proposed existing Assistant GM Eugene Lucero as a potential Director of Operations at Goodyear Stadium. Should he be assigned to the facility, PSC would hire a new AGM. Additionally, Jason, Marie, and Eugene would oversee all events that take place between July 15-October 15 when PSC's full-time staff arrives. This transition is fully indicated in 'Appendix 28 – Narrative Transition Timeline'.



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Spring Training Schedule

Leading up to, and throughout the Spring Training season, PSC will staff seasonal associates to assist the Concessions Manager and would report to the Director of Operations and Jason Wilson. PSC would hire in February and staff on-site in Goodyear through the final Spring Training game. These two staff members would then report to their Minor League client for the upcoming baseball season. Please see 'PSC Appendix 25-Proposed FT Staffing Chart'.

Please see the snap shot appendix for PSC's proposed staffing structure. PSC will adhere to our First Impression manual when hiring and training all employees. In Goodyear, PSC will develop comprehensive staffing plan to increase the non-profit involvement in the stadium. PSC is committed to a partnership with all non-profit organizations and will work hard to create an operation that not only is good for fans at the stadium, but also these NPOs.

Non-Baseball Events

PSC is also prepared to bring in Full-Time staff from other properties as needed. One of the strengths that PSC brings is the large support structure that the Compass Group gives us. As shown in Section I. Experience and Qualifications, PSC has access to an extensive amount of resources throughout the region. With Full-Time Staff located throughout Arizona, PSC is fully capable of bringing additional staff in for any type of event needed. Examples of these type of events would be:

- Large Catering Event (bring in additional Executive Chef)
- Large Concert (PSC has experience running large concerts or other events across country).

Budgeting

- PSC will work with Goodyear to develop comprehensive budget in September/October of each year. This will include:
 - Goodyear's input on projected attendance
 - PSC projections on per cap, labor levels, and COGS
 - Detailed budgeting of operating expenses
- A comprehensive pro-forma is developed from this and would be present to the City of Goodyear in November of each year with anticipated results.
- PSC's on-site Director and Regional VP Jason Wilson will stay in constant communication with Goodyear staff and PSC Corporate Headquarters to monitor budget on weekly basis with variances explained thoroughly.

Purchasing

- Once selected, PSC will begin working to secure pricing for Spring training games for the upcoming 2016 season.
- PSC plans to have the first major food order arrive at the Stadium in February for Spring Training Events.
- PSC would be fully stocked for entire month of March, and the stated goal to be bare at end of spring training so majority of concession stands can be shut down for energy conservation.
- PSC would order for non-Spring Training events based on the schedule laid out by the City of Goodyear.



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Reporting

- Per described in the section D. of 'Experience and Qualifications', PSC will provide all event reporting by the specified time in the format shown in each attachment.
 - PSC will adhere to above Post-Event Reconciliation/Reporting in order to comply with agreed upon reporting times
- PSC and City of Goodyear will agree upon a reporting system based on City's response to examples shown in this response.

Evaluation

- Throughout Spring Training season, Marketing Department works with Operation team to analyze revenue numbers, on-site fan survey responses, and feedback from Goodyear staff.
- In early May, PSC's marketing department and Regional VP will present a Spring Training business review.
 - This will include a review of any changes that were implemented the previous season and their results
 - Ideas for the upcoming season will be discussed and a timeline for implementation will be agreed upon
- PSC will work throughout summer to analyze pricing, and during budget presentation, will detail comprehensive pricing plan for approval
 - Typically PSC only would suggest raising pricing due to COGS increases

Corporate Involvement

PSC's corporate office is in constant communication with all venues throughout the season. Specifically, each of these corporate employees will provide support services to Peoria in the following ways:

- Corporate Finance Director Rebekah Butler who along with CFO Jonathan Harris will oversee all reporting and budgeting.
- Vice President of Operations Travis Johnson will oversee purchasing procedures through PSC's partnership with the Compass Group.
- Human Resources Director Tracy Duve who works with on-site staff to develop hiring strategies.
- Marketing & Business Development Manager Aaron Salsbury, who works with CEO Tom Dickson, COO Greg Rauch and Regional VPs to analyze revenue generating areas throughout the year.



City of Goodyear Foodservice Operational Plan

PSC has visited Goodyear Ballpark and overall is impressed with the overall operation and design of the facility. The stadium has a great structure with a great deal of potential. Most importantly, Goodyear Stadium has a forward thinking management that is interested in a partner, not a subcontracted concessionaire. PSC believes that with strategic capital improvements, we can revitalize Goodyear Ballpark through strategic rebranding rebranding and efficient capital investment that delivers 1. higher per caps to improve City of Goodyear's returns, and 2. improve the overall fan experience.

PSC, as it does in ever venue, has delivered a CAPITAL INVESTMENT plan that relies on our core objective at all ballparks with strategic plan that is unique to each venue.

OVERALL OBJECTIVE: Create dazzling yet manageable variety of food that is so appealing that it is the key motivation for fans to keep coming back to the ballpark.

This allows us to rely on a proven operating philosophy while delivering an experience in each stadium that differentiates itself from other sports venues in the region. It is with that in mind that we deliver the following CAPITAL INVESTMENT strategies.



**Response to Solicitation Number 15-3215;
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1. Install unique branded concepts in three main concession stands that PSC has developed specifically for Goodyear Stadium.

Overall, PSC believes the menus as currently shown are suitable to the existing equipment. But, PSC believes that the branding in the stadium does not give fans a good understanding of the products served. Therefore, PSC would install unique branding for Goodyear Stadium. These brands would speak not only to the citizens of Goodyear, but also to the vast tourists from the state of Ohio. We would also make the products served much more prevalent on the stadium front (as shown in the examples from Peoria Stadium on the following page.

First Base and Third Base Concession Stand: Rebrand Buckeye State Bistro and Ohio Hot Dog Factory

- The first and third base concession stands are labeled *Pizzaiola* and *Tomatales*, but these products make up a miniscule portion of the menu.
- The existing equipment would translate well in these new branded stands, and more importantly differentiate Goodyear Stadium from the other venues in the Cactus League
 - Please see 'Appendix 29-Proposed Concession Menus' for a complete view of this stands menu.
 - PSC would simplify some of the menus in order to increase the quality of products served and speed of service. Both of these are paramount to improving fan experience in the stadium.



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Mock Ups for Goodyear Ballpark



1. Install unique branded concepts in three main concession stands that PSC has developed specifically for Goodyear Stadium.

Home Plate Concession Stand: Rebrand as with a unique Goodyear branded concept

- Lack of equipment and the location make this stand very difficult to operate.
- PSC would continue to service with similar menu, but would rebrand deliver loaded hot dogs (menu board examples below)
- The existing equipment would translate well in these new branded stands, and more importantly differentiate Goodyear Stadium from the other venues in the Cactus League
 - Please see 'Appendix 29-Proposed Concession Menus' for a complete view of this stands menu.
 - PSC would simplify some of the menus in order to increase the quality of products served and speed of service. Both of these are paramount to improving fan experience in the stadium.



Center Field Concession Stand: Rebrand Quench

- Centerfield kitchen needs to continue to operate as a production area for the outfield All-You-Can-Eat
- PSC recognizes that this space could also be a good position for 'family essentials' which includes food items such as hot dogs, snacks, water, but also items that are often forgotten when coming to the ballpark including sunscreen, umbrellas, picnic blankets and sunglasses.
- PSC sees this serving mainly as a bar throughout the games as well as service redemption of PSC's Picnic basket program (discussed in-depth in Point 9 of this section)
- The existing equipment would translate well in new branded stands, and more importantly differentiate Goodyear Stadium from the other venues in the Cactus League



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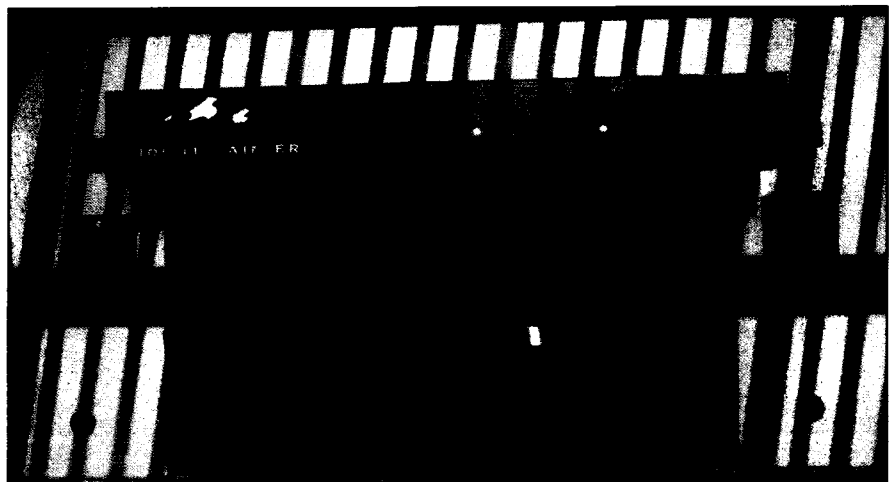
Example of Peoria Stadium



This is the completely renovated Peoria Sports Complex. PSC partnered with Peoria staff to deliver completely unique branding that speaks directly to their fans from Seattle, San Diego, and the local Arizona market.

Just as important as the branding is identifying the foods served. This speeds lines up, and decreases unnecessary traffic leading to more transactions and higher per caps.

Attendance and sales have dramatically increased in comparison to last season.





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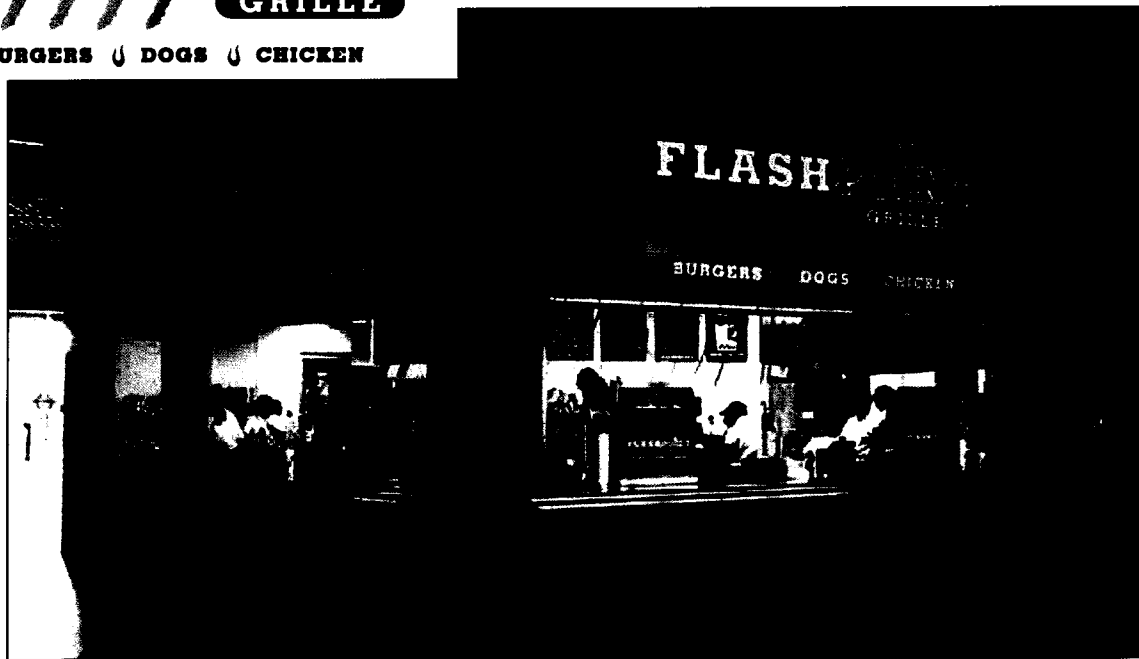
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PSC Proprietary brands

PSC understands the desire to differentiate Goodyear Ballpark from the other Cactus League Stadiums. As a result, we proposed some uniquely developed brands that incorporated your spring training partners. But, PSC does want to show our trademark brands that have not been used in any stadium in Arizona. These brands not only represent the best in minor league baseball, they are proven to improve your per caps and revenue.

While Goodyear has had experience with other concessionaire brands, the fact that they are used in other stadiums in the Cactus League dilutes their uniqueness and inhibits Goodyear's ability to differentiate itself from other stadiums. **So, should PSC be chosen to partner with Goodyear, we would guarantee that any PSC proprietary brand used in Goodyear Ballpark would not be used in an other Cactus League facility.**

These are great examples of PSC's expertise at branding and marketing in the stadium and attention to details that drive per caps.



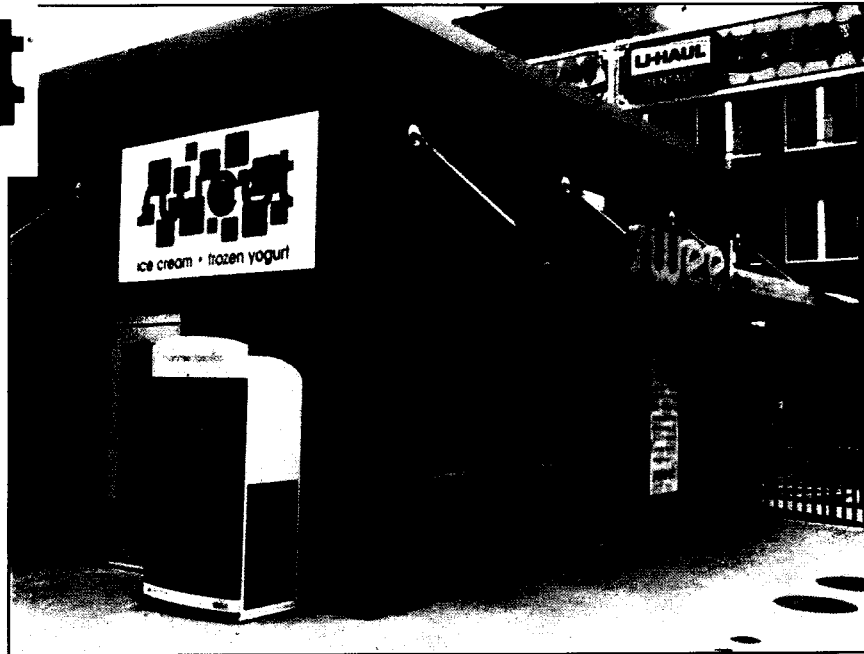
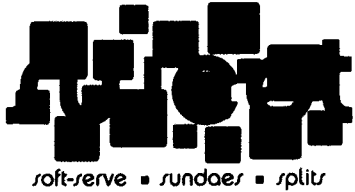
Flashpoint Grille is designed to produce high quality burgers, dogs, and chicken entrées along with great side dishes.



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PSC Proprietary brands



Sweet is PSC's ice cream stand that has soft serve yogurt, ice cream sundaes or splits covered with your favorite toppings.



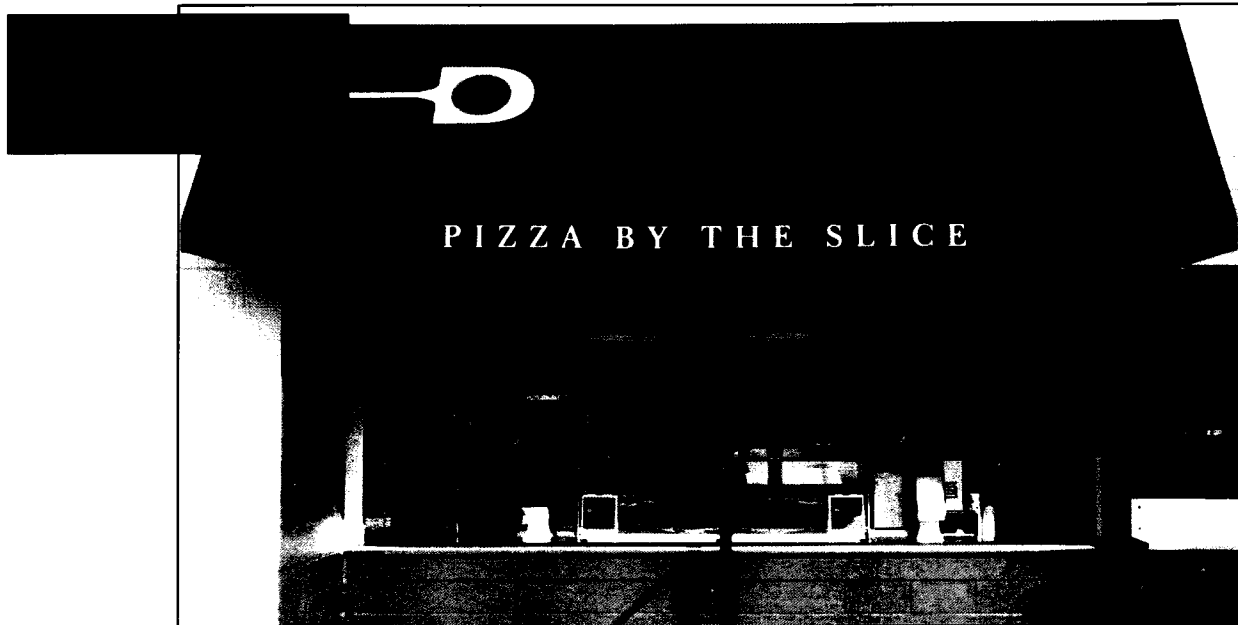
Franx is a specialty hot dog stand that has loaded dogs on a gourmet bun that allows for toppings to have a local flavor.



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PSC Proprietary brands



Pies is our pizza brand serving fresh slices right out of the oven. Whether it is pepperoni, cheese, or our daily special, the secret is in our homemade crust baked fresh daily



Good Hops is where fans can go to get their favorite local craft beer.



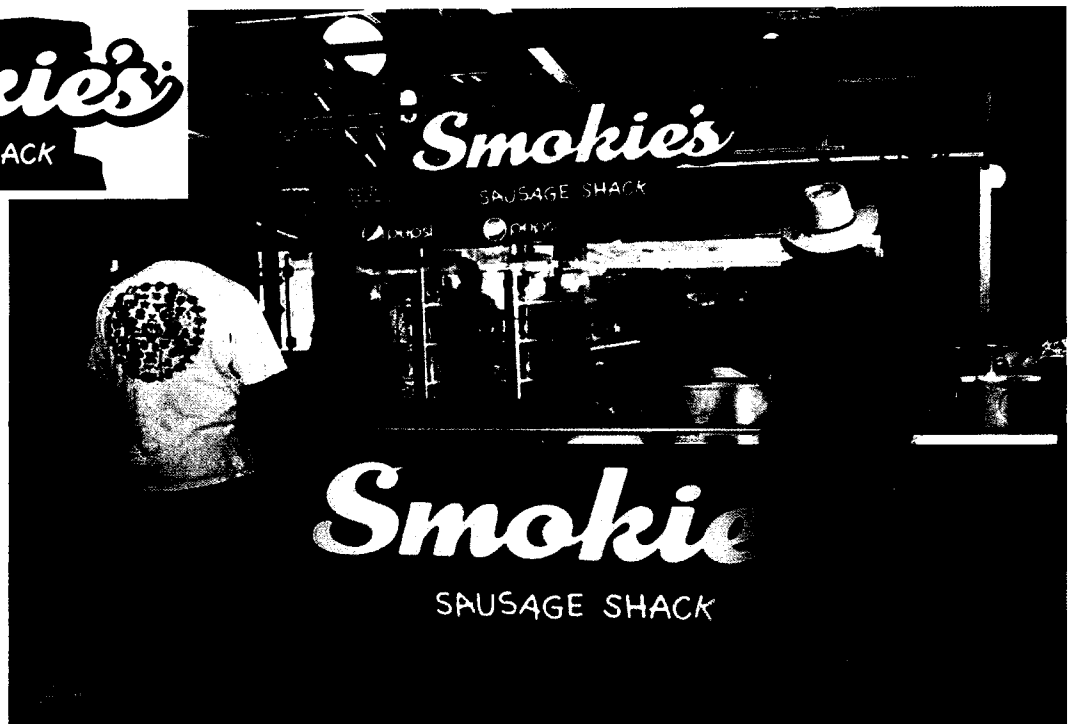
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PSC Proprietary brands



Steakadelphia is PSC's brand that serves cheesesteaks which are made right before fans'



Smokie's Sausage Shack serves an Italian sausage, foot long bratwurst, and Polish sausage off a flat top grill.



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Burgertopia serves half-pound specialty burgers on a gourmet pretzel bun.



Blue Olive
mediterranean

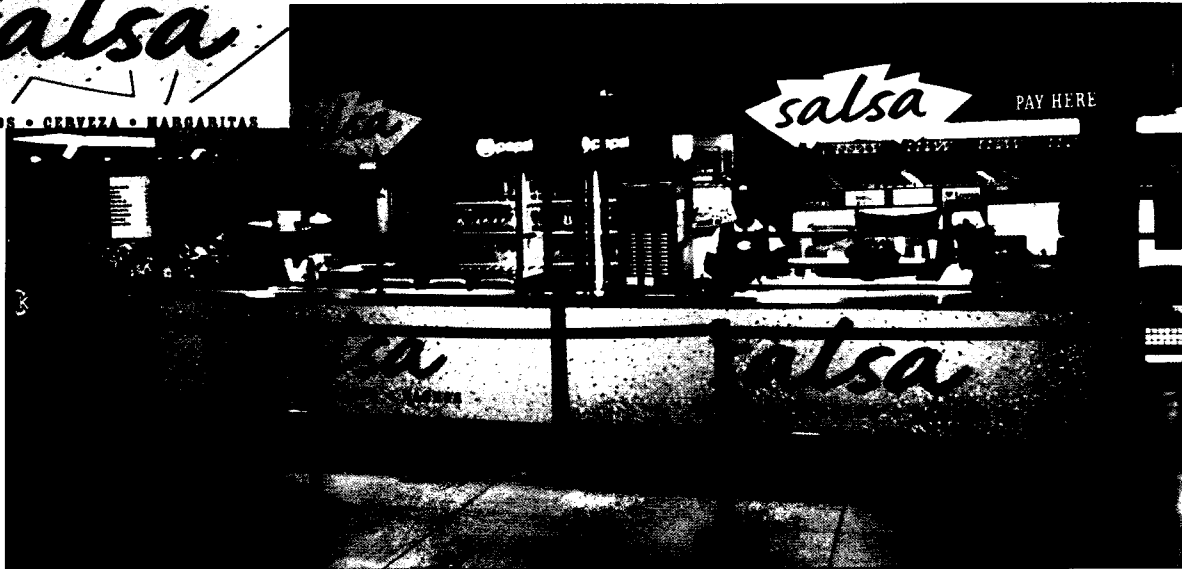
Blue Olive brings a medley of Mediterranean dishes including freshly order gyros and Greek salads



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PSC Proprietary brands



Salsa is a southwest cantina that serves burritos, nachos grande, and taco salad topped with our homemade signature salsa.



"The improvements to our concession operation this season have instantly made a difference in the fan experience. Additionally, branded concession concepts have brought the concourse to life by adding color, activity and aromas. These brands have been instrumental in our per cap increase of 27%!"

- Michael Byrnes, President of OKC Dodgers

2. Revitalize RF pavilion

PSC believes that this area can become a premier destination at the stadium. Currently the pavilion gets traffic, but PSC would like to really liven up the area. We have earmarked \$100K from our Capital Investment fund to revamp this area by:

- Extending out shade to cover 1st two rows
 - Gives more VIP areas that we would reserve for the AYCE upsell
 - Have discussed with local group Shade-N-Net and they have estimated the work at \$18,000 which includes City required engineering work and permits.
- Adding umbrellas to sides to add more shaded areas and add depth to the venue. Fans currently do not know what is at bar, and we need to make this a destination..
- PSC would also reface areas in the bar and add vegetation to give life to pavilion
- Install TVs above bar and install better signage throughout the area



Above is an example of the ***Tiki Bar*** we helped design and construct in South Bend. This space routinely does over \$100,000 in sales beverage sales alone.

2. Revitalize RF pavilion

PSC has two ideas that we would like to work with Goodyear to decide which is the best course of action.

- A. Rebrand as PSC's craft beer brand *Good Hops*, add TV's vegetation, reface, add branding

Mock Up of the new Good Hops



Example of umbrellas and vegetation in Peoria Stadium. This area is now continuously crowded and drives large sales revenue at the bar behind it.

2. Revitalize RF pavilion

PSC has two ideas that we would like to work with Goodyear to decide which is the best course of action.

- B. PSC has also reached out to owners of *Sir Veza's*, a well known bar brand that expansion plans. Their ownership has expressed interest in partnering at the stadium. While we do not know if the optimal deal is in this bar, we have a strong relationship through our Levy Restaurant partnership at US Airways Arena. The group has both their tacos brand and bar brand in the arena. PSC would like to discuss getting this brand into the stadium through subcontracted portable carts as well.

Example of branding in US Airways Arena



3. Deliver stronger subcontractor presence and explore delivering a food truck experience in Left Field courtyard

PSC understands the importance of differentiating your stadium from others in the Cactus League. One great way to deliver wide variety of food options without sacrificing quality is identifying strong local brands and allowing them to subcontract in your facility. While the existing food operation has some outside vendors in the facility, the left field area doesn't get enough traffic, and the local vendors are lost. So PSC would like to explore revamping the sub contractor presence, and create a destination in left field by:

- PSC would explore adding large food truck presence. With Levy partnership, PSC already has relationship with the following food trucks:
 - Grilled Cheese Truck
 - The Great Pho King Food Truck
 - Jamburritos
 - Foscós Pizza
 - Queso Good
 - Satay Hut
 - Wood Ranch BBQ
 - Spice it Up
- The following brands PSC has relationship through Levy Restaurants. These are all brands that are interested in expanding their arena and stadium presence:
 - Schreiners Sausage Co
 - Rita's Italian Ice
- Additionally, PSC has a relationship with the following subcontractors in Peoria Sports Complex, each of whom have expressed interest in operating in Goodyear Stadium:
 - Popcorn Man
 - West Coast Noodles
 - Yogurt-A-Fair
 - Neighborhood Treatery
 - Hol 'N Jam
 - Tailgaters BBQ

Also important to note that PSC would explore resurfacing and reusing existing portable carts that are not in service currently. As we state later in our TBD Fund explanation, if possible we want to get these portables back in service, and using Subcontractors enables us to give do so without additionally staffing requirements.

- PSC would explore adding large tented beer vending area that would be City of Goodyear could explore sponsoring.
 - Existing arrangement in Peoria Sports Complex with Four Peaks Brewery could be a potential option
 - Adding shaded area with high top tables will give a social atmosphere
 - PSC sees this as a way to get more fans out towards an area of the stadium that could be a destination for local branding



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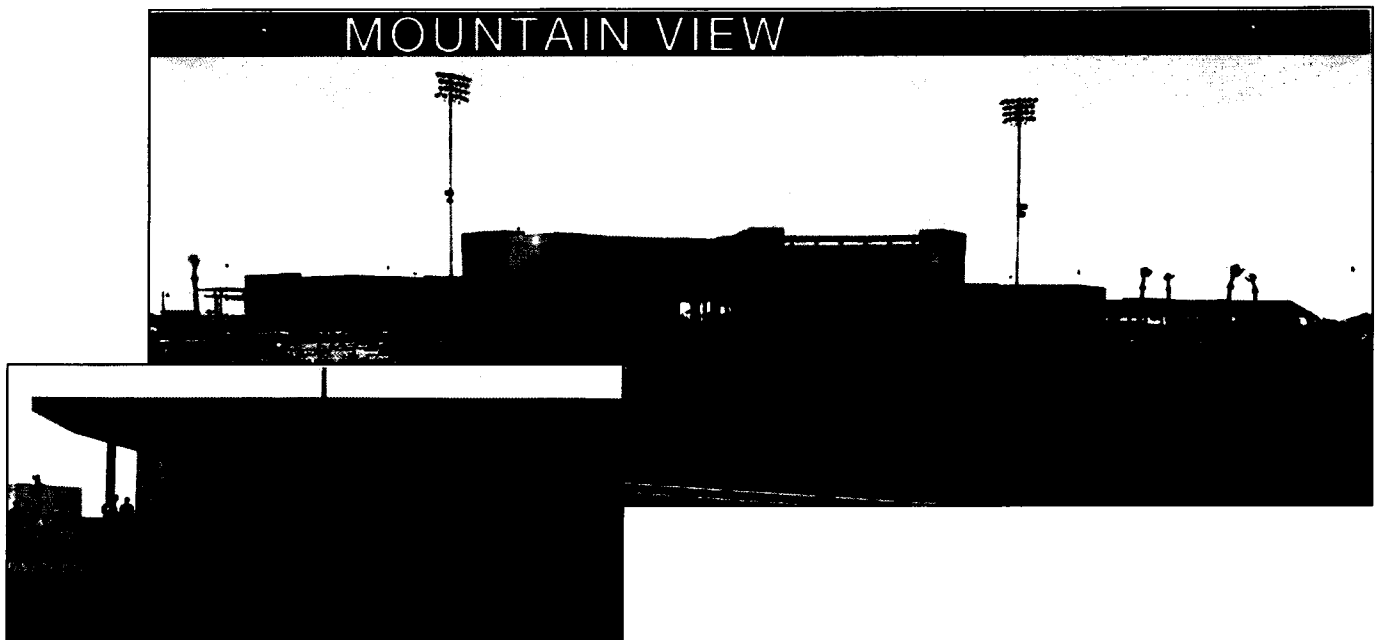
4. Hold a Capital Investment fund of \$150,000 to be used in Year 2 and 3 of agreement.

We understand the need for capital to improve operation in areas that we know will maximize ROI. But, too often we see stadiums spend entire fund in year 1 that ultimately leaves missed opportunities to deliver the best facility. Specifically in Goodyear Stadium, the portable carts that are not utilized in center field are perfect example. Had these been considered after year 1, the capital expenditure might have gone to areas that were being best utilized this season. With PSC, we are interested in building a long lasting partnership that keeps your facility on the cutting edge of the Cactus League

With that, we propose we keep \$150K to be used in year 2 and 3 of the operation. This ensures that your stadium is constantly keeping up with the latest trends in foodservice, but also enables us to work together to make sound capital decisions based on concrete discussions we have had together. But we want to make sure you know we are bringing the best ideas in the business, so here are some we identified for discussion with Goodyear staff:

a. *Rebrand the Rooftop deck as Mountain View Party Deck (\$10,000)*

Currently, Goodyear Stadium has two group areas stacked on top of each other with the suites and the roof top deck. PSC would recommend instituting a high end All-You-Can-Eat inclusive of beer (or offer deeply discounted beer as a benefit of the area) on the top and operate it as an upsell at the ticket office. This would give you a differentiated ticket option, and allow us to maximize these shaded areas which are your high end inventory. PSC would explore either adding the deck as a sponsorship (potentially Sir Veza's or Four Peak) or install some engaging signage across the front of the deck as an ad to the rest of the patrons. Below shows picture of the deck mocked up as well as a sponsored area in Tulsa.



4. Hold a Capital Investment fund of \$150,000 to be used in Year 2 and 3 of agreement.

b. Add 4Toppers to the front row of the Right Field Pavilion (\$70,000)

This row directly above the field should be the most in demand during Spring Training games. But because of the lack of shade, this area is left unused. The addition of shading that we have already proposed will make these seats high-end in the outfield. PSC proposes that these be reserved seating and we can include in the All-You-Can-Eat for a higher ticket price, or potentially sell them as 4 packs that would come with the All-You-Can-Eat. Either way, PSC believes that shading and improved seating will take advantage of under utilized space in the ballpark. PSC has installed these 4Toppers in over a half dozen minor league baseball venues already. The following pictures show how these can look in a bar area similar to Goodyear Stadium, and the 4Toppers with some sponsorship at a PGA golf event.

'The 4Toppers have been a huge hit with fans!'

– Joe Hart, South Bend Cubs

'We love them. We will do more in the future'

– Mike Melega, Tulsa Dillers

PSC has implemented in over a half dozen of our partners' venues since 2013. The also provide a great sponsorship opportunity for you!





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4. Hold a Capital Investment fund of \$150,000 to be used in Year 2 and 3 of agreement.

c. ***Center Field bar under the Scoreboard (\$35,000)***

Currently the area by the scoreboard is a focal point as a secondary entrance to the stadium and a shaded area for the people who are seated in the left field berm. PSC proposes potentially making this area more of a destination by adding a full service bar at the shaded space. We would recommend adding a U-Shaped bar that backed up to the existing drink rail. While you would lose some drink rail space, you are more than making up for it with the seating we could add to the bar. The picture below show the new Bar at Peoria Sports Complex. This will be enhanced during the upcoming offseason with a more permeant structure and even greater branding.



Above is an example of the **Bar** in Left Field at Peoria Stadium. PSC invested \$70,000 in a full service bar. Sales have averaged \$4,500 per game with some days going as \$6,500. PSC forecasts \$100,000 in revenue from this area and plans to work with Peoria to improve the area after the season.

4. Hold a Capital Investment fund of \$150,000 to be used in Year 2 and 3 of agreement.

d. Add Self-Serve Beer locations to ballpark (\$36,000)

Levy Restaurants has constantly bringing technology in stadium since the inception of their E15 Analytics group was founded. Through our partnership, one new trend that we suggest implementing is the self-service beer locations. PSC sees these as a great way to innovate in the stadium and decrease lines at concession stands. PSC would strategically place these kiosks around main home plate entryway to decrease foot traffic to concession stands that get heavy traffic.

While PSC has budgeted a set amount for these self-serve kiosks, we also can explore sponsorship opportunities to get these kiosks into the facility. Below shows a picture of these in action



DraftServ machines not only are great at driving sales and improving fan experience, but just as importantly they reduce wait time and 'line-bust' by giving you new points of sale that need minimal labor. Levy Restaurants has recently implemented in the Philips Arena and plans to roll out in other venues soon!

4. Hold a Capital Investment fund of \$150,000 to be used in Year 2 and 3 of agreement.

e. Repair and reface Goodyear owned portable carts that are not in use (\$70,000)

While PSC was unable to fully understand the condition of the portables during the walk through, PSC would explore finding ways to incorporate these back into Goodyear Stadium's concession plan. It is clear that Goodyear used substantial amount of original Capital Investment on these portables, and are not getting a return on their investment. While PSC cannot guarantee that any are in good working order, PSC would like City to know we want to work to try. PSC would like to reiterate the reason we believe holding a fund for Years 2 and 3 of our agreement is critical to avoid situations like this one and maximize our investment dollars for the City of Goodyear.

5. Outfit the two Concession Stands that are currently subcontracted out in the Tournament Complex (\$7,500)

PSC understands the City's desire to control the concession sales in these two areas. PSC would allocate \$7,500 to outfit these stands. They would serve basic concession items, and PSC would explore transitioning some equipment from the stadium to these stands during the tournament seasons.

Additionally, PSC would explore identifying some key subcontractors that may be interested in positioning their products (mainly ice cream) strategically in other areas. This would deliver 'in demand' products while giving some extra points of sale.

6. Hold initial repair fund from Capital Investment of \$20,000

Initial Repair fund would be held as a startup repair fund to make immediate small wares and equipment upkeep fund. Our experience is you never can be 100% sure that you know the equipment condition from stadium walk through. As highlighted in our transition timeline, we would spend time throughout the offseason making sure existing equipment is operating as it is intended. If it isn't used by January 1, 2016, would transfer into the TBD Fund that we have explained above.

7. Replace existing Point-of-Sale system (\$85,000)

- In order to stay ahead of the constant threat of credit card fraud and theft, PSC would replace the existing point of sale system.
- PSC has a preferred vendor agreement with Quest which allows us to get better pricing than the market
- PSC has budgeted \$85,000 dollars to ensure a suitable system is in place, and would install late in 2015.

8. Implement a an aggressive vending operation designed to drive revenue and per caps.

- During Friday game, PSC felt that facility lacked proper vending operation. There were only four vendors on the concourse during the game.
- PSC would staff up to 8 vending staff depending on the projected attendance.
- Vendor compensation is based off of a commission of revenue generated to incentivize more sales and less time off of the concourse.
 - Vended items will have a \$0.50 additional charge that will act as the vending commission.
- Vending menu will consist of turnkey items, with possibility of partnering with other outside vendors to add their items to the vending menu.

9. Explore adding unique non-Capital intensive promotions to the Stadium to enhance fan experience

PSC wanted to make sure that Goodyear officials understood that we want to incorporate ideas that drive revenue without the use of capital investment. These are some ideas that PSC felt would really add to the fan experience at Goodyear.

a. Add a family picnic basket deal to berm seating

PSC has had great results packaging food deals with promotional materials. One idea that we had from our walk around was a berm seating picnic basket deal. We would recommend using it as an upsell at the ticket window when people walk up and purchase berm seating. For an additional charge, families can purchase a 'picnic basket' which would come with a Goodyear branded basket, sunscreen, kid's coloring book, vouchers for 4 hot dogs, chips, and fruit. We would also give the ability to upsell to include a blanket, umbrella, or discount on alcohol for the parents.

