

# Maintenance and Operations Review

October 29, 2021

T-Mobile Park



# TABLE OF CONTENTS

---

Executive Summary	3
Report	5

## Executive Summary

Venue Solutions Group (VSG) and BCI + network (BCI), working as a joint venture, responded to a Request for Proposals issued by the Washington State Major League Baseball Stadium Public Facilities District (PFD) to assist the PFD Board in its annual inspection and review of the maintenance and operations for T-Mobile Park. This inspection is intended to assist the PFD in determining whether the ballpark is being operated and maintained in a manner consistent with the Operations Plan, Operating Standard, Ballpark Management Plan, as defined in the December 2018 lease between the Public Facilities District and the Seattle Mariners.

Based on the RFP submissions, VSG and BCI were awarded the contract to assist the PFD. Work on this assignment commenced on August 25, 2021.

The review process of the consultants involved several steps. The starting point was a review of documents which included:

- The Ballpark Operations and Lease Agreement dated December 10, 2018
- The Operations and Management Plan dated September 8, 2020
- The 2020 Construction and Planning Operational Summary
- The T-Mobile Park Area Specific Protocols dated April 1, 2021
- The Ballpark Operations Organizational Chart
- The Cap-Ex Plan-Annual Plan, B&D Venues revised April 29, 2020
- Return to Baseball with Fans Covid-19, v6, May 13, 2021
- List of Capital Projects from 2011 to 2021

The work process of the consultants also included an initial meeting with the Mariners staff to discuss current conditions, staffing issues, turn-over of key staff positions, and the plans or processes being used currently to address ongoing ballpark maintenance. The consultants also requested information on the current computerized maintenance management system

(CMMS) being used at the ballpark, as well as, protocols, and policies related to building operation and maintenance. Interviews were conducted with key staff responsible for ballpark operations, maintenance, event management, sales, food service, custodial, security, and long-term capital planning for the ballpark.

The Mariners staff were extremely cooperative in allowing us free access to all facility areas and provided the assistance of several staff members to support our inspection process.

The inspection included all areas of the ballpark, with the exception, of systems or areas which were explicitly not included in our scope of work. Those exclusions were the roof and roof systems, structural and vertical transportation. Our inspection also did not include other specific systems such as sound, telecommunications, computer, and video systems.

The consultant's inspection utilized a matrix of areas similar to those areas inspected in earlier site assessments. These areas included:

- Hardscape and Exterior Equipment
- Concourses
- Walkways and Hallways
- Walls
- Stairs and Ramps
- Floors and Ceilings
- Public Restrooms on all levels
- Seating Bowl and other seating areas
- Food Service; concessions, clubs, kitchen, bars, and commissary
- Retail Areas
- Suites
- Ancillary function spaces
- Home and Visiting Clubhouses
- Press Area
- Broadcast Booths
- Maintenance and Operations back of house areas
- Security

- HVAC
- Electrical
- Fire Protection
- Storage

As we progressed through our inspection of the ballpark, pictures were taken to document conditions. Commentary was attached to these photos and those pictures and comments are shown in the body of the report.

During the inspections, we were able to meet with and discuss conditions and processes with staff. Additional meetings were held with key staff during the inspection period including, Operations, Security, Event Services, Sales, Food Service, Box Office, Parking, and the outside contractor for cleaning (ABM).

During the second day of our on-site visit, we met with Joshua Curtis, Executive Director of the PFD, and Tom Backer, Legal Counsel for the PFD, to assure that we covered the areas that the PFD wanted to see us inspect and assess.

Following the meeting with Mr. Curtis and Mr. Backer, we meet with Trevor Gooby, the Vice President of Ballpark Operations, to discuss the status of the staff, concerns with event staffing, and finding and retaining highly qualified people to fill critical staff roles.

We also heard from Mr. Gooby about the Mariner's long-term plans and vision for the ballpark. We discussed the status of long-term capital improvements program and related activities that are currently in progress.

Following our meeting with Mr. Gooby we proceeded with the completion of our inspection.

At the end of day two of the review, the two consultants attended the Mariners game to observe staff executing their job functions and adequacy of staffing levels. We walked the ballpark to assess its condition in terms of cleanliness before opening of the gates. We found the ballpark to be clean and presenting well at the time of gate opening. The Mariners, like most major

professional sports venues, are experiencing challenges in filling their event staffing needs during the Covid-19 pandemic. The current staffing shortage did not appear to materially impact the overall fan experience at this game in our professional opinion.

On day three of our visit to T-Mobile Park, we conducted a wrap up meeting with key staff of the Mariners ballpark operations team to gather comments and questions from staff. This meeting allowed us an opportunity to listen further to staff on their concerns and plans and to thank them for their cooperation.

### Findings and Observations

After a thorough inspection of the ballpark, and several meetings and conversations with the Seattle Mariners ballpark operations staff, as well as a review of the obligations of the Mariners set out in the following sections of the lease agreement:

- The Operations Plan
- The Operating Standard
- The Ballpark Management Plan
- The Operations and Management Plan

Venue Solutions Group and BCI+network find that in our, professional judgment, the Seattle Mariners are meeting their operations and maintenance obligations to the PFD as set out in the Lease document between the PFD and the Mariners. We found the ballpark to be in excellent condition for its age.

The maintenance and upkeep of the ballpark reaches a high level of quality and care. We found that the Mariners are actively engaged in planning for long term capital investment in the ballpark and that they are building a quality team of professional staff to support those efforts.

The consulting team did find several areas where there is a need for improvement in maintenance and condition of equipment and storage. We do not believe that any of these areas are serious, but they were worth noting. Those noted issues do not seem to be a matter of lack of effort on the part of the Mariners but rather

a function of high turn-over in maintenance personnel, a need for more training and adherence to existing policies. The fact that the ballpark is now twenty-two years old and experiences a high usage rate annually also contributes to some of these issues.

We present our observations about these areas or activities needing improvement within the report. Our observations include photos and commentary. Some of the issues we have identified result from high usage or a need for new capital or FF&E investment.

No professional ballpark is perfect and despite some minor issues, we find that T-Mobile Park would rank very favorably to its comparative MLB ballparks. This facility has been carefully maintained and is currently in very good condition.

We found the Mariners are actively addressing high turnover within their key staff and are also working, as are many other public assembly facilities, in recruiting new staff to address serious decline in previous trained event staff.

We found the Mariner's operations team to be committed to an aggressive, long-term capital and maintenance program to maintain the quality of the ballpark. The Vice President of Ballpark Operations said quite clearly that his team has set a goal to take T-Mobile Park into a 100-year life always keeping the facility current and viable.

## REPORT

### Introduction

In August of 2021, the Washington State Major League Baseball Stadium Public Facilities District (PFD) selected Venue Solutions Group (VSG) and BCI+network (BCI), to work with the PFD in its annual inspection and review of the maintenance and operations for T-Mobile Park. The consultants' inspection is intended to assist the PFD in determining whether the ballpark is being operated and maintained in a manner consistent with the Operations Plan, Operating Standard and the Ballpark Management Plan as defined in the 2018 lease agreement between the Public Facilities District and the Seattle Mariners.

The scope of the work for the assignment included the following:

- Review the overall condition of the ballpark to include cleanliness and general wear and tear of finishes
- Review the overall organization of back of house spaces
- Review the current level of documentation for operating policies and procedures, including ones created/implemented due to the Covid-19 pandemic
- Review application of preventative maintenance program (CMMS)
- Provide our professional judgment on the operator's adherence to the Operating Plan
- Provide our professional assessment as to the Operating Standard as set out in the Ballpark Lease, Section 3.2.1.1
- Discuss with the PFD and with the Mariners any observable differences or deviations from the Operating Plan or Operating Standard
- Provide input and consult with the PFD and the Mariners on potential operating improvements and industry best practices.

### Process

The scope of work required from VSG/BCI necessitated several steps in order to secure the information that would be required to provide our professional judgment on whether the Seattle Mariners are meeting their obligations under the lease agreement. Our process began with a request for information to the Mariner's that included the following:

- A copy of the most current Operating Plan.
- A list of services that are currently being outsourced and a list of services that are being performed in house. This list includes MEP, Food Service, Cleaning, Vertical Transportation, Retractable Roof Maintenance, central plant services and any other services that are applicable to proper maintenance of the facility.
- Examples of written policies and procedures for maintaining the ballpark. This would include standards for contracted services and how the Mariners maintain the various areas of the ballpark.
- A copy of all organizational charts of the entire ballpark operations group, along with reporting relationships.
- A list of capital improvements completed in the last ten years.
- Information on how the current CMMS system is being used for work orders and scheduled preventative maintenance.

The Mariners were able to supply us with most of the information we requested. We reviewed all of the information supplied as well as additional information we received from interviews and additional paperwork supplied prior to the onset of the inspection.

