

*The memo of transmittal does not require a letterhead,
although you may include one if you wish.*

Short reports typically use memo format.

18 March 2006

To: James Sammons

Memos are initialed by the author.

From: Paula Marshall *PM*

Subject: Lexington Legends report

First paragraph summarizes main points.

The Lexington Legends are a successful minor league baseball team with a President and CEO that has a talent and a passion not only for business, but for baseball as well. The new team saw record attendance numbers in their first season back in 2001, but with their sixth season quickly approaching attendance numbers are not looking like what they used to.

In this report, I will explain how, why, and by whom the Lexington Legends program was initiated; how the program works and what it costs; and discuss several options for increasing attendance numbers.

Purpose and scope of the report.

Staple the memo of transmittal to the front of your report.

Report title should be centered, double spaced, and positioned 1-1/2 - 2 inches from the top of the page.

The Lexington Legends:

Use bold type in a large font. This is 14-point.

Continuing Success in the Minor Leagues

Skip 10-14 spaces

Change to 12-point type.

Prepared for _____ *No punctuation.*
_____ *Double space.*

*Name of reader
job title, organization
city, state, zip code.*

Dan Shumer
Instructor in English
University of Kentucky
Lexington, KY 40506

Skip 10-14 spaces

Prepared by

*Name of writer
job title, organization
city, state, zip code.*

Paula Marshall
University of Kentucky
Lexington, KY 40506

18 March 2006 *Date report is released.*

1-1/2 - 2 inches

Use same format as level 1 heading.

TABLE OF CONTENTS

Intro. begins on page "1".

Introduction 1

If You Build It, They Will Come 1

The Applebee’s Park Experience 3

Modifying the Market 4

Indent Enhance the Kid-Friendly Amenities 5
subheads

Advertising to the College-Kids 6

Conclusion 6

Bibliography 8

You must have at least two headings at any one level.

LIST OF ILLUSTRATIONS

Line up right margin (right justify)

Figure 1. Total investment for the Legends from private funding 2

Figure 2. Minor league ballparks opened between 1999 and 2002 3

Figure 3. Average attendance since inaugural 2001 season 4

Table 1. Minor league ballpark attractions 5

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Margins should be set to 1 inch all around.

INTRODUCTION

Level 1 heading. This author centered hers using bold face, all caps, with text one point size larger than body.

Tickets for a family of four: \$14. Four hotdogs, four sodas, and some cotton candy to share: \$23.50. A whole evening of family fun for under \$40: priceless—and actually very possible. But how much family fun can you actually get for that kind of money, and where would you even find such a deal? Well, believe it or not, at a baseball field. Minor league baseball has become the premier avenue for parents looking for cheap family entertainment. The Lexington Legends, a single A affiliate of the Houston Astros in Lexington, Kentucky, offer these prices and a whole lot more entertainment for families. Not only do the Legends offer very affordable ticket and concession prices, but within Applebee’s Park there are children’s play areas and family seating. Minor league baseball controls a large chunk of the family entertainment market, and the Legends need to make sure they keep up in this growing industry if they want to stay competitive.

Double space between paragraphs. Do not indent first line.

When the Legends first tapped into this market they found success, and have continued that success since their inaugural season in 2001. The *Lexington Herald-Leader* reported that the team debuted with a South Atlantic League title, the best record in minor-league baseball (92-48), and they beat the previous league attendance record, averaging 6,444 fans at home.¹ Not only that, but they had a pre-season sellout in advertising and premium seats, and they helped the Astros to be named Organization of the Year by *Baseball Weekly*, *Topps*, *Baseball America*, and *Sports Ticker*.² But with new minor league teams starting up every year, it is going to take more than a winning record and a league title for Legends’ President Alan Stein to keep his organization successful in this business.

Footnote is inserted after punctuation for in-text citation. In Word, position your cursor then go to Insert->Reference->Footnote.

The Legends front office believes that if they can just get people to the ballpark, they will become fans. Entering into their sixth season in April of 2006, Stein and his associates may want to consider brainstorming some new attractions to bring to Applebee’s Park to attract some new customers. Stein told the *Lexington Herald-Leader* that it is up to the Legends staff to maintain what he calls the “Applebee’s Park Experience.” “Clean. Safe. Well-lit. Entertaining. Those are the four mantras.”³ The first three mantras are all part of upkeep and maintenance on the physical aspects of the Legends stadium. But the last mantra, entertaining, is where they need to look for continuous improvement.