We came up with this idea based on the success of our kids' bucket that we started in Dayton last season.

PSC instituted the kids' bucket in Dayton for the first time last season. The bucket included a coloring packet and crayons along with a hot dog, chips, and a fruit shoot.

In the first year, PSC sold 4,000 kids' buckets. PSC is instituting similar promotions in other a number of venues for 2015 season.



9. Explore adding unique non-Capital intensive promotions to the Stadium to enhance fan experience

b. Blue Light Special

In an effort to drive traffic to the Pavilion Bar as a new destination, PSC would run promotional drink specials during the 5th inning of games. Before the inning started, we would run a promotional ad on the scoreboard similar to the graphic shown below. PSC would track these specials, and discount the commissions returned back to the team at the same right. PSC recommends starting with two rotational ideas based on the geographic demographic of the fans that are in attendance.

o 'Blue Light Buckeye Special'

Anyone who shows an Ohio ID at the bar during the promotion would receive discounted beverage.

o 'Hometown Happy Inning'

Anyone who shows an Arizona ID at the bar during the promotion would receive discounted beverage.



PSC started this promotion in Frisco last season. It worked really well as we partnered with the team to run merchandise promotions as well. PSC is instituting this promotion in Lansing and Kane County for the 2015 season.

8. Explore adding unique non-Capital intensive promotions to the Stadium to enhance fan experience

c. Create a unique signature cocktail to serve at all bars throughout the stadium.

One of the great benefits of our partnership with Levy Restaurants is access to their wealth of culinary expertise. One thing they have been on the forefront of is their high-end beverage department. PSC would want to deliver a unique drink that not only speaks to fun in Arizona, but would resonate with the fans from Ohio that travel down to watch their teams. Below is an example of the drink that we deliver at US Airways Arena in downtown Phoenix:

Languid Limeade

- 4 oz Limeade
- 1/2 oz Kiwi (peeled and diced)
- 1/2 oz Green Apple (approx. 3-4 thin slices)
- 1 Sprig Rosemary

Chef's Notes:

- In a chilled glass with ice, add limeade and garnish with kiwi, green apple and rosemary.



d. Provide VIP Discount Cards for VIP customers

This is a new program that PSC has developed for our partners in Kane County. As a way to drive benefits to fans who purchase high end inventory (e.g. group outings, suite level rentals, high-end AYCE areas) we would arm these fans with a VIP Discount card. This would give fans 5-10% off their concession items (depending on what Goodyear officials would like to do). This is a great benefit because it helps drive return customers to the ballpark, but also allows us to begin tracking spending habits of our valued customers while at the stadium. Additionally with the new POS system and our preferred relationship with Quest, we can track these cards through all points of sale.



Response to Solicitation Number 15-3215;
Concession Services at Goodyear Ballpark & Recreational Complex

At the end of the day, PSC is all about promoting a partnership mentality. While we have offered a lot of capital and non-capital ideas for the City to look over, none of these are set in stone. PSC's on-site, regional, and corporate staff would work with your staff to make sure all decisions make sense for you.

PSC has become the largest foodservice provider in mid-sized baseball stadiums because we understand that no stadium is the same. More importantly the needs of each are unique to that market. But we do know that it is paramount to deliver an unparalleled fan experience. While you have major league players on the field, PSC and Goodyear officials understand that you need to have a minor league mentality to succeed in the Cactus League.

Below shows a breakdown of PSC's Preliminary Capital Investment Plan:

1) Improved Branding and Marketing of Concession Stands	\$37,500
2) Initial Investment to revitalize RF Pavilion	\$100,000
3) Replace Point of Sale System	\$85,000
4) Initial Repair fund	\$20,000
5) Outfit of two development area Stands	\$7,500
6) TBD Fund to be spent in year 2 & 3	\$150,000
TOTAL	\$400,000

Goodyear Specific RFP Responses

- a. Please see 'Appendix 25- Proposed FT Staffing Chart' for the structure of PSC's management staff. Additionally, the PSC Operational Guideline fully explains PSC operational plan with any unique processes explained earlier in PSC's Operational Plan for Goodyear.
- b. Please see 'Appendix 30- VP Jason Wilson Prof. Credentials' for the resume of PSC's proposed Vice President in charge of Cactus League venues.
- c. The following represents candidates for the positions at Peoria Sports Complex
 - Please see 'Appendix 26- Director of Operations Candidates' for 3 PSC trained Director of Operations that PSC would propose for the Full-time Director of Operations
 - Please see 'Appendix 27- Concessions Manager' for the job description of an Concessions Manager that PSC would staff.
- d. Please see 'Appendix 31- Projected Staffing Snapshot' for how PSC would staff for a 5,000 attendance game.
- e. Depending on which development areas were in use, PSC would staff one point of sale (1 POS) at the concession stand. Should projected attendance go over 1,000, PSC would staff a second member at the concession stand.
- f. PSC has developed a comprehensive training program called *First Impression*. This program, as described in the Staffing Section of 'Appendix 15- PSC Operating Guidelines' fully lays out how all staff will interact with all kitchen facility and front counter systems. Each staff member must go through a certification process to ensure they are capable of handling their proposed positions. This certification process includes on-site job shadowing for new employees, on-site evaluation by a manager to ensure employee is capable of executing the role, and an exam to finalize his/her certification.
- g. Please see 'Appendix 29- Proposed Concessions Menus' for an example of proposed menus that includes pricing. While PSC has proposed initial pricing, as part of our partnership mentality, we would work with the City of Goodyear to finalize pricing each year during the offseason.
- h. PSC has broken down our repair, maintenance and cleaning program into four sections:
 - Corrective Maintenance Programs (Repair)
 - Preventative Maintenance Programs
 - Maintenance History
 - Scheduled Maintenance & Cleaning Program

Please see 'Appendix 32- PSC's RMCP Plan' for a complete description of this plan. Additionally, PSC has included a capital investment proposal for the stadium in its financial proposal.

- i. PSC endorses the City's plan and looks forward to partnering to conserve energy in the stadium. Additionally, PSC has had introductory discussions about making an effort to become more energy conscious. See 'Appendix 33 - F&B Green Grading Scale' as an example of something that PSC has explored but not currently implementing.

Should PSC be selected, we would also explore bringing in our Non-Profit partner Rock and Wrap it Up. Currently in our first year of partnering (our initial), the Non-Profit works with stadiums across the country to donate unused food to local food banks. Although we have not officially partnered in Arizona, we have discussed implementing after the 2015 season.

- j. Please see 'Appendix 34- Green Initiatives' for a description of ways PSC implements green initiatives in its venues.
- k. Please see Section 6. Evaluation of 'Appendix 15 - PSC Operating Guidelines' for a description of PSC's evaluation system.

Additionally, 'Appendix 35- PSC Venue Metric' is an internal system that PSC has used to grade each venue. Please note that this was developed for a 70 game minor league game season, but has not been instituted at the Spring Training Level. PSC would explore developing a similar model for Goodyear.

- l. Please see number three from PSC Concession Operation Plan for subcontractor plan.
- m. Please see Section 5 of 'Appendix 15- PSC Operating Guidelines' for a complete description of PSC's on-site and corporate processes to ensure financial accountability. Additionally, each of the reports cited in Answer F in I. Experience & Qualifications is referred to in this appendix item.
- n. Please see number 'Appendix 36 – Club Seat Menu' for PSC's menu to operate Club/Premium Seating areas of the Ballpark. PSC has developed a menu that is exclusive to these areas. Area would be staffed with servers who have handheld POS to take orders with runners delivering food.
- o. PSC has proven strategy of driving pre-game sales by cooking products at portable carts before doors open. This allows for aromas and visuals to permeate the ballpark when customers enter the stadium. It gears fans to think about food before the game starts.

Specifically in Goodyear, PSC would work with City staff to develop engaging and dynamic marketing promotions to increase sales before and during the game.

Finally, once the renovations were completed, PSC would promote Right Field Pavilion should these areas not be sold to groups. PSC will incorporate PA announcer 'drops' such as the 'Blue Light Special' to entice fans to visit at these venues after games.

- p. PSC will add points non-fixed points of sale based on attendance projections. These will serve items that can be purchased quickly to reduce concession stand lines. PSC has implemented this plan in a number of stadiums and seen positive results throughout.

Additionally, PSC has implemented 'line-busting' strategies in many of our ballparks. This is when we have staff members take orders from the back of long concession lines and have a separate space at the end of a concession window to deliver these orders. We also train our vendors to station themselves near long concession lines to service drink orders in order to pull non-food purchasers away from concession stands.

Lastly, PSC takes pride in its *First Impression* training program. By comprehensively training staff that work points of sale, PSC ensures that each member is an expert at operating that specific piece of equipment. It has proven to speed up each transaction, increase the level of service provided, and decrease lines at concession stands.

- q. Please see PSC Concession Operation Plan for the theme concepts and attraction methods on the previous pages. PSC will utilize a combination or unique branding for Goodyear, and PSC's trademarked brands throughout the stadium in order to reinvent the food experience.
- r. PSC typically forms partnership with *Heinz* in most of our venues. In this trade agreement, *Heinz* will provide all equipment necessary at each station in return for PSC purchases their products. During the game, PSC implements a 'stand servicing' plan specific for each venue to ensure each station is fully stocked and at PSC's cleanliness standards.

Additionally, part of the Operating Plan that PSC will design for each stand will include responsibilities of someone to continuously clean the condiment carts. A staff member from each stand will be assigned to the nearest stand to clean. It is also a point of emphasis for each management level staff member to check during their respective touch point plans.

- s. Please see 'Appendix 37- Proposed Catering Menus' for the menus PSC proposes for catering. These menus have been developed for the current suite level operation. PSC has included three group menus that could be served in a suite or the VIP deck currently in Right Field. PSC intentionally set up fixed menus and tiered pricing for operational efficiency. This system not only minimizes errors made in the catering ordering system, but also takes the stress of planning out meals for patrons.
- t. Please see 'Appendix 38 - PSC Alcohol Policy' for PSC's comprehensive alcohol policy and best practices. Additionally, PSC requires each venue to go pass Levy Restaurants online program before each season. PSC also outfits each venue with training policies, Non-Profit training programs, and forms to ensure responsible alcohol serving is conducted throughout the venue.

- u. PSC completely agrees with concept behind surveying fans to best quantify their level of satisfaction. In fact, this is a system that PSC already has in place. PSC developed its Fan Food Feedback program to quantify fan satisfaction over a number of food related areas. The following describes this system:
- Fan Food Feedback was developed in conjunction with New York based Global Strategy Group (GSG), and QuestionPro, a software company that designed the application specifically for PSC's collection process during the event.
 - GSG has worked with major league teams such as New York Yankees, Dallas Cowboys, and Chicago White Sox as well as minor league organizations Frisco RoughRiders and Scranton/Wilkes-Barre Yankees.
 - Execution of surveys in Goodyear as follows:
 - Surveys conducted over a four game span with the goal of gathering a minimum 200 responses (amount that brings our margin of error to 5%).
 - PSC will use hourly staff that will be strategically located at four locations throughout the stadium.
 - PSC will utilize 'intercept' method to collect surveys inside the stadium to gather best representation of fans attending a game.
 - Responses will be gathered by tablet application to cut down on paper usage and speed of reporting.
 - Once data is collected, PSC works with QuestionPro software to generate Topline Reports and cross tabulated data that will be tracked season to season.
 - Because surveys and responses designed, administered and collected uniformly, PSC will be able to produce reports to City Officials in comparison to other PSC venues.
 - Please see the following examples of PSC's *Fan Food Feedback* reporting:
 - 'Appendix 39- Fan Food Feedback Questionnaire': This is an example of the questions that PSC asks at every venue. These are conducted through sophisticated tablet program, and allow PSC to provide feedback to Client immediately.
 - 'Appendix 40- Generic FFF Snapshot'. This is an example of one question response a scoring snapshot that was given to a PSC client this season. This shows a comparison to surveying conducted earlier in the season.
 - 'Appendix 41- Generic FFF Benchmarking'. This is an example of one response from a benchmarking comparison presented to a PSC client this season. This shows a comparison to other similarly sized venues.



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**Response to Solicitation Number 15-3215;
Concession Services at Goodyear Ballpark & Recreational Complex**

- v. Please see the Financial Proposal/Capital Investment section for the revenue projections and per cap estimates
- w. Please see 'Appendix 42- PSC's Chart Timeline' for a detailed timeline to transition into Goodyear Ballpark
- x. Please see 'Appendix 28- PSC's Narrative Transition Timeline' for a categorized transition timeline into Goodyear Ballpark



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PSC Partners List



Asheville Tourists

30 Buchanan Place,
Asheville, NC 28801
Brian DeWine (Owner)
bdewine@theashevilletourists.com



Bowling Green Hot Rods

300 8th Ave,
Bowling Green, KY 42101
Jerry Katzoff (Owner)
jerrykatzo@aol.com



Columbus Clippers

330 Huntington Park Lane
Columbus, Ohio 43215
Ken Schnacke (President)
kschnacke@clippersbaseball.com



Dayton Dragons

220 North Patterson Boulevard
Dayton, OH 45402
Robert Murphy (President)
Robert.Murphy@daytondragons.com



Erie Sea Wolves

110 East 10th Street,
Erie, PA 16501
Greg Coleman (President)
gcoleman@seawolves.com



Frisco Rough Riders

7300 Roughriders Trail
Frisco, TX 75034
Jason Dambach (GM)
jdambach@ridersbaseball.com



Greensboro Grasshoppers

408 Bellemeade Street
Greensboro, NC 27401
Donald Moore (President)
donald@gsophoppers.com



Gwinnett Braves

2500 Buford Drive Northeast
Lawrenceville, GA 30043
North Johnson (President)
North.Johnson@braves.com



Kane County Cougars

1 Cougars Trail
Geneva, IL 60134
Curtis Haug (GM)
chaug@kanecountycougars.com



Lansing Lugnuts

505 East Michigan Ave.
Lansing, MI 48912
Nick Gruesser (GM)
ngruesser@lansinglugnuts.com



Lincoln Salt Dogs

403 Line Drive Circle, Ste. A
Lincoln, NE 68508
Charlie Meyer (GM)
charliem@saltdogs.com



Montgomery Biscuits

200 Coosa Street
Montgomery, AL 36104
Scott Tribble (GM)
stribble@biscuitsbaseball.com



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PSC Partners List



New Hampshire Fisher Cats

1 Line Drive
Manchester, NH 03101
Rick Brenner (President)
rbrenner@nhfishercats.com



Oklahoma City Dodgers

2 South Mickey Mantle Drive
Oklahoma City, OK 73104
Michael Byrnes (President)
michael.byrnes@okcdodgers.com



Peoria Chiefs

730 Southwest Jefferson Avenue
Peoria, IL 60615
Rocky Vonachen (President)
rocky@chiefsnet.com



Peoria Sports Complex

16101 North 83rd Avenue
Peoria, AZ 85382
Chris Calcaterra (General Manager)
Chris.calcaterra@peoriaaz.gov



Quad Cities River Bandits

209 South Gaines Street
Davenport, IA 52802
Dave Heller (Owner)
mainstbaseball@aol.com



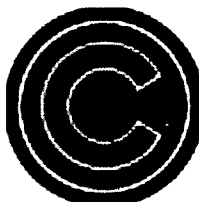
Rancho Cucamonga Quakes

8408 Rochester Avenue
Rancho Cucamonga, CA 91730
Brent Miles (President)
bmiles@rcquakes.com



Reno Aces

250 Evans Avenue
Reno, NV 89501
Eric Edelstein (President)
ee@renoaces.com



South Bend Cubs

505 West South Street
South Bend, IN 46634
Joe Hart (President)
jhart@sbcubs.com



State College Spikes

112 Medlar Field at Lubrano Park
University Park, PA 16802
Chuck Greenburg (Owner)
chuck@gsg-sports.com



St. Paul Saints

360 Broadway St.
St. Paul, MN 55101
Jeff Goldklang (Owner)
jgoldklang@goldklanggroup.com



Tulsa Drillers

201 North Elgin Ave.
Tulsa, OK 74102
Mike Melega (President)
mike@tulsadrillers.com



Professional Sports Catering, LLC



ST Home of



History of Annual Gross Revenue and Per Caps - Peoria Sports Complex

	2014 Actual
Total GROSS Per Cap	\$10.63
Gross Receipts (Including all Non-Baseball Events)	\$ 1,668,867
Less Sales Tax (9.1%)	\$ (139,200)
Total NET Receipts	\$ 1,529,667
PSC has only operated in Peoria Sports Complex for one season. Additionally, our portion of the \$30MM stadium renovation did not occur until after this season. 2015 results are trending significantly higher than the 2014 season.	

20-5276392
01/01/2014 - 12/31/2014
Sorted: General - location

Professional Sports Catering, LLC [52841]
Depreciation Expense

4/2/2015
9:51:18 AM

Financial
01/01/2014 - 12/31/2014

System No.	S	Description	Date In Service	Method / Conv.	Life	Cost / Other Basis	Bus./Inv. %	Sec. 179/ Bonus	Reg. Accum. Depreciation (Sec. 179)	Current Depreciation	Total Depreciation/ (Sec. 179)
609		2014 Additions - PAZ	4/1/2014	SL / N/A	5.5863	97,804.87	100.0000	0.00	0.00	13,130.99	13,130.99
Subtotal: 17-Peoria, AZ						97,804.87		0.00	0.00	13,130.99	13,130.99
Less dispositions and exchanges:						0.00		0.00	0.00	0.00	0.00
Net for: 17-Peoria, AZ						97,804.87		0.00	0.00	13,130.99	13,130.99



City of Peoria - Sports Complex

16101 North 83rd Avenue, Peoria, Arizona 85382 • (623)773-8700

March 23, 2015

Ms. Jacqueline Behrens
190 North Litchfield Road
P.O. Box 5100
Goodyear, AZ 85338

Dear Ms. Behrens,

I understand that your facility is currently reviewing concessionaires for a new long term partnership agreement. I am writing today in support of Professional Sports Catering.

Professional Sports Catering was selected as our concessions partner through our municipal contract proposal process in 2013. After over twenty years with another company, Professional Sports Catering emerged as the clear choice for our facility moving forward. Through the contract process they proved to be responsive, flexible and committed to a long term relationship. With an extensive background in Minor League Baseball, the company's expertise was a logical fit for our stadium partner.

In conjunction with our stadium concession and catering operations, Professional Sports Catering assumed management of our Practice Field concessions which are utilized throughout the year for youth and adult tournaments and special events. They also entered into direct partnerships with our home teams for catering operation of the newly renovated clubhouses. These contracts oversee both Major and Minor League kitchens for both teams and are utilized year-round.

As we embark on our second full season with Professional Sports Catering, we have remained impressed by their dedication to a positive relationship. Professional Sports Catering has worked diligently with our team to develop clear lines of communication and timely, accurate reporting.

As important as a strong working relationship is, our partnership would not be successful without also realizing results in our concessions and catering revenues. They have quickly learned and adapted to the complexities of Spring Training using their Minor League model for concessions market share. In their first spring training season, Professional Sports Catering increased concessions revenues by 5% despite 7 less games played. For our current season, we are on target to exceed the \$2M sales mark for the first time in 22 years. These results would not be possible without an understanding of our market and carefully executed operations.

Another notable aspect of our partnership with Professional Sports Catering has been the accessibility of their upper management team. Vice President and on site manager Jason Wilson as well as Tom Dickson, Jonathan Harris and Greg Rauch have all remained approachable and



City of Peoria - Sports Complex

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readily available. They participate in collaborative decision making and focus on revenue generation and positive customer service. This attention to our relationship is a true distinction from other corporations.

If I can provide any additional input or answer any questions, please feel free to contact me at (623) 773-8703.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Calcaterra".

Chris Calcaterra
Sports Facilities Manager
City of Peoria



Professional Sports Catering, LLC



History of Annual Gross Revenue and Per Caps - Dayton Dragons

	*2011 Actual	2012 Actual	2013 Actual	2014 Actual
Total NET Per Cap		\$ 11.01	\$ 11.17	\$ 12.01
Gross Receipts (Including all Non-Baseball Events)		\$ 4,530,117	\$ 4,521,637	\$ 4,762,807
Less Sales Tax (7.25%) & Server Tips		\$ (298,570)	\$ (287,268)	\$ (342,031)
Total NET Receipts	\$ 3,971,056	\$ 4,208,217	\$ 4,234,369	\$ 4,420,776

*2011 Dayton Dragons used DNC Sportservice as F&B Provider. Per Caps, Gross Receipts, and 'Less Sales Tax & Server Tips not provided by DNC Sportservice

20-5276392
01/01/2014 - 12/31/2014
Sorted: General - location

Page 1 of 15
Professional Sports Catering, LLC [52641]
Depreciation Expense
Financial
01/01/2014 - 12/31/2014

4/2/2015
9:51:18 AM

System No.	S	Description	Date in Service	Method / Conv.	Life	Cost / Other Basis	Bus. Inv. %	Sec. 179 Bonus	Beg. Accum. Depreciation (Sec. 179)	Current Depreciation	Total Depreciation (Sec. 179)
234		Tallies, News, Waterfalls	3/1/2012	SL / N/A	5,000	891.45	100.0000	0.00	323.30	179.29	499.49
235		Checkout Counter	3/1/2012	SL / N/A	5,000	131.08	100.0000	0.00	48.07	26.22	74.29
236		Cash Registers	3/1/2012	SL / N/A	5,000	194.30	100.0000	0.00	71.24	38.96	110.10
237		Refr. - Display Racks	3/1/2012	SL / N/A	5,000	1,327.26	100.0000	0.00	496.98	265.44	762.11
238		Refr. - Food/ Table/Display Racks	3/1/2012	SL / N/A	5,000	867.96	100.0000	0.00	316.25	173.59	491.84
239		Office Furniture/Fire Cabinet	3/1/2012	SL / N/A	5,000	781.54	100.0000	0.00	298.57	156.31	454.88
240		Office Furniture/Fire Cabinet	3/1/2012	SL / N/A	5,000	3,940.30	100.0000	0.00	1,444.78	796.08	2,232.84
241		Cash Counters	3/1/2012	SL / N/A	5,000	347.91	100.0000	0.00	127.56	66.56	194.14
242		Cash Counters	3/1/2012	SL / N/A	5,000	359.72	100.0000	0.00	131.89	71.94	203.83
243		20 Cash Boxes	3/1/2012	SL / N/A	5,000	487.07	100.0000	0.00	178.80	97.53	276.33
244		Fire King Safe	3/1/2012	SL / N/A	5,000	1,559.40	100.0000	0.00	575.45	313.98	889.33
245		Business Steel Table	3/1/2012	SL / N/A	5,000	173.10	100.0000	0.00	63.47	34.60	98.08
246		Cafe Equipment	3/1/2012	SL / N/A	5,000	3,490.29	100.0000	0.00	1,266.78	682.06	1,948.84
247		Stand 10 Equipment	3/1/2012	SL / N/A	5,000	2,338.43	100.0000	0.00	856.33	461.09	1,323.42
248		Stand 11 Equipment	3/1/2012	SL / N/A	5,000	6,543.80	100.0000	0.00	2,420.13	1,208.18	3,728.59
249		Stand 12 Equipment	3/1/2012	SL / N/A	5,000	6,543.80	100.0000	0.00	2,369.26	1,306.70	3,707.96
250		Stand 14 Equipment	3/1/2012	SL / N/A	5,000	5,210.43	100.0000	0.00	1,910.50	1,042.09	2,952.59
251		Stand 15 Equipment	3/1/2012	SL / N/A	5,000	5,506.67	100.0000	0.00	2,165.51	1,181.19	3,346.70
252		Stand 16 Equipment	3/1/2012	SL / N/A	5,000	1,961.34	100.0000	0.00	692.48	372.27	1,064.75
253		Commissary Equipment	3/1/2012	SL / N/A	5,000	36,788.23	100.0000	0.00	14,588.02	7,951.65	22,548.67
254		Suite & Catering Equipment	3/1/2012	SL / N/A	5,000	32,365.90	100.0000	0.00	11,874.83	6,477.18	18,352.01
255		Stand 13 Equipment	3/1/2012	SL / N/A	5,000	2,024.82	100.0000	0.00	742.48	404.68	1,147.44
256		Conter Kiosk	3/1/2012	SL / N/A	5,000	18,152.12	100.0000	0.00	6,856.77	3,630.42	10,286.19
223		LIQUOR LICENSE - DAYTON	3/1/2012	SL / N/A	5,000	20,277.50	100.0000	0.00	7,435.06	4,058.50	11,493.56
260		Phone Install	3/1/2012	SL / N/A	5,000	1,070.26	100.0000	0.00	392.42	214.05	606.47
262		Phone/Desk Mount (B)	1/27/2012	MSL / HY	6,7544	788.10	100.0000	0.00	174.76	116.51	291.27
261		TABLE SKIRTING AND CLIPS - DAYTON CAPX	3/29/2012	MSL / HY	6,6740	1,071.58	100.0000	0.00	240.94	180.56	421.40
263		BURGER CART	3/27/2012	MSL / HY	6,6000	14,965.12	100.0000	0.00	5,196.65	2,131.09	5,327.72
264		MEXICAN CART	3/27/2012	MSL / HY	6,6000	12,012.56	100.0000	0.00	2,730.12	1,820.08	4,550.20
265		SAUSAGE CART	3/27/2012	MSL / HY	6,6000	13,367.73	100.0000	0.00	3,038.12	2,025.41	5,063.53
266		GUEST HARDWARE AND INSTALLATION	4/23/2012	MSL / HY	6,6260	444,089.85	100.0000	0.00	32,114.45	22,278.30	56,190.75
267		SUPPORT FOR PHONE INSTALL	4/27/2012	MSL / HY	6,6151	3,126.10	100.0000	0.00	715.96	477.08	1,192.65
268		SMALLWARES	5/30/2012	MSL / HY	6,4247	10,513.22	100.0000	0.00	2,454.59	1,638.33	4,093.04
269		MENU BOARDS	6/30/2012	MSL / HY	6,3367	3,819.00	100.0000	0.00	903.56	602.36	1,505.60
270		REPAIRS/SUPPLIES TO WALK-IN COOLER	7/30/2012	MSL / HY	6,2575	2,512.50	100.0000	0.00	482.42	321.61	804.03
271		TRANSPORTABLE GAS GRILL	7/31/2012	MSL / HY	6,2548	3,083.54	100.0000	0.00	655.32	436.68	1,092.00
272		WYNN COVER FOR GRILL	7/31/2012	MSL / HY	6,2548	248.19	100.0000	0.00	56.78	36.84	93.62
273		FUNNEL CAKE FRYER	7/31/2012	MSL / HY	6,2548	2,156.21	100.0000	0.00	517.08	344.73	861.82
274		CART FOR FUNNEL CAKE FRYER	7/31/2012	MSL / HY	6,2548	499.08	100.0000	0.00	112.26	74.54	187.10
275		PORTABLE ELECTRICITY	8/14/2012	MSL / HY	6,2110	2,455.00	100.0000	0.00	562.60	365.27	927.87
276		8 HOLDING CABINET	8/31/2012	MSL / HY	6,1899	6,624.15	100.0000	0.00	1,610.43	1,073.52	2,684.05
277		6 HOLDING CABINET - ZODIAC	8/31/2012	MSL / HY	6,1896	6,576.00	100.0000	0.00	1,714.45	1,114.45	4,268.13
278		REPAIR OF REFRIGERATION UNIT	8/31/2012	MSL / HY	6,1899	2,512.50	100.0000	0.00	486.27	326.16	812.45
279		4 HEATED MOBILE CART	8/31/2012	MSL / HY	6,1599	5,694.00	100.0000	0.00	1,384.30	922.67	2,307.17
422		Drum Set/Mechanics	5/25/2013	MSL / HY	5,4521	1,038.22	100.0000	0.00	154.47	112.96	267.43
423		Equip - 5 Pan Right Space Saver Plus	6/5/2013	MSL / HY	5,4082	5,183.32	100.0000	0.00	848.02	1,698.04	2,547.06
424		EQUIPMENT	9/5/2013	MSL / HY	5,4082	18,754.00	100.0000	0.00	1,733.58	3,487.70	5,221.56
425		pumpkin work on dishwasher and ice machines	7/31/2013	MSL / HY	5,3315	2,700.00	100.0000	0.00	250.21	306.42	756.63

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01/01/2014 - 12/31/2014
Sorted: General - location

Page 2 of 15
Professional Sports Catering, LLC [52641]
Depreciation Expense
Financial
01/01/2014 - 12/31/2014

4/2/2015
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System No.	S	Description	Date in Service	Method / Conv.	Life	Cost / Other Basis	Bus. Inv. %	Sec. 179 Bonus	Beg. Accum. Depreciation (Sec. 179)	Current Depreciation	Total Depreciation (Sec. 179)
616		2014 Additions - Dayton	4/1/2014	SL / N/A	4.5863	36,357.45	100.0000	0.00	0.00	5,618.49	5,618.49
Subtotal: 11-Dayton											
Less dispositions and exchanges:											
Net for: 11-Dayton											
257		Food Drawings	11/28/2011	SL / N/A	5.0000	5,000.00	100.0000	0.00	2,063.33	1,000.00	3,063.33
258		Extra Computer	11/30/2011	SL / N/A	5.0000	792.76	100.0000	0.00	330.31	158.55	488.86
259		Computers (Dell/Cheb)	12/12/2011	SL / N/A	5.0000	1,584.69	100.0000	0.00	660.29	316.94	977.23
279		SEPTEMBER ARCHITECTURAL SERVICES	1/1/2012	MSL / HY	6.7534	45,100.00	100.0000	0.00	10,017.36	6,678.25	16,695.64
280		DRAFT BEER CART (2011 BASEBALL TRADE SHOW)	2/1/2012	MSL / HY	6.7507	12,019.36	100.0000	0.00	2,670.69	1,780.46	4,451.15
281		2 ice Cream Machines (50% due monthly)	2/24/2012	MSL / HY	6.6877	17,675.00	100.0000	0.00	4,308.23	2,672.62	6,980.85
282		ELECTRICAL COSTS - OKC	2/26/2012	MSL / HY	6.6740	34,300.50	100.0000	0.00	7,731.38	5,154.26	12,885.64
283		GUEST POS HARDWARE AND INSTALLATION	2/26/2012	MSL / HY	6.6740	151,719.71	100.0000	0.00	34,088.75	22,730.50	56,821.25
284		GRANITE TILE FOR CHEESE BOARDS	2/26/2012	MSL / HY	6.6740	30.54	100.0000	0.00	8.86	5.83	14.81
285		SPINDLE FOR FUNNEL CAKE AND ACCESSORIES	2/26/2012	MSL / HY	6.6740	13.71	100.0000	0.00	3.08	2.05	5.13
286		BUCKET FOR FUNNEL CAKE	2/26/2012	MSL / HY	6.6740	7.53	100.0000	0.00	1.69	1.13	2.82
287		TABLE SKIRT/CLIPS - OKC CAPX	2/26/2012	MSL / HY	6.6740	820.40	100.0000	0.00	116.96	77.87	194.83
288		TRIPLE PLAY RACKS FOR SUITE LEVEL - CAP X	2/26/2012	MSL / HY	6.6740	584.70	100.0000	0.00	131.41	87.61	219.02
289		BASKETS FOR SUITES - CAPX	2/26/2012	MSL / HY	6.6740	379.38	100.0000	0.00	85.26	58.56	143.11
290		MENU CLIPS FOR FOOD SIGNS	2/26/2012	MSL / HY	6.6740	201.25	100.0000	0.00	45.23	30.15	75.38
291		ICE BUCKETS FOR SUITES/PONICS	2/26/2012	MSL / HY	6.6740	599.70	100.0000	0.00	134.79	89.86	224.65
292		LITENSE BASKETS FOR SUITES	2/26/2012	MSL / HY	6.6740	212.17	100.0000	0.00	47.69	31.79	79.48
293		BREAD BASKETS - OKC (LUCKY CLOVER TRADING 1/25)	2/26/2012	MSL / HY	6.6740	364.18	100.0000	0.00	81.85	54.57	136.42
294		CONSTRUCTION COSTS	2/26/2012	MSL / HY	6.6740	288,658.08	100.0000	0.00	60,361.24	40,254.54	100,615.78
295		ARCHITECTURAL SERVICES	3/26/2012	MSL / HY	6.6027	22,366.94	100.0000	0.00	5,086.57	3,382.37	8,468.94
296		DRAFT BEER CART	3/26/2012	MSL / HY	6.5973	23,820.91	100.0000	0.00	5,370.59	3,562.39	8,932.98
297		SALSA CART	3/26/2012	MSL / HY	6.5973	11,934.06	100.0000	0.00	2,713.40	1,826.83	4,540.23
298		MARGARITAVILLE CART	3/26/2012	MSL / HY	6.5973	11,336.11	100.0000	0.00	2,580.86	1,727.24	4,318.10
299		POPCORN CART	3/26/2012	MSL / HY	6.5973	8,676.95	100.0000	0.00	2,018.31	1,345.54	3,363.85
300		SALSA SUPPORT	3/26/2012	MSL / HY	6.5973	11,201.87	100.0000	0.00	2,546.92	1,687.55	4,234.47
301		SNQ CONE CART	3/26/2012	MSL / HY	6.5973	10,972.90	100.0000	0.00	2,494.96	1,683.24	4,158.10
302		LEMONADE CART	3/26/2012	MSL / HY	6.5973	11,112.26	100.0000	0.00	2,296.21	1,532.81	3,829.02
303		CONDIMENT CART	3/26/2012	MSL / HY	6.5973	19,384.36	100.0000	0.00	4,407.34	2,938.23	7,345.57
304		CART COVERS (SET OF 16)	3/26/2012	MSL / HY	6.5973	7,619.62	100.0000	0.00	1,730.44	1,154.96	2,885.40
305		INSTALL OF CHW SERVICE (IF'S EXISTING REPAIR BUDGET)	3/26/2012	MSL / HY	6.5973	4,030.03	100.0000	0.00	1,003.25	654.83	1,658.08
306		PORTABLE ELECTRIC INSTALL	3/26/2012	MSL / HY	6.5973	22,650.00	100.0000	0.00	5,149.63	3,433.22	8,583.05
307		WATCOOLED BEER SYSTEM	3/26/2012	MSL / HY	6.5973	20,153.99	100.0000	0.00	4,562.32	3,054.88	7,617.20
308		SMOKER'S SKIN	3/26/2012	MSL / HY	6.5973	564.13	100.0000	0.00	217.38	144.80	362.18
309		2 PRINTERS FOR CATERING OFFICE/PANTRY	3/31/2012	MSL / HY	5.9880	325.10	100.0000	0.00	74.01	49.34	123.35
310		STAFF COMPUTERS AND SMALLWARES (CHEESE KNIVES)	3/31/2012	MSL / HY	5.9880	620.02	100.0000	0.00	144.19	94.13	238.32
311		INSTALLATION OF DOORLOCKS ON TKI BAR CABINETS N	4/1/2012	MSL / HY	6.5863	1,020.25	100.0000	0.00	230.36	154.90	385.26
312		ADDITIONAL BAR SUPPLIES	4/1/2012	MSL / HY	6.5863	11.04	100.0000	0.00	26.20	17.47	43.67
313		CONDIMENT CENTERPICES AND DIP TRAYS	4/1/2012	MSL / HY	6.5863	455.19	100.0000	0.00	103.97	66.11	170.78
314		SNACK/CANDY BASKETS FOR PORTABLES	4/1/2012	MSL / HY	6.5863	143.67	100.0000	0.00	37.72	24.54	62.26
315		PCMC CONCESSION STAND	4/1/2012	MSL / HY	6.5863	960.54	100.0000	0.00	229.59	150.30	379.89
316		SMOKER'S CART	4/1/2012	MSL / HY	6.5863	1,108.17	100.0000	0.00	252.75	168.50	421.25
317		LEVEL 2 CONCESSION STAND	4/1/2012	MSL / HY	6.5863	1,621.23	100.0000	0.00	399.23	246.15	615.36

Dayton Dragons Professional Baseball Team

Fifth Third Field • P.O. Box 2107, Dayton, OH 45401-2107 • 937-228-BATS (2287) • Fax 937-228-2284
www.daytondragons.com



February 19, 2015

Ms. Jacqueline Behrens
City of Goodyear, City Hall Front Desk
190 North Litchfield Road
P.O. Box 5100
Goodyear, AZ 85338

Re: Request for Proposal Solicitation No. 15-3215: Food and Beverage Concession Services at
Goodyear Ballpark and Recreational Complex

Dear Ms. Behrens:

This letter is in reference to the Dayton Dragons (Single-A Affiliate, Cincinnati Reds) complete endorsement of the services of Professional Sports Catering, LLC (PSC). We enlisted the services of PSC in the fall of 2011 with the agreement running through 2018.