On the first day of our inspection, we began our work by meeting with key staff involved in ballpark operations and maintenance. We had the opportunity to ask questions and gather more information and insights into how the ballpark is being operated and maintained.

Following our meeting with staff, we proceeded to conduct our inspections. For the assessment, we utilized a matrix of the ballpark areas that BCI had developed for previous reviews. The consulting team divided the matrix of the ballpark areas in half and proceeded with inspections separately. In some cases, there was overlap, where both consultants inspected specific areas that we felt were warranted. The team did complete a thorough examination of all ballpark areas during our inspection activities. During the inspections, we were accompanied by several members of the ballpark operations staff. The staff provided total access to all areas of the facility. During the second day of inspections, we met with the Senior Vice President of Ballpark Operations, Director of Facilities, Manager of Engineering & Maintenance, Manager of Food & Beverage for Centerplate, Director of Security, Vice President of Ticketing & Event Operations, and the Senior Director Venue Strategy & Events.

These interviews provided an excellent overview for the consultants regarding the Mariners approach with respect to ballpark operations and maintenance. These interviews also provided us with a better understanding of the thought processes of staff related to future operations, maintenance, and capital requirements which might be necessary to support new initiatives and to continue with a course of action that will assure proper long-term maintenance of the ballpark.

During the inspection, we took pictures of existing conditions in all of the areas and recorded commentary on our observations as well as recommendations we believed might be valuable to both the PFD and the Mariners. Our observations, photos and conclusions are contained in the body of the report and in the summary section.

## Findings

### Food Service

The vast majority of the food service equipment is original to the opening of the ballpark in 1999. The frequency of breakdowns of the equipment has accelerated to the point where the current maintenance program has not kept pace. Prior to and during the pandemic the food service operator, Centerplate has assumed this responsibility. Centerplate and ballpark operations have agreed to shift the food service equipment repairs and maintenance to ballpark operations for more proactive and timely repairs of equipment. Ballpark operations is adding a maintenance position to solely focus on the repair and maintenance of food service equipment.

Centerplate and the Mariners have a plan in place to upgrade concession stands and the overall food and beverage experience. These plans include the renovation of fixed stands to provide higher quality products and increase the number of “grab n’ go” locations for packaged beer and sodas. Consideration is being given to locating soda fountains outbound of the concession stands to reduce transaction times. Digital menu boards are scheduled to be added in 2022 to replace the current foam core menu boards. The Mariners overall food experience vision is to eliminate as many of the portables on the field side of the concourse to minimize the fans obstructed views of the field.

In 2023, the Diamond Club will be completely renovated, and the current press box relocated to create a new premium club space.

### Operations

From our walkthroughs and interviews with ballpark operations staff great there is a great desire to maintain the ballpark in a first-class manner. Although there has been staff turnover in ballpark operations it doesn’t appear that the appearance of the ballpark has suffered as a result. Ballpark operations is currently transitioning from its DataStream MVP Plant computerized

maintenance management system (CMMS) to 24/7 CMMS. The 24/7 program is widely deployed in the sports and entertainment venues across North America. The Mariners are currently utilizing 24/7 as their event incident management software for event reporting. The ballpark operations is adding an additional staff position to oversee the administration of the 24/7 CMMS program. Ballpark operations also indicated that they are upgrading their key management system, which includes card access control.

Creating standard operating procedures and written policies is being emphasized in operations and engineering in the next year to create standards that can be applied to better measure performance.

### Staffing

Hiring and retaining event staff is currently the greatest challenge for sports and entertainment venues during the pandemic. During the summer as ballparks and stadium transitioned from reduced to full capacity venues have had a very difficult time rehiring event staff to include ticket takers, security, housekeeping and food service. People appear to be leery re-entering the workforce for part-time jobs for a variety of reasons, but health and wellness is likely a big factor. Organizations are having to provide better benefits with sign-on bonuses and higher hourly pay but these appear to have had minimal impact. As an industry we will likely need improved vaccination rates or mandated vaccinations before we begin to see interest for part-time positions improve.

In the interim, venues will need to do more with less, which will require enhanced training for those who are working to include cross training and managers being more hands on with small operational details. Centerplate has created a three-day training program for food service staff branded “Around the Bases” for the 2022 season.

### Service Level

The clubhouse, training room, and coaches' offices still have most of their original finishes dating back to 1999 with the exception of the carpet, which is replaced on regular intervals. The Mariners team spaces were observed to be in good condition with a major renovation scheduled for the clubhouse and support spaces in 2023.

The Diamond Club on the service level, retains most of its original finishes dating back to 1999, but it is in great condition for its age and use. The space is scheduled to undergo a major renovation in 2023.

The interview room adjacent to the Diamond Club is used as overflow seating for the Diamond Club as its currently undersized for the number of seats it supports.

The visiting clubhouse and associated support spaces have much of their original finishes with the exception of carpet. All original finishes, fixtures and millwork were observed to be in overall good condition and has been well maintained.

The operational and back of house spaces on the service level consist of main electrical distribution, maintenance, and emergency generator rooms. Generally, these spaces were observed to be well maintained but some of the electrical rooms are currently utilized for storage of equipment. Best practices advised that electrical rooms be free of debris, equipment, and combustible materials.

Ballpark operations staff stated that that one of the cooling towers in the central plant was undergoing the replacement of its pump and variable frequency drive. We observed vegetation growing within of the cooling tower area that should be removed in the near term. The enclosed space with the pumps and boilers appears to be well maintained and had parts stored within the space.

The loading dock area where the composting and recycling compactors are located was observed to be clean and well maintained. Operations staff indicated that damaged asphalt due to the continued removal and re-setting of the compactors will be repaired during the 2021 offseason. The compactor rails will also be repaired at this time.

The operator is in the process of modernizing the two elevators for the garage at a cost of \$425,000. Elevators and escalators typically have a life cycle of 20-25 years before a comprehensive modernization is typically required.

## Main Concourse

Wayfinding signage overall was observed to be useful, but staff pointed out that at the top of steps at the home plate entrance there is no wayfinding to indicate what seating sections are to the left and right. The condition of the concourses was observed to be good and well maintained with very little cracking showing. The public restrooms have many of their original finishes and fixtures but appear to be well maintained and in good operating condition. When it comes time to renovate the public restrooms, we recommend utilizing slab sinks over the single, small sinks currently in use. This will reduce the amount of water on the floor during an event.

The fixed concession stands on the main concourse operate with much of its original equipment and interior finishes. Equipment breakdowns are occurring more frequently, but the Mariners and Centerplate have mutually agreed for ballpark operations to assume responsibility for maintaining food service equipment going forward. The operator and Centerplate have a plan to renovate stands annually and the installation of digital menu boards throughout the ballpark will commence in 2022.

The main retail store off the main concourses is sized well but has dated finishes and lack the integration of digital displays seen in more contemporary team store designs. The checkout location in the store retains a cluttered appearance and should be redesigned to eliminate the customers view into this area.

We recommend adding lockable phone charging stations on the main concourse to augment the T-Mobile branded unsecured charging stations in The Pen.

## Suite Level

The suite level of the ballpark is in very good condition. The interior of the individual suites, for the most part, are unchanged. While the walls, floors, countertops and furnishings and cabinetry are in very good condition, the suites look dated and need a refresh soon. The exterior seating for the individual suites is in good condition. There are some seats that are fading due to sun exposure, but the individual suites are well maintained. Custodial services to the suites appear to be very good. We saw suites both between games and just prior to a game and the suites were clean and ready for occupancy. The larger group suites are very similar to the individual suites in terms of condition, finishes and, furnishings. The operable walls in the group suites are in very good condition. The exterior seating in the group suites were also in good condition and repair. Suite level hallways were in very good condition as were the restrooms on this level. The restrooms on the suite level are at a higher level of finish than those found on the public concourses, but these restrooms are beginning to look dated. The Allstar Club was observed to be in excellent condition. Flooring and furnishings have been well maintained and service areas were attractive and well positioned. Seat areas off of the Allstar Club look very good and this area does not look as dated as some other areas in the Suite Level. Food service support areas for the Suite Level need cleaning and are in poor condition. Equipment is in poor condition in back of house areas.

## Terrace Club Level

The Terrace Club level seating area is in very good condition. The padded seats are not showing too much wear and the amount of fading in the padded seats is limited. We did not notice any specific concerns about the concrete slab in this area. There is limited cracking and spalling in the concrete. In the Terrace Club steps and handrails are in good condition.

## Upper Concourse

The finishes on the upper concourse are similar to those observed on the main concourse in that food service equipment and restroom finishes are mainly original. The concourse did show significant signs of cracking but does not appear to be large enough to be of a structural concern. Many of the cracks have been routed and filled with epoxy to prevent water penetrating through the slab.