Headings should have slightly more white space above them than below them. A simple way to create effective white space for headings is to triple space (2 empty spaces) before the heading and double space after the heading.

IF YOU BUILD IT, THEY WILL COME

Alan Stein worked for more than ten years to bring professional baseball to Lexington. After many failed attempts and countless unsigned contracts, Stein finally took the reins on his life-long dream project, and decided to privately fund his baseball team. He rounded up a group of 22 investors for a total investment of about \$23 million, including the costs of acquiring a single A team, building the \$13.5 million stadium, and other setup costs.⁴ He never stopped until his dream came true in April of 2001 when the Legends played their first game in Applebee’s Park. Figure 1 on the next page shows the breakdown of the funding Alan Stein procured from private investors.

Chicago style stipulates that footnotes be indented 1/2 inch.

Commas are used to delimit items in footnotes.

Illustration is announced in the text before it appears.

¹ Mark Maloney, “Man With a Plan: Producing Winners,” *Lexington Herald-Leader*, April 11, 2002, www.newsbank.com.

² Clayton Shane Navistar, “Looking Back and Looking Ahead at the Legends,” *Ace Weekly*, April 11, 2002, <http://www.aceweekly.com/>.

³ Maloney, op. cit.

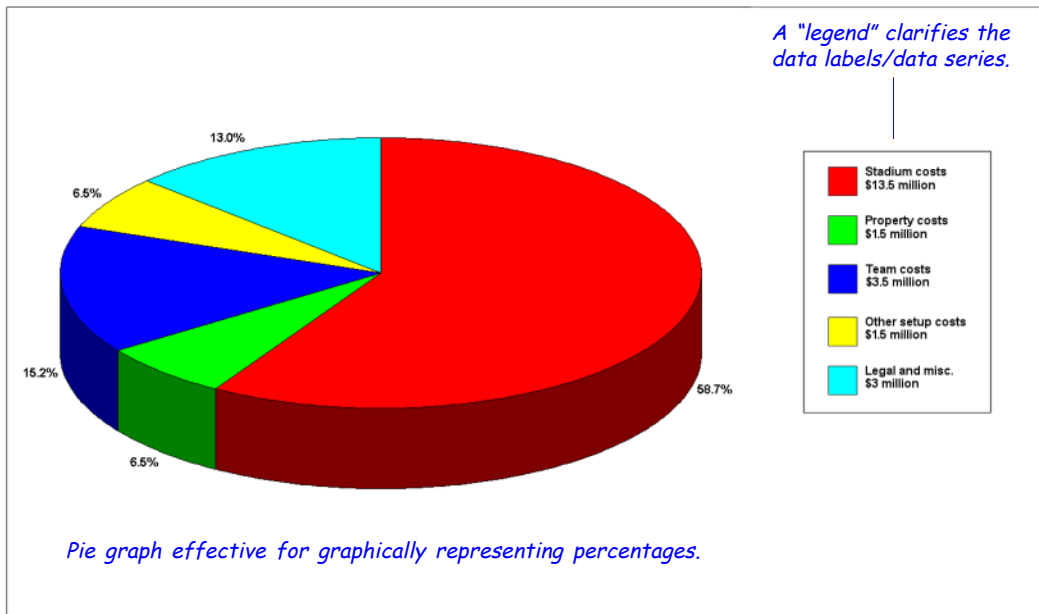
Op. cit. is used in footnotes to refer the reader to an earlier citation.

⁴ Ed Ford, “The Baseball Business,” *The Lane Report*, April 2001, <http://www.kybiz.com/lanereport/issues/april01/baseballbiz.html>.

In footnotes, author names are listed first-name first.

Figure title. Text is in sentence case with only the first letter capitalized. Note periods after Figure 1 and at the end of the title. This author left-justified her title on the illustration using bold face with text one point size larger than body. How you choose to document your illustrations is up to you, but remain consistent throughout the report.

Figure 1. Total investment for the Legends from private funding.