The relationship with PSC and their on-site staff is truly a partnership. Their executive staff is vested in our franchise's success year round. More importantly, PSC is always looking to deliver stronger revenues and per caps to our franchise.

Needless to say, we will value our relationship with PSC for many years to come. If you have any questions about the quality of their operation or people, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert Murphy". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Robert Murphy
President
Dayton Dragons

RM/las



[illegible]

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System No.	S	Description	Date in Service	Method / Conv.	Life	Cost / Other Basis	Bus./Inv. %	Sec. 179 Bonus	Reg. Accum. Depreciation (Sec. 179)	Current Depreciation	Total Depreciation (Sec. 179)
28		Ports - Popcorn Sausage, Philly, Mexican, Pretzel - Quad Cities	1/15/2009	SL / N/A	7,000	57,072.00	100.0000	0.00	57,072.00	0.00	57,072.00
29		Keq Ports - Quad Cities	2/11/2009	SL / N/A	7,000	4,865.00	100.0000	0.00	4,865.00	0.00	4,865.00
31		Time Clock - Quad Cities	3/11/2009	SL / N/A	7,000	5,878.48	100.0000	0.00	5,878.48	0.00	5,878.48
36		Signage - Quad Cities	4/1/2009	SL / N/A	7,000	2,939.70	100.0000	0.00	2,939.70	0.00	2,939.70
32		Smallwares - Dishes, Coders - Quad Cities	5/20/2009	SL / N/A	7,000	1,640.08	100.0000	0.00	1,640.08	0.00	1,640.08
30		Smallwares - Quad Cities	6/12/2009	SL / N/A	7,000	18,886.76	100.0000	0.00	18,886.76	0.00	18,886.76
33		China for Catering - Quad Cities	10/5/2009	SL / N/A	7,000	1,377.38	100.0000	0.00	1,377.38	0.00	1,377.38
43		Condiment Cart	2/5/2010	SL / N/A	7,000	475.75	100.0000	0.00	313.54	67.96	381.50
44		Keq Draw Boxes	3/15/2010	SL / N/A	7,000	5,609.00	100.0000	0.00	3,665.79	801.29	4,467.08
45		Streamer	3/22/2010	SL / N/A	7,000	5,553.17	100.0000	0.00	3,556.82	793.31	4,349.13
46		Condiment Cart	3/24/2010	SL / N/A	7,000	1,707.75	100.0000	0.00	1,083.97	243.88	1,337.86
47		Mobile Cabinet for Burger Cart	3/25/2010	SL / N/A	7,000	1,027.96	100.0000	0.00	659.07	146.85	805.92
48		Micro Beer Portable	4/29/2010	SL / N/A	7,000	7,985.00	100.0000	0.00	5,066.75	1,140.71	6,206.46
49		Electric Fryer	4/29/2010	SL / N/A	7,000	1,426.12	100.0000	0.00	905.38	203.73	1,109.11
50		Machine Wiring	4/29/2010	SL / N/A	7,000	2,396.85	100.0000	0.00	1,521.29	342.46	1,863.50
51		Pallet Jack	5/12/2010	SL / N/A	7,000	450.00	100.0000	0.00	285.73	64.29	350.02
52		Hot Boxes (2)	5/7/2010	SL / N/A	7,000	4,907.63	100.0000	0.00	3,123.28	701.09	3,824.37
53		Chaffers (6)	5/7/2010	SL / N/A	7,000	870.47	100.0000	0.00	553.98	124.35	678.33
54		Credit Card Boxes (Modern Woodmen Bank)	6/4/2010	SL / N/A	7,000	6,891.63	100.0000	0.00	3,071.44	698.80	3,770.24
55		Hot/Cold Food Pknic	7/8/2010	SL / N/A	7,000	2,869.59	100.0000	0.00	1,789.84	409.94	2,190.78
56		Pknic Area Gas Broiler	7/20/2010	SL / N/A	7,000	3,709.87	100.0000	0.00	2,254.13	529.98	2,784.11
57		Stainless Steel Cabinet/pop Dispenser	8/1/2010	SL / N/A	7,000	1,838.87	100.0000	0.00	1,122.77	262.70	1,385.47
58		Sign for East Moline Market	8/1/2010	SL / N/A	7,000	839.65	100.0000	0.00	392.13	91.38	483.51
59		Wireless Access Points	12/27/2010	SL / N/A	7,000	3,299.25	100.0000	0.00	1,856.98	471.32	2,328.30
124		8/25 conduit box work for soda machine	2/9/2011	SL / N/A	7,000	1,012.86	100.0000	0.00	560.88	144.68	705.57
125		Signage (Funnel Cakes, Bettendorf Bakery, Rock Island Grill)	2/15/2011	SL / N/A	7,000	4,010.59	100.0000	0.00	2,448.52	572.94	2,721.46
126		Water cooler - QC	5/31/2011	SL / N/A	7,000	1,430.93	100.0000	0.00	711.54	911.54	2,023.08
127		Lemonade cart	5/31/2011	SL / N/A	7,000	6,999.00	100.0000	0.00	3,557.21	999.86	4,557.07
130		Portable Bar	7/12/2011	SL / N/A	7,000	1,655.62	100.0000	0.00	825.82	237.95	1,063.77
131		Draft Beer Coolers	7/12/2011	SL / N/A	7,000	3,962.64	100.0000	0.00	1,944.68	568.09	2,532.77
132		Pizza Warmer	7/12/2011	SL / N/A	7,000	1,431.33	100.0000	0.00	708.65	204.43	913.08
133		Beer portable with canopy	7/12/2011	SL / N/A	7,000	3,015.00	100.0000	0.00	1,494.83	430.71	1,925.54
378		ASIAN FOOD CART	3/28/2012	MSL / HY	7,000	8,892.70	100.0000	0.00	2,440.11	1,173.20	3,613.31
379		CARVEY CART	3/28/2012	MSL / HY	7,000	11,107.00	100.0000	0.00	3,047.79	1,465.37	4,513.16
380		HEATED HOLDING CABINET w/SLIDING DOORS	4/23/2012	MSL / HY	7,000	4,762.83	100.0000	0.00	1,318.78	624.99	1,944.97
381		PORTABLE ELECTRICAL WORK	4/23/2012	MSL / HY	7,000	4,829.98	100.0000	0.00	1,337.38	635.02	1,972.40
382		INSTALLATION OF CABLING FOR QUEST	6/1/2012	MSL / HY	7,000	344.54	100.0000	0.00	96.76	45.05	141.81
669		SEAT UPGRADE	2/1/2013	MSL / HY	7,000	632.05	100.0000	0.00	285.03	323.03	608.06
612		2014 Additions - Quad Cities	4/1/2014	SL / N/A	5,834	46,041.23	100.0000	0.00	0.00	5,814.45	5,814.45
Subtotal: 4-Quad Cities						242,123.08		0.00	144,177.98	20,347.99	164,525.97
Less dispositions and exchanges:						0.00		0.00	0.00	0.00	0.00
Net for: 4-Quad Cities						242,123.08		0.00	144,177.98	20,347.99	164,525.97

March 3, 2015



Ms. Jacqueline Behrens
City of Goodyear
190 North Litchfield Road
P.O. Box 5100
Goodyear, AZ 85338

Dear Ms. Behrens,

I understand you are currently considering a new concessionaire for your city's spring training facility. I currently own four minor league teams, one of which (Billings Mustangs) is an affiliate of your Cincinnati Reds. As someone who is part of the Reds' family and has many friends within the organization, I want to help ensure that all of the facilities within the club's organization have only the finest operations. That's why I am writing you to offer the strongest recommendation possible for Professional Sports Catering (PSC).

I bought the first of my four clubs, the Quad Cities River Bandits, single-A affiliate of the Houston Astros, in 2008. That year, using one of the so-called "big" catering firms that play at the Major League level, we proceeded to "lose" \$110,000 on our food and beverage. I say "lose" because we were never allowed to see our books, even though we demanded the audit as per our contract. The whole matter was a mess and, while we ultimately prevailed in court, it left a very bad taste in our mouths.

The next season, 2009, was just the opposite. We hired PSC and they immediately gave us a series of insightful recommendations on how to improve our sales. The proof is in the pudding: In 2008, working with the aforementioned firm, we did about \$1.15 million in gross sales. Our first year with PSC, we jumped up to \$1.427 million, and the following year we did just under \$1.6 million. Today, we do more than \$2 million in gross sales – an increase of roughly 95% in the six years that we have worked with PSC! You can see why I recommend them so enthusiastically!

But even more impressive than the huge increase in gross sales – and the accompanying increase in per-caps – is the nature of the partnership. PSC thinks strategically; they game out what is best for our customers, what works in our market, and they go to great lengths to understand what makes the Quad Cities different from other minor league markets. They have been great partners with our team's hierarchy. The result is creative, outside-the-box thinking and a quarter-million satisfied guests each year.

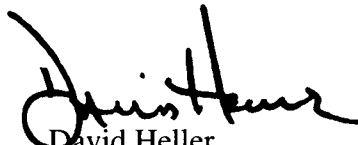
What I like best about PSC, however, is their “outrageously positive” customer service. They work hard to train their staff to embody what we at the River Bandits preach every day – that our fans are the most important people on earth (at least to us), and they deserve to be treated as such from the first moment they step foot in our parking lot to the last moment their car leaves that parking lot. PSC’s heavy emphasis on outstanding customer service fits hand-in-glove with our operation and our team’s goals and priorities.

We like PSC so much that we are now negotiating with them to have them handle our concessions operation in Billings as well as Quad Cities – and in California, as soon as our new ballpark deal is finalized. They are simply the best!

Tom Dickson, Greg Rauch, Jason Wilson, Jonathan Harris and the PSC staff have, over the past six years, not just served as our concessionaire, they have become our partners, our advisors and, most importantly, our friends. They are fantastic people who do a fantastic job for us, and given their expressed desire to break into the spring training market, I am sure they will go far above and beyond for you and your city’s ballpark.

If I can answer any questions or provide any additional details, please do not hesitate to call me on my cell at (202) 321-1855. Choosing the right concessionaire is probably the most important decision a ballpark operator can make; if you choose PSC, you will be happy for years to come.

Sincerely,



David Heller
Owner



To: Compass Group USA Business Partners

Date: December 26, 2013

Sub: Compass Group USA Financial Update

Compass Group USA, Inc. is a wholly owned subsidiary of Compass Group PLC (CGP), the global leader for contract catering services. Compass Group USA, Inc. is the legal entity representing United States operations and is the parent company of Flik International Corp., Crothall Services Group, Southeast Services Corporation, Levy Restaurants, Restaurant Associates Corporation, Morrison Management Specialists, Inc., Lackmann Culinary Services, Bon Appetit Management Company, Eurest Services, Inc., and Wolfgang Puck Catering & Events, LLC. Divisions of Compass Group USA, Inc. include Chartwells, Canteen, and Eurest Dining.

Through a series of acquisitions and organic growth, Compass Group has become the market leader in North America with annual revenues in 2013 of US \$12.8 billion and operating profit of US \$1.05 billion. Compass Group North America's revenues represent 46% of the CGP worldwide total and are expected to exceed \$13.3 billion in the 2014 fiscal year. Compass Group, North America's client list includes Staples Center, Boeing, IBM, Microsoft, Prudential Insurance, American Express, Texas A&M University, University of Arkansas, Louisiana State University, University of Virginia Medical Center, Cedars-Sinai Medical Center, and the World Bank.

CGP was formed in 1987 to facilitate the management led buyout of the Grand Metropolitan, PLC Catering division. During its twenty-six year history, CGP has grown more than fifty-fold from a revenue and value perspective, with a current market capitalization of US \$27 billion. CPG trades on the London Stock Exchange under symbol CPG.L and is represented in the FTSE 100 Index. While Compass has experienced phenomenal growth, it remains a conservatively managed company with a strong credit rating. On February 18, 2013, Standard & Poor's raised the long-term corporate credit rating on Compass Group to A from A-. Access to the September 30, 2013 CPG annual report is available through the following link:

<http://www.compass-group.com/Financial-Presentations.htm>

You are encouraged to direct financial inquiries regarding Compass Group to my attention at our North America headquarters in Charlotte, North Carolina.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel Thomas", written in a cursive style.

Daniel Thomas
Vice President & Treasurer
Compass Group, North America
2400 Yorkmont Road
Charlotte, NC 28217
Tel: 704-328-7073

Operating Guidelines

Edited January, 2015



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PSC Operating Guidelines

The following represents how PSC will operate each venue. We take pride in being the best at executing food service in minor league baseball and providing 'POSITIVELY OUTRAGEOUS service'. While each section represents a separate area of our overall operational philosophy, the graphic below shows how important each is to one another. PSC believes each plays an important role in various other areas.

PSC believes that this system represents the various components of operating a baseball stadium properly. In order for this plan to be executed, COMMUNICATION IS PARAMOUNT. This means not only between management staff on-site, but also with the Corporate office AND other PSC venues. One of PSC's best qualities is the constant communication it has throughout all levels. Communication is not only stressed for the Client and Fans benefit, but more importantly the benefit of each employee. PSC stresses interaction between venues because when questions or issues arise, it is more than likely someone elsewhere can help.

While each venue is different, PSC has successfully operated baseball venues with these guidelines in place. With that, here is how PSC operates.





1. Staffing:

- PSC analyzes projected attendance and revenue to develop a talented management team that includes a Regional Vice President, On-Site Sr. Director, and other full-time management staff
- Once full-time and seasonal employee levels are agreed upon, COO, Regional VPs, and Team Development Coordinator set forth to staff according to our rigorous hiring standards
- How PSC Hires, trains, and retains our hourly and non-profit staff is fully described in *First Impression* training manual.
- Hourly staffing levels are fully described in Event Execution section.

Management Staffing

- PSC has developed a strategic, thorough recruitment process that has proven effective in building a first-class team. With a strategy to identify passionate, skilled, and coachable employees as well as promoting from within whenever possible, PSC corporate office and management team continuously work to pinpoint exceptional candidates that will grow within company's core operating philosophies. Here are the principle tactics PSC utilizes to identify, recruit, hire, and train both full-time/seasonal positions:

Identifying Great Employees

- **Corporate office leads the way.** It is the responsibility of the HR Department to 'find a home' for qualified candidates. PSC centralizes recruiting process in one place because it allows company to use standard procedures and identify the best candidates nationwide, not just those that are available locally.
- **Look internally first.** The majority of employee recruitment is intended to identify great candidates for entry-level positions that have the ability to grow with the company. When a position comes available, PSC desires to fill role with a highly trained staff member already within PSC. As mentioned above, it is company's goal to grow each employee into an expanded role. PSC has found that this mentality is paramount to reducing turnover, while increasing overall efficiency.
- **Finding the right fit.** When identifying great candidates, the right skills and prior experience are important but are not everything. The early stages of the recruitment process are actually geared towards identifying the brightest, most passionate, personable and coachable individuals.



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1. Staffing cont.

Management Staff cont.

Recruiting and Hiring

- **Utilizing established resources.** When seeking external candidates, PSC utilizes numerous tactics including postings, employee referrals, building on-going relationships with educational institutions (nationwide professors and department chairs), job fairs, mailers, social media tools, etc.
- **PSC adheres to a strict recruitment process.** The hiring coordinator is responsible for generating all postings from the corporate level, managing all applicants and fielding questions. With seasonal positions, initial interviews are conducted by the hiring coordinator followed by a second interview requiring candidate to visit on-site Director. All references and background checks will be cleared at this point. The lead time on filling a seasonal position is 30-45 days from the original posted date. In addition, if seeking a full-time Director or Executive Chef candidate, he/she is required to meet and interview with PSC Executive team prior to hiring decision being made.
- **Recruitment is an active role.** PSC Director of HR is in constant communication with each on-site Director, tracking performance of seasonal employees. PSC relies heavily on on-site full-time staff to evaluate candidates and determine whether seasonal employees are qualified for an expanded role. Upon conclusion of the season, PSC corporate office, together with on-site Directors will assess the performance and address possibilities of expanded responsibility for each seasonal employee.

Retention and Employee Turnover

- **Proven track record.** PSC has had remarkable success in retaining full-time and seasonal employees. In fact, PSC's turnover percentage routinely under 15% annually which speaks volumes in relation to the growth the company is experiencing and number of overall retained employees from the inauguration of our company.
- **Seek the right candidates.** The best way to retain great employees is to find the right ones from the start. PSC spends significant time and energy during our recruitment process with the goal to 'find a home' for candidates as opposed to hiring based on an immediate need.
- **Empower our employees.** PSC has heard firsthand that the opportunity to grow for individuals is present at PSC. Candidates from the outside can identify their career path at PSC, understand there is an opportunity to run their own account and have decision making capabilities immediately.



1. Staffing cont.

Management Staff cont.

Training and Certification

- Directors within PSC possess excellent qualities that make each individual ready for a role entailing management of their own account. There are six main focal points each Director must meet and understand:
 - **Business Management** – Sales reports, QuickBooks, team invoicing, payroll, HR management, budgetary knowledge, etc.
 - **Operation Management** – Labor, kitchen preparation, facility/equipment management, concession operations, picnic setup, suite level catering, Quest/POS training, etc.
 - **Ordering & Menus** – Vendors, product ordering, pricing analysis, menu and pricing development, purchase orders, etc.
 - **Director Professionalism & Client Management** – Communication with corporate office and direct client interaction, maintaining positive relationship
 - **Corporate Communication**
 - **Overall Leadership Skill Ranking & Development**

Hourly & Non-Profit Employee staffing

Hourly staff is trained through PSC proprietary guest service program *First Impression*. This program follows the same philosophy and approach that PSC utilizes for higher level management positions. The following gives the purpose, mission statement, and five strategies that help us achieve the best guest service in sports.

- **Purpose of First Impression:** To create a uniform program across all PSC venues ensuring the highest level of guest service from every PSC employee
- **Mission Statement:** We will remember at all times, that our guests are the reason we are in business. Each and every employee of the organization must realize that it is their job to provide **POSITIVELY OUTRAGEOUS SERVICE**. That means:
 - Treating every guest with respect
 - Anticipating the needs of our guests
 - Recognizing any complaint as a challenge to improve
 - Immediately addressing any concern a guest might have
 - Honoring any reasonable request
 - Ensuring the complete satisfaction of each guest

Five Strategies of First Impression are:

1. **Hire** the right people for the right job
2. Set **PSC expectations** for every employee
3. **Train** each employee for their specific job
4. **Motivate** staff to exceed expectations of guests
5. Use internal and external systems to **evaluate** the effectiveness of program and performance of specific venue



1. Staffing cont.

Hourly Staff cont.

Training & Certification Process

Professional Sports Catering has developed a formalized process to properly train all employees in their respective roles. This system includes documented checklists, tutorials and on-the-job training techniques, created to establish a level of expectation that fulfills company objectives and individual growth. Processes for management, front-of-house service, back-of-house service, culinary and outside vendors are identified below.

PSC ensures employees are training for the job they are performing by identifying specific roles within the organization, communicating what is expected of each position, and ensuring the appropriate candidate is ready to develop their skills when selected to fulfill a particular role.

- *Front-of-house:* Led by a Concessions and Catering Manager, these full-time employees (if applicable) at each venue seek to hire hourly staff that fit the mold of PSC. Once hourly employees are hired, a **2-hour orientation** is conducted as the initial step in our training process. Next, PSC holds **individual training sessions** for each department. Catering Managers bring in Suite Servers, Runners, Club Seat and bartenders separately to observe training procedures. For suite servers, a suite tasting is demonstrated. During this event, each employee observes how all suite food is set up, displayed, and tastes. Ensures staff is learning the menu. Checklists are created which require all hired employees attend orientation and their individual trainings prior to the start of the season. If starting after season, employees will 'job-shadow' management or fellow employee to learn the position.
- *Back-of-house/Culinary:* 'Job shadowing' ensures seasonal kitchen manager/sous chef is trained directly by full-time Executive Chef, learning best practices and established PSC standard operating procedures set forth by Head Executive Chef once hired. Prior to joining PSC, candidates must understand that they are going to be working in the kitchen, behind the scenes at the ballpark. Procedures such as asking candidates to julienne onion testing knife skills, making a sauce for more complexity, and giving a candidate limited menu items to test their creativity when preparing an impromptu meal.
- *Subcontractors:* Directors work to build on-going relationships with all vendors regarding product offerings. Various materials are distributed such as catalogs and flyers, allowing hourly employees to train and study specific food and beverage offerings. An example of this is a wine vendor providing training on specific wines with designated foods at the ballpark. PSC employees must be knowledgeable about the industry and prepared to answer questions from guests in attendance.



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1. Staffing cont.

Training & Certification Process cont.

- PSC tracks training qualifications by following set guidelines and checklists established for the sole purpose of developing our employees. By taking the time to hire employees who fit within company, PSC feels everyone involved will succeed. Throughout the season, it is essential that full-time management staff constantly monitors hourly employees, making sure they are practicing the policies and procedures put in place during training.
- Part of our successful retention rate is that PSC believes in a 'training up' mentality. This approach is implemented in all areas of foodservice. Every new hire is trained for their respective job based on detailed job descriptions and responsibilities. PSC seeks employees who pick-up specific duties quickly and search for additional responsibilities. Employees who exceed specific job requirements are identified and communicated to corporate office. The employee will then receive on-the-job training throughout the remainder of the season, polishing skills and gaining experience for a larger role at that specific location or another PSC site.
- When it comes to hourly staff, the following procedures from our *First Impression* guest service manual are followed to ensure our staff is delivering the best guest service in sports:
 - *Thoroughly explained PSC expectations.* This includes watching video and going through PSC orientation to understand what is required of every PSC employee.
 - *Educated on each employees' specific job.* Every hourly position has a specific job description and set list of responsibilities. During PSC's set training sessions, each one of these is reviewed in full so that every employee understands their role.
 - *Use 'on-the-job' training to show each employee how to do assigned job.* This occurs during specific job training sessions. Every new employee will follow management or returning hourly employee to understand the tactics for each area of their role. Employee will also demonstrate their understanding to management staff
 - *Certify each employee in their specific role.* Once an employee has shown they are capable of handling responsibilities, each will take a certification test to ensure they understand the correct steps. Each employee must 'ace' this test, and prove they are capable of their job. Before being able to work an event, every employee must go through certification process for that specific position.
 - *Motivate employees to exceed expectations.* The comprehensive training program is designed to produce experts in every position. PSC wants each employee's responsibilities to be second nature, allowing staff to focus on 'WOW-ing' the customer. PSC believes that every staff member has the opportunity to create memorable guest experiences. All entertainment venues thrive on these moments, as they can be the difference in resulting in a fan returning to the ballpark again and again.



1. Staffing cont.

Training & Certification Process cont.

The following steps are taken to ensure PSC employees at all levels within PSC are 100% qualified for the work they are performing:

- *Comprehensive training.* This includes checklists, job shadowing and the observance of overall job competency by the supervisor of all seasonal and hourly employees.
- *Promoting from within.* By promoting from within, PSC has a firm grasp on employee's capabilities and qualifications before placing someone in a position of added responsibility.
- *Implementation of strict hiring model.* We seek candidates with similar qualities to those who call PSC home now. Our on-going search for qualified candidates allows us to choose the right fit for seasonal and full-time positions.
- *First Impression Training Strategy.* As mentioned above, hourly employees are 100% certified for the job they are performing.

2. Budgeting

- Comprehensive budget produced in advance of fiscal year
 - Includes team's input on projected attendance
 - PSC projects per cap, labor levels, and COGS
 - Detailed budgeting of operating expenses
- End result is comprehensive pro-forma with anticipated results
- Budget is continuously reviewed and analyzed throughout the year by on-site staff and PSC Corporate. All variances are communicated thoroughly to PSC's Client. These processes are fully described in Section 5, Reporting and Data Analysis

3. Purchasing

- COO, Regional Vice President & Sr. Director of Purchasing work in conjunction with on-site Director to develop purchasing system once food strategies are developed and annual budgets are confirmed
- Purchasing levels are designated for homestand length and typical projected attendance for major concession and catering items
- Purchasing system enables several benefits:
 - Size enables purchasing power ensuring national rates
 - Already established purchasing agreements on top-selling concession items
 - No corporate barrier regarding food sponsorship deals
 - Sr. Director of Purchasing analyzes pricing ensuring lowest case prices
 - Utilize sales reports and analyze data from previous events to project purchases
- Throughout season, PSC maintains thorough analysis of COGS to ensure budgets are adhered to by each venue. These processes are fully described in Section 5, Reporting and Data Analysis



4. Event Execution

- Event execution is broken down into the following aspects:
 - Event Staffing
 - Pre-Event Food Preparation
 - Daily Management Touch point plan
 - Post-Event Reconciliation/Reporting
 - Venue Shut Down/Clean Up

Event Staffing

- Based upon the tickets sold, projected walk up, promotional giveaways, and discussions with Client, on-site Director of F&B will decide number of POS locations to open. Once the decision is made to open POS, the concession manager will fill the locations to be opened with employees who are available to work based on labor matrices. Director of F&B will have final approval. Once approved, the concession manager will post the schedule.
- Director will also work with Executive Chef (and Catering Manager, depending on the venue) to calculate kitchen staff and server staff numbers based on group venue sales, pre-game suite orders, and projected suite attendance. It is the Executive Chef and Catering Managers responsibility to fill in staff accordingly.

Pre-Event Food Preparation

- Pre-Event food prep not only is essential to executing an event efficiently, but also plays an integral role in the reducing waste and food spoilage.
- Food Prep - There are 2 areas of concern when it comes to daily food prep – concessions and catering:
 - **Catering** – Each morning the kitchen receives “Hot/Cold” prep sheets that are made by the catering manager and approved by the Director of F&B. With venues being sold in advance, and suite orders typically due 24 hours in advance, this allows the catering manager and Chef to work together to determine the exact amount of food to be cooked for each catering location. Spreadsheets are created and distributed to the kitchen hot side, cold side, and pantry prep to be completed. Once food is prepared it is labeled and sent to each respective area.
 - **Concessions** – Concessions Manager and Director determine which cook chart they are going to use for the day based upon the game-day projection numbers Typically there is an A, B, and C game cook charts. Some larger venues will have D and E cook charts based on. These charts lay out exactly how many pans of each product to cook for the day. Once cooking is complete the concessions cook will take the food to each location. All additional “back-up” food is left in a warmer until requested by carts or concessions stands.



4. Event Execution cont.

Management Touch Point Plan

- PSC venues will develop a specific touch point plans for 3 managerial positions, on-site Director, Concessions Manager, and Catering/Executive Chef
- **Director of F&B** – begins the day by confirming projections with Client. This is followed by a meeting with the F-T and seasonal staff to discuss the upcoming event. All event specifics are discussed.
- The following is a general game-day timeline for a 7:05pm event (*Parenthesis are estimated times for afternoon events*)
 - **8:00-10:00am: (5-7:00am)** Wrap up reporting from the night before, game-day meeting, staff meeting with F&B staff
 - **10:00am-12:00pm (7-8:00am):** Check in with kitchen progress and warehouse stocking
 - **12:00pm-2:00pm (8-9:00am):** Check in with FT and seasonal staff on progress; check on kitchen progress; ensure that warehouse has completed stand sheets and have moved to portable tote stocking; checking in with concessions cook on production.
 - **2:00pm-4:00pm (9-10:00am):** Check in with picnic area, venues, and suite preparation ensuring on schedule; check in with Concessions Manager and Catering Manager.
 - **4:00pm-5:00pm (11-12:00pm):** Assist with cash-room procedures; last minute changes around the ballpark; lead game-day huddle at 5:00pm.
 - **5:00pm-6:00pm (12-1:00pm)(gates open):** Hit every location in ballpark (each concession stand, every portable cart, all venue areas, picnic area, suites); check in with all FT, seasonal, and hourly managers
 - **6:00pm-9:00pm(1-4:00pm):** Continue making rounds to all locations (hit each location at minimum 1 time) decide locations shut downs, keep communication open with all staff; check cash room.
 - **9:00pm-close (4pm-Close):** Ensure the ballpark is following proper close-down procedures.
- **Concessions Manager**

Main responsibility is to be the point person for concessions areas and subcontractor relations. The following responsibilities may fall to seasonal coordinators as well depending on venue size and capacity

 - **Warehouse :** Routine check-in's with the warehouse to ensure product received/dispersed around the ballpark properly. Should be present to assist unload trucks /sign off on shipments received. Should make sure that the warehouse has completed all "stand stocking sheets". Ensure portable totes are stocked and taken to designated location. Pre-game- ensure that all product has been delivered and lend assistance for any tasks still needed to be accomplished.
 - **Concession Cooks:** Meet with concession cook upon arrival and delegate the assigned cook charts. Stop back in periodically ensuring preparation continues at good pace for the game. If additional assistance is needed, CM should call in additional staff to help or help himself if time permits.
 - **Concessions Staff:** CM check-in all employees and, with Director, hold a daily meeting for the staff. Once staff is dispersed the concessions manager should hit every location to ensure that everyone has all food needed, all equipment is working, and all employees are in proper uniforms.



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4. Event Execution cont.

Management Touch Point Plan cont.

- **Catering Manager/Executive Chef**

Main responsibility is to be the point person for catering areas.

The following responsibilities may fall to seasonal coordinators, or shared by an Executive Chef and Catering Manager depending on number of suites and stadium capacity.

- **Kitchen/Executive Chef/Kitchen Manager** – the catering manager should check in on the kitchen frequently throughout the day. If any additional orders for suites get placed throughout the day, it is the catering manager's job to communicate these orders to the kitchen. They should also be helping move food to proper locations throughout the afternoon.
- **Venues:** Once staff arrives the catering manager should assign work locations for each employee. For the next two hours the catering manager should be making rounds of each venue to ensure that it is properly being setup and that staff are doing the appropriate things to be ready to provide service on time. If venue employees need any assistance the catering manager should assist.
- **Suites:** Once staff arrives the catering manager should have suites delegated to each server. Throughout the setup period they should make sweeps on the suite level and check in with each server individually to ensure that they have all details correct for the evening. If servers need help the catering manager should assist.

In-Game Cash Management/Reporting

- Before the event begins all products are counted by employees on "stand sheets" and their managers should come behind them and verify beginning counts. At this point a cash manager is also moving around the ballpark passing out cash to each location – the employee counts the cash given to them as well as the cash manager.
- Once the event begins the employee should begin selling products to fans. Sales are keyed into registers – throughout the evening their managers will check in on them as well as give them a brief break.
- At the conclusion of the event, the employee will do an ended count on all products and their managers should come behind them to verify counts. At the same time a cash manager will come by verify their cash, pick it up, and take it to the cash room.
- Cash-room – the cash room will verify money counts for every location in the ballpark – these counts are then entered into the computer system.
- Reports – the managers turn in product reports and cash reports to the concessions manager. The concession manager should ensure that the physical number of products sold matches what was keyed into the computer system. Also, the concession manager should verify that the cash totals entered into the cash room system match the product sales for the evening – if discrepancy is found then the concession manager should meet with the manager of that location as well as the employee and make them re-verify their counts before leaving for the evening.



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4. Event Execution cont.

Stadium Close-down

- End of the night Director, Catering Manager, and Concessions Manager will check-out all hourly managers. Then, make a walk-through of ballpark to ensure that all items have properly been picked up, put away, and locked up for the evening

It is their responsibility to ensure execution. This includes the following:

- **Portable Carts:** All products have been picked up from portable carts and brought back to the warehouse. All equipment has been turned off, cleaned, and covered for the next shift. All cash and/or coupons have been picked up from the location.
- **Concession Stands:** All products in the stands are wrapped and properly stored. All equipment has been turned off, cleaned, and covered for the next shift. All cash and/or coupons have been picked up from the location. All doors and concession windows have been locked.
- **Venues:** All products have been stored in the proper pantry. All food has been sent back to the kitchen. Area has been properly cleaned and reset for the following day. Pantries have been cleaned and locked.
- **Suites:** All fridges have been inventoried, food has been sent to the kitchen, and equipment has been cleaned and put away in proper storage. Check to see that cleaning duties have been accomplished and the pantry has been locked.
- **Kitchen:** Ensure that all food has been properly labeled, wrapped, and stored for the next day. All dishes have been cleaned. Equipment has been turned off, cleaned and detailed, and is ready for the next day. Kitchen has been locked up.
- **Warehouse:** Thorough walk-thru to ensure that all products have been properly put up for the evening. Warehouse should be cleaned, swept, and mopped daily. Also check that all doors are locked before leaving.



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5. Reporting & Data Analytics

- PSC Corporate and on-site personnel work together to customize reporting based on Client's needs
- Reporting systems allows for analysis of sales and trends by transactions, points of sale, and products
- Daily 'Flash Reporting' after events give client & corporate staff snapshot of revenue
 - Brief description of trends on-site staff observes 'on the floor'
 - Comparison to daily budget
 - Any recommendations to SOP's can be initiated immediately
- Monthly (10 days after end of month) and Annual (30 days after end of year) statements include labor, food costs, direct and capital expenses
- PSC will track and quantify 'Financial and Performance Controls' through point-of-sale reporting, database and accounting systems. For a project with a compressed schedule like Peoria, these reports will be compiled on a per-game or as-needed basis and will include the following reports:
 - Inventory to Sales reports
 - Cash to Sales reports
 - Operational Expense Budget to Actual (QuickBooks/Accounting)
 - Daily per cap reports (FileMaker 12 Database)
 - Corporate Sponsorship analysis
- PSC's history of revenue and per cap growth can be attributed to its comprehensive analysis of all areas of the food and beverage business. PSC's primary objective relating to financial monitoring is to utilize a system of collecting data and reporting that is consistent across all venues. While there are unique features to every venue, this consistency allows PSC to facilitate training, communicate easily to clients, and collect and analyze data in an efficient and effective manner. Due to the transparent, P&L-based nature of PSC's partnerships, all data must be presentable, professional, and easily decipherable to the client. PSC will to ensure reporting templates work for them, and will adjust based on client needs. PSC's objective extends to:
 - Revenue Generation/Per Cap Analysis
 - P&L Analysis
 - Cost of Goods Sold Analysis
 - Labor Management
 - Operating Expense Budget
- The primary tool PSC has developed to monitor financial performance is the daily 'Sales Report'. Designed on Filemaker 12 database software, the Sales Report is generated for each event and gathers all of the revenue and labor data for each specific event. The report functions as a deliverable to the client as well as a corporate audit tool that will tie to backup reports, entry into the PSC's QuickBooks data system and payroll journals. Each daily Sales Report feeds into the venue's database and PSC is able to pull events by criteria to review trending. Please see 'Sample Sales Report'.



5. Reporting & Data Analytics cont.

Revenue Generation/Per Cap Analysis

- PSC's third principle is the focus on maximizing revenue, and not just minimizing costs. Due to this, a significant amount of emphasis is placed on driving per caps through great food and an even better fan experience. PSC on-site Directors send event debriefs every day with a narrative on each event along with a copy of the daily Sales Report. Sales Report is reviewed by management and performance is compared to 1) budgeted per cap, 2) games of similar attendance or day of the week, and 3) other PSC venues of similar size and attendance. Consistent variances are discussed with venue General Manager to determine if corrective action is necessary, and positive or negative results and comments are passed along to the client. Database is reviewed frequently for per cap trending analysis for the venue (for example, per caps on \$1 hot dog games vs. regular games). This type of monitoring allows PSC to provide important information to partners so they may make informed decisions regarding food promotions, menu offerings or pricing.
- PSC believes it is critical to have knowledge about how every F&B area in a venue generates revenue. To that end, PSC does not just focus on large revenue center buckets, but rather drills down to actual stands, portable carts, picnic venues, VIP areas and suites to gauge how the venue is operating. On the daily Sales Report examples, please note that per caps are applied to most venues. Coupled with our extensive benchmarking, PSC can make recommendations and seamless changes to specific operations in order to drive revenue.
- Sales Report and other reports detailed in this section ensure that internal controls as set forth by PSC's Business Operations Manual are followed. On a daily basis, corporate finance managers:
 - Compare Sales Report totals against QuickBooks reports (see 'Sample Game Day Report') for accuracy
 - Utilize banking web portals to verify cash and credit card deposit totals listed on Sales Report
 - Verify receivables and that invoices are delivered to appropriate parties

In addition to observing operational items, PSC corporate management completes the following random internal audit procedures during site visits:

- Game day paperwork – Verify for accuracy, completeness
- A/P – Check random invoices for amount, proper vouchers used and filled out accordingly
- Petty cash – Verify amount and receipts
- Safe – Verify amount and proper placement of funds. Check cash room area during game for security procedures



5. Reporting & Data Analytics cont.

P&L Management

- Along with delivery of month-end statement, PSC delivers pro-forma projection reports to partners. This report shows YTD results along with projections based on attendance, per cap, COGS, labor expense and operating expense trending. This report is a useful tool for both PSC and Team as it sets an expectation for the remainder of the season and is the focal point of PSC's month-end meetings with all partners. Please see an example of this report in 'Appendix 33- Sample Projection Report'.