The Mariners have made recent fan amenity improvements to the upper concourse to include the 2019 addition of the Roof Top Deck. The upper concourse is utilized to store unused concession portables that are currently in the view of the public. We recommend adding a branded windscreen to block the public's view of this temporary storage area.

Many of the electrical room on this level are being used for storage and had combustible materials stored. However, the rooms were generally observed to be clean. We recommend removing equipment and relocating combustible materials (primarily cardboard boxes). Fire extinguishers within the electrical rooms were observed to have up to date inspections.

## Seating Bowl

Staff indicated they fix 1,000 to 1,200 seats a year with current attic stock supplies, however the current seat models have been discontinued by the seating manufacturer. The plan in the next five years is to replace the vast majority of the bowl seats, which were observed to be in very good condition for 22 years old. There's very little evidence of UV-fading or degradation of the plastic. In 2022, the ballpark operations is scheduled to replace the seat pans on level two.

In reviewing the fixed seating, we observed widespread rusting of the end of rows seating standards anchor bolts. This condition is likely due to the use of non-galvanized bolts and nuts during the original seat installation. Expansion and caulk joints appeared to be intact and well maintained. The stainless-

# T-Mobile Park Maintenance and Operations Review



steel expansion joint covers are in very good condition and exhibited few signs of wear and tear.

The condition of the concrete treads and risers were observed to be in very good condition with little evidence of scaring from pressure washing.

## Exterior

The exterior of the ballpark was generally observed to be in fair to good condition. The South and West sides of the ballpark sidewalks do not exhibit the past subsidence that was observed on the North side of the ballpark. Significant repairs have been made including the replacement of large sections of concrete on the North side due to the subsidence. This appears to be a recurring issue as we observed significant cracking and subsiding sections of sidewalk that had yet been repaired.

The entry gates and their painted surfaces were all observed to be in good condition and well maintained. Much of the steel appears to have been recently recoated.

## Garage

The garage is in good condition and the concrete structure is showing few signs of concrete cracking or spalling. The expansion joints appear to be in good condition although we noted a repair in one expansion joint on the third level that looked complex. We were not able to get specific information about this repair before drafting our report. The overall appearance of the garage is good but there are numerous areas on each level that show more attention to cleaning is needed. The whole garage could use a good power washing and specific attention needs to be paid to areas where there is a buildup of grease staining and food waste residue. We noted two areas where there is cracking in the slab and it appears that there has been some water intrusion in those areas. There are several storage areas within the garage with some well-organized and accessible while others are cluttered and look like boneyards for broken equipment. Some of these storage areas are fenced while others are just equipment or supplies stacked up. It might

be useful to discuss a better storage program that would free up spaces for on game day. We were told that there is a plan in place to modernize the elevators in the garage. We noted that the elevators seemed to be a little jerky and the finishes in the elevator cabs were in poor condition. The plazas and the exterior of the garage are in good condition but could have used additional cleaning following the last game. The equipment for entry control looks to be original and while it is working it is likely near the end of its useful life.

## Service Level

### Mariners Team Spaces



Entry to Mariners clubhouse is in excellent condition



Equipment and laundry room in Mariners clubhouse space in good condition

# T-Mobile Park Maintenance and Operations Review



Team dining area in good condition



Coaches offices in good condition



Tunnel to home dugout in good condition



Mariners clubhouse with lockers dating back to 1999 but the space is in overall good condition



Coaches office in good condition

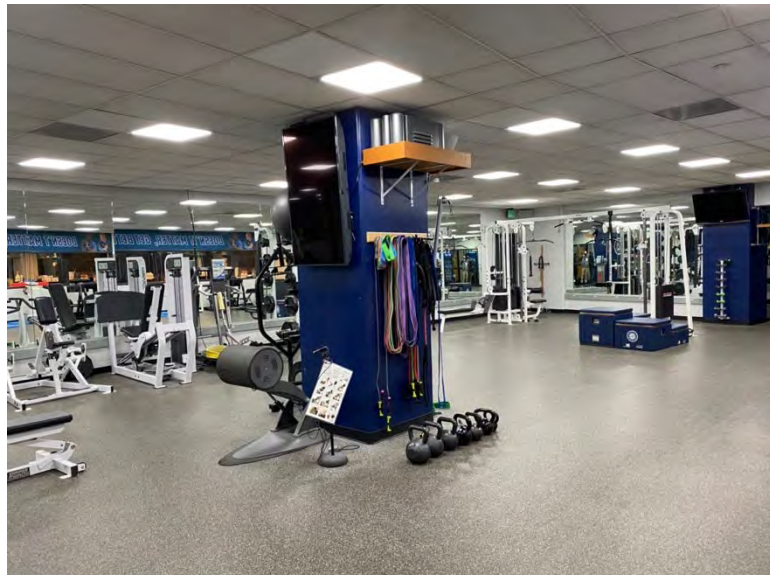


Mariners coaches locker room in good condition with original wood lockers





Mariners training spaces have been well maintained



Home team workout space in good condition

Diamond Club



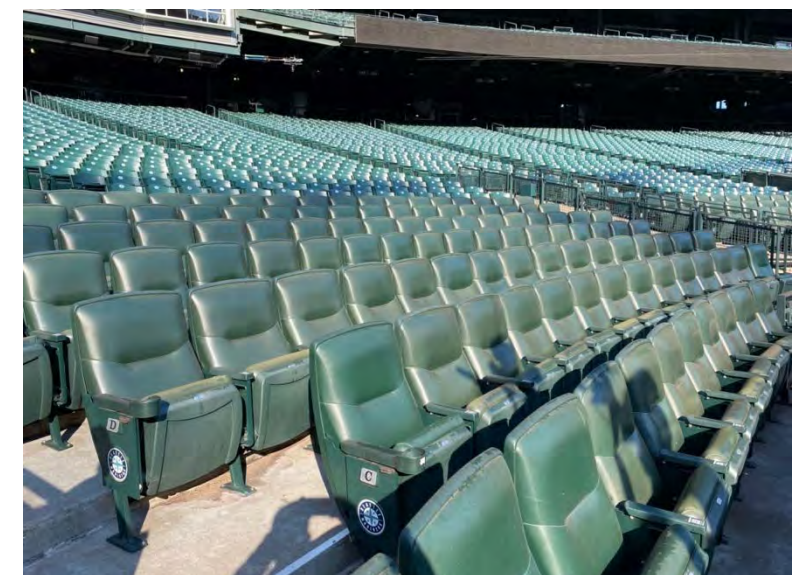
Diamond Club with original furniture but space in overall good condition



Interview room adjacent to the Diamond Club is used as overflow seating for the Diamond Club



Interview room set up as overflow seating for Diamond Club



Seating behind home plate for Diamond Club members is in good condition



Diamond Club kitchen, that was reported to have much of its original equipment, is due to be renovated in 2023



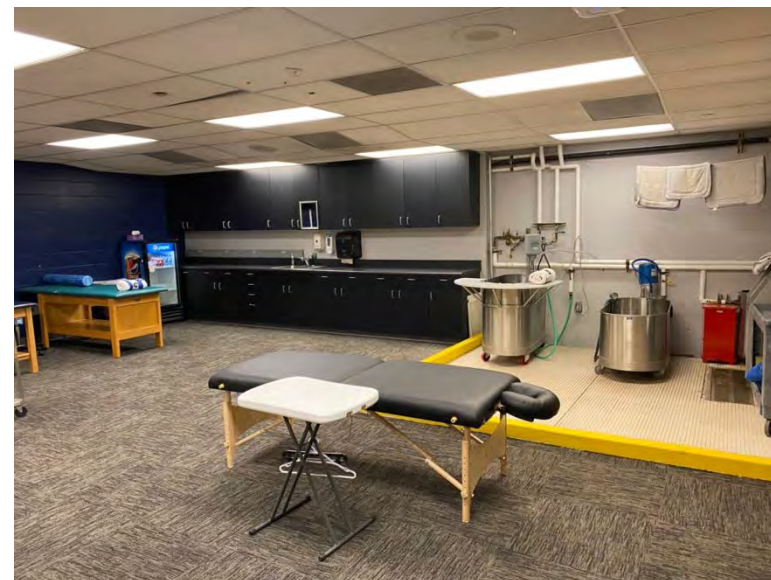
Electrical panelboards in Diamond Club kitchen with signage warning area in front of the panels should be free of obstructions



Weight room in visiting clubhouse with dated finishes but in good condition



Visitors' Clubhouse



Visiting clubhouse training and physical therapy area clean and well organized



Visiting clubhouse with lockers dating back to 1999 but in overall good condition



Player dining area was observed to be well maintained



Wet area was observed to be well maintained



Electrical equipment was last thermal tested in 2020 and should be re-tested every 2-3 years

Operational Spaces



Shower area with original countertops and fixtures but still functioning well



Main electrical room on 3<sup>rd</sup> base side is clean but used for parts storage