Source: Ed Ford.⁵ *This author positioned her source line below the illustration using italics in the same point size as the body text. Note the use of a footnote for her citation.*

Privately funding an entire stadium and franchise was basically unheard of in professional baseball. According to the *Lexington Herald-Leader*, "Stein's research showed out of 137 professional sports facilities built, or scheduled for completion from 1990 to 2002, exactly one of them had been done solely with private money."⁶ Needless to say, Stein's project was rare and a lot to take on. But he accomplished his goal pretty quickly, breaking ground in February of 2000 and holding their inaugural game in April of 2001. But with the quick construction and private funding, Applebee's Park is different from some other places where minor league teams play.

Use italics for titles of magazines, journals, and books.

The fact that the cost of the stadium constituted over half of the total investment, and that it cost \$13.5 million, might seem like a lot of money to spend on a minor league stadium. But in comparison to other minor league stadiums, it really is not that much. Since Stein was without funding from the state or the city, the cost of the ballpark was relatively small compared to other projects underway during that time. In Figure 2 on the next page you can see how the Legends' Applebee's Park (in yellow) compares to other minor league ballparks completed between 1999 and 2002.

Stein was so passionate about his baseball dream for Lexington because knew it would be successful. With no sports entertainment in Lexington during the summer and a fan base from 61 Kentucky counties, he saw some pretty solid indicators of financial success. Plus, with the privately funded stadium, the baseball company controls all revenue streams coming into Applebee's Park. And there certainly is a lot of revenue pouring into this ballpark.

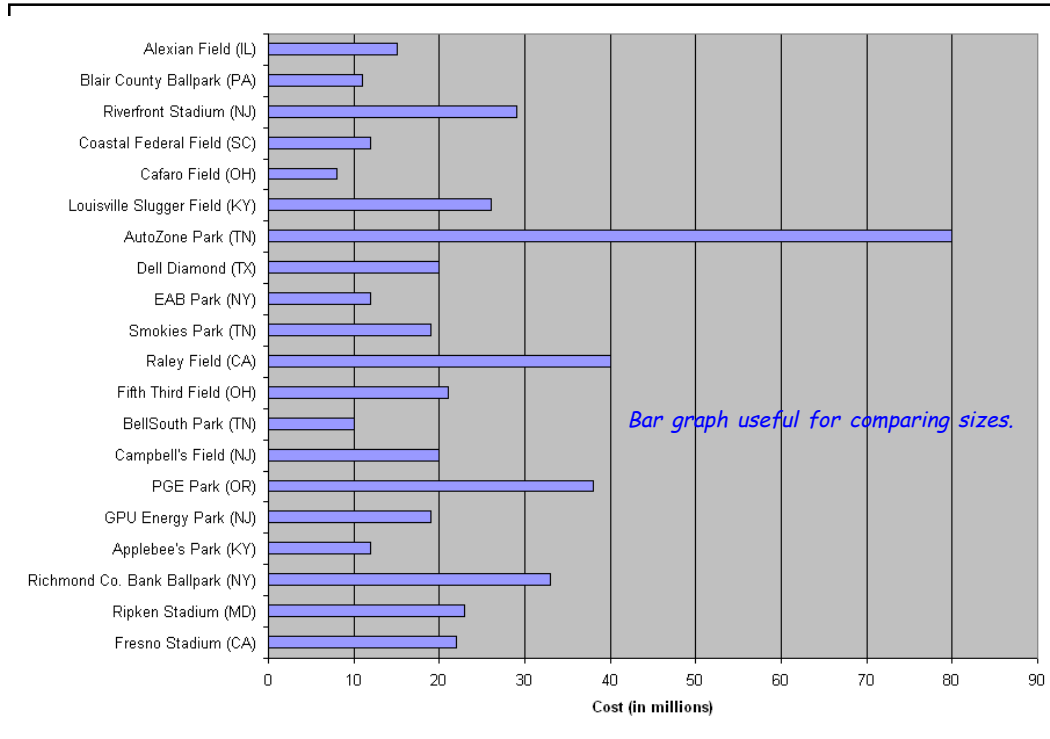
⁵ Ibid. *Ibid is used in footnotes to refer the reader to the citation immediately preceding.*

⁶ Tom Lasseter, "We've Got Game Determined Stein Brings Baseball Dream to Life," *Lexington Herald-Leader*, April 9, 2001, www.newsbank.com.