Cost of Goods Sold Analysis

- PSC General Managers submit purchase analysis workbooks to corporate management prior to each homestand (please see 'Homestand Purchase Analysis'). This workbook consists of three reports:
 - Purchase Recap – This report lists all vendors used and purchase order amounts submitted for the homestand, includes notes related to the order (larger than usual due to 750-guest picnic, etc.), and total vendor dollar spent YTD against prior YTD. The dollars spent for the homestand is applied against projected revenue to arrive at a metric for analysis purposes.
 - Homestand Projected Revenue - This report serves as backup to the projected revenue figure shown on the Purchase Recap. This will list out each event date, projected attendance, projected per caps and picnic revenue already booked to arrive at the revenue projection for the homestand.
 - YTD Purchase Recap – This report is a compilation of all purchase recaps for the baseball season.

This purchase recap is utilized in the following manner:

- Comparing projected metric against budgeted annual COGS. Consistent variances over budget suggest inventory or operational mismanagement.
 - Comparing purchase orders against billing to ensure proper amounts are paid to vendors.
 - Deliverable to PSC partners prior to the homestand to increase level of communication and increase their comfort level as it pertains to this cost center.
- On a monthly basis, PSC General Managers will submit an inventory count to corporate management for analysis and calculation of actual COGS percentage to that point in time. Inventory results are distributed to PSC partners. Improper trending may result in additional counts during each period.



5. Reporting & Data Analytics cont.

Labor Management

- PSC management tracks labor costs in the following manner:
 - Pre-season budgeting and labor matrix development – Prior to the season, PSC and Team will agree to an overall operating budget that will include projections on fixed and variable labor. Variable labor amounts are determined by construction of labor matrices (as shown in 'PSC Appendix 35– Sample Labor Matrix'). This process sets PSC's and Team's expectations for the upcoming season.
 - Daily Sales Report – PSC daily Sales Reports includes fields to input variable labor data for each event. This daily percentage can be pooled together through the database to show YTD percentage as well as trending by game type or day of the week. These percentages are also compared against labor matrices to ensure that labor goals are being met.
 - Bi-weekly payroll submission is compared against daily sales report to verify accuracy of both reports. Large variances require further investigation.

Operating Expense Management

- PSC General Managers utilize specialized reports in QuickBooks to track budget line items (see report attached 'Appendix 36– Sample Budget'). Every check run is reviewed with corporate management to ensure amounts are budgeted. Unbudgeted amounts are communicated to PSC management and PSC partners prior to ordering for approval.
- Actual-to-Budget amounts are listed on every month-end statement delivered to PSC partners in order to highlight budget management.



6. Evaluation: Revenue & Operating Review and Improvement

PSC uses the following system of 'checks and balances' to ensure each venue is operating at optimal levels:

- Fan Experience
- Food Quality
- Dress Code
- New Product and Presentation
- Product Marketing and Promotion

Fan Experience

- **Executive On-Site Visits**
 - Each venue will receive visits from a member of executive staff.
 - The visit is intended to reaffirm that best practices are in place.
 - General Manager will receive standardized report from visiting executive regarding strengths and areas of improvement, which will be logged at corporate office.
- **Outside review by Secret Shopper**
 - Venue will receive unannounced visits from Secret Shopper during event operation.
 - These visits are conducted by the Brandt Group, an outside vendor who specializes in venue review.
 - Shopper program is conducted to ensure review of operation is legitimate and uncompromised.
 - Reviews are logged internally with results available to clients.
- **Fan Food Feedback Surveying**
 - Fan Food Feedback was developed in conjunction with New York based Global Strategy Group (GSG), and QuestionPro, a software company that designed the application specifically for PSC's collection process during the event.
 - GSG has worked with major league teams such as New York Yankees, Dallas Cowboys, and Chicago White Sox as well as minor league organizations Frisco RoughRiders and Scranton/Wilkes-Barre Yankees.

Execution of surveys in Surprise as follows:

- Surveys conducted over a four game span with the goal of gathering a minimum 300 responses (amount that brings our margin of error to 5%).
- PSC will use hourly staff that will be strategically located at four locations throughout the stadium.
- PSC will utilize 'intercept' method to collect surveys inside the stadium to gather best representation of fans attending a game.
- Responses will be gathered by tablet application to cut down on paper usage and speed of reporting.
- Once data is collected, PSC works with QuestionPro software to generate Topline Reports and cross tabulated data that will be tracked season to season.
- Because surveys and responses designed, administered and collected uniformly, PSC will be able to produce reports to City Officials in comparison to other PSC venues.



6. **Evaluation: Revenue & Operating Review and Improvement cont.**

New product & presentation development

PSC conducts the following meetings to foster creative and industry leading practices for product and presentation. These are designed to improve the fan experience and pinpoint areas of revenue growth:

Corporate Innovation Sessions:

- Bi-annual meetings which include executive staff, marketing department, senior level operating staff, and strategic partners.
- Designed as brainstorming sessions in which everyone is required to come prepared with cutting edge food concepts and ideas occurring outside the ballpark and adapt best practices into stadiums.
- Portable strategy, branded concepts, and new designs still in development are examples how successful these have become.

Executive Chef Collaboration Sessions:

- Occur bi-monthly (monthly outside of season) and include Sr. Director of Culinary Innovation, Head Executive Chef, and entire Executive Chef staff.
- Designed to discuss best kitchen management practices, share new innovations from each, and allow each Chef to lend specifically trained expertise to entire organization.

PSC Benchmarking:

- PSC utilizes 'benchmarking' across all clients in order to pinpoint areas of improvement.
- PSC will show each client their data vs. PSC averages and use research done to provide specific improvements for each client as provided in 'Appendix 29– Benchmarking Presentation'.
- While every stadium is different, proprietary brands help take 'benchmarking' to next level as PSC is able to compare specific specialty stands across multiple venues to understand what concepts and specific food items are effective in order to provide detailed recommendations.

General Manager Roundtables

- Occur roughly six times a year and include COO, Vice Presidents of Operations, and all on-site General Managers.
- Designed to provide insight into best practices throughout venues, trade new and innovative ways to improve operations in the field, and foster relationships between General Managers across the country.



PROFESSIONAL
SPORTS
CATERING
POWERED BY *Lory Restaurants*

Partners in food.

6. Evaluation: Revenue & Operating Review and Improvement cont.

New product & presentation development cont.

Daily Debriefs

- PSC requires all full-time employees to produce daily debrief and send to superiors and all relevant employees across company (ex. Concession Manager in Tulsa will debrief senior staff in Tulsa, entire corporate office, and Concession managers across PSC).
- Allows staff to share best practices, provide an avenue to ask advice, and keep entire organization working towards highest level of foodservice.

Product marketing and promotion

- PSC feels that its communication of best practices across venues is one of the company's greatest strengths. Overall, PSC has instilled a corporate culture of constant collaboration which is exemplified by our Daily Debriefs (described above). This culture allows PSC to continuously cross-pollinate ideas, and has been relayed to PSC by clients as a key differentiating factor from many of foodservice competitors. The following are two examples of ways that clients have seen the benefits of partnering with PSC:
- **Food Promotions:** As is the culture of minor league baseball, PSC is constantly involved in promotional events with all of its clients. Throughout the season, on-site GM's and management staff are sharing the results of all food promotions, and highlighting any which may be unique.
 - An example of this would be the institution of Wine Down Wednesday in several venues. At the start of 2012 season, one client instituted monthly event on suite level to highlight rotating wine lists to drive sales and deliver a benefit to suite holders. The program was extremely successful, and PSC worked with multiple clients to implement during that season.
- **Proprietary Brands:** PSC introduced many of its trademarked brands in the 2012 season. While all were well received in respective venues, exceeded expectations in all venues it was introduced. PSC used its benchmarking (see above for description) and robust data analytics to bring a series of recommendations to remaining clients during annual Business Reviews. Franx has been implemented in four new properties for the 2013 season.

Professional Sports Catering, LLC - TEAM
Gameday Report
August 28, 2012

	<u>Aug 28, 12</u>
Service	
Concessions	60,294.80
Picnics	2,447.29
Suites	19,139.45
Total Service	<u>81,881.54</u>
 TOTAL	 <u><u>81,881.54</u></u>

Professional Sports Catering, LLC

TEAM F&B Projections

July 31, 2012

		A	B	A+B
	2012 Budget	57 games	Projection 58-70, 12/31/12	Revised 2012 Projection
Turnstile Attendance	231,000	169,344	61,656	231,000
Overall Per Cap	12.10	13.20	13.00	13.14
TEAM Game F&B Revenue	2,795,100	2,234,557	801,528	3,036,085
Non-TEAM Game F&B Revenue	50,000	342,217	13,783	356,000
(Sales Taxes, Gratuities)	(198,495)	(165,007)	(52,209)	(217,216)
Total F&B Revenue	2,646,605	2,411,767	763,102	3,174,869
Food Cost %	27.00%	29.98%	13.00%	27.67%
Food Cost \$	768,177	772,425	105,990.43	878,415
Full-Time Labor	146,692	78,308	60,918	139,226
Seasonal Full-Time Labor	58,975	21,103	15,000	36,103
Variable Labor %	13.0%	13.4%	10.0%	13.5%
Variable Labor \$	369,863	345,745	81,531	427,276
Labor Expenses (Benefits, Taxes)	86,544	47,958	25,812	73,770
Operational Expenses	128,660	97,963	30,697	128,660
Net Profit	1,087,694	1,048,265	443,153	1,491,418
PSC Fee	144,660	135,213	49,482	184,695
Cap X Reimbursements	-	2,118	8,525	10,643
TOTAL TO TEAM	943,034	910,934	385,146	1,296,080

Purchasing Recap, 8.25.12 - 8.31.12

Professional Sports Catering

PRODUCT	QTY.	AMOUNT	NOTES	Total Spent 1.1.11 - 8.31.11	Total Spent 1.1.12 - 8.31.12	Variance
FOOD						\$ -
Airgas	1	\$ 62.63		\$ 3,624.59	\$ 4,511.95	\$ 887.36
Alpha Baking	2	\$ 1,469.40		\$ 11,700.37	\$ 14,581.08	\$ 2,880.71
Dippin Dots	0	\$ -	No order	\$ 13,731.75	\$ 14,212.85	\$ 481.10
GFS Marketplace	1	\$ 1,000.00	Projected	\$ -	\$ 8,541.71	\$ 8,541.71
Gold Medal	0	\$ -	No order	\$ 11,511.32	\$ 13,819.08	\$ 2,307.76
Kitchen Cooked	1	\$ 496.70		\$ 9,172.44	\$ 12,647.04	\$ 3,474.60
Le Bakery	2	\$ 550.00	Projected	\$ 1,177.85	\$ 5,352.02	\$ 4,174.17
Loffredo - Produce	1	\$ 424.39		\$ 16,448.52	\$ 5,625.74	\$ (10,822.78)
Midwest Foods - Produce	2	\$ 1,175.55	\$204.75 Concessions + \$970.80 Catering	\$ -	\$ 16,405.25	\$ 16,405.25
PFG	2	\$ 4,591.49	\$1162.37 Concessions + \$3429.12 Catering	\$ 54,737.91	\$ 49,464.85	\$ (5,273.06)
Stadium Daiquiries	0	\$ -	No order	\$ 5,087.40	\$ 3,920.00	\$ (1,167.40)
US Foods	2	\$ 6,540.45	\$2644.41 Concessions + \$3896.04 Catering	\$ 126,728.61	\$ 100,971.82	\$ (25,756.79)
Vistar	0	\$ -	No order	\$ 15,090.81	\$ 13,688.03	\$ (1,402.78)
Winkler Meats	1	\$ 1,797.50		\$ 31,824.43	\$ 29,893.84	\$ (1,930.59)
FOOD TOTAL		\$ 18,108.11		\$ 300,836.00	\$ 293,635.26	\$ (7,200.74)
BEVERAGES						
Baumgarten Dist (Miller)	1	\$ 3,394.20		\$ 34,166.80	\$ 41,437.50	\$ 7,270.70
Brewers Dist (Budweiser)	1	\$ 3,545.90		\$ 45,863.02	\$ 49,608.05	\$ 3,745.03
Pepsi	1	\$ 2,385.66		\$ 63,437.32	\$ 70,844.22	\$ 7,406.90
Stoller (Wine & Liquor)	0	\$ -	No order	\$ -	\$ 2,292.66	\$ 2,292.66
Wirtz (Liquor)	1	\$ 113.60		\$ 7,510.78	\$ 4,200.03	\$ (3,310.75)
BEVERAGE TOTAL		\$ 9,439.36		\$ 150,977.92	\$ 168,382.46	\$ 17,404.54
Food And Beverage Total		\$ 27,547.47				
Projected Revenue		\$ 164,275.04				
Total %		16.77%		\$ 451,813.92	\$ 462,017.72	\$ 10,203.80

Professional Sports Catering, LLC
Homestand Projected Revenue

Date	Week Out Paid	Projected Conc	Projected Suites	Projected Picnic Revenue	Total Projected
8.25.12	3006	\$ 26,300.66	\$ 6,097.00	\$ 17,428.75	\$ 49,826.41
8.26.12	1172	\$ 8,844.50	\$ 989.13	\$ 3,975.00	\$ 13,808.63
8.27.12	683	\$ 9,020.00	\$ 3,026.00	\$ 585.00	\$ 12,631.00
8.28.12	834	\$ 7,738.50	\$ 1,306.00	\$ 3,857.50	\$ 12,902.00
8.29.12	965	\$ 15,176.70	\$ 3,930.00	\$ 2,775.00	\$ 21,881.70
8.30.12	1473	\$ 12,623.80	\$ 3,550.00	\$ 5,560.00	\$ 21,733.80
8.31.12	2087	\$ 15,856.00	\$ 3,820.00	\$ 11,815.50	\$ 31,491.50
Totals		\$ 95,560.16	\$ 22,718.13	\$ 45,996.75	\$ 164,275.04

Professional Sports Catering, LLC
YTD Purchase Recap

Dates	Day Out Paid	Actual Attendance	Projected Conc Revenue	Actual Conc Revenue	Variance	Projected Suites Revenue	Actual Suites Revenue	Variance	Projected Picnic Revenue	Actual Picnic Revenue	Variance	Total Projected	Actual Total	Total Variance
5.23.12	921	1554	\$ 5,966.24	\$ 9,867.03	\$ 3,900.79	\$ 1,974.65	\$ 3,282.73	\$ 1,308.08	\$ 4,100.00	\$ 4,937.00	\$ 837.00	\$ 12,040.89	\$ 18,086.76	\$ 6,045.87
5.24.12	1340	2939	\$ 9,192.96	\$ 23,505.00	\$ 14,312.04	\$ 2,474.22	\$ 6,586.01	\$ 4,111.79	\$ 3,770.00	\$ 3,745.50	\$ (24.50)	\$ 15,437.18	\$ 33,836.51	\$ 18,399.33
5.25.12	1696	2707	\$ 13,536.32	\$ 21,908.90	\$ 8,372.58	\$ 4,010.73	\$ 4,685.35	\$ 674.62	\$ 1,795.00	\$ 3,231.25	\$ 1,436.25	\$ 19,342.05	\$ 29,825.50	\$ 10,483.45
5.26.12	1508	2547	\$ 14,891.52	\$ 22,629.55	\$ 7,738.03	\$ 2,534.62	\$ 3,351.50	\$ 816.88	\$ 3,050.00	\$ 3,992.00	\$ 942.00	\$ 20,476.14	\$ 29,973.05	\$ 9,496.91
5.27.12	696	694	\$ 4,289.60	\$ 5,142.75	\$ 853.15	\$ 1,600.00	\$ 2,674.20	\$ 1,074.20	\$ 1,000.00	\$ 1,044.75	\$ 44.75	\$ 6,889.60	\$ 8,861.70	\$ 1,972.10
5.28.12	626	947	\$ 4,289.60	\$ 7,650.05	\$ 3,360.45	\$ 639.13	\$ 576.76	\$ (62.37)	\$ -	\$ -	\$ -	\$ 4,928.73	\$ 8,226.81	\$ 3,298.08
5.29.12	828	855	\$ 4,400.48	\$ 6,545.00	\$ 2,144.52	\$ 800.00	\$ 1,112.24	\$ 312.24	\$ -	\$ -	\$ -	\$ 5,200.48	\$ 7,657.24	\$ 2,456.76
Total			\$ 56,566.72	\$ 97,248.28	\$ 40,681.56	\$ 14,033.35	\$ 22,268.79	\$ 8,235.44	\$ 13,715.00	\$ 16,950.50	\$ 3,235.50	\$ 84,315.07	\$ 136,467.57	\$ 52,152.50
												Orders	\$ 32,293.76	
												Actual F&B %	23.66%	
6.6.12	2699	3366	\$ 24,035.46	\$ 24,035.46	\$ -	\$ 9,488.99	\$ 9,772.99	\$ 284.00	\$ 4,510.25	\$ 4,510.25	\$ -	\$ 38,034.70	\$ 38,318.70	\$ 284.00
6.7.12	1476	1586	\$ 14,976.00	\$ 8,063.70	\$ (6,912.30)	\$ 3,441.00	\$ 4,748.10	\$ 1,307.10	\$ 9,631.00	\$ 9,329.00	\$ (302.00)	\$ 28,048.00	\$ 22,140.80	\$ (5,907.20)
6.8.12	1832	1919	\$ 14,820.00	\$ 15,399.50	\$ 579.50	\$ 2,725.00	\$ 2,682.65	\$ (42.35)	\$ 5,893.00	\$ 5,341.50	\$ (551.50)	\$ 23,438.00	\$ 23,423.65	\$ (14.35)
6.9.12	3838	4485	\$ 44,100.00	\$ 39,906.26	\$ (4,193.74)	\$ 4,974.00	\$ 6,102.77	\$ 1,128.77	\$ 15,029.00	\$ 14,528.00	\$ (501.00)	\$ 64,103.00	\$ 60,537.03	\$ (3,565.97)
6.10.12	1083	1226	\$ 9,520.00	\$ 9,280.95	\$ (239.05)	\$ 691.00	\$ 1,045.92	\$ 354.92	\$ 1,195.00	\$ 1,099.00	\$ (96.00)	\$ 11,406.00	\$ 11,425.87	\$ 19.87
6.11.12	1756	1534	\$ 16,558.00	\$ 7,642.00	\$ (8,916.00)	\$ 3,112.00	\$ 4,615.49	\$ 1,503.49	\$ 9,975.00	\$ 9,311.25	\$ (663.75)	\$ 29,645.00	\$ 21,568.74	\$ (8,076.26)
Total			\$ 124,009.46	\$ 104,327.87	\$ (19,681.59)	\$ 24,431.99	\$ 28,967.92	\$ 4,535.93	\$ 46,233.25	\$ 44,119.00	\$ (2,114.25)	\$ 194,674.70	\$ 177,414.79	\$ (17,259.91)
												Orders	\$ 59,925.16	
												Actual F&B %	33.78%	
6.15.12	2525	2411	\$ 16,694.00	\$ 17,886.90	\$ 1,192.90	\$ 4,537.00	\$ 5,342.96	\$ 805.96	\$ 17,136.50	\$ 19,415.50	\$ 2,279.00	\$ 38,367.50	\$ 42,645.36	\$ 4,277.86
6.16.12**	3248	2955	\$ 37,870.00	\$ 20,492.95	\$ (17,377.05)	\$ 3,528.00	\$ 6,337.47	\$ 2,809.47	\$ 2,490.00	\$ 3,051.00	\$ 561.00	\$ 43,888.00	\$ 29,881.42	\$ (14,006.58)
6.17.12	1606	2777	\$ 13,995.00	\$ 23,749.04	\$ 9,754.04	\$ 1,323.00	\$ 1,267.14	\$ (55.86)	\$ 285.00	\$ 666.00	\$ 381.00	\$ 15,603.00	\$ 25,682.18	\$ 10,079.18
			\$ 68,559.00	\$ 62,128.89	\$ (6,430.11)	\$ 9,388.00	\$ 12,947.57	\$ 3,559.57	\$ 19,911.50	\$ 23,132.50	\$ 3,221.00	\$ 97,858.50	\$ 98,208.96	\$ 350.46
** Sat. 6.16.12 was a rain delay, fireworks and post-game concert cancelled												Orders	\$ 28,761.00	
												Actual F&B %	29.29%	
7.25.12	3143	2640	\$ 19,909.00	\$ 16,749.60	\$ (3,159.40)	\$ 3,183.00	\$ 6,578.65	\$ 3,395.65	\$ 4,901.76	\$ 5,103.75	\$ 201.99	\$ 27,993.76	\$ 28,432.00	\$ 438.24
7.26.12	1595	1556	\$ 10,445.75	\$ 9,091.25	\$ (1,354.50)	\$ 2,509.00	\$ 7,058.57	\$ 4,549.57	\$ 6,610.20	\$ 6,784.50	\$ 174.30	\$ 19,564.95	\$ 22,934.32	\$ 3,369.37
7.27.12	1173	1690	\$ 8,083.50	\$ 14,868.97	\$ 6,785.47	\$ 3,753.00	\$ 5,296.50	\$ 1,543.50	\$ 2,955.00	\$ 1,117.90	\$ (1,837.10)	\$ 14,791.50	\$ 21,283.37	\$ 6,491.87
7.28.12	2447	3416	\$ 18,216.00	\$ 27,527.45	\$ 9,311.45	\$ 4,230.00	\$ 7,943.38	\$ 3,713.38	\$ 11,302.96	\$ 11,987.00	\$ 684.04	\$ 33,748.96	\$ 47,457.83	\$ 13,708.87
7.29.12	927	760	\$ 6,713.00	\$ 5,441.00	\$ (1,272.00)	\$ 3,577.50	\$ 1,735.66	\$ (1,841.84)	\$ 2,484.00	\$ 2,340.00	\$ (144.00)	\$ 12,774.50	\$ 9,516.66	\$ (3,257.84)
7.30.12	951	1255	\$ 5,759.00	\$ 7,544.00	\$ 1,785.00	\$ 2,764.00	\$ 6,583.70	\$ 3,819.70	\$ 4,254.60	\$ 5,926.00	\$ 1,671.40	\$ 12,777.60	\$ 20,053.70	\$ 7,276.10
			\$ 69,126.25	\$ 81,222.27	\$ 12,096.02	\$ 20,016.50	\$ 35,196.46	\$ 15,179.96	\$ 32,508.52	\$ 33,259.15	\$ 750.63	\$ 121,651.27	\$ 149,677.88	\$ 28,026.61
												Orders	\$ 27,634.00	
												Actual F&B %	18.46%	

Level 1 Staffing > 6000

TOTAL WAGES	
Location	Total
BACKYARD GRILL	\$640.54
STAND 1	\$847.19
STAND 2	\$995.69
STAND 3	\$878.06
STAND 4	\$847.19
SWEET SPOT	\$141.77
BEER 1	\$66.00
NACHO CART	\$139.89
LEMONADE	\$72.01
BOBAK'S	\$172.13
POPCORN CART	\$72.01
TWO BROTHERS	\$33.00
DIPPIN DOTS HOME	\$72.01
BEER 3	\$66.00
OZZIES GRILL	\$190.13
BOW 2	\$66.00
VENDING	\$37.13
BEER CAVE	\$70.13
ICE CREAM HOUSE	\$144.02
CASH MGR	\$216.00
PORT MGR	\$54.00
WAREHOUSE	\$495.00
DAY PREP	\$148.52
	\$6,464.42

BACKYARD GRILL				
Position	Rate	Time	Total	
MGR	9	6	\$54.00	
COOK	8.5	6	\$51.00	
COOK	8.5	6	\$51.00	
COOK	8.5	6	\$51.00	
COOK	8.5	6	\$51.00	
CASHIER	8.25	4.5	\$37.13	
CASHIER	8.25	4.5	\$37.13	
BEER	8.25	4	\$33.00	
BEER	8.25	4	\$33.00	
SODA	8.25	4	\$33.00	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
			\$640.54	

BOBAK'S				
Position	Rate	Time	Total	
BEER	8.25	4	\$33.00	
COOK	8.5	6	\$51.00	
COOK	8.5	6	\$51.00	
CASHIER	8.25	4.5	\$37.13	
			\$172.13	

OZZIES GRILL				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
COOK	8.5	6	\$51.00	
COOK	8.5	6	\$51.00	
COOK	8.5	6	\$51.00	
			\$190.13	

SWEET SPOT				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
			\$141.77	

DIPPIN DOTS HOME				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
			\$72.01	

ICE CREAM HOUSE				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
			\$144.02	

POPCORN CART				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
			\$72.01	

NACHO CART				
Position	Rate	Time	Total	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
BEER	8.25	4	\$33.00	
CASHIER	8.25	4.5	\$37.13	
			\$139.89	

BEER 1				
Position	Rate	Time	Total	
BEER	8.25	4	\$33.00	
BEER	8.25	4	\$33.00	
			\$66.00	

BOW 2				
Position	Rate	Time	Total	
BEER	8.25	4	\$33.00	
BEER	8.25	4	\$33.00	
			\$66.00	

BEER 3				
Position	Rate	Time	Total	
BEER	8.25	4	\$33.00	
BEER	8.25	4	\$33.00	
			\$66.00	

BEER CAVE				
Position	Rate	Time	Total	
BEER	8.25	4	\$33.00	
CASHIER	8.25	4.5	\$37.13	
			\$70.13	

TWO BROTHERS				
Position	Rate	Time	Total	
BEER	8.25	4	\$33.00	

LEMONADE				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
			\$72.01	

Revenue for 10% labor
\$64,644.20

Level 1 Staffing > 6000

STAND 1			
Position	Rate	Time	Total
MGR	9	6	\$54.00
CASH MGR	9	6	\$54.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
PRETZEL	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
BEER	8.25	4	\$33.00
BEER	8.25	4	\$33.00
			\$847.19

VENDING			
Position	Rate	Time	Total
CASHIER	8.25	4.5	\$37.13
VENDOR	15% Commission		
VENDOR	15% Commission		
VENDOR	15% Commission		
VENDOR	15% Commission		
VENDOR	15% Commission		
VENDOR	15% Commission		
VENDOR	15% Commission		
VENDOR	15% Commission		
			\$37.13

STAND 2			
Position	Rate	Time	Total
MGR	9	6	\$54.00
CASH MGR	9	6	\$54.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
PRETZEL	8.25	4.5	\$37.13
CONDMNTS	8.25	6	\$49.50
CONDMNTS	8.25	6	\$49.50
CONDMNTS	8.25	6	\$49.50
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
BEER	8.25	4	\$33.00
BEER	8.25	4	\$33.00
			\$995.69

DAY PREP			
Position	Rate	Time	Total
PREP	8.25	4.5	\$37.13
PREP	8.25	4.5	\$37.13
PREP	8.25	4.5	\$37.13
PREP	8.25	4.5	\$37.13
			\$148.52

STAND 3			
Position	Rate	Time	Total
MGR	9	6	\$54.00
CASH MGR	9	6	\$54.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
PIZZA	8.5	4	\$34.00
PIZZA	8.5	4	\$34.00
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
BEER	8.25	4	\$33.00
BEER	8.25	4	\$33.00
			\$878.06

PORT MANAGER			
Position	Rate	Time	Total
PORT MGR	9	6	\$54.00

CASH MANAGER			
Position	Rate	Time	Total
CASH MGR	9	6	\$54.00
CASH MGR	9	6	\$54.00
AUDITOR	9	6	\$54.00
AUDITOR	9	6	\$54.00
			\$216.00

STAND 4			
Position	Rate	Time	Total
MGR	9	6	\$54.00
CASH MGR	9	6	\$54.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
PRETZEL	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
BEER	8.25	4	\$33.00
BEER	8.25	4	\$33.00
			\$847.19

WAREHOUSE			
Position	Rate	Time	Total
STOCKING	8.25	6	\$49.50
STOCKING	8.25	6	\$49.50
STOCKING	8.25	6	\$49.50
STOCKING	8.25	6	\$49.50
KEG RUNNER	8.25	6	\$49.50
KEG RUNNER	8.25	6	\$49.50
GAME TIME	8.25	6	\$49.50
GAME TIME	8.25	6	\$49.50
GAME TIME	8.25	6	\$49.50
GAME TIME	8.25	6	\$49.50
			\$495.00

Level 2 Staffing 4000 - 6000

Total Wages	
Location	Total
BACKYARD GRILL	\$556.54
STAND 1	Closed
STAND 2	\$911.69
STAND 3	\$794.06
STAND 4	\$619.17
SWEET SPOT	\$106.89
BEER 1	\$66.00
NACHO CART	\$102.76
LEMONADE	\$72.01
BOBAK'S	\$121.13
POPCORN CART	\$72.01
TWO BROTHERS	\$33.00
DIPPIN DOTS HOME	\$72.01
BEER 3	\$66.00
OZZIES GRILL	\$139.13
BOW 2	\$66.00
VENDING	\$37.13
BEER CAVE	\$70.13
ICE CREAM HOUSE	\$109.14
CASH MGR	\$216.00
PORT MGR	\$54.00
WAREHOUSE	\$346.50
DAY PREP	\$111.39
	\$4,742.69

BACKYARD GRILL				
Position	Rate	Time	Total	
MGR	9	6	\$54.00	
COOK	8.5	6	\$51.00	
COOK	8.5	6	\$51.00	
COOK	8.5	6	\$51.00	
CASHIER	8.25	4.5	\$37.13	
CASHIER	8.25	4.5	\$37.13	
BEER	8.25	4	\$33.00	
SODA	8.25	4	\$33.00	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
			\$556.54	

BOBAK'S				
Position	Rate	Time	Total	
BEER	8.25	4	\$33.00	
COOK	8.5	6	\$51.00	
CASHIER	8.25	4.5	\$37.13	
			\$121.13	

OZZIES GRILL				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
COOK	8.5	6	\$51.00	
COOK	8.5	6	\$51.00	
			\$139.13	

SWEET SPOT				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
			\$106.89	

DIPPIN DOTS HOME				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
			\$72.01	

ICE CREAM HOUSE				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
			\$109.14	

POPCORN CART				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
			\$72.01	

NACHO CART				
Position	Rate	Time	Total	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
BEER/CASH	8.25	4	\$33.00	
			\$102.76	

BEER 1				
Position	Rate	Time	Total	
BEER	8.25	4	\$33.00	
BEER	8.25	4	\$33.00	
			\$66.00	

BOW 2				
Position	Rate	Time	Total	
BEER	8.25	4	\$33.00	
BEER	8.25	4	\$33.00	
			\$66.00	

BEER 3				
Position	Rate	Time	Total	
BEER	8.25	4	\$33.00	
BEER	8.25	4	\$33.00	
			\$66.00	

BEER CAVE				
Position	Rate	Time	Total	
BEER	8.25	4	\$33.00	
CASHIER	8.25	4.5	\$37.13	
			\$70.13	

TWO BROTHERS				
Position	Rate	Time	Total	
BEER	8.25	4	\$33.00	

LEMONADE				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
			\$72.01	

Revenue for 10% labor
\$47,426.90

Level 2 Staffing 4000 - 6000

STAND 2			
Position	Rate	Time	Total
MGR	9	6	\$54.00
CASH MGR	9	6	\$54.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
PRETZEL	8.25	4.5	\$37.13
CONDMNTS	8.25	6	\$49.50
CONDMNTS	8.25	6	\$49.50
CONDMNTS	8.25	6	\$49.50
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
BEER	8.25	4	\$33.00
			\$911.69

STAND 3			
Position	Rate	Time	Total
MGR	9	6	\$54.00
CASH MGR	9	6	\$54.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
PIZZA	8.5	4	\$34.00
PIZZA	8.5	4	\$34.00
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
BEER	8.25	4	\$33.00
			\$794.06

STAND 4			
Position	Rate	Time	Total
MGR	9	6	\$54.00
CASH MGR	9	6	\$54.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
PRETZEL	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
BEER	8.25	4	\$33.00
			\$619.17

DAY PREP			
Position	Rate	Time	Total
PREP	8.25	4.5	\$37.13
PREP	8.25	4.5	\$37.13
PREP	8.25	4.5	\$37.13
			\$111.39

WAREHOUSE			
Position	Rate	Time	Total
STOCKING	8.25	6	\$49.50
STOCKING	8.25	6	\$49.50
STOCKING	8.25	6	\$49.50
KEG RUNNER	8.25	6	\$49.50
KEG RUNNER	8.25	6	\$49.50
GAME TIME	8.25	6	\$49.50
GAME TIME	8.25	6	\$49.50
			\$346.50

PORT MANAGER			
Position	Rate	Time	Total
PORT MGR	9	6	\$54.00

CASH MANAGER			
Position	Rate	Time	Total
CASH MGR	9	6	\$54.00
CASH MGR	9	6	\$54.00
AUDITOR	9	6	\$54.00
AUDITOR	9	6	\$54.00
			\$216.00

VENDING			
Position	Rate	Time	Total
CASHIER	8.25	4.5	\$37.13
VENDOR	15% Commission		
VENDOR	15% Commission		
VENDOR	15% Commission		
VENDOR	15% Commission		
			\$37.13

Level 3 Staffing 2000 - 4000

Total Wages	
Location	Total
BACKYARD GRILL	\$449.65
STAND 1	Closed
STAND 2	\$790.18
STAND 3	\$688.05
STAND 4	Closed
SWEET SPOT	\$106.89
BEER 1	\$33
NACHO CART	\$102.76
LEMONADE	\$72.01
BOBAK'S	\$84
POPCORN CART	\$72.01
TWO BROTHERS	\$33
DIPPIN DOTS HOME	\$37.13
BEER 3	\$33
OZZIES GRILL	\$139.13
BOW 2	\$33
VENDING	\$37.13
BEER CAVE	\$33
ICE CREAM HOUSE	\$72.01
CASH MGR	\$162
PORT MGR	\$54
WAREHOUSE	\$247.50
DAY PREP	\$74.26
	\$3,253.71

BACKYARD GRILL				
Position	Rate	Time	Total	
MGR	9	6	\$54	
COOK	8.5	6	\$51	
COOK	8.5	6	\$51	
COOK	8.5	6	\$51	
CASHIER	8.25	4.5	\$37.13	
BEER	8.25	4	\$33	
SODA	8.25	4	\$33	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
			\$449.65	

BOBAK'S				
Position	Rate	Time	Total	
BEER	8.25	4	\$33	
COOK	8.5	6	\$51	
			\$84	

OZZIES GRILL				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
COOK	8.5	6	\$51	
COOK	8.5	6	\$51	
			\$139.13	

SWEET SPOT				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
			\$106.89	

DIPPIN DOTS HOME				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	

ICE CREAM HOUSE				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
			\$72.01	

POPCORN CART				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
			\$72.01	

NACHO CART				
Position	Rate	Time	Total	
SERVER	7.75	4.5	\$34.88	
SERVER	7.75	4.5	\$34.88	
BEER/CASH	8.25	4	\$33	
			\$102.76	

BEER 1				
Position	Rate	Time	Total	
BEER	8.25	4	\$33	

BOW 2				
Position	Rate	Time	Total	
BEER	8.25	4	\$33	

BEER 3				
Position	Rate	Time	Total	
BEER	8.25	4	\$33	

BEER CAVE				
Position	Rate	Time	Total	
BEER	8.25	4	\$33	

TWO BROTHERS				
Position	Rate	Time	Total	
BEER	8.25	4	\$33	

LEMONADE				
Position	Rate	Time	Total	
CASHIER	8.25	4.5	\$37.13	
SERVER	7.75	4.5	\$34.88	
			\$72.01	

Revenue for 10% labor
\$32,537.10

Level 3 Staffing 2000 - 4000

STAND 2			
Position	Rate	Time	Total
MGR	9	6	\$54.00
CASH MGR	9	6	\$54.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
PRETZEL	8.25	4.5	\$37.13
CONDMNTS	8.25	6	\$49.50
CONDMNTS	8.25	6	\$49.50
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
BEER	8.25	4	\$33.00
			\$790.18

STAND 3			
Position	Rate	Time	Total
MGR	9	6	\$54
CASH MGR	9	6	\$54
COOK	8.5	6	\$51
COOK	8.5	6	\$51
COOK	8.5	6	\$51
PIZZA	8.5	4	\$34
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
BEER	8.25	4	\$33
			\$688.05

VENDING			
Position	Rate	Time	Total
CASHIER	8.25	4.5	\$37.13
VENDOR			\$
VENDOR			\$
VENDOR			\$
VENDOR			\$
			\$37.13

CASH MANAGER			
Position	Rate	Time	Total
CASH MGR	9	6	\$54
CASH MGR	9	6	\$54
AUDITOR	9	6	\$54
			\$162

PORT MANAGER			
Position	Rate	Time	Total
PORT MGR	9	6	\$54

WAREHOUSE			
Position	Rate	Time	Total
STOCKING	8.25	6	\$49.50
STOCKING	8.25	6	\$49.50
STOCKING	8.25	6	\$49.50
KEG RUNNER	8.25	6	\$49.50
GAME TIME	8.25	6	\$49.50
			\$247.50