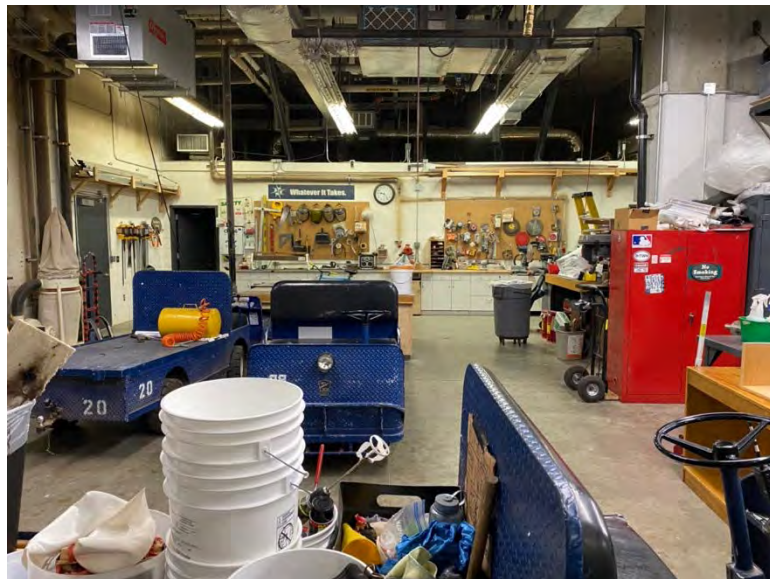
Emergency generator is exercised regularly



Emergency generator room was observed to be clean and equipment free



Electrical distribution room on first base side is clean, well-maintained but used as a maintenance storage area



Maintenance shop was observed to be well organized



Groundskeeping space was observed to be well organized and clean



Pumps in plant area, equipment in good condition



Emergency generator in very good condition, generator is test run regularly



The operator is in the process of installing a new pump and a new VFD on one of the towers - the area around the towers should be cleared of vegetation



Central plant is clean but somewhat cluttered



Switch gear in good condition, records show proper inspection but will need thermal testing soon



Hot water boiler showing rust and previous leakage, plant floor should be sealed with epoxy



Overhead pipes with considerable rust



Rusted pipes but no sign of leakage



The service level right outside the security office is in impeccable condition

Main Concourse



Main concourse where additional directional signage is needed



Loading dock with the dumpsters for trash and recycling is well maintained and clean - Operations is going to replace the asphalt and the rails in 2021 offseason



Concession stand outside Section 127 with branding in fairly good condition with countertops and the metal corrugated panels below having a few dents

# T-Mobile Park Maintenance and Operations Review



Electrical room across from Section 116 is clean but the cardboard box is a combustible material and should be removed



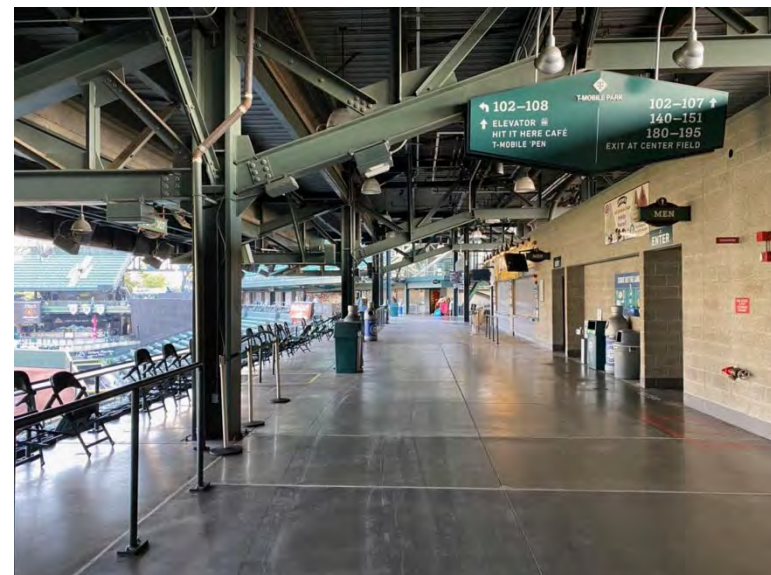
Men's restroom next to Section 112/114 with metal partitions in very good condition



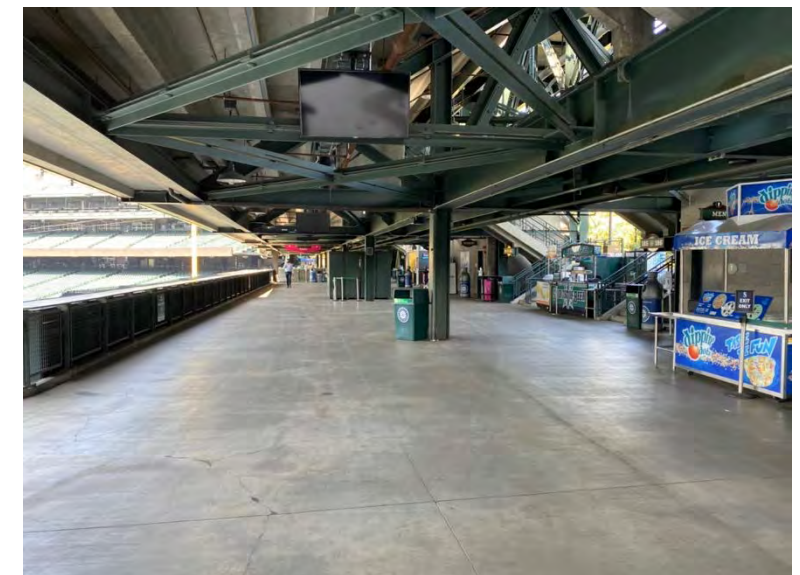
Concession stand in right field corner with foam core menu boards - menu boards are scheduled to be upgraded to digital menu boards in 2022



Men's restroom outside Section 112/114 is in good condition as the finishes are original and are likely due for an upgrade in the next couple of years



Main concourse on the in right field line is in good condition, well-maintained and no visible signs of debris



Main concourse at center field was observed to be in good condition, with just some minor spots of rusting on the columns



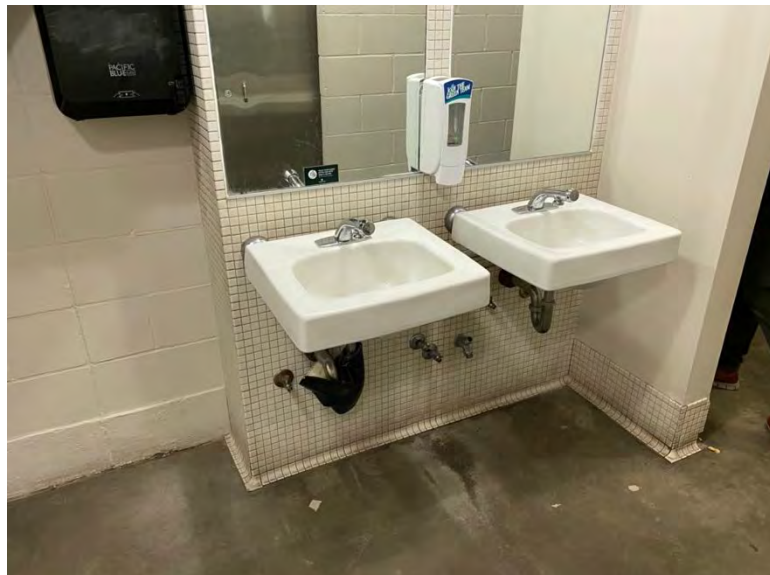
Men's restroom outside Section 150/149 is showing its age as the finishes are worn out, some broken tile, and rust on the access panel door



Example of slab sink in a sports and entertainment venue



The team store was observed to be clean and well maintained but the slat wall displays are vintage - most of the displays are at least 11 years old according to staff



When the public restrooms are renovated consideration should be given to adding slab sinks to replace the individual sinks



Main team store is well sized with appropriate spacing of display racks to facilitate efficient circulation



The checkout area in the team store allows the customer to observe all the behind-the-scenes clutter during the checkout process