Note: there is no period after the word Figure when it appears in the body text.

Note consecutive numbering of figures.

Figure 2. Minor league ballparks opened between 1999 and 2002.



Bar graph useful for comparing sizes.

Source: Tim Reason.⁷

THE APPLEBEE'S PARK EXPERIENCE

Use "talking heads." Note how much more informative this is than "Experience."

Located on the north end of Lexington, Kentucky, minutes from I-64, I-75, and downtown, Applebee's Park is where you can see the Legends play from April to August. The official Legends website describes the 6,033 seat multi-use facility as the "perfect blend of a nostalgic baseball stadium design with Kentucky inspired architecture."⁸ There are group outing areas like the Pepsi Party Deck and the Budweiser Stables Restaurant and the first-ever Maker's Mark Club Restaurant. Attractions for families include special family seating and picnic areas, a private family restroom, a supervised children's play area featuring a jungle-gym, carousel merry-go-round, an inflatable speed pitch, and much more.

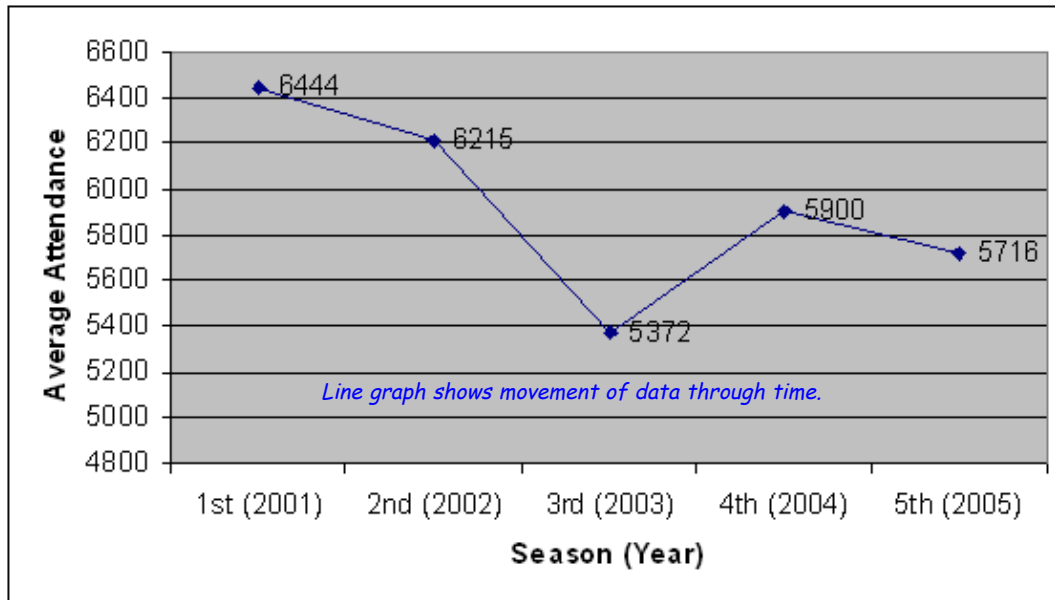
Young Legends fans can also have some fun with the Legends mascot, known as Big L, a mustache-wearing Legends player who appears everywhere from games to birthday parties. Kids can even join the Lexington Legends Kids Club to receive discounts on Legends merchandise and win free prizes. With these amenities for children and cheap ticket and concession prices for the parents, the Legends really hit it off with the central Kentucky families, averaging an attendance of

⁷ Tim Reason, "Diamonds in the Rough." CFO, April 1, 2002, <http://www.cfo.com/printable/article.cfm/3004004?f=options>.

⁸ Lexington Legends, "What Do You Need to Know about Professional Baseball in Lexington?", <http://www.lexingtonlegends.com/history/default.asp?id=1>.

104% of their capacity in their first season.⁹ Figure 3 below shows the trends in the average attendance of the Legends games since 2001.

Figure 3. Average attendance since inaugural 2001 season.