DAY PREP			
Position	Rate	Time	Total
PREP	8.25	4.5	\$37.13
PREP	8.25	4.5	\$37.13
			\$74.26

Level 4 Staffing < 2000

Total Wages	
Location	Total
BACKYARD GRILL	\$416.65
STAND 1	Closed
STAND 2	\$718.17
STAND 3	\$34.00
STAND 4	Closed
SWEET SPOT	\$72.01
BEER 1	\$33.00
NACHO CART	\$102.76
LEMONADE	\$37.13
BOBAK'S	\$84.00
POPCORN CART	\$37.13
TWO BROTHERS	\$33.00
DIPPIN DOTS HOME	Closed
BEER 3	\$33.00
OZZIES GRILL	\$88.13
BOW 2	Closed
VENDING	\$37.13
BEER CAVE	\$33.00
ICE CREAM HOUSE	\$72.01
CASH MGR	\$108.00
PORT MGR	\$54.00
WAREHOUSE	\$148.50
DAY PREP	\$74.26
	\$2,215.88

BACKYARD GRILL			
Position	Rate	Time	Total
MGR	9	6	\$54.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
CASHIER	8.25	4.5	\$37.13
BEER/SODA	8.25	4	\$33.00
SERVER	7.75	4.5	\$34.88
SERVER	7.75	4.5	\$34.88
SERVER	7.75	4.5	\$34.88
SERVER	7.75	4.5	\$34.88
			\$416.65

BOBAK'S			
Position	Rate	Time	Total
BEER	8.25	4	\$33.00
COOK	8.5	6	\$51.00
			\$84.00

OZZIES GRILL			
Position	Rate	Time	Total
CASHIER	8.25	4.5	\$37.13
COOK	8.5	6	\$51.00
			\$88.13

SWEET SPOT			
Position	Rate	Time	Total
CASHIER	8.25	4.5	\$37.13
SERVER	7.75	4.5	\$34.88
			\$72.01

ICE CREAM HOUSE			
Position	Rate	Time	Total
CASHIER	8.25	4.5	\$37.13
SERVER	7.75	4.5	\$34.88
			\$72.01

POPCORN CART			
Position	Rate	Time	Total
CASHIER	8.25	4.5	\$37.13

NACHO CART			
Position	Rate	Time	Total
SERVER	7.75	4.5	\$34.88
SERVER	7.75	4.5	\$34.88
BEER/CASH	8.25	4	\$33.00
			\$102.76

Revenue for 10% labor
\$22,158.80

Level 4 Staffing < 2000

BEER 1			
Position	Rate	Time	Total
BEER	8.25	4	\$33.00

BEER 3			
Position	Rate	Time	Total
BEER	8.25	4	\$33.00

BEER CAVE			
Position	Rate	Time	Total
BEER	8.25	4	\$33.00

TWO BROTHERS			
Position	Rate	Time	Total
BEER	8.25	4	\$33.00

LEMONADE			
Position	Rate	Time	Total
CASHIER	8.25	4.5	\$37.13

VENDING			
Position	Rate	Time	Total
CASHIER	8.25	4.5	\$37.13
VENDOR			\$
VENDOR			\$
			\$37.13

STAND 2			
Position	Rate	Time	Total
MGR	9	6	\$54.00
CASH MGR	9	6	\$54.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
COOK	8.5	6	\$51.00
PRETZEL	8.25	4.5	\$37.13
CONDMNTS	8.25	6	\$49.50
CONDMNTS	8.25	6	\$49.50
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
CASHIER	8.25	4.5	\$37.13
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
RUNNER	7.75	4.5	\$34.88
BEER	8.25	4	\$33.00
			\$718.17

STAND 3			
Position	Rate	Time	Total
PIZZA	8.5	4	\$34.00

WAREHOUSE			
Position	Rate	Time	Total
STOCKING	8.25	6	\$49.50
STOCKING	8.25	6	\$49.50
GAME TIME	8.25	6	\$49.50
			\$148.50

CASH MANAGER			
Position	Rate	Time	Total
CASH MGR	9	6	\$54.00
AUDITOR	9	6	\$54.00
			\$108.00

PORT MANAGER			
Position	Rate	Time	Total
PORT MGR	9	6	\$54.00

DAY PREP			
Position	Rate	Time	Total
PREP	8.25	4.5	\$37.13
PREP	8.25	4.5	\$37.13
			\$74.26

Professional Sports Catering, LLC - TEAM

Profit & Loss Budget vs. Actual

January through July 2012

	Jan - Jul 12	Budget	\$ Over Budget	% of Budget
Expense				
Operating Expenses				
6100-00 · Linen Rentals	4,261.84	10,650.00	-6,388.16	40.02%
6105-00 · Equipment Rental	6,150.50	5,790.00	360.50	106.23%
6130-00 · Recruitment	814.00	750.00	64.00	108.53%
6155-00 · Smallwares	8,121.06	8,000.00	121.06	101.51%
6160-00 · Food Service Supplies	12,611.69	12,500.00	111.69	100.89%
6220-00 · Equipment Repairs	17,879.13	21,020.00	-3,140.87	85.06%
6222-00 · Armored Car	1,540.48	7,800.00	-6,259.52	19.75%
6225-00 · Internet/Tech Support	3,011.87	7,736.00	-4,724.13	38.93%
6270-00 · Licenses/Fees	11,306.70	16,338.00	-5,031.30	69.21%
6380-00 · EE Incentives	2,967.10	2,976.00	-8.90	99.7%
6440-00 · Misc Printing	2,385.00	1,900.00	485.00	125.53%
6510-00 · Payroll Fees	1,855.85	2,016.00	-160.15	92.06%
6520-00 · Bank Charges	37,095.81	35,000.00	2,095.81	105.99%
6540-00 · EE Training	1,600.23	2,300.00	-699.77	69.58%
6560-00 · Business Insurance	17,757.61	14,550.00	3,207.61	122.05%
6580-00 · Postage	704.42	920.00	-215.58	76.57%
6590-00 · Admin/Cashroom Supplies	5,269.24	4,800.00	469.24	109.78%
6595-00 · Computer Supplies	1,337.18	1,200.00	137.18	111.43%
6630-00 · Phone	2,125.94	3,300.00	-1,174.06	64.42%
6760-00 · Staff Uniforms	5,206.55	8,085.00	-2,878.45	64.4%
6790-00 · Meetings	30.08			
6820-00 · Meals/Entertainment	175.07			
6830-00 · Travel & Gifts	1,273.44	1,500.00	-226.56	84.9%
Total Operating Expenses	145,480.79	169,131.00	-23,650.21	86.02%
Total Expense	145,480.79	169,131.00	-23,650.21	86.02%
Net Income	-145,480.79	-169,131.00	23,650.21	86.02%

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Food Service Labor

Food Service	\$4,638.11
Non Profit	\$1,736.58
Temp Labor	434.65

Total Labor Cost	\$6,809.34
Labor %	8.69%

Food Service Per Cap

Concession Stands	\$28,518.25	\$7.05	\$12.59
Portables	\$19,986.05	\$4.94	
Hawkers	\$2,423.00	\$0.60	
Bypass Lane			
Suite Food	\$5,475.00	\$30.17	
Service Charge	\$868.06		
Extra Tips	\$637.72		
Suite Tax	\$532.67		
Suite Packages	\$1,060.00		

Game Notes

Jimmy Buffet Night
Post-Game Concert.

A/R - \$394 Friendly Confines Keg + 48 bottles of water
(General Mills)

Umpire Meals \$36.84 = \$9.24 Umpires + \$27.60 Beer for the Band

23 Club includes Suite Lobby Bar (2 bars on suite level)

DEPOSITS

Cash Deposit	\$47,913.80	Credit Card Deposit	\$13,890.32
		Account Receivable	394

REVENUE COLLECTED BY THE TEAM

Picnics	14758	Suites	1060
Total Vouchers	\$1,023.00	Total Team Cash	\$435.00

EXPENSES BILLABLE TO THE TEAM

Total At Cost Vouchers	\$96.00	Total Meals at Cost	\$124.95
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Non Game Catering		
NGC Service Charge		
NGC Tax		
Total Food Beverage	\$79,007.75	\$15.08
Total Tax Collected	\$7,179.53	
Less Extra Tips	\$637.72	
Food Beverage Net	\$71,190.50	\$13.70

Concession Attend	4044	Left Field Landing Attend	268	Batters Box Attend	30
Suite Attend	226	Stadium Club Attend	50	Sack Lunch Attend	
Club Transactions	32	Confines Attend	150	Bday Party Attend	10
Pepsi Pincic Attend	352	Hot Corner Attend	33	1st Base Picnic	34
			NGC Attend		

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This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

Account Receivable	\$4,530.02
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Total Meals at Cost	\$477.00
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Game	Date	Attend.	Total Concession \$	Con. Per Cap	Total Catering \$	Cater Per Cap	Total F&B \$	F&B Per Cap	Total Tax	Total F&B Net	Daily Labor %
43	7/4/2012	5,850	\$72,547.56	\$11.70	\$11,638.00	\$19.36	\$84,185.56	\$13.45	\$5,479.64	\$78,705.92	9.28%
44	7/5/2012	1,524	\$15,942.75	\$10.53	\$4,649.50	\$13.28	\$20,592.25	\$12.71	\$1,217.70	\$19,374.55	23.32%
45	7/6/2012	2,248	\$20,776.75	\$11.21	\$15,195.50	\$17.23	\$35,972.25	\$15.05	\$2,138.35	\$33,833.90	19.25%
46	7/11/2012	1,719	\$15,656.75	\$9.28	\$6,463.00	\$13.93	\$22,119.75	\$12.09	\$1,333.60	\$20,786.15	19.90%
47	7/12/2012	3,073	\$31,668.60	\$11.36	\$34,801.85	\$36.48	\$66,470.45	\$20.25	\$4,257.38	\$62,213.07	11.93%
48	7/13/2012	3,675	\$39,779.45	\$11.45	\$20,779.00	\$18.39	\$60,558.45	\$15.42	\$3,884.75	\$56,673.70	12.97%
49	7/14/2012	4,261	\$48,927.30	\$12.25	\$22,199.25	\$17.26	\$71,126.55	\$15.60	\$4,636.36	\$66,490.19	13.07%
50	7/15/2012	2,298	\$21,529.35	\$9.65	\$8,177.50	\$12.24	\$29,706.85	\$12.11	\$1,870.80	\$27,836.05	16.85%
52	7/25/2012	1,260	\$11,891.50	\$10.11	\$5,728.25	\$14.47	\$17,619.75	\$13.10	\$1,114.52	\$16,505.23	21.98%
53	7/26/2012	3,241	\$28,142.75	\$9.36	\$26,917.75	\$24.12	\$55,060.50	\$15.98	\$3,284.65	\$51,775.85	13.89%
54	7/27/2012	5,902	\$57,673.15	\$10.52	\$32,240.50	\$20.99	\$89,913.65	\$14.23	\$5,915.26	\$83,998.39	10.31%
55	7/28/2012	6,458	\$65,662.60	\$11.72	\$50,660.75	\$24.66	\$116,323.35	\$16.80	\$7,836.86	\$108,486.49	8.98%
56	7/29/2012	2,728	\$22,005.73	\$8.63	\$17,024.75	\$17.68	\$39,030.48	\$13.42	\$2,433.63	\$36,596.85	15.19%
57	7/30/2012	1,894	\$11,141.90	\$5.73	\$656.75	\$26.27	\$11,798.65	\$5.82	\$777.34	\$11,021.31	22.85%
	Totals	46,131	\$463,346.14	\$12.08	\$257,132.35	\$20.69	\$720,478.49	\$14.62	\$46,180.87	\$674,297.62	12.98%

PSC Staff Operating Policies

PSC has developed a strategic, thorough recruitment process that has proven effective in building a first-class team. With a strategy to identify passionate, skilled, and coachable employees as well as promoting from within whenever possible, PSC corporate office and management team continuously work to pinpoint exceptional candidates that will grow within company's core operating philosophies. PSC separates its staff operating policies into these areas:

1. Hiring
2. Training & Certification Process
3. Performance Evaluation, Compensation (including incentive programs)
4. Discipline and Termination

1. Hiring

Here are the tactics PSC utilizes to identify, recruit, hire both full-time/seasonal and hourly positions:

Full-time/Seasonal Positions

- ***Identifying Great Employees***
 - *Corporate office leads the way.* It is the responsibility of the HR Department to 'find a home' for qualified candidates. PSC centralizes recruiting process in one place because it allows company to use standard procedures and identify the best candidates nationwide, not just those that are available locally.
 - *Look internally first.* The majority of employee recruitment is intended to identify great candidates for entry-level positions that have the ability to grow with the company. When a position comes available, PSC desires to fill role with a highly trained staff member already within PSC. As mentioned above, it is company's goal to grow each employee into an expanded role. PSC has found that this mentality is paramount to reducing turnover, while increasing overall efficiency.
 - *Finding the right fit.* When identifying great candidates, the right skills and prior experience are important but are not everything. The early stages of the recruitment process are actually geared towards identifying the brightest, most passionate, personable and coachable individuals.
- ***Recruiting and Hiring***
 - *Utilizing established resources.* When seeking external candidates, PSC utilizes numerous tactics including postings, employee referrals, building on-going relationships with educational institutions (nationwide professors and department chairs), job fairs, mailers, social media tools, etc.
 - *PSC adheres to a strict recruitment process.* The hiring coordinator is responsible for generating all postings from the corporate level, managing all applicants and fielding questions. With seasonal positions, initial interviews are conducted by the hiring coordinator followed by a second interview requiring candidate to visit on-

site Director. All references and background checks will be cleared at this point. The lead time on filling a seasonal position is 30-45 days from the original posted date. In addition, if seeking a full-time Director or Executive Chef candidate, he/she is required to visit corporate office in Evanston to meet and interview with PSC Executive team and a Vice President of Operations, prior to hiring decision being made.

- *Recruitment is an active role.* PSC hiring coordinator is in constant communication with each on-site Director, tracking performance of seasonal employees. PSC relies heavily on on-site full-time staff to evaluate candidates and determine whether seasonal employees are qualified for an expanded role. Upon conclusion of the season, PSC corporate office, together with on-site Directors will assess the performance and address possibilities of expanded responsibility for each seasonal employee.
- ***Retention and Employee Turnover***
 - *Proven track record.* PSC has had remarkable success in retaining full-time and seasonal employees. In fact, PSC's turnover percentage was 10% (2 out of 20), 11.4% (4 out of 35), and 12% (6 out of 50) over the past three years (2010, 2011, and 2012 respectively) which speaks volumes in relation to the growth the company is experiencing and number of overall retained employees from the inauguration of our company.
 - *Seek the right candidates.* The best way to retain great employees is to find the right ones from the start. PSC spends significant time and energy during our recruitment process with the goal to 'find a home' for candidates as opposed to hiring based on an immediate need.
 - *Empower our employees.* PSC has heard firsthand that the opportunity to grow for individuals is present at PSC. Candidates from the outside can identify their career path at PSC, understand there is an opportunity to run their own account and have decision making capabilities immediately.

Hourly Positions

- Hourly staff is trained through PSC proprietary guest service program *First Impression*. This program follows the same philosophy and approach that PSC utilizes for higher level management positions. The following gives the purpose, mission statement, and five strategies that help us achieve the best guest service in sports.
 - **Purpose of First Impression:** To create a uniform program across all PSC venues ensuring the highest level of guest service from every PSC employee
 - **Mission Statement:** We will remember at all times, that our guests are the reason we are in business. Each and every employee of the organization must realize that it is their job to provide **POSITIVELY OUTRAGEOUS SERVICE**. That means:
 - Treating every guest with respect
 - Anticipating the needs of our guests
 - Recognizing any complaint as a challenge to improve
 - Immediately addressing any concern a guest might have
 - Honoring any reasonable request

- Ensuring the complete satisfaction of each guest
- **Five Strategies:**
 1. **Hire** the right people for the right job
 2. Set **PSC expectations** for every employee
 3. **Train** each employee for their specific job
 4. **Motivate** staff to exceed expectations of guests and create memorable experiences
 5. Use internal and external systems to **evaluate** the effectiveness of program and performance of specific venue

2. Training & Certification Process

Professional Sports Catering has developed a formalized process to properly train all employees in their respective roles. This system includes documented checklists, tutorials and on-the-job training techniques, created to establish a level of expectations that fulfill company objectives and individual growth. Processes for management, front-of-house service, back-of-house service, culinary and outside vendors are identified below, centralized on continued strategic growth for all parties.

- Professional Sports Catering utilizes a formal training system designed to fit each managerial position.
- PSC ensures employees are training for the job they are performing by identifying specific roles within the organization, communicating what is expected of each position, and ensuring the appropriate candidate is ready to develop their skills when selected to fulfill a particular role.
 - *Management:* Directors within PSC possess excellent qualities that make each individual ready for a role entailing management of their own account. There are six main focal points each Director must meet and understand:
 - **Business Management** – Sales reports, QuickBooks, team invoicing, payroll, HR management, budgetary knowledge, etc.
 - **Operation Management** – Labor, kitchen preparation, facility/equipment management, concession operations, picnic setup, suite level catering, Quest/POS training, etc.
 - **Ordering & Menus** – Vendors, product ordering, pricing analysis, menu and pricing development, purchase orders, etc.
 - **Director Professionalism & Client Management** – Communication with corporate office and direct client interaction, maintaining positive relationship
 - **Corporate Communication**
 - **Overall Leadership Skill Ranking & Development**
 - *Front-of-house:* Led by a Concessions and Catering Manager, these full-time employees (if applicable) at each venue seek to hire hourly staff that fit the mold of PSC. Once hourly employees are hired, a **2-hour orientation** is conducted as the initial step in our training process. Next, PSC holds **individual training sessions** for each department. Catering Managers bring in Suite Servers, Runners, Club Seat and bartenders separately to observe training procedures. For suite servers, a suite

tasting is demonstrated. During this event, each employee observes how all suite food is set up, displayed, and tastes. Ensures staff is learning the menu. Checklists are created which require all hired employees attend orientation and their individual trainings prior to the start of the season. If starting after season, employees will 'job-shadow' management or fellow employee to learn the position.

- *Back-of-house/Culinary:* 'Job shadowing' ensures seasonal kitchen manager/sous chef is trained directly by full-time Executive Chef, learning best practices and established PSC standard operating procedures set forth by Head Executive Chef once hired. Prior to joining PSC, candidates must understand that they are going to be working in the kitchen, behind the scenes at the ballpark. Procedures such as asking candidates to julienne onion testing knife skills, making a sauce for more complexity, and giving a candidate limited menu items to test their creativity when preparing an impromptu meal.
- *Subcontractors:* Directors work to build on-going relationships with all vendors regarding product offerings. Various materials are distributed such as catalogs and flyers, allowing hourly employees to train and study specific food and beverage offerings. An example of this is a wine vendor providing training on specific wines with designated foods at the ballpark. PSC employees must be knowledgeable about the industry and prepared to answer questions from guests in attendance.

PSC tracks training qualifications by following set guidelines and checklists established for the sole purpose of developing our employees. By taking the time to hire employees who fit within company, PSC feels everyone involved will succeed. Throughout the season, it is essential that full-time management staff constantly monitors hourly employees, making sure they are practicing the policies and procedures put in place during training.

Part of our successful retention rate is that PSC believes in a 'training up' mentality. This approach is implemented in all areas of foodservice. Every new hire is trained for their respective job based on detailed job descriptions and responsibilities. PSC seeks employees who pick-up specific duties quickly and search for additional responsibilities. Employees who exceed specific job requirements are identified and communicated to corporate office. The employee will then receive on-the-job training throughout the remainder of the season, polishing skills and gaining experience for a larger role at that specific location or another PSC site.

When it comes to hourly staff, the following procedures from our *First Impression* guest service manual are followed to ensure our staff is delivering the best guest service in sports:

1. *Thoroughly explained PSC expectations.* This includes watching video and going through PSC orientation to understand what is required of every PSC employee.
2. *Educated on each employees' specific job.* Every hourly position has a specific job description and set list of responsibilities. During PSC's set training sessions, each one of these is reviewed in full so that every employee understands their role.
3. *Use 'on-the-job' training to show each employee how to do assigned job.* This occurs during specific job training sessions. Every new employee will follow

management or returning hourly employee to understand the tactics for each area of their role. Employee will also demonstrate their understanding to management staff

4. *Certify each employee in their specific role.* Once employee has shown they are capable of handling responsibilities, each will take a certification test to ensure they understand the correct steps. Each employee must 'ace' this test, and prove they are capable of their job. Before being able to work an event, every employee must go through certification process for that specific position.
5. *Motivate employees to exceed expectations.* The comprehensive training program is designed to produce experts in every position. PSC wants each employee's responsibilities to be second nature, allowing staff to focus on 'WOW-ing' the customer. PSC believes that every staff member has the opportunity to create memorable guest experiences. All entertainment venues thrive on these moments, as they can be the difference in resulting in a fan returning to the ballpark again and again.

The following steps are taken to ensure PSC employees at all levels within PSC are 100% qualified for the work they are performing:

1. *Comprehensive training.* This includes checklists, job shadowing and the observance of overall job competency by the supervisor of all seasonal and hourly employees.
2. *Promoting from within.* By promoting from within, PSC has a firm grasp on employee's capabilities and qualifications before placing someone in a position of added responsibility.
3. *Implementation of strict hiring model.* We seek candidates with similar qualities to those who call PSC home now. Our on-going search for qualified candidates allows us to choose the right fit for seasonal and full-time positions.
4. *First Impression Training Strategy.* As mentioned above, hourly employees are 100% certified for the job they are performing.

3. Performance Evaluations & Compensation

For all full time and seasonal staff, evaluations and reviews are conducted at year end. Please see 'Appendix 24- Evaluation Form' for an example of PSC's full-time employee review form. These forms are used when the corporate office is determining whether an employee is ready for a promotion, pay raise, or new role at a different venue.

As for hourly staff, PSC's on-site staff will go over each hourly employee at the end of the season. Their ability to be rehired without interview for the following season is determined at this time. If someone is not deemed hireable at that time, PSC will allow employees to go through the hiring process at the beginning of each season.

PSC structures quantitative and qualitative goals for every on-site Director. These are taken into account and will be specifically built into on-site Director's compensation package as outlined below.

- Quantitative Goals
 - Specific food, labor, and operating annual expenses that will be set once comprehensive budget is produced.
 - Specific target scores for fan satisfaction surveys as outlined in *PSC Fan Food Feedback* model.
- Qualitative Goals
 - Overall Facility organization.
 - Cleanliness of all foodservice areas, something that PSC considers of critical importance.
 - Development of management staff and overall employee culture at facility.
 - Specific feedback from Client's management team.

Compensation Structures:

PSC strives to compensate employees of all levels towards the top of our industry and fairly across each internal department. The following is a guideline which represents how compensation packages are structured as well as benefits offered to potential employees:

Full-time Positions

- ***Compensation Package***
 - *Base salary.* Base salaries fit into a standardized range for all levels of employment taking into account experience level of a candidate and the position he/she is seeking to obtain. When finalizing a specific offer, PSC takes into account the market cost of living, moving expenses, and individual salary requirements which can be seen line itemed for presentation to candidate.
 - *Bonus structure.* Bonuses fall into one of two categories, as they may be quantitative or qualitative. Examples include hitting pre-determined food and variable labor percentages, overall management of operation, development of staff and consistent communication efforts with client and corporate office. Bonuses are awarded to employees procuring each requirement in its entirety, and are paid in the month of February of the following year. It should be noted, compensation packages are finalized during the month of January. At that time evaluations are held for each full-time employee and revised structures are discussed for the upcoming year.
- ***Employee Benefits***
 - *What PSC offers.* PSC provides benefit packages that include the offerings of a competitive 401k plan with 3% employer match, health and dental insurance, paid vacation/sick time accrual and earned comp days to be used during the season.

Seasonal Positions

- ***Compensation***
 - *Weekly salary.* Weekly pay fits into a standardized range for all seasonal employees. Compensation is based on the amount of responsibility, equivalent experience and

whether or not candidate is a returning employee. In situations when relocating is necessary, PSC offers relocation stipend.

- **Benefits**

- *What PSC offers.* Seasonal employees earn ten (10) comp days for weekend games worked during the season. Comp days are used like vacation days to keep employees fresh during a long baseball season.

Hourly Positions

- **Compensation**

- *Hourly Rates.* Every year PSC prepares an internal document which outlines pay rate and pay raise guidelines at the corporate level. With few exceptions all hourly employees fit within a set range. Any exceptions are approved by the venue's Vice President of Operations.

For hourly staff, PSC has developed these two incentive programs as part of our training program *First Impression*:

- **WOW Award:** given to hourly employees that have exceeded expectations regularly
 - Awarded during the last game of every home stand during pre-game huddle.
 - Management nominates staff based on their work throughout home stand
 - If awarded, employee received \$25 cash.
 - No set amount of recipients, but PSC budgets a set amount in operating expenses.
- **Caught Being Outrageous Award:** given to any hourly employee who management witnesses employee creating a memorable experience for guest.
 - Reward varies on the venue, but typically employees receive team dollars to purchase dinner.

4. Termination and Rules of Conduct

The following was taken from PSC's Employee Handbook. It lays out PSC's behavioral policies and steps during Termination.

Termination

Resignation

Should you decide to leave the Company, please advise your supervisor of your resignation as early as possible, preferably at least three weeks prior to your date of departure so that an orderly transition can be made.

The following will be considered resignations:

- Failure to report back to work from a leave of absence or a vacation.
- Failure to report for work two consecutive scheduled work days without notifying your manager.
- Walking off the job without proper notification or permission.

Discharge

The company would initiate a termination without notice for immoral conduct, flagrant insubordination, dishonesty, unscrupulous and/or unlawful business practices, and a conflict of interest without management approval.

The company may give warnings regarding the following and, if no change in behavior or performance were made, initiate termination with or without notice for inferior job performance, chronic absenteeism, alcoholism, drug problems, and harassment of any kind.

The company might also regretfully find it necessary to terminate someone because of long-term physical or mental incapacity.

Layoff or Reduction in Force

The company might also, at some time, regretfully find it necessary to let full-time and part-time people go permanently or temporarily because of a reduction-in-force, layoff, or restructuring.

Rules of Conduct

These rules of personal conduct for employees are intended to promote the orderly and efficient operation of the company as well as to protect the rights of its employees. Violations of them, therefore, shall be regarded as cause for disciplinary action, including discharge. Discharge may also result for an accumulation of minor infractions as well as for a single infraction of a serious nature.

Dress Code

Gameday Staff:

It is your responsibility to come to work in your uniform, ready to work. Your uniform must be neatly pressed and your uniform shirt tucked in. Baseball hats are optional unless otherwise specified and must be a Chiefs home or away hat worn with the bill straight. If you violate any of the clearly set uniform standards, you will be asked to leave and your supervisor will tell you when to return to work.

Concession stand workers will wear khaki pants or shorts with a white collared shirt. They will be provided an apron and appropriate team hat. Hats must be worn; they are required by health department rules.

Stand managers, hawkers and warehouse employees will wear khaki pants or shorts and the appropriate staff shirt for their area. When in the concession stands, they must wear a hat.

Suite level employees will wear black pants or shorts, white button down oxford shirt that is provided and an apron.

Presentable shoes must be worn. Gym shoes are allowed but they must be clean and neat, no sandals.

Absenteeism & Tardiness

Excessive absences can have a very serious effect on your work performance and could result in termination of employment. Absences from work often place a hardship on your co-workers, as they may have to pick up some of your workload. Excessive absence is defined as more than three instances of absence within a 12-month period. An "instance" is defined as the total days consecutively absent for a particular illness or other reason.

Employees must properly report the reason or reasons for being absent if no previous arrangements were made. Absence from work includes failure to report for overtime work when properly scheduled with the employee.

Excess tardiness is defined as failing to be ready to begin job duties at the beginning of the shift, or returning from breaks or lunch late more than three times within a 12-month period.

In all cases, honest and truthful reasons for absences or tardiness are expected to be given. Giving false reasons for tardiness or absence will result in corrective action up to and including termination of employment.

Violence or Other Inappropriate Behavior

Threatening employees, customers, visitors, or vendors, or engaging in threatening or violent behavior in our workplace (or at customer sites) is a serious matter. Such conduct places the safety and health of our employees and customers in jeopardy, and will not be tolerated. Employees engaging in such activities will be subject to appropriate corrective action up to and including termination of employment, and perhaps legal action from the victim(s) of their conduct.

Violent or inappropriate behavior includes, but is not limited to:

- Threats of any kind;
- Threatening, physically aggressive or violent behavior, such as intimidation of or attempts to instill fear in others;
- Other behavior including belligerent speech, excessive arguing, or sabotage of company property;
- Defacing company property or causing physical damage to company facilities;
- Bringing weapons or firearms (including hunting rifles) of any kind on company premises, in company parking lots, in personal or company vehicles, or while conducting company business; and/or,
- Using any object in a threatening or weapon-like manner.

Alcohol and Illegal Drugs at Work

We recognize that drug and alcohol abuse are serious problems present in today's society. We also recognize the importance of maintaining a safe, efficient, and healthy work environment. As part of our commitment to our employees the following policy applies:

The use or possession of alcohol and/or any illegal drugs is prohibited on company premises. It is also prohibited for an employee to have any trace of alcohol and/or illegal drugs in his/her system while working or on company premises. Use of alcohol is prohibited:

1. When an employee reports to work
2. During all of an employee's work hours, including breaks
3. On company premises, including all parking areas
4. When an employee is engaged in company business

Without exception, these prohibitions apply when an employee uses any company property as well.

In addition, we absolutely prohibit the sale, purchase, use, transfer, or possession of any alcohol or illegal or non-prescribed drug during work hours or on company property at any time.

Harassment (of, or by employees and customers)

The law does not permit, nor will we tolerate harassment of employees by other employees, or by our customers or vendors. Likewise, we will not tolerate harassment of a customer or vendor by an employee of the company.

This includes harassment because of race, sex, religious creed, color, national origin, ancestry, disability or medical condition, age, or any other basis protected by federal, state or local law. Such conduct by an employee could result in corrective action up to, and including termination of employment.

Employees should also be aware that they may be held **personally liable** for monetary damages if they are found guilty of harassment.

While it is not easy to define precisely what harassment is, it includes any physical, verbal and visual conduct that creates an intimidating, offensive, or hostile environment which interferes with work performance. Such conduct constitutes harassment when:

1. Submission to the conduct is made either an implicit or explicit condition of employment;
2. Submission to or rejection of the conduct is used as a basis for an employment decision; or,
3. The harassment interferes with an employee's work performance or creates an intimidating, hostile, or offensive work environment.

The following are some examples of conduct that may be considered harassment. This list is provided as a sample of inappropriate workplace conduct, but is by no means all-inclusive.

1. Verbal conduct such as epithets, derogatory jokes or comments, slurs or unwanted sexual advances, invitations or comments;
2. Visual conduct such as derogatory and/or racially/sexually-oriented cartoons, clothing, drawings, posters, photographs or gestures;
3. Physical conduct such as assault, unwanted touching, blocking normal movement or interfering with work because of sex, race or any other protected basis;
4. Threats and demands to submit to sexual requests as a condition of continued employment or receipt of products/services, or to avoid some other loss, and offers of employment benefits or extra services in return for sexual favors; and,
5. Retaliation for having reported or threatened to report harassment.

Such behavior is unacceptable in the workplace itself and in other work-related settings such as business trips and social events with co-workers (whether or not the social event is sponsored by the company). Such conduct by vendors or visitors to our company also will not be tolerated.

Reporting Harassment

If you feel that you are a victim of harassment, or observe harassment of another employee or customer, immediately tell the person displaying offensive behavior to stop. He or she may not be aware that his or her conduct is unwelcome or offensive. We encourage employees to address harassment directly when it occurs. However, this is not required. Do immediately report any incident of harassment to any supervisor or manager, and to the Director of Food Service.

All complaints of harassment are taken seriously and will be investigated. The results of the investigation will be reported to the complaining party. We are committed to investigating and correcting any form of harassment taking place in our company. We are committed to addressing these issues within our organization, and we believe we can effectively address such matters internally when employees advise us of a problem in this area.

Employee Dating and Romantic Relationships

We strongly believe that an environment where employees maintain clear boundaries between employee personal and business interactions is most effective for conducting business. Accordingly, this policy establishes boundaries regarding dating and romantic relationships in the workplace. Individuals in supervisory or managerial roles are subject to more stringent requirements under this policy due to their status as role models, their access to sensitive information and their ability to influence others.

Specific Policy

Between Coworkers

We strongly discourage dating and romantic relationships between coworkers and any conduct that is designed or may reasonably be expected to lead to the formation of a romantic or sexual relationship.

Director-Level and Above

This management level is prohibited from dating anyone in the company (full-time, interns, seasonal, or part-time employees). We respect the fact attractions can exist, but for the benefit of the entire company, these key leader levels can't engage in any personal relationships, unless married upon entering the company. This includes the Director of Food Service.

With Subordinates

We prohibit romantic or sexual relationships between any employee and a subordinate (an employee who reports directly or indirectly to that person), because such relationships tend to create compromising conflicts of interest or the appearance of such conflicts. This policy applies to full-time (incl. interns), seasonal, and hourly employees. In addition, such a relationship may give rise to the perception by others that there is favoritism or bias in employment decisions affecting the subordinate employee. Moreover, given the uneven balance of power within such relationships, consent by the subordinate to such a relationship is suspect and may be viewed by others or, at a later date, by the subordinate themselves as having been given as the result of coercion or intimidation. The atmosphere created by such appearance of bias, favoritism, intimidation, coercion or exploitation undermines the spirit of trust and mutual respect which is essential to a healthy work environment.

Reporting of Inappropriate Romantic Relationships

Department Heads or Managers are obligated to disclose the existence of any prohibited relationship that has progressed beyond a platonic friendship. Disclosure must be made to PSC Ownership. This disclosure will enable the Company to determine whether any conflict of interest exists because of the relative positions of the individuals involved and what action will be taken, including, but not limited to, job transfer, reassignment or termination. Failure to report inappropriate romantic relationships is viewed as a serious matter and subjects the Department Head or Manager to discipline, up to and including termination.

This policy shall apply without regard to gender and without regard to the sexual orientation of the participants in a relationship of the kind described in this policy.

Miscellaneous

In order for the Company to deal effectively with any potentially adverse consequences such relationships may have for the working environment, any person who believes that he or she has been adversely affected by such a relationship, notwithstanding its disclosure, is encouraged to make his or her views about the matter known to the Director of Food Service or to PSC Ownership.



Professional Sports Catering, LLC Employee Evaluation

Employee: Position: Written By:	Location:	Date of Evaluation:
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Evaluation of Performance (For Definitions see p. 3)	Scale 1-5 (5 is best)	Comments
Professionalism		
Client Communication/Relationship		
Upper Management Communication		
Initiative		
Leadership		
Overall Business & Operational Knowledge		
Business Management (QB, HR, Sales Report, Payroll, Vendor Relations, etc.)		
Business Metrics (Food Cost & Variable Labor Cost)		
Personnel Development (Hiring and Training)		
Cleanliness and Organization of Facility		
Reliability		
Guest Focus		



Performance Rating (Cumulative) = ____ Divided by 12 = ____ (overall performance rating)

DEFINITION OF RATINGS

5 – Exceptional

Consistently meets and often exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly productive, innovative and responsive and generates top quality work.

4 – Exceeds Expectations

Consistently meets and sometimes exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical & interpersonal skills or has achieved significant improvement in these areas.

3 – Meets Expectations

Meets all relevant performance standards and on occasion achieves results above those expected of the position. Displays aptitude, works diligently to gain knowledge, and values teamwork.

2 – Below Expectations

Sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Performance has declined, or employee has not sustained adequate improvement.

1 – Needs Improvement

Lowest performance level, which is clearly less than acceptable and which is obviously well below minimum position requirements. Situation requires immediate review and action.

List employee's greatest strengths or exceptional accomplishments over the past year:

1.
2.
3.
4.

List employee's areas needing improvement or duties not performed up to expectations:

1.
2.
3.
4.

List employee's goals for the upcoming year:

1.
2.
3.

Employee Signature / date

Management Signature / date



DEFINITIONS OF CATEGORIES

Professionalism: Displays self as a positive and knowledgeable leader who successfully communicates with co-workers. Handles stressful situations in a calm and patient manner, and offers successful solutions. Dresses appropriately and presents self as a polished and punctual individual.

Client Communication / Relationship: Effectively uses written and verbal communication to ensure clients and/or fellow colleagues are aware of what's happening in the food operation. Consistently communicates before, during, and after events. Represents PSC in a professional manner at all times.

Upper Management Communication: Effectively uses written and verbal communication to ensure management is aware of what's happening in the operation, including all interaction with client staff. Consistently communicates before, during, and after events. Consistently sends daily debriefs throughout the year.