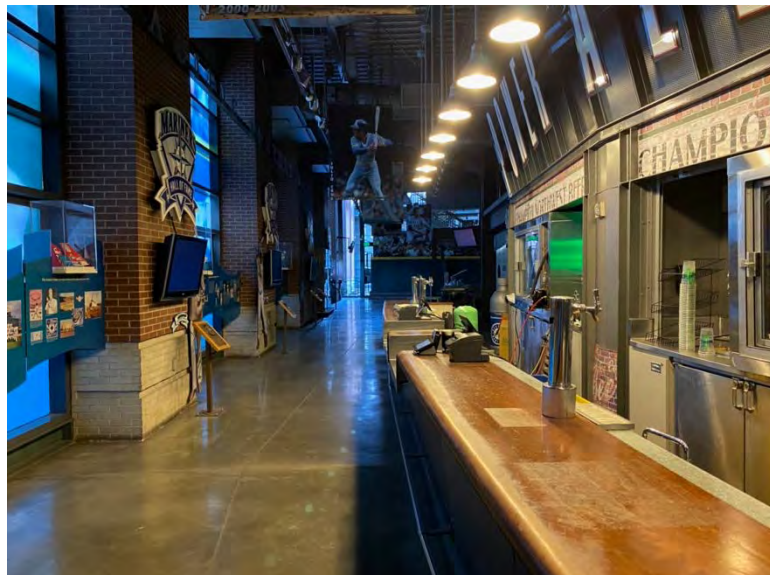
Pizza and Wings concession stand outside Section 142 is in good condition, clean and only a few dents in the countertops



The Pen concourse well maintained



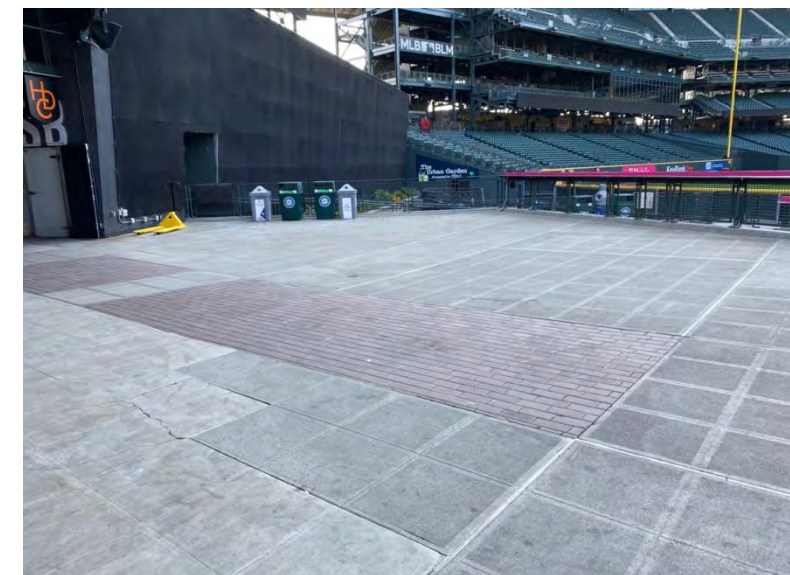
Example of lockable phone charging station



Hall of Fame space on the main concourse is clean and well maintained but the countertops for the bars appear to be vintage



T-Mobile phone charger location at The Pen requires fans to stay with phone – consideration should be given to adding a secure, lockable phone charger station so fans can return to their viewing location or seats



Patio at the Pen is in good condition with only minor cracking of the concrete

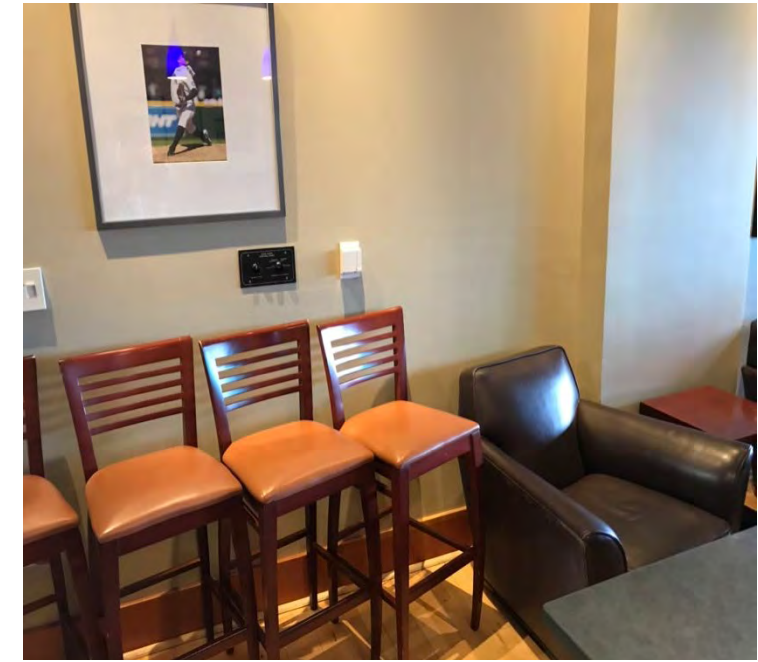


Center field gate location is in good condition and very clean

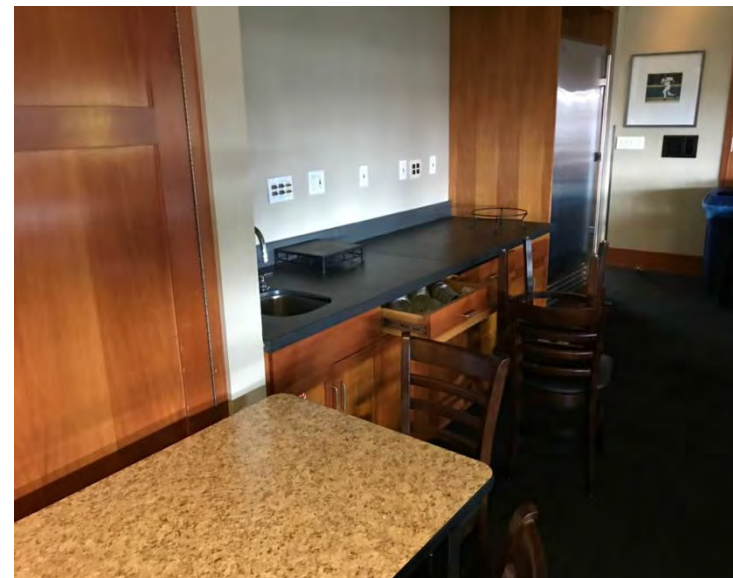
Suite Level



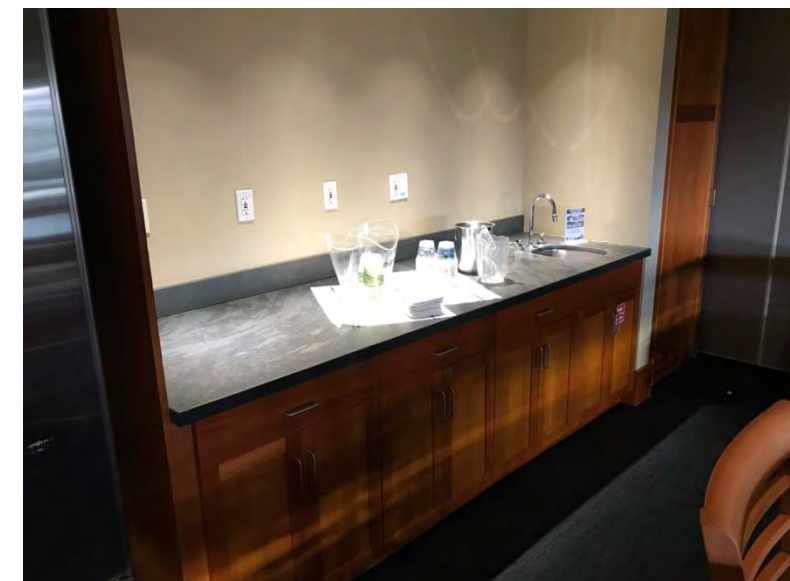
Individual suite typical setup with finishes in good conditon but are beginning to look dated



Furnishings in suite are in good condition but are looking dated



Suite counter tops are starting to show wear



Wear on counter tops in individual suites was observed

T-Mobile Park Maintenance and Operations Review



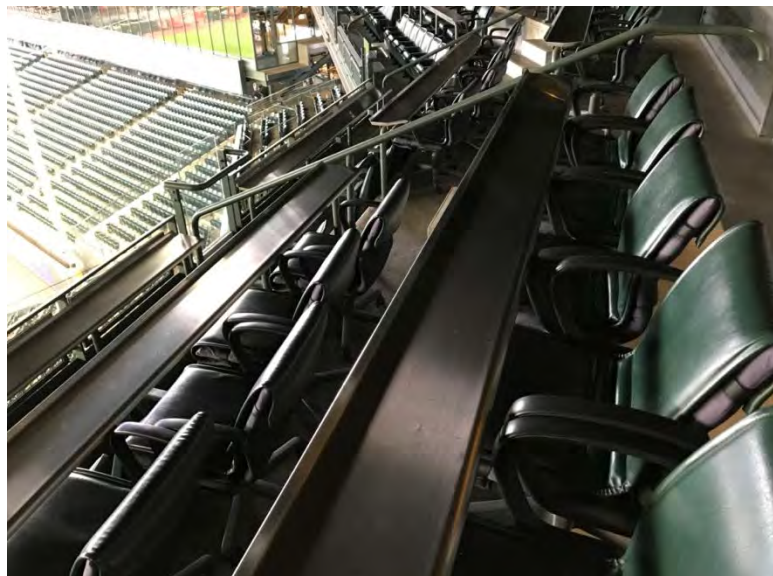
Exterior of suite in good condition, some chairs showing wear