Source: *Ballpark Digest*.¹⁰

As you can see, the Legends started off strong in attendance, but they haven't been able to reach that peak again. The fans they attracted in 2001 have grown-up. The families they attracted may be into new family activities for their older, growing children. The Legends need to modify their market and find new potential customers to come to their games. And to do that, they may need to consider adding some new amenities to the park, or even repositioning their advertisements to the public.

MODIFYING THE MARKET

Minor league baseball appeals to many needs and wants of the American Family. With smaller parks and lower prices than major league baseball, cheap entertainment for the whole family is easy to find in the minors. When the Legends started up in Lexington they stumbled onto a rather large family entertainment market that was bored and looking for summer fun. But it seems as though the novelty has worn off since 2001, and with swimming pools and backyard barbeques taking up the summertime, the Legends need to remind families that they could be having some real fun right here in Lexington.

According to an article in *Recreation Management*, minor league baseball games have "hit a home run with families" because of the low cost of going to the games, the safe and fun environments for

⁹ Ballpark Digest, <http://www.ballparkwatch.com>.

¹⁰ Ibid.

children, comfort and convenience, education and community, and food.¹¹ If the Legends are looking to increase their attendance to the record highs from their inaugural season, they may want to choose one of these five areas to focus their attention on, and make that particular area more appealing to families.

Enhance the Kid-Friendly Amenities.

Level 2 heading. This author left-aligned her 2nd level heading using bold face, title case, with text same size as body.

While Applebee’s Park does boast a children’s play area with a jungle gym and merry-go-round, fun for the kids doesn’t go much further than that. They might get a chance to see Big L, the Legends mascot, maybe once during the game. And there is a chance they will get to participate in one of the few between-inning games on the field, but other than that there isn’t much for the children to do. This is why the Legends need to focus their attention on creating a more fun environment for children.

Table 1 below shows some minor league parks around the country and their unique attractions. Each team has found a way to make their park stand out, whether it is with family attractions, food, stadium details, mascots, or cheap tickets. The Legends can use information like this as research to make Applebee’s Park stand out to children and families.

Table 1. Minor league ballpark attractions.

Tables are numbered separately from figures, but follow similar conventions.

Team	Reading Phillies	Charleston River Dogs	Savannah Sand Gnats	Dayton Dragons	Beloit Snappers
Attraction	Pool Pavilion	Six different signature hot dogs and other foods	Manual scoreboard	Roofman, the Retirement Village People, and the Dugout Dancers	Fan Appreciation Day
Description	1,000 square foot heated swimming pool, 31 picnic tables each with their own closed circuit TV, a catered buffet, and private restrooms.	Turkey dogs, the River Dog (mustard, BBQ sauce, coleslaw and okra), the Jailhouse Dog (sauerkraut) and the Elvis sandwich (peanut butter, bananas and honey). The Food Network’s Rachel Ray filmed a segment here.	Gives the historic stadium an authentic and old-fashion baseball atmosphere.	Roofman lives on the roof at Fifth Third Field, where he collects foul balls that land on the roof, autographs and tosses down to the kids. The Retirement Village People are a senior citizen dance troupe that imitates The Village People. The Dugout Dancers are a group of 9- and 10-year-olds that perform with the club’s mascots on the dugouts.	Celebrating their 25th season with several promotions involving the number 25. One game will offer 25 cent seats and Fan Appreciation Day will offer free admission.
Benefits	Attraction for children, families, group and office parties.	More revenue off food and promotion from the TV network	Attracts the young and old Americans	Entertainment for everyone; young children, teenagers, and older parents and grandparents	Offering deals to new and existing customers to get them to the ballpark.

Source: www.minorleaguebaseball.com and www.recmanagement.com.

To better accommodate children at the games, the Legends may want to consider an addition that would attract children as well as their parents, such as the Reading Eagle Pool Pavilion at the Reading Phillies’ GPU Stadium in Reading, Pennsylvania. The two-level 1,000 square-foot heated swimming pool has water cannons and waterfalls and was created as part of a three-tiered deck picnic area off right field. Now that is something that would attract more people to Applebee’s Park in the summertime.