Initiative: Takes ownership of his/her job duties and proactively starts projects and takes the steps to ensure their successful completion. Does not always wait to be asked to do something, but instead anticipates the needs of the organization, customers, and other employees.

Leadership: Establishes clear expectations and is successful in guiding individuals or groups toward accomplishing an ultimate goal. Understands the motivational needs of individuals and uses motivation and individual talents to accomplish set tasks. Consistently provides an energizing force to the organization, while setting a positive example to the staff with his/her own work ethic.

Overall Business & Operational Knowledge: Completely understands the company culture, job functions and the interrelations with other positions. Understands the big picture and how their role fits into it.

Business Management (QB, HR, Sales Report, Payroll, and Vendor Relations): Completes all business management duties (if applicable) which may include some or all of the following: accounting entries, on-going updates of employee documents, game day reports, payroll responsibilities, and communicates as necessary with upper management and other corporate employees on respective duties. In addition, keeps a professional relationship and maintains contact with food vendors.

Business Metrics (Food Cost & Variable Labor Cost): An important aspect to our business is effective management of both food costs and variable labor costs throughout the season. Utilizes communication with other Directors and upper management to closely track costs and make changes as needed to keep these percentages at or below budgeted levels.

Personnel Development (Hiring & Training): Successfully trains and develops those staff members him/her into expanded roles (pipeline) where their added duties and contributions to each venue will allow for the employee's career growth and the growth of PSC.

Cleanliness and Organization of Facility: Maintains a keen eye for detail of cleanliness throughout the entire facility (not only in their specific areas). Additionally, keeps own work area clean and organized.

Reliability: Highly dependable and always completes tasks before or by the deadline. Always reports to work, meetings and other scheduled events in a timely fashion and is fully prepared to accomplish the task at hand. Provides answers in a quick and efficient manner.

Guest Focus: Identifies the fans' needs and acts to satisfy those needs. Has the desire to WOW the fans and go above and beyond their expectations at all times.



PSC Executive Biographies

Tom Dickson *Chief Executive Officer*

Tom started his professional career with Leo Burnett Advertising, the largest advertising agency in the United States. In his 17 years with Burnett, Tom directed several national and multi-national businesses including Kellogg, Procter & Gamble, Nintendo, Hallmark, and Keebler, gaining an extensive knowledge of all marketing principles. These principles include, but are not limited to: advertising, sales promotion, database marketing, branding and sports marketing. Tom was an Executive Vice President when he left Leo Burnett in 1996 to start his own company, Professional Sports Marketing. In 1993, Tom in conjunction with wife Sherrie Myers, purchased the Waterloo Diamonds. Tom and Sherrie moved the team to Michigan's capital city in 1996, re-branded them as the Lansing Lugnuts. The team's success has been unwavering, as the franchise has averaged over 350,000 fans per year during the past 17 seasons. As a result, the Lugnuts have been named one of the most successful professional sports franchises in minor league history.

In 2001, Tom and Sherrie purchased the Charleston Alley Cats, and began working with government officials to put together financing for a new ballpark. In October 2002, funding for the new \$23MM facility was approved and opened in April of 2005.

In 2002, Professional Sports Marketing was selected from a nationwide competition to bring baseball to the city of Montgomery, Alabama. The Montgomery Biscuits began play in a new \$30MM ballpark in 2004. Two years later the ballpark was rated best in all of minor league baseball by *Baseball America*. In addition to Lansing, Charleston, and Montgomery, Tom has been responsible for the development of over \$250MM worth of new minor league ballparks in markets such as Dayton, Ohio; Joliet, Illinois; Gary, Indiana and Eastlake, Ohio.

Professional Sports Marketing partnered with the Great Lakes Loons in 2005 to develop Dow Diamond, a new state of the art ballpark in downtown Midland, Michigan. It was through this consulting project that Tom identified the need in the industry for a food service provider who truly understood the nuances of minor league baseball. To fill this gap, Tom along with his business partners, launched Professional Sports Catering.

Tom is widely considered as one of the preeminent entrepreneurs in the business of sports. Utilizing his professional marketing background, Tom has implemented innovative and highly effective strategies to create his successful franchises. Readers of USA Today recently voted The Lansing Lugnuts and Montgomery Biscuits the #1 and #2 minor league baseball brands in the country. Tom has been widely featured in national media including CNN, Sports Illustrated, Smart Money magazine, The Chicago Tribune Magazine, ESPN, National Public Radio, and many others. Tom currently serves as a member of the Board of Trustees of Minor League Baseball from the Midwest League.

Tom lives in Chicago, IL with his son Drew.



PSC Executive Biographies

Greg Rauch

Partner & Chief Operations Officer

Greg began his career with PSM/PSC 17 years ago as the box office manager for the Lansing Lugnuts. Exhibiting his hard work and passion for the industry, Greg worked his way up through the organization becoming the General Manager in 2000. This path allowed him to gain experience in all aspects of a minor league baseball organization. As GM in Lansing, Greg's experience with food service began in earnest when he managed the transition from Volume Services (Centerplate) to the Lugnuts' internal food operation in 2001.

In 2004, Greg moved to Montgomery to become the General Manager of the newly created Montgomery Biscuits. In addition to leading the entire organization, Greg was the on-site executive overseeing the construction of the \$30MM Riverwalk Stadium. As GM, he also led the team's internal food operation. His work was recognized in 2006 when Greg was named Southern League GM of the year. In 2007, Greg was promoted to President of the Montgomery Biscuits after orchestrating a record setting year in 2006.

When Professional Sports Catering was formed in 2006, Greg became Partner and Chief Operating Officer of the company. As the COO, he is responsible for the companies' on-site directors as well as the Vice-President of Operations. Under his guidance, PSC has continued to produce drastic improvements to food quality and per caps in every stadium the company has moved into.

As PSC has grown, Greg has led the company as it partners with minor league baseball teams in all newly constructed and renovated ballparks. He has seen multiple projects through, from the first shovel in the dirt to the first pitch of opening day. Since 2006, these major developments include: Dow Diamond in Midland, MI; ONEOK Field in Tulsa, OK; Uni-Trade Stadium in Laredo, TX; and significant renovations to Chickasaw Bricktown Ballpark in Oklahoma City, OK.

Greg continues to serve as an active participant in all of PSC's venues. He oversees an operational staff that generates over \$50 million in annual revenue. He has been involved with minor league baseball for almost two decades, and that experience will continue to be invaluable for all PSC's future partners.

Greg resides in Wetumpka, Alabama with his wife, Carrie and son, Greg.



PSC Executive Biographies

Jonathan Harris

Partner & Chief Financial Officer

Jonathan joined PSM/PSC as its Director of Finance in 2003 after spending several years in both public and private accounting, and over the last 10 years, he has developed an expertise in all matters relating to the financing of minor league baseball franchises and food services. This includes on-going operations, taxation, insurance, lease/contract negotiation and investor relations. Additionally, Jonathan has been integrally involved with several new business startups, as well as team acquisition, refinancing and divestiture.

With the formation of Professional Sports Catering in 2006, Jonathan was installed as Partner and CFO. In addition to his oversight of PSM's team finances, Jonathan is responsible for all of PSC's day-to-day financial operations, banking relationships, and reporting to PSC's Board of Managers. In 2011, along with Tom Dickson, Jonathan managed and executed the structuring of PSC's relationship with Mandalay Baseball Properties. He is directly responsible for PSC's revolutionary financial model, and created the company's accounting system for all of its venues at its headquarters in Evanston, IL.

Jonathan is integral to the strategic direction of PSC as a whole. He participates in all areas of the company while directly overseeing all month-end reporting process for all of PSC's partners, taking care to review each period end with Team management at all venues.

Jonathan and his wife, Cara, reside in Highland Park, IL with their four children, Elan, Avi, Gabriel, Johanna.



PSC Executive Biographies

Jason Wilson

Vice President of Operations

Jason began his career with PSC/PSM in 1996 as a Kitchen Manager/Chef for the Lansing Lugnuts. Over the years he was responsible for all picnic venues and suite level food production and presentation as well as the prep for all concession level food. In 2001, Jason became the Director of Food and Beverage in Lansing. As Director, Jason played an instrumental role in taking the food operation "in-house" from Volume Services (Centerplate).

In 2003, Jason took over as the Food and Beverage Director of the Salt Lake Stingers. Jason was directly responsible for the management of the AAA team's \$2.5MM annual revenue.

In 2004, Jason relocated to Montgomery, AL to be Director of Catering for the inception of the Montgomery Biscuits. It is here where Jason was integral in the total outfitting and design of the food service areas in the \$30MM Riverwalk Stadium. Additionally, he was responsible for the creation of the menus, training of the staff, and development of a successful non-baseball catering operation. After three years, Jason was promoted to Director of Food and Beverage.

As Professional Sports Catering continued to grow, Jason moved to Tulsa, OK as Director of Food and Beverage for the Tulsa Drillers in 2009. Using his experience gained in Montgomery, Jason was the on-site leader responsible for the design, construction and operation of all food service equipment within the \$50MM ONEOK Field. Additionally, Jason has been a lead trainer for four PSC employees that have been promoted to Director of Food and Beverage in other PSC venues. In 2010, PSC recognized Jason's leadership and work by promoting him to Senior Director of Food and Beverage.

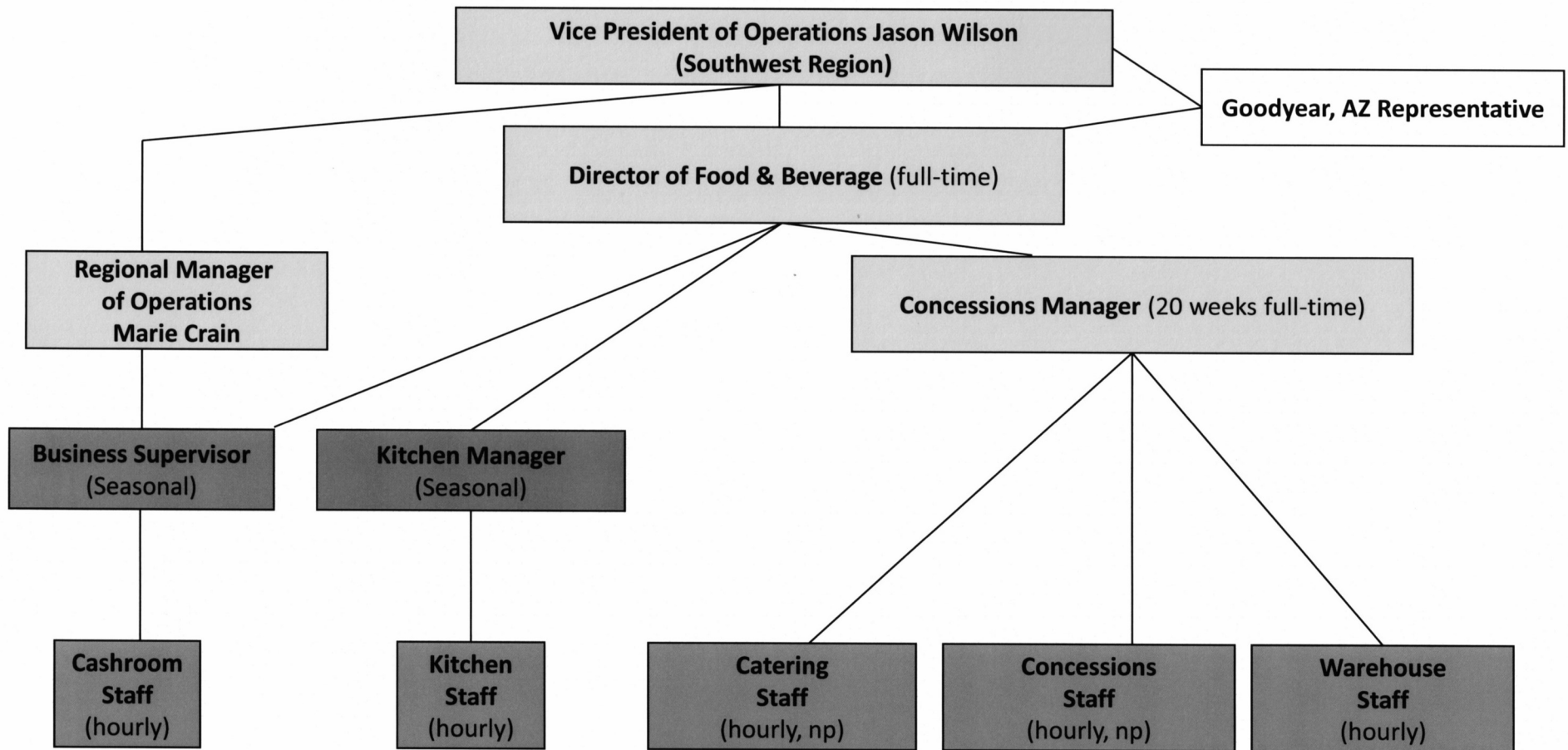
Under his guidance in Tulsa, Jason has consistently grown revenue in all areas including a world class non-baseball catering operation that is responsible for over \$260,000 in additional revenue annually. The path to his current position makes him not only capable of overseeing one of the best food service operations in all of minor league baseball, but also highly qualified to assist in the construction of any new facility.

In October of 2012, after three seasons of successfully operating in Tulsa, OK, PSC promoted Jason to Regional Vice President of Operation.

In 2013, Jason transferred to the Phoenix region to directly oversee PSC's new Spring Training business at Peoria Sports Complex. He oversees all operations on the west coast including: Tulsa, OK; Frisco, TX; Quad Cities, IA; Rancho Cucamonga, CA that generate a total of \$13 million annually in revenue. Jason has overseen numerous capital investment projects including a \$1.25 million foodservice renovation at Peoria Sports Complex in 2014 and a \$1 million capital investment renovation in Frisco, TX in 2013. In addition to Jason's list of venues, he is integral in PSC's Capital Investment Plan development in all PSC venues.

Jason currently lives in Peoria, AZ with his fiance Jessica and children Christopher and Nacaya.

Proposed Goodyear Organizational Chart





Nick Barkley

Professional Credentials

EXPERIENCE

Professional Sports Catering, LLC

Director of Operations – South Bend Cubs (South Bend, IN)

November, 2013 – Present

- Director in-charge for all concessions and catering operations at Stanley Coveleski Regional Stadium in South Bend, IN., home of the South Bend Silver Hawks minor league baseball team. Venue operation includes 500-person banquet facility
- Responsible for topping \$2,000,000 in annual revenue in 2014 for the first time in stadium history
- Increased client bottom line by over \$120K in 2014 by reestablishing labor parameters and operating more efficiently
- Hired, trained, and led a food service staff consisting of 2 full-time staff members, numerous non-profit groups, and 150+ hourly employees
- Collaborates with on-site Business Manager in overseeing day-to-day office management, including maintaining on-site bookkeeping, payables, payroll and HR
- Developed foodservice menus based on cost analysis, tracked and analyzed data related to the foodservice operation, vendor relations, POS operation and the purchasing of capital equipment

Sodexo

Round Rock Express (Austin, TX)

January, 2013- November, 2013

Assistant Director of Operations

- Generated over \$4,000,000 in gross revenue during the 2013 season
- Established vendor lists and sources for all food, beverage and disposable items
- Managed purchasing and operating POS systems
- Knowledge of serve safe sanitary procedures and health codes
- Maintained a system of reporting daily sales, production, payroll and inventories
- Planned menus, item research, development and implementation Supervised a rotating seasonal staff of 120 employees including managers and supervisors including performance reviews and progressive discipline when necessary

Ripken Baseball

Port Charlotte Stone Crabs

September, 2008 - January, 2012

Director of Food and Beverage (2011 & 2012)

Assistant Director of Food & Beverage (2008-2010)

- Generated over 1.5 million in gross revenue during the 2012 season
- Established vendor lists and sources for all food, beverage and disposable items
- Managed purchasing and operating POS systems
- Knowledge of serve safe sanitary procedures and health codes
- Maintained a system of reporting daily sales, production, payroll and inventories
- Planned menus, item research, development and implementation
- Supervised a rotating seasonal staff of 120 employees including managers and supervisors including performance reviews and progressive discipline when necessary

EDUCATION

University of Tennessee-Knoxville

May 2000

Major: Sports Management



Eugene Lucero

Professional Credentials

EXPERIENCE

Professional Sports Catering, LLC

Assistant Director of Operations - Peoria Sports Complex

January, 2015 – Present

Peoria, AZ

- Oversees foodservice for Seattle Mariners and San Diego Padres player development complex. Clubhouses operate year round delivering meals to players. PSC estimates roughly 80,000 meals are served annually. Works within established budgets of over \$600,000 annually combined. Works directly with team nutritionists to develop menus and offerings.
- Oversees all food production for Peoria Sports Complex Stadium. This includes food preparation, kitchen staffing, and cost analysis for entire Spring Training season and yearly non-baseball events.
- Oversees and evaluates an hourly staff of up to 30 employees daily.

United States Air Force

Food Service Manager; Luke Air Force Base

Food Service Facility Manager; Foodservice Storeroom Manager; Foodservice Accountant

Most Recently in Glendale, AZ

- Oversaw the day-to-day operation of food, beverage, and catering services. Directly managed a team of 25.
- Organized and managed resources. Forecasted needs, maintained inventory, and requisitioned/purchased food, beverages, supplies, and other equipment.
- Supervised, scheduled, and evaluated employees. Coordinated and led training sessions, including food safety and compliance with Food and Drug Administration standards.
- Ensured all employees followed established food safety and sanitation policies, procedures, and guidelines.
- Managed budgets, developed cost controls, and prepared records and reports.

United States Air Force

August, 2000 - August, 2014

- Stationed in San Antonio, TX; Lawton, OK; Kansas City, MO; South Korea; Azores, Portugal; Glendale, AZ
- Deployed in Niger, Afghanistan (5); Abu Dhabi; United Arab Emirates (3); Kyrgyzstan
- Honorably Discharged as a Staff Sergeant (E-5)

TRAINING

- U.S. Air Force Non-Commissioned Officer Academy
 - Workplace Management, Crisis Management, Teamwork, Safety Training
- U.S. Air Force Food Service Facilities Managers Course
 - OSHA Standards, Food & Drug Administration Standards, food service digital maintenance and requisition systems
- U.S. Air Force Contingency Combat Support Training
 - Contingency food service, lodging, fitness, recreation, and mortuary training



Adam Fillinworth

Professional Credentials

EXPERIENCE

Professional Sports Catering, LLC

Assistant Director of Operations – Greensboro Grasshoppers
Greensboro, NC

January, 2015 – Present

- Director in-charge for all concessions operations at NewBridge Bank Ballpark, home of the Greensboro Grasshoppers minor league baseball team. Estimated annual revenue at concessions areas of \$1.5M
- Assist Director of Operations in overseeing all food production for stadium. This includes food preparation, kitchen staffing, and cost analysis for season and yearly non-baseball events
- Collaborate with Director of Operations in executing \$400,000 capital investment renovations at stadium. Included significant rebranding of facility and implementation of strong portable cart operational plan
- Oversees and evaluates an hourly staff of up to 150 employees daily

Lancaster JetHawks

Assistant General Manager of Food & Beverage
Lancaster, CA

January, 2011- December, 2014

- Assist the GM in all operations of the Lancaster JetHawks
- Collaborated in complete revitalization of failing Concessions Operation which led to per cap increases from \$3.90 to \$9.65 and \$900,000 increase in annual F&B revenue during four seasons
- In Charge of food operations at The Hangar and lead execution of all major capital projects
- Hire, train, and schedule the 150+ concessions game day staff
- Developed concession stand layouts, menus, and promotional ideas for all concessions areas
- Concessions Covered by Darren Rovell (CNBC), Allison Footer (Houston Astros) and Ben's Biz Blog

Western Michigan White Caps

Concessions Supervisor
Grand Rapids, MI

January, 2009- December, 2010

- Work with Director of Food and Beverage to learn all aspects of the food and beverage business such as per caps, food costs, labor costs, vendor relations, etc.
- Stock all concession areas, from taking in a delivery to putting orders away
- Troubleshooting regarding both stocking and equipment problems
- Assists in the concourse concessions set up, including changing propane when needed
- Collect bank bags from each register as they close and deliver to accounting office
- Assists in ordering all concession items including equipment, food, paper, and all other related items
- Work with and assist in supervising concessions staff, including overseeing stand close downs and shifts ending
- Financial reporting after each game from concessions registers
- Maintain high visibility with all customers and concessions workers at all times to assist and resolve problems as they arise
- Assists Director of Food and Beverage with concessions infrastructure and areas of operation
- Assists Director of Food and Beverage with developing layout and design of concessions areas for review and approval of VP/GM and Management Group
- Assist supervisors with inventory control

Education

Grand Valley State

2011

- B.S. in Hospitality Tourism Management – Lodging Emphasis
- Member of the Hospitality Tourism Management Club



Concessions Manager

Job Description

SUMMARY

The Concessions Manager is responsible for the overall management of the concession operation at the facility. Responsibilities of this position include staffing, product and inventory management, equipment maintenance, stand and portable set-up, and sanitation and all concessions venues. This person will hire, train, schedule, and direct part-time concessions managers, portable managers and game day staff during event operations.

The Concession Manager reports directly to the Director of Food & Beverage.

DUTIES

- Responsible for all staffing and event scheduling for all levels of the concessions operation
- Directly responsible for all stand managers and portable managers and communication on event preparation and food production levels
- Responsible for specialized training & overall customer service training of all concessions operation staff
- Act as supervisor for city events, including assisting with stand and cash management during events
- Conduct daily checks and repairs as needed on all concession and portable equipment
- Conduct daily checks to ensure proper sanitation on all portable and concession stand locations
- Communicate directly with all equipment vendors on repairs and replacements as needed (Must communicate with Director of Food & Beverage on any malfunctioning equipment, repairs needed and timelines)
- Responsible for pre-event stocking levels for all portables & concession stands. Must make sure stocking levels for all stands/portables are accurate at least one hour before gates open
- Responsible for organization and sanitation of employee uniforms (aprons)
- Responsible for pre-game setup of inventory control sheets, and post-event inventories reconciliation with all stand managers and portable managers to ensure proper balancing of cash and inventory receipts
- Meet with Director of Food & Beverage regarding event setup, including portable and stand location openings
- Event file management: Ensure completion of post-game civic group evaluations, stand mgr & customer feedback forms, time sheets, inventory controls, uniform distribution & receipts
- Responsible for event management of Quest POS system. Includes pre-event setup, menu changes and adjustments, event trouble shooting and post-event closing
- Perform monthly inventory check of all concession stands, and work with Director of Food & Beverage to finalize month-end inventory reports with accounting department
- Assist with management of post-season inventory reduction and storage
- Assist department with post-season sanitation, painting, equipment storage, and overall facility maintenance
- Assist Director of Food & Beverage with pre-season product cost quotes, development of menu items, and pricing
- Assist with the overall food service operation as directed by Director of Food & Beverage



Professional Sports Catering / Goodyear Stadium

2015-16 CRITICAL PATH

OFF/PRE-SEASON OPERATIONS

TASK	DATE	WHO
Ovations Transition		
PSC to send info request form to Ovations on F/B Operation	6/3	VP of Operations
PSC to review inventory Count and Amortization Equipment	6/17	VP of Operations
Receive all data points w/ units sold & revenue from Ovations	6/17	VP of Operations
PSC to review facility condition with Goodyear Officials prior to turnover on 7/15 when Ovations vacates	6/24	VP of Operations / Goodyear Officials
Capital Investment Projects 2016		
PSC makes final recommendation to Goodyear Officials on strategic food and beverage plans	7/22	VP of Operations
PSC / Goodyear Officials agree to final recommendation on strategic food and beverage plans	8/19	VP of Operations / Goodyear Officials
PSC supplies list of equipment with pricing that corresponds to final food and beverage plans	8/26	VP of Operations
Determine final POS needs and get approved by Goodyear Officials	9/2	VP of Operations / Goodyear Officials
Cap X Budget submitted to Goodyear Officials	9/9	VP of Operations
Goodyear Officials to approve Cap X Budget	9/23	Goodyear Officials
PSC orders all Cap X equipment	10/28	VP of Operations / Dir. F/B
Begin Cap X equipment install	1/6	Goodyear Approved Contractor
Full-Time / Seasonal Staffing		
PSC VP of Operations comes onsite to begin set-up	6/3	
Formal interviews with interested Ovations full-time staff (if necessary)	6/10	VP of Operations
Intro of proposed PSC Goodyear Director of F/B to Goodyear officials	7/22	
Critical Path and Job Descriptions are forwarded to Goodyear Officials	8/19	VP of Operations
Create critical path for each Full-Time staff member leading to Opening Day	9/2	VP of Operations
Begin recruitment of Seasonal Staff Management	9/23	VP of Operations
PSC F/B Director comes on-site	9/30	
Concessions Manager comes on-site Full-Time	10/7	
Create Critical Path for Seasonal Staff members	10/28	Director of F/B
Business Manager starts Seasonal Full-Time	1/6	
Commissary Supervisor, Exec Chef, and	1/6	



Catering Mgr. start Seasonal / Full-Time		
Menu / Pricing		
Determine menu with Goodyear Officials for 7/4 event	6/4	VP of Operations
Review 2015 Venue menus with Goodyear Officials- provide recommendations in foodservice strategy for 2016	7/8	VP of Operations
PSC / Goodyear Officials to agree on menus and pricing for venues in 2016	7/15	VP of Operations / Goodyear Officials
Off-season menu recommendation given to Goodyear Officials for review and approval	7/15	VP of Operations
Concession menu recommendations given to Goodyear Officials	8/27	VP of Operations
Concession menus approved by Goodyear Officials	9/2	Goodyear Officials
Suite menu recommendations provided to Goodyear Officials	9/10	VP of Operations
Suite menu approved by Goodyear Officials	9/17	Goodyear Officials
Menu boards / Panels approved by Goodyear Officials	10/21	VP of Operations / Goodyear Officials
Suite menu booklet created and submitted to Goodyear Officials for approval	10/28	VP of Operations / Director of F/B
Start setting up POS with pricing and products	10/29	Concessions Manager
Suite menu booklet approved by Goodyear Officials	11/4	Goodyear Officials
Setup online ordering for Suites	11/18	Director of F/B
Order menu boards / panels	12/2	Director of F/B
Suite menu goes to print	1/6	Director of F/B
Oversee Install menu boards and all food signage	1/13	Concessions Manager / Commissary Supervisor w/ approved contractor
Non-Profits		
Establish contact with returning NP groups to help work 7/4 event (if necessary)	6/4	VP of Operations
PSC orientation with returning NP's (if necessary)	6/24	VP of Operations
NP flier, policies, and contract submitted to Goodyear Officials for approval	8/26	VP of Operations / Goodyear Officials
NP recruitment to begin	8/27	VP of Operations
PSC sets NP schedule for 2016 season	10/4	VP of Operations / Director of F/B
PSC meets with NP's to review contracts and discuss dates available for 2016 season	10/15	Dir. of F/B and Concessions Mgr.
Contracts signed and returned to PSC w/ all dates booked for NP's	11/8	Dir. of F/B and Concessions Mgr.
PSC orientation for NP's – including alcohol awareness training and First Impression (Customer Service)	1/13	Dir. of F/B and Concessions Mgr.
PSC operational procedures training for NP's	1/27-2/14	Dir. of F/B and Concessions Mgr.
Hourly Recruitment and Training		
Establish contact with potential returning employees to work 7/4 event	6/5	VP of Operations



PSC orientation with returning staff	6/24	VP of Operations
PSC creates hourly recruitment and job fair flier	12/16	Dir. of F/B
Training schedule outlined	1/3	Dir. of F/B
PSC Job Fair	1/11-1/12	All Staff
PSC Employee Orientation	1/21	All Staff
Gameday operations training season schedule distributed	1/27-2/7	All Staff
Budgets		
Review budget info from 2015 that can be obtained with Goodyear Officials	9/5	VP of Operations / Goodyear Officials
PSC formulates 2016 budget and submits to Goodyear Officials	10/4	VP of Operations / Dir. of F/B
Goodyear Officials to approve 2016 budget	10/14	Goodyear Officials
Vendor Sponsor & Subcontractor Obligations		
Establish relationship with applicable vendors for 7/4 event	6/3	VP of Operations
Place orders for 7/4 event	6/28	VP of Operations
Bring in necessary product for 7/4 event	7/1	VP of Operations
Begin receiving food samples from vendors	8/5	VP of Operations
Collect all current data with vendors and sponsors	8/26	VP of Operations
Start process with souvenir items / artwork and proofs	8/27	VP of Operations
PSC to analyze foodservice sponsor deals and give recommendations to Goodyear Officials	9/2	VP of Operations
Goodyear Officials to approve souvenir items for pre-orders	9/10	Goodyear Officials
PSC to meet with current vendors / sponsors recap from 2015	9/16	VP of Operations
Order all souvenir items	9/17	VP of Operations
PSC / Goodyear Officials agree 2016 sponsorships regarding food & subcontractors	9/23	VP of Operations / Goodyear Officials
PSC to have determined all vendors & subcontractors for 2016	11/1	Dir. of F/B
Order dates, delivery times, order procedures set	11/22	Dir. of F/B
Complete list of 2016 pricing from all vendors	11/29	Dir. of F/B
First product ordered and received	2/7	Dir. of F/B
Continue Opening orders	2/10-2/17	Dir. of F/B
General Facility and Food Operations		
Execute 7/4 event	7/4	All Staff
Organize office areas and determine needs (computers, desks, safe, etc.)	7/8	VP of Operations
2016 uniform recommendation submitted to Goodyear Officials	9/6	VP of Operations
Goodyear Officials to approve uniform direction	9/11	Goodyear Officials
Determine smallwares and operational needs	9/12	VP of Operations
Warehouse floor plan layout completed	9/13	VP of Operations
Determine any shelving / storage needs	9/13	VP of Operations
Fulltime staff offices setup and organized	9/13	VP of Operations
Kitchen layout and floor plan finalized	9/13	VP of Operations



Determine storage area for catering smallwares and serving equipment	10/25	Dir. of F/B
Place smallwares order	12/6	Dir. of F/B
Receive and inventory all new smallwares	1/10	Dir. of F/B / Catering Mgr.
PSC to test all beer lines with vendors	1/13	Concessions Mgr.
Assure all equipment is functioning properly	1/14	All Staff
Begin stocking concession stands	1/15	Concessions Mgr. / Commissary Supervisor
Run secondary test on all equipment	2/3	All Staff
Complete fulltime staff walk through	2/14	All Staff
Assure concession stands fully stocked	2/19	Dir. of F/B
Business Operations		
Work with Health Dept. to establish permits for 7/4 event	6/3	VP of Operations
PSC business operations transition meeting with Goodyear Officials and Ovations Officials	6/10	VP of Operations / Goodyear Officials / Ovations Officials
PSC to start up bank account w/ BOA	6/12	VP of Operations / Corp. Finance
Establish needs for safe starting bank and change	6/17	VP of Operations
Assure starting bank and food permits are set	7/1	VP of Operations
GL agreed to and setup in Everest	7/12	VP of Operations
Monthly statement of operations begins to flow to Goodyear Officials	8/6	PSC Corp. Finance
Foodservice Sales Report built- sample approved by Goodyear Officials	8/7	PSC Corp. Finance
Goodyear billing finalized as necessary (staff meals, umpires, food vouchers, etc.). Prices agreed upon	8/9	VP of Operations / Goodyear Officials
Cash room and cash manager hiring completed	1/10	Dir. F/B / Business Manager
All employee paperwork finished and entered into payroll system	1/17	Business Manager
Cash room setup- including building banks	2/5	Business Manager
Cash room training	2/12	Business Manager

Third Base Stand (Buckeye Bistro)

Entrees		Snacks	
Jumbo All-Beef Hot Dog	\$4.50	French Fries	\$4.00
Kids All-Beef Hot Dog	\$2.50	Chili & Cheese Fries	\$4.50
Skyline 'Ruthian' Half Pound All-Beef Hot Dog	\$6.50	Large Nachos w/ Jalapenos	\$5.50
Chili & Cheese Foot Long		Popcorn Bag	\$3.00
Polish Sausage	\$5.00	Jumbo Pretzel	\$3.50
Big Red Machine Cheeseburger	\$6.50	Roasted Peanuts	\$4.50
Bacon • Chili • Cheddar Cheese		Sunflower Seeds	\$2.50
Turkey Burger	\$6.00	Cracker Jack	\$4.50
Avocado • Pepper Jack • Ranch • Red Onion • Lettuce & Tomato		Bag of Chips	\$2.25
Chicken Tenders & Fries	\$8.00	Kids Apple Sauce Snack	\$2.00
Boca Burger *Substitute Boca Patty on any Burger	\$6.00		
Add Chili & Cheese	\$1.00		

Beverages		Sweets	
Small Fountain Soda	\$4.00	Homemade Ice Cream Sandwich	\$5.00
Large Fountain Soda	\$5.25	Frozen Lemonade Cup	\$4.00
Souvenir Fountain Soda	\$8.00	Kids Super Pop	\$2.00
Large 24oz Draft Beer	\$7.50	Theatre Size Candy	\$3.00
Small 16oz Draft Beer	\$5.75		
*Service Limit of 40oz Per Transaction		Value Meals	
Coffee/Hot Chocolate	\$2.50	Add Chips & Drink to Any Entrée	\$3.00
Bottled Water	\$3.75	Kids Value Meal	\$5.00
One Liter Bottled Water	\$5.00	*Hot Dog, Apple Snack, & Fruit Shoot Drink	
Bottled Gatorade	\$4.00	Peoria Special	\$5.00
Bottled Tea	\$4.00	*Hot Dog, Popcorn, & Soda	
Kids Fruit Shoot	\$2.00		

First Base Stand (Ohio Dogs)

Entrees

Rock n' Roll Cheeseburger	\$6.00
Bacon • Blue Cheese • Provolone • Lettuce & Tomato	
Jumbo All-Beef Hot Dog	\$4.00
Kids All-Beef Hot Dog	\$2.50
Skyline 'Ruthian' Half Pound All-Beef Hot Dog	\$6.50
Chili & Cheese Foot Long	
Polish Sausage	\$5.00
Turkey Burger	\$6.00
Avocado • Pepper Jack • Ranch • Red Onion • Lettuce & Tomato	
Chicken Tenders & Fries	\$6.50
Cheese Pizza Slice	\$5.00
Peperonni Pizza Slice	\$5.25
Special of the Day Pizza Slice	\$5.50

Snacks

French Fries	\$3.50
Chili & Cheese Fries	\$4.50
Large Nachos w/ Jalapenos	\$5.50
Popcorn Bag	\$3.00
Jumbo Pretzel	\$3.50
Roasted Peanuts	\$4.50
Sunflower Seeds	\$2.50
Cracker Jack	\$4.50
Bag of Chips	\$2.25
Kids Apple Sauce Snack	\$2.00

Beverages

Small Fountain Soda	\$4.00
Large Fountain Soda	\$5.25
Souvenir Fountain Soda	\$8.00
Large 24oz Draft Beer	\$7.50
Small 16oz Draft Beer	\$5.75
*Service Limit of 40oz Per Transaction	
Coffee/Hot Chocolate	\$2.50
Bottled Water	\$3.75
One Liter Bottled Water	\$5.00
Bottled Gatorade	\$4.00
Bottled Tea	\$4.00
Kids Fruit Shoot	\$2.00

Sweets

Homemade Ice Cream Sandwich	\$5.00
Frozen Lemonade Cup	\$4.00
Kids Super Pop	\$2.00
Theatre Size Candy	\$3.00

Value Meals

Add Chips & Drink to Any Entrée	\$3.00
Kids Value Meal	\$5.00
*Hot Dog, Apple Snack, & Fruit Shoot Drink	
Peoria Special	\$5.00
*Hot Dog, Popcorn, & Soda	

Home Plate Stand

Loaded Dogs

Porker	\$7.50
<i>Beef Frank – Pulled Pork – Cole Slaw - BBQ</i>	
Cheesy Mac	\$7.50
<i>Beef Frank – Homemade Mac & Cheese – Bread Crumbs</i>	
Firecracker	\$7.50
<i>Shredded Spicy Chicken – Pepper Jack Cheese –</i>	
<i>Chipotle Mayo – Jalapeno Sauce</i>	

Entrees

Jumbo All-Beef Hot Dog	\$4.00
Kids All-Beef Hot Dog	\$2.50
Add Chili & Cheese	\$1.00

Snacks

Large Nachos w/ Jalapenos	\$5.50
Popcorn Bag	\$3.00
Jumbo Pretzel	\$3.50
Roasted Peanuts	\$4.50
Sunflower Seeds	\$2.50
Cracker Jack	\$4.50
Bag of Chips	\$2.25
Kids Apple Sauce Snack	\$2.00

Beverages

Small Fountain Soda	\$4.00
Large Fountain Soda	\$5.25
Souvenir Fountain Soda	\$8.00
Large 24oz Draft Beer	\$8.25
Small 16oz Draft Beer	\$5.75

**Service Limit of 40oz Per Transaction*

Coffee/Hot Chocolate	\$2.50
Bottled Water	\$3.75
One Liter Bottled Water	\$5.00
Bottled Gatorade	\$4.00
Bottled Tea	\$4.00
Kids Fruit Shoot	\$2.00

Sweets

Homemade Ice Cream Sandwich	\$5.00
Frozen Lemonade Cup	\$4.00
Kids Super Pop	\$2.00
Theatre Size Candy	\$3.00

Value Meals

Add Chips & Drink to Any Entrée	\$3.00
Kids Value Meal	\$5.00

**Hot Dog, Apple Snack, & Fruit Shoot Drink*

Center Field Stand – Quench

Entrees		Snacks	
Jumbo All-Beef Hot Dog	\$4.00	Large Nachos w/ Jalapenos	\$5.50
Kids All-Beef Hot Dog	\$2.50	Popcorn Bag	\$3.00
Add Chili & Cheese	\$1.00	Jumbo Pretzel	\$3.50
		Roasted Peanuts	\$4.50
		Sunflower Seeds	\$2.50
		Cracker Jack	\$4.50
		Bag of Chips	\$2.25
		Kids Apple Sauce Snack	\$2.00

Beverages		Value Meals	
Small Fountain Soda	\$4.00	Add Chips & Drink to Any Entrée	\$3.00
Large Fountain Soda	\$5.25	Kids Value Meal	\$5.00
Souvenir Fountain Soda	\$8.00	*Hot Dog, Apple Snack, & Fruit Shoot Drink	
Large 24oz Draft Beer	\$8.25	Buckeye Special	\$5.00
Small 16oz Draft Beer	\$5.75	*Hot Dog, Popcorn, & Soda	
*Service Limit of 40oz Per Transaction			
Coffee/Hot Chocolate	\$2.50		
Bottled Water	\$3.75		
One Liter Bottled Water	\$5.00		
Bottled Gatorade	\$4.00		
Bottled Tea	\$4.00		
Kids Fruit Shoot	\$2.00		

Good Hops Right Field Pavilion Bar Menu

Beer

Large 24oz Draft Beer	\$8.25
Small 16oz Draft Beer	\$7.50
Bomber 24oz Beer	\$9.50
Canned 16oz Beer	\$6.50
Aluminum 16oz Bottle Beer	\$6.50
Bottled Water	\$3.75
One Liter Bottled Water	\$5.00
Bottled Gatorade	\$4.00

*Service Limit of 40oz Per Transaction Per Person

Wine & Cocktails

Glass of Wine	\$6.00
Wine Cocktail	\$8.00
Mojito • Strawberry Daiquiri • Sweet Tea Lemonade • Golden Margarita	
Premium Cocktail	\$8.75
Frozen Margarita	\$8.00

*Service Limit of 40oz Per Transaction Per Person



Jason Wilson

Professional Credentials

EXPERIENCE

Professional Sports Catering, LLC

Vice President of Operations- Peoria Sports Complex

October, 2013 – Present

Peoria, AZ

- Responsible for operations in Peoria, Tulsa, Frisco, Reno, and Rancho Cucamonga totaling \$14 million in annual revenue
- Oversees and evaluates 4 on-site Directors and 15 other full-time staff
- Handles all aspects of food service during initial client takeover including budgeting capital investment, developing concession, picnic, catering, and kitchen operations, recruiting and hiring, and implementing training procedures
- Directly responsible for revamp of PSC training and customer service program. Oversaw a committee of 5 Food and Beverage Directors during this process
- Implements controls and procedures for all food purchasing, establishes and maintains vendor relationships, monitors food and labor costs daily, maintains corporate web resource center, manages season-end business review process, manages PSC client relationships, and has an integral role in the hiring and placement of all salaried PSC employees
- Directly responsible for the continuous upgrading and innovation of food offerings at all PSC facilities

Professional Sports Catering, LLC

Vice President of Operations

October, 2012 – October, 2013

Senior Level Director of Food and Beverage

November, 2010 – October, 2012

Director of Food and Beverage – ONEOK Field

September, 2009 – November, 2010

Tulsa, OK

- Directly in charge of all foodservice operations at ONEOK Field
- Instrumental in the ballpark design and build out of foodservice areas at ONEOK Field during the construction phase of the \$50MM ballpark that opened in April 2010
- Responsible for managing and training a full-time staff of 8 managers and over 200 hourly employees in a full-scale foodservice operation that includes a large concession operation and an extensive catering operation. The foodservice operation consists of 4 concession stands (41 points of sale), 20+ portable carts, 23 suites, and 5 picnic venues
- Responsible for cash management operations, including: deposits, client billing, and cash room management
- Developed foodservice menus and implemented menus in all areas of the ballpark, including developing an alternative menu for vegetarians and vegans that earned an award from PETA as one of the "Top 5" Minor League Ballparks in the country for vegetarian and vegan options
- Responsible for developing and managing the budgets for PSC at ONEOK Field
- Assist in the overall management of PSC venue in Asheville, N.C.