Exterior seating for Allstar Club in excellent condition



Seating in Allstar Club furnishing in excellent condition



Exterior suite seating with chairs and counters in good condition



Group suite seating and tables in good condition

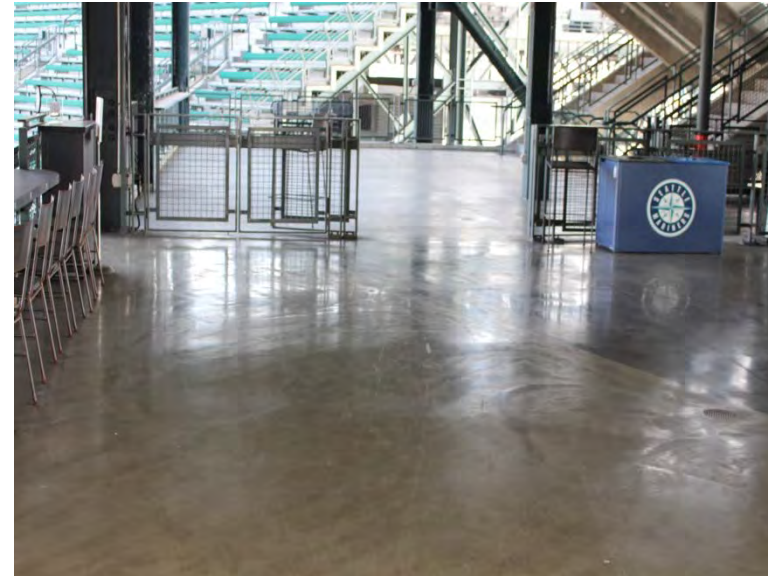


Service area in Allstar Club. area very clean and in good condition



Allstar Club was observed to be in very good condition with current finishes

**Terrace Club Level**



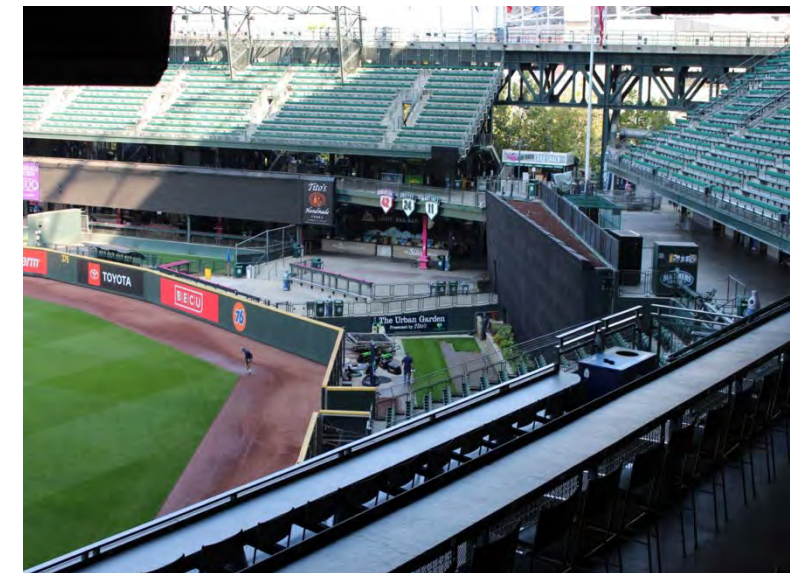
Club level area headed toward Hit it Here, concrete in good condition in this area



Entrance to Hit It Here Cafe shows lots of dings and dents this area should be considered for upgrade



Interior of Hit It Here Cafe has tired finishes



Exterior of Hit It Here Cafe seating in poor condition and counter tops looking tired



Another shot of Hit it Here showing tired fixtures



The field in excellent condition from the Terrace Club Level



Interior of Hit it Here has great views but not attractive



Hit It Here has great sightlines but is not attractive, a refresh will be needed soon



Club Level Main kitchen oven in poor condition, appears to be at the end of useful life



Terrace Club Level food service storage area, and dish wash area was not as clean as it should be and needs better organization



Ovens in main kitchen area, it appears that these may be nearing the end of their useful life



This area of the kitchen was reasonably clean, the kitchen layout is poor and new food prep areas should be considered in the near future



New exterior seating on club level in very good condition



Main kitchen hot line equipment is showing wear



Another shot of lunch service, set up was ok but chairs for this type of service are below standard



Specialty food area on main concourse, observed to be clean and in good condition



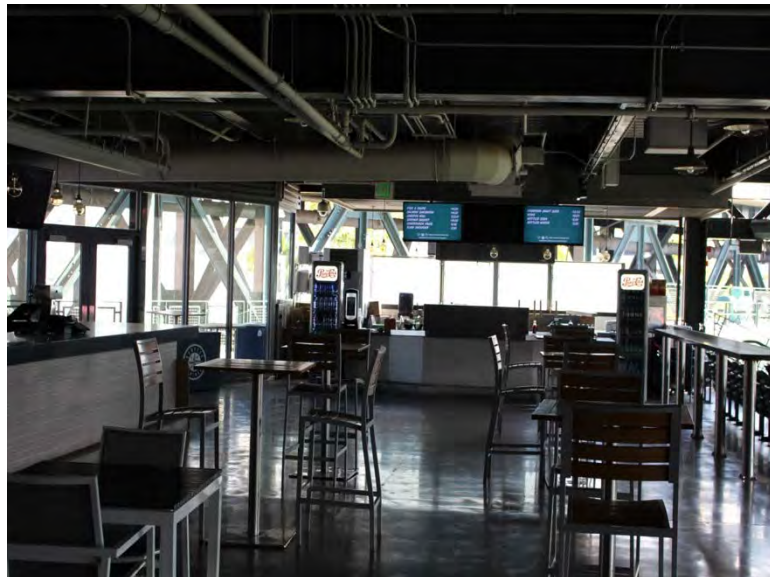
*This concession area was in very good condition and very clean*



*Concession area, this area was clean and in fair condition equipment looks dated*



*Main kitchen storage area showing damage to insulation*



*Concession area, clean but not much activation*



*Another portable concession area, clean but dull and poor signage*



*Main kitchen area was fairly clean, but gas bottles need to be secured*



Concession stand, clean but lack good activation



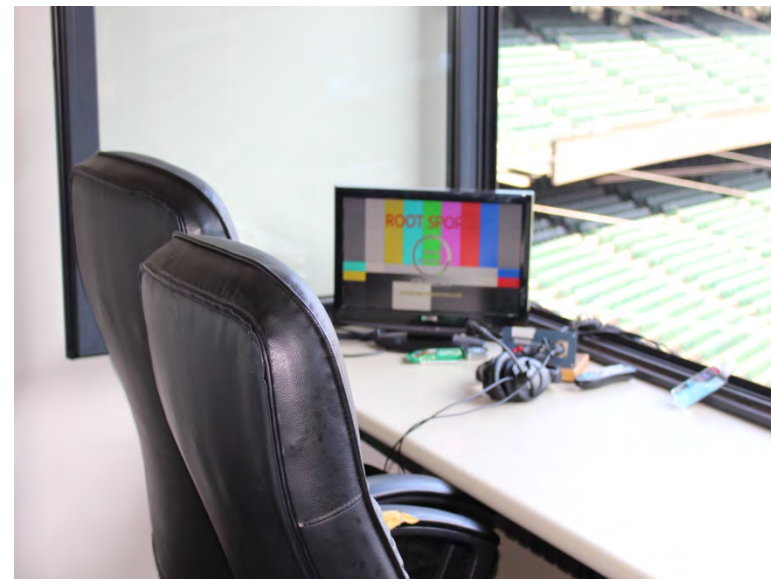
Main kitchen production line equipment is in poor condition



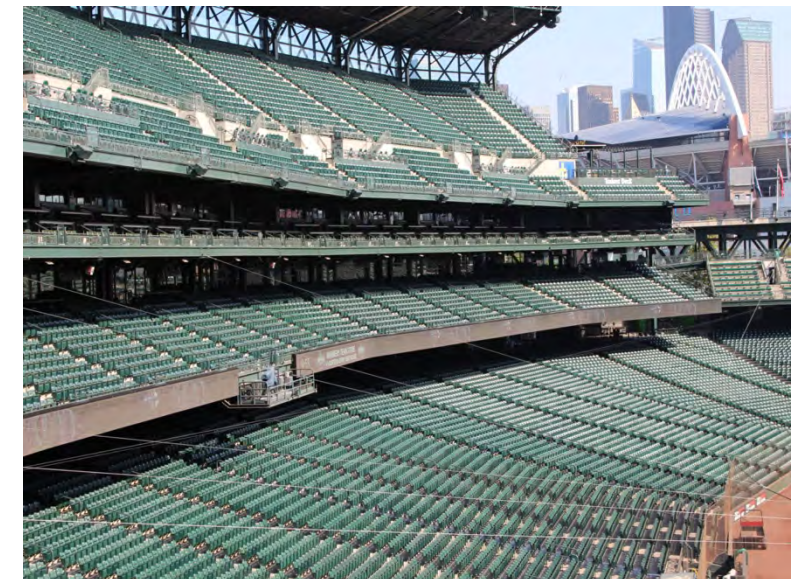
Shot of concession stand showing dinged and damaged equipment