But the Legends don’t need to spend millions of dollars on a three story swimming pool to attract families with children. Kids love to be treated like adults and feel grown-up. The Legends can play

¹¹ Kelli Anderson, “Not So Minor Attractions,” *Recreation Management*, March 4 2002, http://www.recmanagement.com/200203fe04.php#Scene_1.

of off this desire by creating some smaller children-size concession areas where the kids can go up with money from their parents and buy their own hot dogs and drinks. This will make the children feel special, like they are just as important as the “grown-ups.” These areas can also sell the kid’s items from the regular concession menu that Applebee’s Park already offers.

The Legends could also feature some new items around the jungle gym and merry-go-round area, like maybe a small baseball diamond with some wiffle balls and plastic bats, so the kids can run the bases and play the game like their hero’s on the field. The location of the children’s area at Applebee’s Park is already perfect because the parent’s can watch their children and watch the game at the same time. But to make the parents even more at ease, the Legends may consider putting someone to there watch over the children’s area, not as a baby-sitter, but just to make sure no one gets hurt or lost from their parents. With these two ideas the Legends would be appealing to the children themselves, as well as their parents.

Advertising to the College Kids. *Use a period after a first- or second-level heading only if it is a complete sentence. Third-level headings have periods even when they are not complete sentences.*

While adding amenities to appeal to families and children is a great way to increase attendance at the Legends games, new advertising tactics may also be considered to reach another market. Minor league baseball games are fun for families, but they can also be a great spot for dates, boys/girls nights, or weekend nights out. The Legends already market to this college age/young adult market with Thirsty Thursday College Nights and Quarter Hot Dog Nights, but those promotions aren’t seen until people are already at the games. They need to work on getting consumers in this market to the game.

Alan Stein knew what he was doing when he pursued his dream business in Lexington, and even when he secured the location of the stadium he couldn’t have asked for a better one. Lexington, Kentucky is a college town, housing the University of Kentucky. This is the biggest market you could ask for, with more than 25,000 students from the ages of 18-25.¹² The Legends need to reach this market by advertising around campus, in the student center, and especially in The Kentucky Kernel, the school newspaper.

Reaching a college market would lead to so many more Legends fans. UK students love sports, especially basketball, so they are looking for a summer team to cheer on. The Legends can appeal to their interests by advertising their low ticket prices and the promotional nights mentioned earlier. If the Legends could get these college kids interested in their team, before they knew it they would be renting out the Pepsi Party Deck and Budweiser Stables for fraternities and sororities nights out. Just imagine the revenue off of beer and hot dogs alone.

Some companies ask for Conclusions and Recommendations at the beginning of the report. **CONCLUSION**

Conclusions repeat points made in the report. No documentation is given here, since it has been given earlier.

The Lexington Legends are a very successful minor league baseball team with a President and CEO that has a talent and passion not only for business, but baseball as well. He grew up in Lexington so his intentions to bring summer family entertainment to the bluegrass could not be more pure. The new team saw record attendance numbers in their first season back in 2001, but with their sixth season quickly approaching and attendance numbers not looking like what they used to, the Legends may be able to use a few additions and changes to their business plan.

¹² University of Kentucky, “Stats-At-A-Glance,” <http://www.uky.edu/Home/AboutUK/stats.html>.

In reaching a new market of college age/young adults and appealing more to families and children, the Legends will have a great shot at seeing their attendance numbers rise. They are already so great at having at least one promotional deal every game to appeal to all different kinds of customers, now they just need to get all these customers to the ballpark. With low ticket and concession prices, non-stop entertainment, and a genuine American baseball atmosphere, the Legend's staff could not be more right in believing that they just need to get people out to the game to make them a fan. I also know that because it happened to me. From my experience, and with these few proposed changes, baseball in the bluegrass is here to stay.

The Bibliography appears on new page. Chicago style also allows you to title this page "References" if you are only listing sources cited directly in the text.

Use same format as level 1 heading.

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Break long URLs only at dashes (/ or //).

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In the Bibliography, author names are listed last-name first, with a comma between the last and first names.

Entries should be alphabetized, single spaced, and with a 1/2 inch hanging indent. See your grammar handbook for complete citation information.

List all printed and online sources cited in your report. Chicago style allows the listing of sources you used for background but did not cite. However, this practice is discouraged in business report writing.