Jason Wilson

Professional Credentials

Professional Sports Catering, LLC

Montgomery Professional Baseball Club, LLC dba Montgomery Biscuits

Director of Food and Beverage

October, 2006 – September, 2009

Director of Catering

April, 2004 – October, 2006

Montgomery, AL

- Directly in charge of all foodservice operations at Riverwalk Stadium in Montgomery, AL
- Responsible for managing, training and scheduling a full-time staff of 5 managers and over 125 hourly employees
- Responsible for implementing all foodservice operation and policy procedures in a full-scale foodservice operation that includes, 2 concession stands (22 points of sale), 15+ portable carts, 20 suites, and 3 picnic venues
- Ordered all foodservice products and supplies at Riverwalk Stadium
- Developed foodservice menus and implemented menus in all areas of the ballpark
- Assisted in developing "Club Car Catering" as a non-baseball catering company and catered to these events
- Trained 4 staff members that got promoted to Director Roles in other PSC locations
- Assisted in personnel transitions at other PSC locations and ran each operation until a staff member was hired and trained

Take Me Out to the Ballgame, LLC dba Lansing Lugnuts

Director of Food and Beverage

October, 2001 – December, 2002

Catering Manager

January, 2001 – October, 2002

Lansing, MI

- Directly in charge of all foodservice operations at Oldsmobile Park in Lansing, MI
- Responsible for managing, training and scheduling of a full-time staff of 4 managers and over 150 hourly employees in a full-scale foodservice operation that includes 6 concession stands (40 POS), 15+ portable carts, 25 suites, and 3 picnic venues
- Implemented all foodservice operation and policy procedures at Oldsmobile Park
- Developed foodservice menus at Oldsmobile Park and implemented menus in all areas of the ballpark
- Ordered all foodservice products and supplies at Oldsmobile Park.
- Assisted Lansing Lugnuts in transition of taking their foodservice "In-house" after a 5 year contract with Volume Services expired. Earned the "Golden Lugnut Award" for the success of this transition
- Assisted in the foodservice set-up for Watt Powell Field after the purchase of the Charleston Alley Cats (Charleston, WV), by Take Me Out to the Ballgame, LLC.

McDonalds

General Manager

October, 1999 – January, 2001

Lansing, MI

- Directly in charge of the operation of a fast food restaurant
- Managed and trained a staff of 2 salary managers and 50 hourly employees
- Implemented all company procedures and policies
- Responsible for scheduling of managers and hourly employees
- Responsible for the ordering of all food products
- Awarded for having the best drive thru times in the State of Michigan during the year of 2000



PROFESSIONAL
SPORTS
CATERING
POWERED BY Long Restaurants

Jason Wilson

Professional Credentials

Volume Services

Kemper Arena/American Royal Center

Executive Chef

October, 1998 – October, 1999

Kansas City, MO

- Directly in charge of the main kitchen at Kemper Arena and the cafeteria at American Royal Center
- Responsible for managing, scheduling, and training a staff of 30 hourly employees
- Provided food for all events at Starlight Amphitheatre in Kansas City, MO
- Assisted Volume Services in catering events at Arrowhead Stadium and Kauffman Stadium in Kansas City, MO

Volume Services

Lansing Lugnuts

Kitchen Manager

March, 1996 – October, 1998

Lansing, MI

- Directly in charge of the main kitchen at Oldsmobile Park
- Responsible for managing, scheduling, and training a staff of 20 hourly employees
- Provided food for 25 suites and 3 picnic venues
- Responsible for the ordering of food products for the catering operation

EDUCATION

Clearfield High School – Clearfield, UT

Advanced Studies

Graduated June 1992

CERTIFICATIONS

Alcohol Awareness (T.I.P.S.) Certified Trainer & ServeSafe Certified

GOODYEAR STADIUM SNAPSHOT C (5,000+)

Gates:
11:30AM

Supervisors:
9:30AM

Stand Mngrs:
10:00AM

Head Cashiers:
10:30AM

Cooks: 10:30AM Cashiers: 11:00AM

CONCESSION STANDS

Position	Home Plate	1st Base	3rd Base	Center Field	Pavilion Bar
Stand Mngr	SM	SM	SM	SM	SM
Hd.Cashier		CM	CM		CM
Cashier 1					
Cashier 2					
Cashier 3					
Cashier 4					
Cashier 5					
Cashier 6					
Cashier 7					
Cashier 8					
Cashier 9					
Cashier 10					
Stand Wkr 1					
Stand Wkr 2					
Stand Wkr 3					
Stand Wkr 4					
Stand Wkr 5					
Cook/Prep	Grill Cook	Grill Cook	Grill Cook	Stand Cook	Stand Cook
Cook/Prep		Stand Cook	Stand Cook	Stand Cook	
Cook/Prep					

PORTABLES

Assignment	Portable 1	Portable 2	Portable 3	Portable 4	Portable 5
Head Cashier	CM	CM	CM	CM	CM
Cook/Dispenser					
Assignment	Portable 6	Portable 7	Portable 8	Portable 9	Portable 10
Cook/Dispenser	SM	SM	SM	SM	SM
Head Cashier	CM	CM	CM	CM	CM
Assignment	Portable 11	Portable 12	Portable 13	Portable 14	Portable 15
Head Cashier	3	3	3	3	3
Cook/Dispenser	SM	SM	SM	SM	SM

Assignment	AYCE	Suites
Attendant 1	1	1
Attendant 2		
Assignment	Terrace Buffet/Press	Group Pavilion
Attendant 1		
Attendant 2		
Attendant 3		
Attendant 4		
Assignment	Red Shirts	In Seat Service
Attendant 1		
Attendant 2		
Attendant 3		

Warehouse	Main Kitchen
Lead	Chef
Wkr	Wkr
Wkr	Wkr
Wkr	Wkr
Wkr	Wkr
Wkr	Condiments
Wkr	Wkr
Wkr	Wkr



PSC has broken down our repair, maintenance and cleaning program into four sections:

- a. Corrective Maintenance Programs (Repair)
- b. Preventative Maintenance Programs
- c. Maintenance History
- d. Scheduled Maintenance & Cleaning Program

a. Preventative and Predictive Maintenance programs:

PSC to meet with at least three different local maintenance companies to request detailed Preventative Maintenance proposals. A proper bidding/proposal process will be used to determine the most cost effective and beneficial company to enter into an agreement with.

PM Objective: To contract work by equipment maintenance professionals to execute manufacturer suggested maintenance on specific types of equipment.

PM Documents:

- Detailed checklists for each individual piece of equipment within the Peoria Stadium
- Detailed list of all parts and supplies, and related costs separated from the overall PM cost, needed to execute the PM checklists.
- Estimated time needed by a technician to execute the PM checklists for each type of equipment, and labor costs separated from the overall PM cost

Checklist Detail:

Through experience with Preventative Maintenance programs across the company, PSC has identified the specific tasks necessary to check or complete on various types of equipment in order for a PM to have a desired effect on Equipment Repair costs.

Through experience with Preventative Maintenance programs PSC has executed, ice machines have been identified as a type of equipment that benefits the most from a Preventative Maintenance Program. See section D for required analysis to determine the types of equipment in a given building that benefit from a PM.

b. Corrective Maintenance Programs (Repair), including trouble shooting for repeat corrective actions:

Outside of basic internal trouble shooting, PSC works closely with vendors/manufacturers for site visits to work with management team to ensure proper care and maintenance of a unique piece of food service equipment. If internal trouble shooting and planned maintenance and cleaning schedules are not preventing issues on a specific unique piece of equipment, a manufacturer visit is scheduled to correct the program.

For a specific example, PSC has an established relationship with Taylor Equipment to support with maintaining Soft Serve Ice Cream machines. When necessary, site visits by a certified Taylor technician are scheduled to demonstrate to management team the proper care and maintenance techniques for specific Taylor model. In addition, if an on-site visit is not necessary, PSC also works closely with manufacturers or a maintenance company on suggested part replacements per



an identified schedule. Examples would include Scotsman's suggestions on annual part replacements for ice machines, and Taylor provides maintenance kits to replace small parts to soft serve machines on an annual or as needed basis.

c. Maintenance History:

PSC to document all maintenance history in conjunction with PSC's invoice and billing system in order to track repairs, parts, and total dollars spent on individual pieces of equipment. For individual equipment maintenance history tracking, all equipment is assigned a "tag number" and physically labeled as such. This tag number serves as the piece of information identifying each individual piece of equipment and differentiating like types of equipment from one another. Tag numbers are detailed on a PM checklist and are utilized on all invoices and work orders with the local maintenance company in order to properly track the repairs. PM checklist will include the type of equipment (i.e. ice machine), manufacturer (i.e. Scotsman), location (i.e. Stand 3), and the identifying tag number (i.e. 25653).

Program Documentation

- PM checklists completed and signed by General Manager and the technician executing the checklist. Technician's work is also monitored by a PSC manager throughout all work order or PM visits.
- Internal invoice and Billing system tracking of all repairs and parts contracted and purchased
- Post-season analysis through a combination of information from internal tracking (#2) and detailed annual reports obtained from the maintenance company.

Route Cause Analysis:

PSC to complete detailed analysis after a Preventative Maintenance plan is executed in order to confirm its benefit for each type of equipment, to determine if certain equipment should be excluded from the program, and to determine if certain equipment may warrant replacement consideration.

If a type of equipment is excluded from a Preventative Maintenance program, PSC would take one of two steps:

- Based on dollars spent on repairs over a tracked period of time, preferably the life of the equipment, compared to the cost of replacing the equipment, PSC may suggest replacement through Capital Expenditure funds.
- If the cost of repairs does not warrant replacement, and its inclusion in the PM is not warranted, then internal cleaning and maintenance schedules would be completed to minimize repairs. Equipment falling into this category would continue to be monitored in order to determine if replacement is a cost effective decision to suggest.

Analysis completed will show the prior year, without a PM program in place, compared to the past year with a PM in place. Dollars spent on certain types of equipment in both scenarios will show whether or not a PM is beneficial for that category of equipment.



The benefits of a PM will vary from facility to facility and from one type of equipment to other types of equipment. Therefore, detailed analysis of all parts, supplies and labor spent on repairs for each type of equipment, as well as individual pieces within each type, is completed in order to determine the type's inclusion or exclusion.

As an example, in a current ballpark operated by PSC, a Preventative Maintenance program lead to a 63% decrease in ice machine repairs, but a 67% increase in cooler/freezer repair. PSC also acknowledges there are other factors involved in equipment malfunctioning, such as increased hot temperatures in areas equipment are located. In this situation, it was determined ice machines would continue in the PM program, but coolers and freezers would be handled with an internal cleaning and maintenance schedule.

d. Scheduled Maintenance & Cleaning Program

Preventative Maintenance program execution will be scheduled along with turning on and testing all equipment leading into a season, approximately one month in advance of the first event.

Depending on specific costs to proposals and the budget process/allocation to a Preventative Maintenance program, and the length of time within a given year the Peoria facility is holding events, a second PM visit at the season/event time frame half-way point may be suggested in order to increase the benefits of the program.

In addition to the PM program scheduled for one month in advance, the following are examples of cleaning and maintenance to be handled on an internal basis and executed by PSC managers and/or staff within a designated time frame:

Ice Machines

- Clean condenser coils - monthly
- Clean bin switches - monthly
- Empty, clean and sanitize inside of machine – bi-monthly

Walk in coolers/freezers

- Clean condenser coil – monthly
- Clean evaporator – monthly
- Clean evaporator drain – monthly
- Lubricate hinges – bi-monthly

As for waste removal, PSC typically follows this SOP:

- At all locations we co-utilize existing trash removal containers.
- At some locations, PSC is responsible for getting trash to the removal container. Warehouse staff collects trash during event into trash caddy, and gather trash at end of event, and deliver to waste container.
- At other locations, trash is placed on concourse after event (or in discreet areas during an event) and is taken to waste container by stadium cleaning crew.
- If PSC is responsible for delivering trash to waste container, it is recommend to buy (at minimum) one large trash caddy to haul waste.
- Determining exact SOP for waste removal is based completely on what systems are existing at facility.

EXHIBIT 3-1 ENVIRONMENTAL ASPECT SIGNIFICANCE DETERMINATION

Significant Aspect Threshold:

90

ACTIVITY / Abnormal Condition ¹	OPERATING CONDITION (N = Normal) (E = Emergency / A = Abnormal)	ASPECT ²	SCORES							
			Frequency	Severity / Extent	Visibilty / Effect on Public Image	Client Interest	Legal / Regulatory Applicability	Legal / Regulatory Compliance History	Total Score ³	Significa nt (Yes/No) ⁴
PROCUREMENT										
Product / Material Sourcing	N	Use of Materials	9	9			3	3	24	No
(nat'l vs local)	N	Use of Energy	9	9			3	3	24	No
	N	Generation of Air Emissions	9	9			3	3	24	No
	N	Generation of Solid Waste	9	9			3	3	24	No
Menu board	N	Use of Energy	9	3	3		3	3	21	No
(example Electronic)	N	Use of Materials	3	3	3		3	3	15	No
	N	Generation of Solid Waste	3	3	3		3	3	15	No
	N	Generation of Universal Waste	N/A	N/A	N/A	N/A	N/A	N/A	0	No
	N	Generation of Hazardous Waste	3	6	3		9	3	24	Yes
Print menus	N	Use of Energy	3	3	3		3	3	15	No
	N	Use of Materials	3	3	3		3	3	15	No
	N	Generation of Solid Waste	6	3	3		3	3	18	No
RECEIVING/SHIPPING										No
Loading Dock Activities	N	Use of Materials	9	6	6		3	3	27	No
	N	Generation of Solid Waste	9	6	6		3	3	27	No
	N	Generation of Air Emissions	9	3	6		9	3	30	Yes
	N	Use of Energy	9	3	3		3	3	21	No
	N	Generation of Noise	9	3	6		9	3	30	Yes
	N	Generation of Waste Water	6	3	3		3	3	18	No
	N	Use of Water	6	3	3		3	3	18	No
	A	Generation of Hazardous Waste	3	3	3		9	3	21	Yes
	A	Generation of Universal Waste	3	3	3		9	3	21	Yes
	A	Generation of Used Oil / Coolant	3	3	3		9	3	21	Yes
	A	Generation of Industrial Storm Water	3	3	3		9	3	21	Yes
Trash management	N	Generation of Solid Waste	9	9	9		9	3	39	Yes
	N	Generation of Universal Waste	3	3	3		9	3	21	Yes
	N	Generation of Odors	9	3	3		9	3	27	Yes
COMMISSARY/WAREHOUSE										No
Physical inventory management	N	Generation of Solid Waste	9	3	3		3	3	21	No
	N	Use of Energy	9	3	3		3	3	21	No
	N	Use of Water	6	3	3		3	3	18	No
	N	Generation of Universal Waste	3	3	3		3	3	15	No
	A	Generation of Hazardous Waste	3	3	3		9	3	21	Yes
Internal delivery to Kitchen or POS	N	Use of Energy	9	3	3		3	3	21	No
	N	Generation of Air Emissions	9	3	3		3	3	21	No

	N	Generation of Used Oil / Coolant	3	3	3		9	3	21	Yes
Cleaning	N	Generation of Solid Waste	9	3	3		3	3	21	No
	N	Generation of Air Emissions	9	3	3		3	3	21	No
	N	Generation of Odors	9	3	3		3	3	21	No
	N	Use of Energy	9	3	3		3	3	21	No
	N	Use of Water	9	3	3		3	3	21	No
	N	Generation of Waste Water	9	6	3		3	3	24	No
	N	Use of Materials	9	3	3		3	3	21	No
	A	Generation of Hazardous Waste	3	3	3		9	3	21	Yes
Use of major equipment (pallet jacks, golf carts, forklifts, refrig/freezer)	N	Generation of Air Emissions	9	3	3		3	3	21	No
	N	Generation of Noise	9	3	3		3	3	21	No
	N	Use of Energy	9	3	3		3	3	21	No
	N	Generation of Used Oil / Coolant	3	3	3		3	3	15	No
	N	Use of Materials	3	3	3		3	3	15	No
	A	Generation of Hazardous Waste	3	3	3		9	3	21	Yes
KITCHEN/FOOD PREP										No
Purchasing/replenishing smallwares	N	Use of Materials	6	3	3		3	3	18	No
	N	Generation of Solid Waste	6	3	3		3	3	18	No
Cleaning	N	Generation of Solid Waste	9	3	3		3	3	21	No
	N	Generation of Air Emissions	9	3	3		3	3	21	No
	N	Generation of Odors	9	3	3		3	3	21	No
	N	Use of Energy	9	3	3		3	3	21	No
	N	Use of Water	9	3	3		3	3	21	No
	N	Generation of Waste Water	9	6	3		3	3	24	No
	N	Use of Materials	9	3	3		3	3	21	No
	A	Generation of Hazardous Waste	3	3	3		9	3	21	Yes
Management of fryer oil	N	Generation of Solid Waste	6	3	3		3	3	18	No
	N	Generation of Odors	9	3	3		3	3	21	No
	N	Use of Energy	9	3	3		3	3	21	No
	N	Use of Materials	9	3	3		3	3	21	No
	N	Generation of Universal Waste	3	3	3		9	3	21	Yes
Use of ovens,grills,fryers, stove tops, exhaust fans, fridges, freezers	N	Use of Energy	9	3	3		3	3	21	No
	N	Generation of Solid Waste	9	3	3		3	3	21	No
	N	Generation of Air Emissions	9	3	3		3	3	21	No
	N	Generation of Odors	9	3	3		3	3	21	No
	N	Use of Water	9	3	3		3	3	21	No
	N	Use of Materials	9	3	3		3	3	21	No
	N	Generation of Waste Water	9	3	3		3	3	21	No

	A	Generation of Used Oil / Coolant	3	3	3		9	3	21	Yes
	A	Generation of Universal Waste	3	3	3		9	3	21	Yes
NUMBER OF ASPECTS THAT ARE SIGNIFICANT DUE TO LEGAL/REGULATORY COMPLIANCE HIST			----	----	----	----	----	0	----	
TOTAL NUMBER OF SIGNIFICANT ASPECTS										18

Notes:

1. Potential abnormal and emergency conditions are those that may increase the severity of environmental impacts.
2. Each aspect is scored based on the information included in the "Environmental Aspect Scoring Criteria" (separate sheet).
3. Total Score = (Frequency Score) + (Severity Score) + (Interested Parties Concerns/Inquiries/Suits Score) + (Legal/Regulatory Applicability Score) + (Legal/Regulatory Compliance History Score)
4. An aspect is considered "significant" if its total score under either normal conditions or abnormal / emergency conditions is greater than or equal to the Significant Aspect Threshold included at the top of the table. In addition, if the Legal/Regulatory Compliance History has a score of 9, the aspect is considered significant.

PSC Green Initiatives

Environmental Duties are an important part of our Environmental Management System. If you do not follow your Environmental Duties it may result in the unnecessary generation, discharge or emission of waste to air, land or water, violation of environmental laws and regulations, the unnecessary use and waste of resources, a negative economic impact, harm to the environment, or injury to yourself or other. Please use these initiatives as ways that we can reduce our environmental footprint.

Green Initiative goals:

- **Be aware of the unit's significant environmental aspects.**
- **Continually improving environmental performance.**
- **Reduce the generation, discharge and emission of waste to the air, land and water.**
- **Comply with all relevant environmental laws and regulations.**

Managers and Supervisors Responsibilities

- Identify environmental issues and take appropriate action.
- Promote recycling program.
- Work with Team to install recycle bins throughout park
- Recycle paper products in office when possible
- Educate and encourage associates to recycle outside of the work environment
- Promote energy, gas, water, paper and food conservation programs.
- Use motion sensors in rooms used infrequently
- Shut down and turn off all power to equipment at appropriate time.
- Purchase Biodegradable products when possible
- Purchase recycled products when applicable.
- Purchase products in bulk when possible.
- Purchase organic products when possible.
- Turn out lights when not in use.
- Shut down computers when not in use instead of putting to sleep.
- Reuse paper for printing when applicable, instead of discarding.
- Ensure that only approved environmentally preferable cleaning products are used.
- Use local food banks for appropriate unused products
- **Supervise departments in support of Green Initiative.**
- Share environmental information with managers, supervisors, and staff.
- Ensure that employees are performing duties according to proper environmental procedures and practices.

Staff

- Rotate perishable food stock to minimize spoilage.
- Reuse excess food and wine products in a safe and conscience manner.
- Use linen towels for cleaning when possible (instead of paper products).
- Monitor dish machine chemical usage and temperature - report to management and supervisors.
- **Use recycling bins for recyclable waste.**
- Report environmental concerns to managers/supervisors.
- Communicate with co-workers and guests in support of The Green Initiative.
- Participate in energy, gas, water, and paper conservation programs at home
- Use only approved cleaning products.

Professional Sports Catering, LLC
Performance Evaluation Metrics
2013



Partners in food.

PSC Evaluation Metric is based on the following major components. Each major component has specific requirements to evaluate how PSC performs. Each Venue is required to obtain 80 points out of the possible 100 to certify its performance in each year of operation. In this system, PSC uses Year 1 of operation as a benchmarking year. Once benchmarks are established, PSC requires each venue to obtain 80 points out of the possible 100 to certify its performance in each subsequent year.

PSC Evaluation Metric		
Major Components		Grading Value
1	Financial Controls and Reporting	20.00
2	Financial Performance	30.00
3	Staffing	20.00
4	Guest Satisfaction	30.00
TOTAL POINTS AVAILABLE FOR EVALUATION		100.00

Professional Sports Catering, LLC
Performance Evaluation Metrics
2013



Partners in food.

1	FINANCIAL CONTROLS AND REPORTING			
	PSC Requirement	Measurement	Grading Value	Grading Calculation
A	Daily Sales Report delivery	Every day after Event (Section 8.A)	3.50	Based on Projected Events, each individual report delivered timely earns 0.05 points.
B	Monthly Flash Financial Overview	Within 3 business days following the end of the month (Sec. 8.A)	3.50	Based on timely delivery during most active months, April-August. Successful delivery earns 0.7 points
C	Monthly Statement of Gross Receipts plus Picnic Invoicing	Within 10 business days following the end of the month (Sec. 8.A)	10.00	Based on calendar year, successful delivery earns 0.83 points
D	Annual Statement of Gross Receipts	Within 20 business days following the end of the contract year (Sec. 8.B)	3.00	Successful delivery earns 3 points
TOTAL POINTS AVAILABLE FOR FINANCIAL CONTROLS/REPORTING			20.00	



Partners in food.

2	FINANCIAL PERFORMANCE			
	PSC Requirement	Measurement	Grading Value	Grading Calculation
A	Achieve projected Per Cap*	Year-end Per Cap	10.00	Utilizing Year 1 Per Cap as a baseline, PSC will project a per cap for the following season (Year 2). If actual per cap is 0-5% lower than projection, Venue loses 3 points. If actual per cap is 5%-10% lower than projection, Venue loses 5 points. If per cap is more than 10% lower than projection, Venue loses all 10 points. Conversely, if per cap exceeds projection by any amount, Venue will receive a 2.50 point 'bonus'
B	Achieve projected COGS %*	Year-end COGS %	10.00	Utilizing Year 1 COGS % as a baseline, PSC will project a target COGS percentage for the following season (Year 2). If actual COGS percentage is 0-5% higher than projection, Venue loses 3 points. If actual COGS percentage is 5%-10% higher than projection, Venue loses 5 points. If percentage is more than 10% higher than projection, Venue loses all 10 points. Conversely, if percentage is lower than projection by any amount, Venue will receive a 2.50 point 'bonus'
C	Achieve projected Labor Costs*	Year end Labor %	10.00	Utilizing Year 1 Labor % as a baseline, PSC will project a target Labor percentage for the following season (Year 2). If actual Labor percentage is 0-5% higher than projection, Venue loses 3 points. If actual labor percentage is 5%-10% higher than projection, Venue loses 5 points. If percentage is more than 10% higher than projection, PSC loses all 10 points. Conversely, if percentage is lower than projection by any amount, Venue will receive a 2.50 point 'bonus'
TOTAL POINTS AVAILABLE FOR FINANCIAL PERFORMANCE			30.00	

Professional Sports Catering, LLC
Performance Evaluation Metrics
2014



Partners in food.

3	STAFFING			
	PSC Requirement	Measurement	Grading Value	Grading Calculation
A	First Impression Certification		2.50	Venue is docked 0.5 points for any instance that an employee is performing a job he/she has not been certified for
C	Client review of Full-Time Staff	Conducted at the end of baseball season	2.50	Client will score PSC's full-time staff out of 10 based on their overall performance during entire calendar year. Grade calculated by multiplying score by .25
C	Guest Rating of WAIT TIME	Based on the average grade given through PSC's <i>Fan Foodfeedback</i> program	7.50	Responses compiled randomly on stadium concourse over a six game period. Rating given on a 0-10 scale. Grade calculated by multiplying the average by .75
D	Guest Rating of QUALITY OF SERVICE	Based on the average grade given through PSC's <i>Fan Foodfeedback</i> program	7.50	Responses compiled randomly on stadium concourse over a six game period. Rating given on a 0-10 scale. Grade calculated by multiplying the average by .75
TOTAL POINTS AVAILABLE FOR STAFFING			20.00	



Partners in food.

4	GUEST SATISFACTION			
	PSC Requirement	Measurement	Grading Value	Grading Calculation
A	Rating of VARIETY	Based on the average grade given through PSC's <i>Fan Foodfeedback</i> program	5.00	Responses compiled randomly on stadium concourse over a six game period. Rating given on a 0-10 scale. Grade calculated by multiplying the average by .5.
B	Rating of QUALITY	Based on the average grade given through PSC's <i>Fan Foodfeedback</i> program	7.50	Responses compiled randomly on stadium concourse over a six game period. Rating given on a 0-10 scale. Grade calculated by multiplying the average by .75.
E	Rating of CLEANLINESS AND APPEARANCE	Based on the average grade given through PSC's <i>Fan Foodfeedback</i> program	7.50	Responses compiled randomly on stadium concourse over a six game period. Rating given on a 0-10 scale. Grade calculated by multiplying the average by .75.
F	Rating of OVERALL F&B EXPERIENCE	Based on the average grade given through PSC's <i>Fan Foodfeedback</i> program	10.00	Responses compiled randomly on stadium concourse over a six game period. Rating given on a 0-10 scale.

TOTAL POINTS AVAILABLE FOR GUEST SATISFACTION

30.00

Goodyear Stadium Club Seating Menu

Chipotle Chicken, Bacon, Ranch Panini 7

Grilled chicken breast, bacon, chipotle ranch dressing, spring mix, sliced avocado, and sliced red onion combined and grilled to perfection, chips and a pickle spear are served on the side

The Toasted Yankee 7

This Hot toasted includes ham, salami, pepperoni, provolone cheese, lettuce, tomato, onion, banana peppers, and Italian seasoning on Ciabatta bread. Chips and a pickle spear are served on the side

Asian Chicken Wrap 7

An herb and garlic wrap stuffed with sliced cold grilled chicken, crunchy cabbage, and carrots. Topped with a fresh made sesame Asian dressing. Chips and a pickle spear are served on the side.

The Hot Bronx 7

Delicious toasted roast beef, provolone cheese and spicy mustard on Ciabatta bread; chips and a pickle spear are served on the side.

Frito Chili Wrap 7

A large flour tortilla filled with sliced grilled chicken, chili, cheese sauce, Frito corn chips, shredded lettuce, sliced red onion, and a squirt of ranch dressing. chips and a pickle spear are served on the side.

The Goodyear Special 7

Our special recipe chicken salad includes a marinated chicken breast, diced celery, bacon, Ranch and topped with salt and pepper. The chicken salad is served on a croissant; chips and a pickle spear are served on the side.

Rodeo Burger 5.5

This 1/3 pd. burger is topped with cheddar cheese, bacon, fried onion straws, and our homemade sauce. The burger is finished with lettuce and tomato and served on a sesame bun. Chips and a pickle spear are served on the side

Buffalo Chicken Sandwich 7

This sandwich includes a grilled chicken breast that is tossed in wing sauce and topped with Swiss cheese. It is garnished with lettuce, tomato, and red onion and chips and a pickle spear are served on the side

Classic Nachos 4.50

Tortilla chips topped with nacho cheese – jalapenos are available upon request. Add Chili for \$1 more

Corn Dog 4.5

A foot-long corn dog served with ketchup and mustard on the side.

Skyline Dog 3.5

A fan favorite and the best dog in Cincinnati! Add Chili and Cheese for \$2 more

Chicago Style Hot Dog 4.5

Try this authentic Chicago trademark of a hot dog topped with mustard, diced onions, relish, tomatoes, cucumbers, and finished with a pepperoncini and celery salt

Fruit Cup 4

Fresh seasonal fruit including honeydew, cantaloupe, pineapple, strawberries, grapes, and watermelon

Chef's Salad 7

This large salad that combines ham, turkey, lettuce, tomato, cucumbers, bacon, cheese, and red onion and is served with dressing on the side

Asian Chicken Salad 7

Crunchy Green and Red Cabbage, Fresh lettuce, Shredded Carrots. Tossed with Peanuts, cold chopped Chicken, and dressed with a Sesame Ginger Asian Dressing.

Spicy Chicken Wings 5.5

French Fries 3.5

Curly Fries 3.5

Peanuts 3.5

Popcorn Box 3

Kettle Corn 7

Cracker Jack 3.5

*Veggie Hot Dogs and Veggie Burgers are available upon request – please ask your server for details

20 oz. Bottled Soda 4

Pepsi, Diet Pepsi, Mountain Dew, Dr. Pepper, Diet Dr. Pepper, Sierra Mist

20 oz. Aquafina Bottled Water 3.50

Gatorade 4

Lemon-Lime, Fruit Punch, Blue Raspberry, Grape

Bottled Tea 4

Lipton Lemon, Green Tea, Diet Green Tea

Aluminum Bottled Beer 5.75

Budweiser, Bud Light, Miller Lite, Coors Original, Coors Light, Michelob Ultra, Stella Artois, Blue Moon,

Bud Light Lime-A-Rita

Glass of Wine (1) 6 Bucket of Toes (4) 20

. Your choice of Merlot, Chardonnay, Moscato and White Zinfandel or any combination of the four

Liquor 8.75

Choice of Jack Daniels, Tanqueray, Absolut, Dewars, Crown Royal, or Bacardi Superior, Sauza

*Veggie Hot Dogs and Veggie Burgers are available upon request – please ask your server for details



PROFESSIONAL
SPORTS
CATERING

POWERED BY *Levy Restaurants*



Munchies

***Serves 10**

<i>Peanuts & Cracker Jack</i>	17
<i>Bottomless Popcorn Basket</i>	14
<i>Potato Chips with Homemade French Onion Dip</i>	22
<i>Chips and Salsa</i>	25
Homemade style salsa and guacamole served with Fresh tortilla chips	
<i>Triple Play</i>	32
Snack platter includes bottomless popcorn, potato chips with French Onion dip, and tortilla chips with our fresh Pico-de-Gallo style salsa as well as guacamole	

Appetizers

***Serves 10**

<i>Nine Layer Mexican Dip</i>	44
Nine layers piled high in the shape of a pitcher's mound will keep you coming back for more. The nine layers include lettuce, black beans, shredded cheddar cheese, sour cream, guacamole, fresh salsa, diced tomatoes, diced jalapeños, and diced black olives. Enjoy tortilla chips for dipping.	
<i>Chili-Queso Dip</i>	44
If you want a party dip – this is it! This warm dip has five layers including cream cheese, chili beans, black olives, green chilies, and melted Pepper Jack cheese. This item is served with our tortilla chips for your dipping pleasure.	
<i>Hummus and Tabouli Platter with Pita Chips</i>	44
Tabouli paired with traditional Chef's recipe hummus. Toasted pita bread and carrot sticks accompany this platter for dipping.	
<i>Vegetable Display</i>	44
Seasonal vegetable crudité's includes carrot sticks, broccoli and cauliflower florets, cherry tomatoes, radishes, and cucumbers. This fresh array of vegetables is served with a creamy, ranch dip.	
<i>Fruit Display</i>	44
Seasonal fruits including watermelon, honeydew, cantaloupe, grapes, pineapple and strawberries. A great summer classic	

Jalapeno Poppers**45**

Enjoy two dozen jalapeno's stuffed with spicy cream cheese, wrapped in bacon and brushed with BBQ sauce to create the ultimate taste experience. Poppers are served with a side of ranch dressing.