Broadcast booth, area was clean and in good condition



Broadcast booth area was observed to be clean and in good condition



Safety netting in good condition



Shot of bar area, surfaces in good condition but better signage is needed



Corridor carpet is clean and in good condition

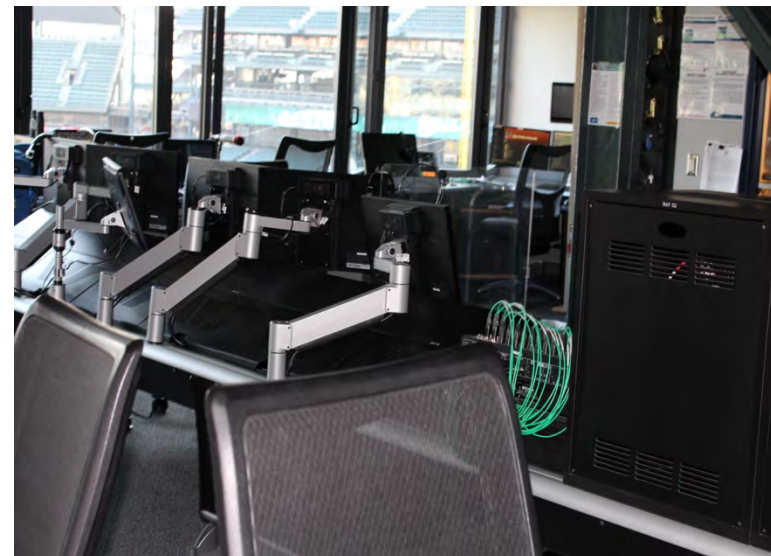
### Upper Concourse



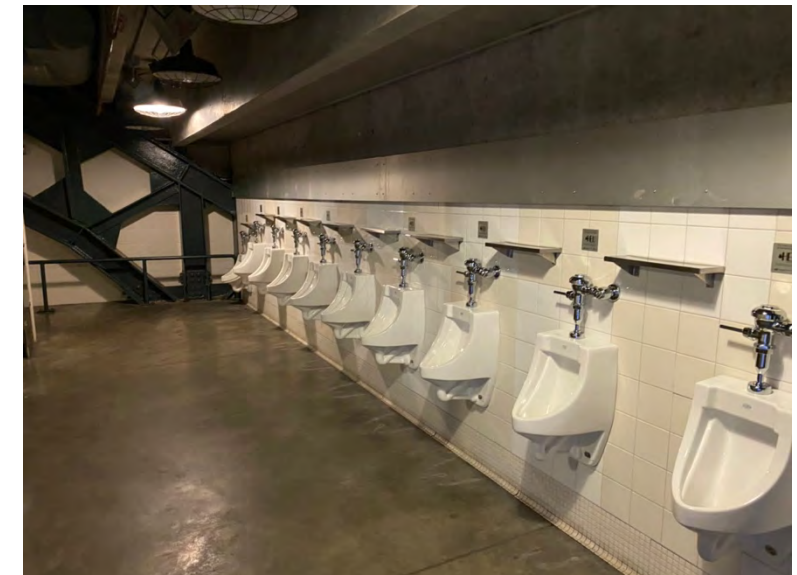
Upper Concourse outside section 331 has been well-maintained



Broadcast production area was clean and in good condition



Production area with very tight quarters



Men's restroom outside section 331 with original finishes, but in very good condition



*These sinks should be replaced with a slab sink at time of renovation*



*Concession stands have recently updated the point-of-sale system as the ballpark no longer accepts cash*



*Concourse outside Section 319 was observed to have a lot of concrete cracking, but most cracks have been routed and filled with epoxy to prevent water intrusion*



*Concourse outside section 327 the structural steel appears to have been recoated recently and was observed to be in very good condition*



*Concession stand outside Section 325 has mostly its original equipment but was observed to be clean and in good condition*

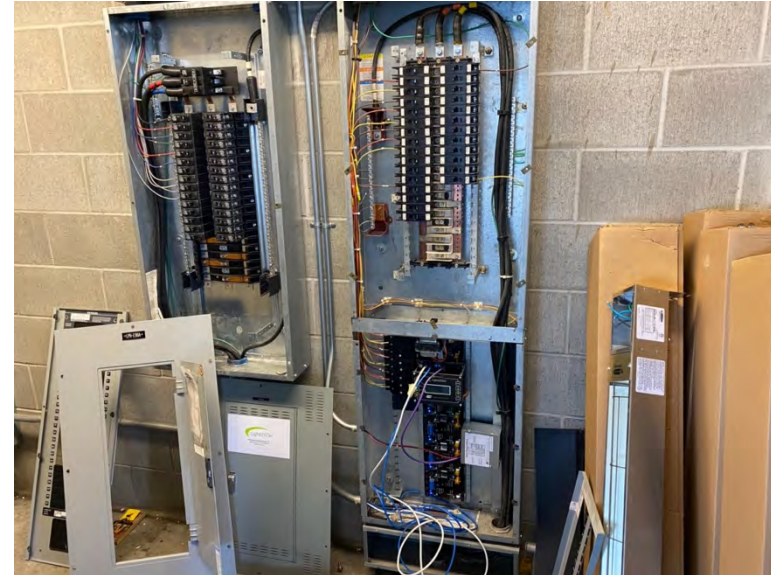


*Concession portable storage on the concourse outside Section 314 is visible to the fans – recommend placing windscreen to block the view of fans into the “boneyard”*

# T-Mobile Park Maintenance and Operations Review



Electrical room in Section 309/310 vomitory used to store housekeeping cart – these items should be stored in janitor’s closets



Electrical closet outside Section 306/307 with panelboard face panels removed and cardboard boxes being stored



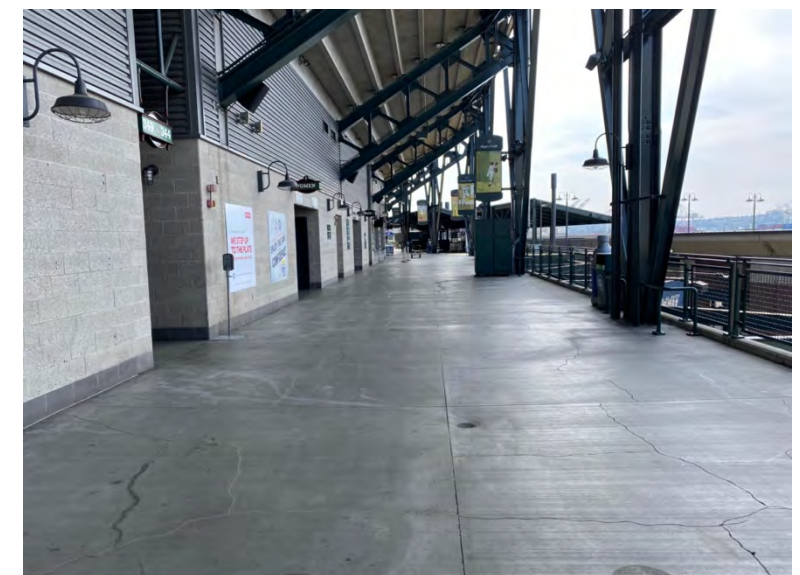
Concession stand outside Section 349 was observed to be in good condition with original equipment



Fire extinguisher in Section 309/310 electrical closet has an up-to-date inspection



Trident Deck in the left field corner was observed to be in very good condition



Upper Concourse on the left-field side is in good condition with cracks that are maintained by being filled with epoxy



Food compostable and recycling containers outside Section 344 - generally receptacles are in good condition throughout the ballpark