Chicken Tenders**45**

Thirty chicken tenders deep fried to a crispy golden finish. This dish is served with our honey mustard dipping sauce, homemade barbeque sauce, and ranch dressing.

Buffalo Wings**45**

Thirty hot wings fried to perfection. Wings are served with celery sticks, bleu cheese, and ranch dressings on the side.

Home-Run Sampler**59**

This platter comes with a dozen hot wings, one dozen jalapeno poppers, and a dozen chicken tenders. Served with honey mustard, homemade barbeque sauce, ranch dressing, bleu cheese, and celery sticks.

Entrees

Serves 10*Grilled Hot Dogs****32**

Ten all-beef hot dogs are grilled and served to perfection on a Coney bun. Complete your dog with onions, relish, ketchup or mustard.

Bratwurst**36**

Ten grilled brats served on a Coney bun with grilled onions and peppers, sauerkraut, shredded cheddar cheese, pepperoncini, ketchup, and mustard.

Grilled Chicken Sandwiches**49**

Ten marinated chicken breasts are grilled to perfection and served on a sesame roll with sliced Swiss cheese, tomato, red onion, leaf lettuce, and mayonnaise on the side.

Grilled Beef Hamburgers**59**

Ten, ½ pound beef burgers grilled and served on sesame rolls with sliced cheddar cheese, tomato, red onion, pickle slices, lettuce, ketchup, mustard, and mayonnaise on the side.

Pulled Pork Sandwiches**59**

You'll be in "hog heaven" with this pulled pork sandwich. Prepared daily our homemade Boston butt is topped with our homemade barbeque sauce.

Sandwiches are served with sesame seed buns, sliced Swiss cheese, pickle slices, and red onions.

Entrees

***Serves 10**

Beef Brisket Sandwiches

59

Homemade beef brisket cooked and sliced "in-house" accompanied by our amazing bold BBQ sauce. Top off this favorite with sliced Swiss cheese, pickle slices, and red onions.

Southwest Chicken & Vegetable Wraps*

44

Try our zesty southwest chicken and vegetable wraps. The chicken wraps are stuffed with grilled chicken, shredded lettuce, diced tomatoes, shredded mild cheddar, and laced with ranch dressing in a tortilla. Our vegetable wraps are stuffed with red and green peppers, broccoli, cauliflower, olives, and feta cheese in a spinach tortilla.

Pizza

21

Choose from cheese, sausage or pepperoni pizza

Side Dishes

Baked Potato Salad

19

Our homemade, loaded baked potato salad

Cabbage Coleslaw

19

Cabbage tossed in our homemade dressing

Baked Potato Casserole

23

Our baked potato salad served hot smothered in cheese and bacon

Seasoned Baked Beans

19

Zesty baked beans seasoned with our gourmet spices

Homemade Macaroni & Cheese

25

The cheesiest homemade Mac & cheese you will find anywhere!

Sister Shubert Dinner Rolls

12

Ten dinner rolls served with butter. A great addition to any meal!

Desserts

Cookies	15
One dozen freshly baked cookies – a mixture of peanut butter and chocolate chip.	
Lemon Squares	18
A dozen luscious lemon bars dusted with powder sugar cut and prepared for your satisfaction!	
Brownies	21
Twelve decadent gourmet brownies cut and ready to eat.	
Ground Rule Double	35
One dozen cookies and one dozen brownies – the perfect ending to a great meal!	
Walk-Off Homerun	35
A combination of all 3 desserts – cookies, brownies, and lemon squares – each order comes with eight of each.	

Beverages & Beer

Soda (12oz. 6-Pack)	15
Flavors <i>TBD</i>	
Bottled Water (20oz. 4-pack)	15
Sports Drink (20oz. 4-pack)	15
Fruit Punch or Lemon Lime	
Coffee (Carafe)	10
Regular or Decaf with all the coffee supplies you need	
Domestic Can Beer (12oz. 6-Pack)	25
Flavors <i>TBD</i>	

Goodyear Catering Menus

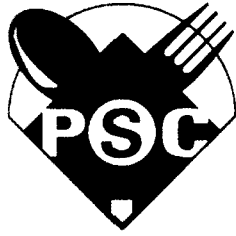
Menus (Choose 1 of 3)

- ***Tex Mex: \$23/person***
 - Beef Enchiladas
 - Chicken Enchiladas
 - Mexican Rice
 - Refried Beans
 - Bacon Wrapped Stuffed Jalapenos
 - Nine Layer Mexican Dip
 - Nacho Bar
 - Sopapillas

- ***BBQ Pit Master: \$23/person***
 - Chopped brisket
 - Pulled Pork
 - Homemade Coleslaw
 - Baked Beans
 - Mac & Cheese
 - Rolls
 - Watermelon
 - Cookies

- ***Classic Ballpark: \$19/person***
 - Grilled Hamburgers
 - Grilled Hot Dogs
 - Grilled Chicken Breast
 - Baked Beans
 - Baked Potato Salad
 - Potato Chips & Dip
 - Watermelon
 - Cookies

Responsible Alcohol Service Core Signature



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POWERED BY *Levy Restaurants*

Best Practices

- The sale or service of alcoholic beverages during hours not authorized by law is absolutely prohibited.
- Team members may not serve beer, wine or liquor to any person under the age of 21 years old. Anyone who appears to be 30 years of age or younger must be asked for and present valid identification prior to receiving any alcoholic beverage.
- All PSC team members (i.e., Servers, Hawkers, In-Seat Runners) who deliver an alcoholic beverage to a guest must ask for, and be presented with, valid identification from any individual who appears to be 30 years of age or younger. Team members must verify that the guest is of legal drinking age.
- If a team member observes a guest who has provided proper identification transferring a purchased alcoholic beverage to another guest who appears to be 30 years of age or younger, the team member must obtain valid identification from the guest in question.
- If the guest in question cannot produce valid identification, the beverage must be taken from the guest's possession.
- Team members will not sell any tobacco products to any guest under the age of 18, and team members must ask for and be presented with identification from any guest purchasing tobacco products who appears to be 30 years of age or younger.
- It is not PSC policy to utilize wristbands as proof of age for the sale of alcoholic beverages. Some Location clients may mandate the use of wrist-banding to identify those guests 21 years of age or older. It is PSC policy that team members must still ask for, and be presented with, valid identification prior to the sale of each alcoholic beverage to any guest who appears to be 30 years of age or younger.
- The individual making the sale is ultimately responsible for ensuring that the guest is 21 years of age or older. Wrist-banding or other carding procedures in place (i.e., at the point of entry into the facility), do not alleviate the responsibility of the server to ask for identification at the time of the sale.
- The following documents are the only valid unexpired forms of identification acceptable to PSC:
 - Current, valid United States or Canadian Driver's License
 - Current, valid Military ID w/photo
 - Current, valid United States or Canadian State ID w/photo
 - Current, valid Passport
 - Current, valid Mexican Consular ID card
 - Current, valid U.S. Passport Card
- Team members shall physically examine all forms of identification, out of protective covers, by touching and handling it to ensure that it is a valid form of identification.
- It is not PSC's standard to confiscate an identification that is in question or appears to be altered. However, if a guest leaves his/her identification with a team member, the team member must turn the identification in to PSC management.
- No more than 2 alcoholic beverages may be sold or served to a guest at any time per identification. If a guest already has a drink present, he/she will only be allowed to order one more drink.
 - The above limits may be modified to less than the specified numbers for certain events, in special circumstances, or during the course of an event at the discretion of the location's Director of F&B in conjunction with the approval of the Regional Vice President. Limits may not be increased at

any time.

- All drinks will be made according to the PSC standards. These standards are: a) 1 ¼-oz. shots for liquor; b) no free pouring; c) wine must be a 5-oz. pour when using bottles, 6.3-oz. pour when using package 187 ml bottles in certain applications; d) draft beers must not exceed 25 oz., and e) bottled/canned beers must be no larger than 25 oz.
 - The above limits may be modified to less than the specified numbers due to laws or regulations applicable to certain locations or at the discretion of PSC management for certain events, in special circumstances, or during the course of an event at the discretion of PSC management. Limits may not be increased at any time.
- Proper and standardized signage will be placed on the premises at all times, stating the legal age for the purchase of alcoholic beverages and tobacco products, identification policies of the establishment, drink limit (i.e., no more than 2 drinks per identification), cut-off time, and any other signage requirements dictated by applicable local, state, or province regulations. Each stand location and bar must display the proper, standardized signage at eye level or above.
- The sale of alcoholic beverages to an obviously intoxicated guest is prohibited. Any team member found serving beer, wine or liquor to anyone who appears to be intoxicated is in violation of PSC Responsible Alcohol Service standards, and will be subject to disciplinary action up to and including termination.
- If a team member observes an intoxicated guest with an alcoholic beverage, the beverage must be taken from the guest's possession.
- A team member who engages in pouring alcoholic beverages, unless assigned to do so by PSC as part of his/her job responsibilities, may be subject to disciplinary action up to and including termination.
- PSC will participate with the facility operations team or owner and our beverage supplier/partners that provide Designated Driver Programs to ensure the safety of our guests and the community. PSC will make available alternative means of transportation to any intoxicated guest requesting transportation.
- Team members may be subject to disciplinary action up to and including termination if they engage in any of the following: a) unauthorized consumption of alcoholic beverages or controlled substances while on the premises of the facility or any working area operated by PSC; b) demonstrating signs of intoxication while on duty; c) reporting for work under the influence of alcoholic beverages or controlled substances; d) being in possession of, or bringing to the workplace, any intoxicating beverage or controlled substances; or e) violating the PSC Alcohol and Drug Policy or f) violating the PSC Responsible Alcohol Service Standards.
- Team members may not sell, deliver, store, or use any unlawful drugs or controlled substances in any work area or on PSC property. If witnessed or suspected by a team member of any such unlawful activity, a supervisor or manager must be notified immediately.
- Team members will not engage in any unlawful behavior, including but not limited to any act of lewd or lascivious solicitation or imply to anyone that he/she will engage in any such acts.
- PSC recognizes that there may be applicable local, state, federal, province, and other applicable laws that may mandate requirements that are more restrictive than the above stated standards. In all such cases, the applicable local, state, province, and all other applicable laws shall apply.
- All team members involved in selling and/or delivering alcoholic beverages to our guests must remember that PSC's ability to sell alcohol at our venues is regarded by the law as a privilege and not a right, and should be treated as such.
- As a condition of employment with PSC, team members must possess any applicable certifications to meet local, state, or any other mandates to serve alcohol within the location's jurisdiction prior to their first day of work.



Please rate the food and beverage services in the following areas from 0 to 10, with 0 indicating that you are **Extremely Dissatisfied** and 10 indicating that you are **Extremely Satisfied**?

	Dissatisfied					Neutral					Satisfied			
Variety of menu items	0	1	2	3	4	5	6	7	8	9	10			
Overall quality of the food	0	1	2	3	4	5	6	7	8	9	10			
Wait time to order food and beverage	0	1	2	3	4	5	6	7	8	9	10			
Overall level of service you receive from concession staff	0	1	2	3	4	5	6	7	8	9	10			
The cleanliness and appearance of the concession areas	0	1	2	3	4	5	6	7	8	9	10			

Value of Concessions

Please rate the value of food and beverage services in the following areas from 0 to 10, with 0 indicating **not a good value** and 10 indicating a **great value**?

	Bad Value										Great Value
	0	1	2	3	4	5	6	7	8	9	10
The value of the food items	0	1	2	3	4	5	6	7	8	9	10
The value of the beverage items	0	1	2	3	4	5	6	7	8	9	10

Overall Grade for Concessions

1. Please rate your overall experience with the concessions at today's game, with 0 indicating that you are **Extremely Dissatisfied** and 10 indicating **Extremely Satisfied**.

Dissatisfied				Neutral				Satisfied		
0	1	2	3	4	5	6	7	8	9	10

2. Compared to your experience at other stadiums and events, how would you rate your experience with the concessions at this facility, with 0 indicating **Much Worse** and 10 indicating **Much Better**?

Dissatisfied				Neutral				Satisfied		
0	1	2	3	4	5	6	7	8	9	10

1. Approximately how many spring training games will you attend this season, including those you have attended already and will attend in the future?

1-2 games 3-10 games More than 10

2. Has your experience today positively, negatively, or not at all affected your decision to return to Goodyear Ballpark?

Positively Negatively Not at all Won't attend another game

3. What, if anything, would you improve about your experience with the concessions at today's game?



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Team Results

Fan Food Feedback

- Developed to quantify Team fans satisfaction with food experience
- PSC staffs three employees to randomly survey fans over a three game period
- Surveys are conducted on tablets, and ask fans to rate specific areas of their food experience in the ballpark
- 2013, Round #2:
 - Conducted July 26-28, 2013
 - 153 surveys gathered



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Team Snapshot

Fan Food Feedback Calculations

- **Standard Deviation** is a calculation that shows the strength of the answers relative to the average
 - The lower the standard deviation is, the higher the strength of the average is
 - In *Fan Food Feedback*, anything under 1 should be considered very strong, 1-2 should be considered strong, 2-3 should be considered adequate, and 3+ should be considered weak
- **Confidence Level @ 95%** is an interval estimation that takes into account the standard deviation, average, and confidence level (specifically here at 95%) to calculate a estimated range for answers
 - Specifically in *Fan Food Feedback*, the Confidence Interval overall produces a range that we can infer there is no statistical change from FFF#1 to FFF#2

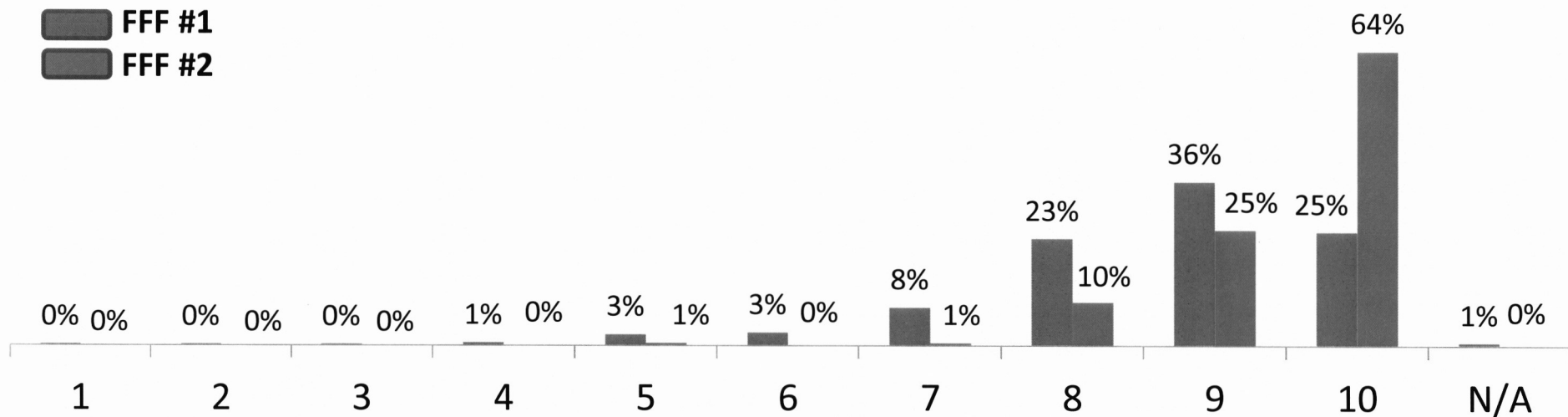


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Team Results

Rate the OVERALL F&B experience:

■ FFF #1
■ FFF #2



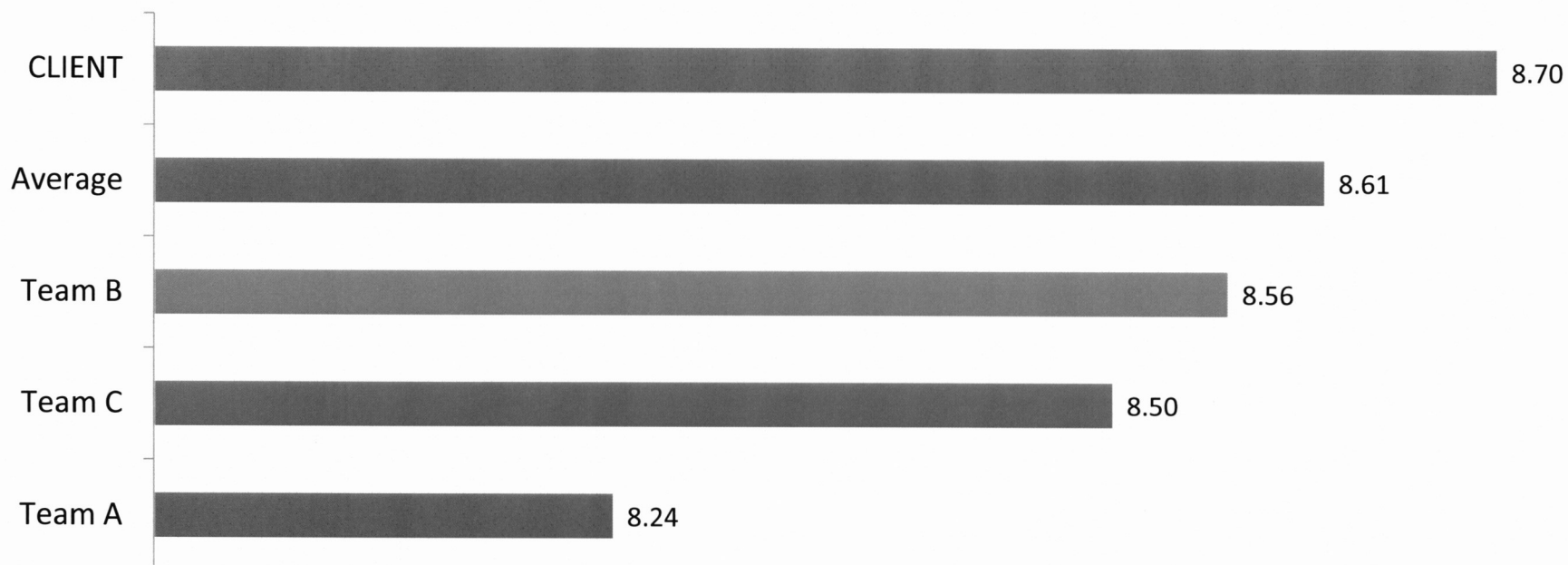
	FFF #1	FFF #2	Overall Avg.
Total	275	148	423
Mean	8.56	9.50	8.89
Standard Dev.	2.05	0.79	1.34
FFF#1 Con. Int @ 95%		8.317 – 8.803	



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Benchmarking Snapshot

Rate the OVERALL F&B EXPERIENCE:



Average	8.61
Standard Dev.	1.43
Confidence @ 95%	8.551 – 8.683

PSC/Goodyear Ballpark Critical Path 2015

Date	Ovations Transition	Capital Investment Project 2016	Full time & seasonal staffing	Menu/Pricing	Non Profits	Hourly Recruitment & Training	Budgets	Vendors /Sponsor Obligations	General Facility and Food Operations	Business operations
6/3-6/7	PSC to send info request form to Ovations- requests info on F/B operation		PSC VP of Operations comes onsite to begin set-up							Work with the Health Dept. to establish permits in time for 7/4 event
6/10-6/14			Formal Interviews with interested Ovations full time staff (if necessary)							* - PSC business operations transition meeting with Goodyear and Ovations * - PSC to start-up bank account at BOA
6/17-6/21	PSC to review Inventory Count & Amortization Equipment. Receives all data points w/ units sold & revenue from Ovations									Establish needs for safe starting bank and change
6/24-6/28	PSC to review facility condition with Goodyear officials prior to turnover on 7/1.				PSC Orientation with returning NP's	PSC Orientation with returning staff				
7/1-7/5	Ovations VACATES Facility									Assure Health Permits are set / Safe amount is set
7/8-7/12				Review of 2015 Venue Menus with Goodyear - provide recommendations in foodservice strategy					Organize office areas. Determine needs. Computers, Desks, Safe, Etc. - * - Complete Inventory of ball park equipment and smallwares * - Deep clean all food facilities and equipment	GI agreed to and setup in Everest by PSC
7/15-7/19				* - PSC/Goodyear to agree on menus and pricing for venues for 2016 * - Off-season menu recommendation given to Goodyear for review & approval						
7/22-7/26		PSC makes final recommendation to Goodyear on strategic food and beverage plans	Intro of PSC Regional Staff to Goodyear officials							

PSC/Goodyear Ballpark Critical Path 2015

Date	Ovations Transition	Capital Investment Project 2015	Full time & seasonal staffing	Menu/Pricing	Non Profits	Hourly Recruitment & Training	Budgets	Vendors /Sponsor Obligations	General Facility and Food Operations	Business operations
8/5-8/9										
8/5-8/9								Begin receiving food samples from vendors		Monthly statement of operations begin to flow to Goodyear from PSC * - Food Service Report Built. Example approved by Goodyear * - Goodyear billing finalized. I.E. Team meals, staff meals, umpires, coaches, food vouchers. Prices agreed upon
8/12-8/16										
8/19-8/23		PSC/Goodyear agree to final recommendation on strategic food and beverage plans	Critical path and job descriptions are forwarded to Goodyear							
8/26-8/30		PSC supplies list of equipment with pricing that corresponds to final food and beverage plans		Concession Menu recommendation given Goodyear, as it impacts capital investment	* - NP flier, policies and contract given to Goodyear for approval * - NP recruitment begins	Start contacting local universities & schools		* - Collect all current data with vendors and sponsors * - Start process with souvenir items with artwork and proofs		
9/2-9/6		Determine final POS needs and get approved by Goodyear	Create critical path for each Full time Staff member leading to opening day	Concession Menu Recommendation approved by Goodyear		PSC holds job fair for possible returning staff	2015 Budget information that can be obtained is reviewed by PSC and Goodyear	PSC to analyze food service sponsorship deals and give recommendations to Goodyear	2016 Uniform recommendation completed by PSC	

PSC/Goodyear Ballpark Critical Path 2015

Date	Ovations Transition	Capital Investment Project 2016	Full time & seasonal staffing	Menu/Pricing	Non Profits	Hourly Recruitment & Training	Budgets	Vendors /Sponsor Obligations	General Facility and Food Operations	Business operations
9/9-9/13		Cap X Budget submitted to Goodyear		* - Suite menu recommendation given to Goodyear for review		PSC makes final decision on returning staff and roles		Approve proofs on souvenir items for pre-orders	* - Goodyear approves uniform direction * - Uniforms ordered. Determine smallwares and operational needs * - Warehouse floor plan layout completed. Determine any shelving/storage needs. Full time staff offices set up and organized * -Kitchen layout and floor plan finalized	
9/16-9/20				* - Suite menu recommendation approved by Goodyear				PSC to meet with current vendors / sponsors recap 2015 - Order Souvenir Items		
9/23-9/27		Goodyear to approve Cap X Budget 9/23	Begin recruitment of seasonal management staff -					PSC / Goodyear agree on 2016 food sponsorship direction		
9/30-10/4			PSC Director comes on-site - October 1st		PSC sets Non profit schedules for the 2016 season		PSC formulates 2016 budget and submits to Goodyear			
10/7-10/11			Concession/Commissary Manager- Start Date Oct 7th Full-Time							
10/14-10-18					PSC meets NP to review contracts, discuss 2016 schedule		Goodyear approves 2016 food operation budget			
10/21-10/25				Menu Boards/ Panels approved by Goodyear					Determine storage area for catering smallwares and serving equipment	
10/28-11/1		PSC orders equipment	Director of F/B creates critical paths for Seasonal Employees/NP/Hourly	Suite menu booklet created and given to Goodyear for approval - Start setting up POS with pricing and products	NP agree to work dates for their organization			PSC to have determined all vendors for 2016		

[illegible]

Date	Ovations Transition	Capital Investment Project 2016	Full time & seasonal staffing	Menu/Pricing	Non Profits	Hourly Recruitment & Training	Budgets	Vendors /Sponsor Obligations	General Facility and Food Operations	Business operations
11/4-11/8				Suite menu booklet approved by Goodyear	Contracts signed and returned to PSC					
11/11-11/15										
11/18-11/22				Setup Online Ordering for Suites				Order Dates, Delivery times, ordering procedures set in place		
11/25-11/29								Complete list of 2016 pricing from all vendors		
12/2-12/6				Order menuboard and panels					Place all Smallwares orders	
12/9-12/13										
12/16-12/20						PSC creates hourly recruitment and job fair flier				
12/23-12/27										

PSC/Goodyear Ballpark Critical Path 2015

Date	Ovations Transition	Capital Investment Project 2016	Full time & seasonal staffing	Menu/Pricing	Non Profits	Hourly Recruitment & Training	Budgets	Vendors /Sponsor Obligations	General Facility and Food Operations	Business operations
12/30-1/3						Training schedule outlined				
1/6-1/10		Begin equipment install 1/6	Business Manager starts - Full Time -Seasonal Staff arrives onsite Commissary Mgr., Exec. Chef, and Catering Mgr. 1/6	Suite menu goes to print		PSC Job Fair - January 11th-12th			Receive and inventory all new smallwares	Cash Room and Managers hiring completed
1/13-1/17				Install Menuboard and all signage	Non Profit Orientation				PSC to test all beer lines. Assure all equipment is functioning properly. Begin stocking concession stands	All employee paperwork finished and entered into payroll system.
1/20-1/24						* - Employee Orientation				
1/27-1/31					Non Profit training on PSC operational procedures	Game day operations training entire season schedule distributed				
2/3-2/7					Non Profit training on PSC operational procedures	Game day operations training entire season schedule distributed		First product ordered and received	Run secondary test on all equipment. Concession Stands fully stocked. Complete full time staff stadium walkthrough.	Cash Room Setup
2/10-2/14					Non Profit training on PSC operational procedures	Completion of pre-season training		Continuing opening orders		Cash Room Training
2/17-2/21								Continuing opening orders	Projected Opening Day 2/21	



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
08/13/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Willis of North Carolina, Inc. c/o 26 Century Blvd. P. O. Box 305191 Nashville, TN 37230-5191	CONTACT NAME:	
	PHONE (A/C, NO, EXT): 877-945-7378 FAX (A/C, NO): 888-467-2378 E-MAIL ADDRESS: certificates@willis.com	
INSURED Professional Sports Catering, LLC 980 North Michigan Avenue Chicago, IL 60611	INSURER(S) AFFORDING COVERAGE	NAIC#
	INSURER A: National Union Fire Ins. Co. of Pittsburgh	19445-001
	INSURER B: New Hampshire Insurance Company	23841-001
	INSURER C: ACE American Insurance Company	22667-001
	INSURER D: National Union Fire Ins. Co. of Pittsburgh	19445-003
	INSURER E:	
	INSURER F:	

COVERAGES**CERTIFICATE NUMBER:** 23465155**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual Liability GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y		2047510	9/30/2014	9/30/2015	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 10,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000
A	AUTOMOBILE LIABILITY	Y		AOS 3814762	9/30/2014	9/30/2015	COMBINED SINGLE LIMIT (Ea accident) \$ 5,000,000
A	<input checked="" type="checkbox"/> ANY AUTO	Y		VA 3814763	9/30/2014	9/30/2015	BODILY INJURY (Per person) \$
B	<input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input checked="" type="checkbox"/> Self Ins. Phy Damage	Y		MA 3814764	9/30/2014	9/30/2015	BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
C	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			XLXG24563480	9/30/2014	9/30/2015	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	028234473	9/30/2014	9/30/2015	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000
D	Liquor Liability	Y		2047502	9/30/2014	9/30/2015	\$ 1,000,000 Each Common Cause \$10,000,000 Aggregate

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

See Attached:

CERTIFICATE HOLDER**CANCELLATION**

City of Goodyear Attn: Bruce Kessman 1933 S Ballpark Way Goodyear, AZ 85338	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE



ADDITIONAL REMARKS SCHEDULE

Page 2 of 2

AGENCY Willis of North Carolina, Inc.		NAMED INSURED Professional Sports Catering, LLC 980 North Michigan Avenue Chicago, IL 60611	
POLICY NUMBER See First Page		EFFECTIVE DATE: See First Page	
CARRIER See First Page	NAIC CODE		

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
 FORM NUMBER: 25 FORM TITLE: CERTIFICATE OF LIABILITY INSURANCE

Garagekeepers
 Carrier: National Union Ins. Co. of Pittsburgh, PA
 NAIC 19445-001
 Policy No. 3814762
 Policy Period: 09/30/2014 to 09/30/2015
 Limit: \$1,500,000

SIR applies per terms and conditions of the policy.

Excess/Umbrella Liability is Follows Form.

Goodyear Ballpark, City of Goodyear, its agents, representatives, directors, officials, employees, officers, the Cleveland Indians Baseball Company, Limited Partnership ("Cleveland Indians") and the Cincinnati Reds, LLC ("Cincinnati Reds") are included as Additional Insureds as respects to General Liability, Auto Liability and Liquor Liability where required by written contract.

It is further agreed that coverage under the General Liability shall be Primary and Non-Contributory with any other insurance in force for or which may be purchased by Additional Insureds where required by written contract.

Waiver of Subrogation in favor of City of Goodyear, its officers, agents, employees and volunteers as respects to Worker's Compensation policy where required by written contract and permitted by law.

Compass Group USA, Inc.**Policy Term: 09/30/2014 to 09/30/2015****Workers' Compensation and Employers Liability Policies**

<u>Coverage</u>	<u>Policy Number</u>	<u>Carrier</u>	<u>WC Coverage</u>	<u>EL Limits</u>
Work Comp/EL	028234473	New Hampshire Insurance Co. NAIC 23841-001 Policy Covers States of: AL, AZ, CO, CT, DC, DE, HI, IA, ID, IN, KS, LA, MD, MI, MO, MS, MT, NE, NM, NV, NY, OK, OR, RI, SC, SD, TN, TX, VT, WV	Statutory	\$2,000,000 Bodily Injury by Accident - Each Accident \$2,000,000 Each Employee Bodily Injury by Disease \$2,000,000 Policy Limit Bodily Injury by Disease
Work Comp/EL	028234474	New Hampshire Insurance Co. NAIC 23841-001 Policy Covers States of: AK, AR, GA, IL, KY, NC, NH, NJ, PA, UT, VA	Statutory	\$2,000,000 Bodily Injury by Accident - Each Accident \$2,000,000 Each Employee Bodily Injury by Disease \$2,000,000 Policy Limit Bodily Injury by Disease
Work Comp/EL	028234475	New Hampshire Insurance Co. NAIC 23841-001 Policy Covers States of: MA, ND, OH, WA, WI, WY	Statutory	\$2,000,000 Bodily Injury by Accident - Each Accident \$2,000,000 Each Employee Bodily Injury by Disease \$2,000,000 Policy Limit Bodily Injury by Disease
Work Comp/EL	028234476	National Union Fire Insurance Co. of Pittsburgh PA NAIC 19445-001 Policy Covers State of: CA	Statutory	\$2,000,000 Bodily Injury by Accident - Each Accident \$2,000,000 Each Employee Bodily Injury by Disease \$2,000,000 Policy Limit Bodily Injury by Disease
Work Comp/EL	028234477	Illinois National Insurance Co. NAIC 23817-001 Policy Covers State of: FL	Statutory	\$2,000,000 Bodily Injury by Accident - Each Accident \$2,000,000 Each Employee Bodily Injury by Disease \$2,000,000 Policy Limit Bodily Injury by Disease
Work Comp/EL	028234478	New Hampshire Insurance Co. NAIC 23841-001 Policy Covers State of: ME	Statutory	\$2,000,000 Bodily Injury by Accident - Each Accident \$2,000,000 Each Employee Bodily Injury by Disease \$2,000,000 Policy Limit Bodily Injury by Disease
Work Comp/EL	028234479	New Hampshire Insurance Co. NAIC 23841-001 Policy Covers State of: MN	Statutory	\$2,000,000 Bodily Injury by Accident - Each Accident \$2,000,000 Each Employee Bodily Injury by Disease \$2,000,000 Policy Limit Bodily Injury by Disease

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):

ANY PERSON OR ORGANIZATION WHO YOU BECOME OBLIGATED TO INCLUDE AS AN ADDITIONAL INSURED AS A RESULT OF ANY CONTRACT OR WRITTEN AGREEMENT YOU HAVE ENTERED INTO.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

1. In the performance of your ongoing operations; or
2. In connection with your premises owned by or rented to you.

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following is added to Section III – Limits Of Insurance:

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or
2. Available under the applicable Limits of Insurance shown in the Declarations;

whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

DESIGNATED INSURED

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM
GARAGE COVERAGE FORM
MOTOR CARRIER COVERAGE FORM
TRUCKERS COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by this endorsement.

This endorsement identifies person(s) or organization(s) who are "insureds" under the Who Is An Insured Provision of the Coverage Form. This endorsement does not alter coverage provided in the Coverage Form.

SCHEDULE

Name of Person(s) or Organization(s):

ANY PERSON OR ORGANIZATION WHO YOU BECOME OBLIGATED TO INCLUDE AS AN ADDITIONAL INSURED AS A RESULT OF ANY CONTRACT OR WRITTEN AGREEMENT YOU HAVE ENTERED INTO.

Each person or organization shown in the Schedule is an "insured" for Liability Coverage, but only to the extent that person or organization qualifies as an "insured" under the Who Is An Insured Provision contained in **Section II** of the Coverage Form.

This endorsement is executed by the company designated below
National Union Fire Ins. Co. of Pittsburgh

Effective Date: 9/30/2014 Expiration Date: 9/30/2015
For attachment to Policy No. 3814762

Issued to Compass Group USA, Inc.



CERTIFICATE OF LIABILITY INSURANCE

Page 1 of 2

DATE (MM/DD/YYYY)
09/10/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Willis of North Carolina, Inc. c/o 26 Century Blvd. P. O. Box 305191 Nashville, TN 37230-5191	CONTACT NAME:	
	PHONE (A/C, NO, EXT): 877-945-7378 FAX (A/C, NO): 888-467-2378	
	E-MAIL ADDRESS: certificates@willis.com	
INSURED Professional Sports Catering, LLC 980 North Michigan Avenue Chicago, IL 60611	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A: National Union Fire Ins. Co. of Pittsburgh	19445-001
	INSURER B: New Hampshire Insurance Company	23841-001
	INSURER C: ACE American Insurance Company	22667-001
	INSURER D: National Union Fire Ins. Co. of Pittsburgh	19445-003
	INSURER E:	
	INSURER F:	

COVERAGES

CERTIFICATE NUMBER: 23520659

REVISION NUMBER: See Remarks

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL NSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual Liability GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:	Y		2047510	9/30/2014	9/30/2015	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 10,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 \$
A	AUTOMOBILE LIABILITY	Y		AOS 3814762	9/30/2014	9/30/2015	COMBINED SINGLE LIMIT (Ea accident) \$ 5,000,000
A	<input checked="" type="checkbox"/> ANY AUTO	Y		VA 3814763	9/30/2014	9/30/2015	BODILY INJURY (Per person) \$
B	<input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input checked="" type="checkbox"/> Self Ins. Phy Damage	Y		MA 3814764	9/30/2014	9/30/2015	BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			XLXG24563480	9/30/2014	9/30/2015	EACH OCCURRENCE \$ 15,000,000 AGGREGATE \$ 15,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input checked="" type="checkbox"/> Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	Y	028234473	9/30/2014	9/30/2015	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000
D	Liquor Liability	Y		2047502	9/30/2014	9/30/2015	\$ 1,000,000 Each Common Cause \$10,000,000 Aggregate

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

THIS VOIDS AND REPLACES PREVIOUSLY ISSUED CERTIFICATE DATED: 8/13/2015 WITH ID: 23465155

See Attached:

CERTIFICATE HOLDER**CANCELLATION**City of Goodyear
Attn: Bruce Kessman
1933 S Ballpark Way
Goodyear, AZ 85338

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Coll:4763637 Tpl:1989654 Cert:23520659 ©1988-2014 ACORD CORPORATION. All rights reserved.



ADDITIONAL REMARKS SCHEDULE

Page 2 of 2

AGENCY Willis of North Carolina, Inc.		NAMED INSURED Professional Sports Catering, LLC 980 North Michigan Avenue Chicago, IL 60611	
POLICY NUMBER See First Page		EFFECTIVE DATE: See First Page	
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MOTOR CARRIER COVERAGE FORM
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This endorsement is executed by the company designated below
National Union Fire Ins. Co. of Pittsburgh

Effective Date: 9/30/2014 Expiration Date: 9/30/2015
For attachment to Policy No. 3814762

Issued to Compass Group USA, Inc.