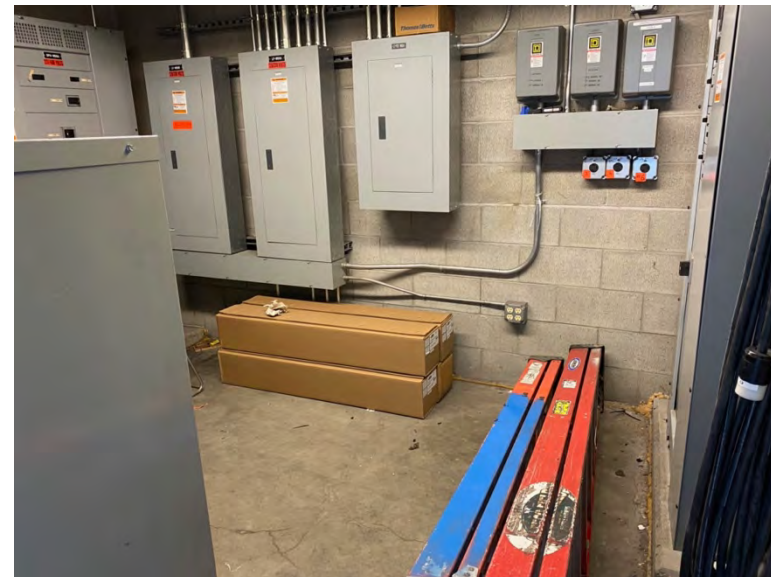
Portable stand, the Cantina Nachos, outside Section 341 is clean and observed to be in good condition



Rooftop Deck on the upper concourse was created in 2019 and was observed to be in very good condition – flooring is weathering well, lots of large televisions and a great view of the bay



Electrical room outside section 345/344 has some debris and used as a storage area for seat parts - this electrical room also has a transformer that has a high pitch hum that seems to be louder than normal



Electrical room outside Section 335 is being used to store ladders and cardboard boxes



5



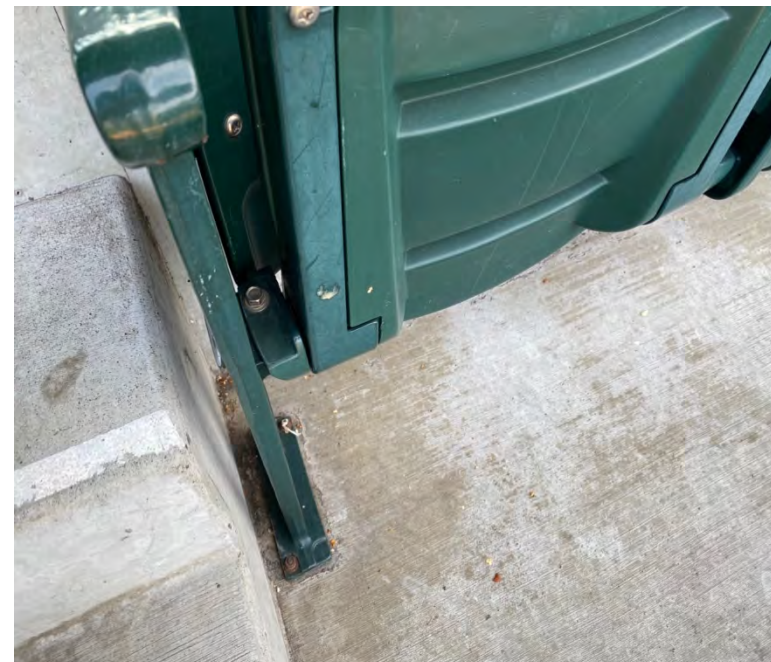
Seating Bowl



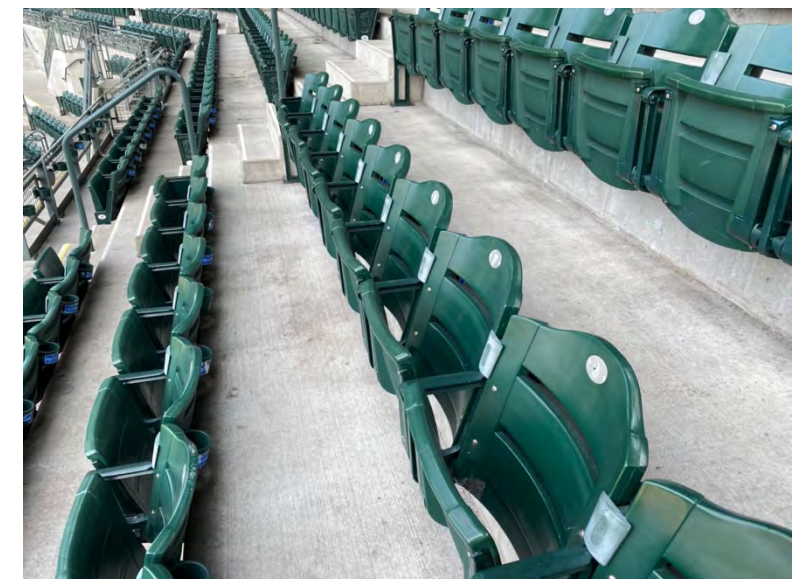
Railing at Section 327 has faded surface and showing signs of oxidation



Expansion joint cover in Section 319 is in good condition as we didn't observe evidence of damage to the plate or oxidation



Seating standard for seat 1, row 14 in Section 325 with anchor bolts having oxidized - this condition was observed on many seat standards



The concrete treads and risers in the upper bowl exhibit very little evidence of scarring or damage to the concrete - the caulk joints overall appear to be in fairly good condition



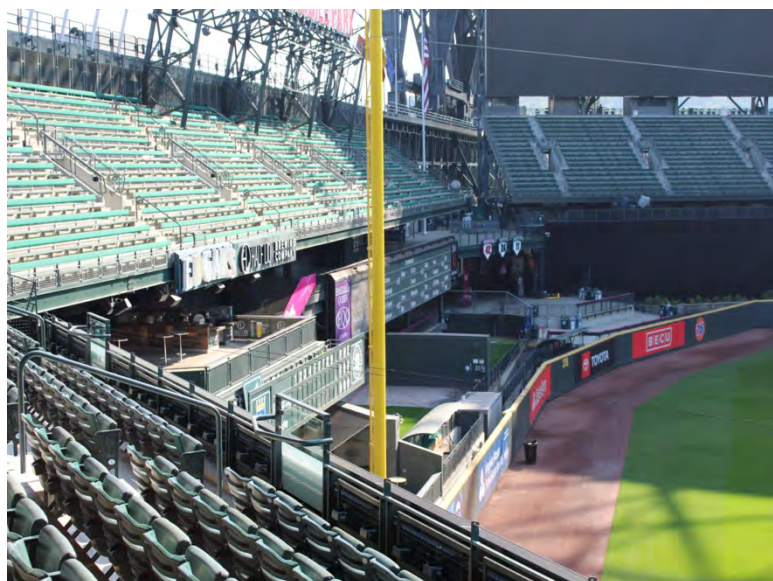
Seating in 300 sections in good condition but showing some signs of fading in areas



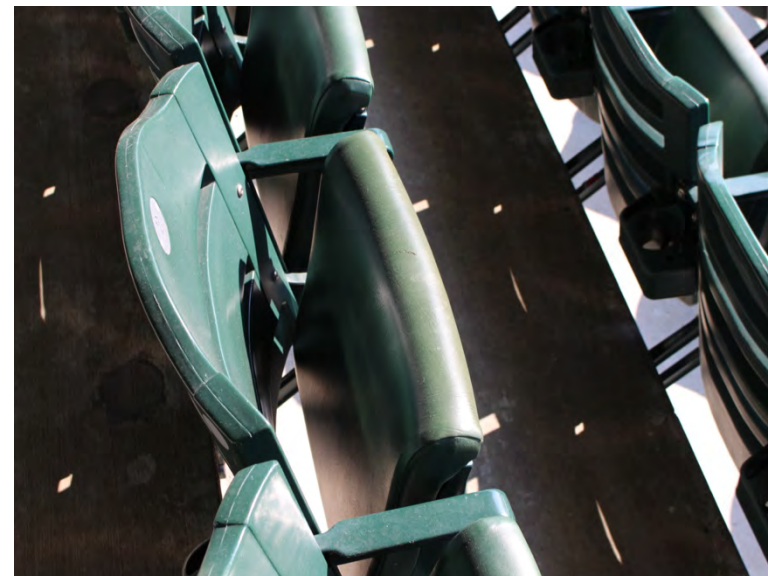
Seat end cap showing some corrosion. Seat anchors are still in good condition here



Breakup of caulking joint



Bleacher area observed to be in good condition



Seating with seat padding is fading and to be replaced in the off season



Section 332 seat back, holding up well but no longer available so new seats will be a different model



Seat standard in 100 level, section 127 in good condition with minimal rust on attachment bolt – seating replacement should involve the installation of stainless-steel anchor bolts

Exterior



Right field gate with concrete in great condition, very little cracking - painted surfaces appear to be in good condition



Box office window on Edgar Martinez Drive with a damaged speaker



Perimeter on Edgar Martinez Drive with concrete's in good conditions and caulk joints observed to be to be intact



Near the BECU ATM at the home plate entrance with sidewalk subsidence creating a trip hazard



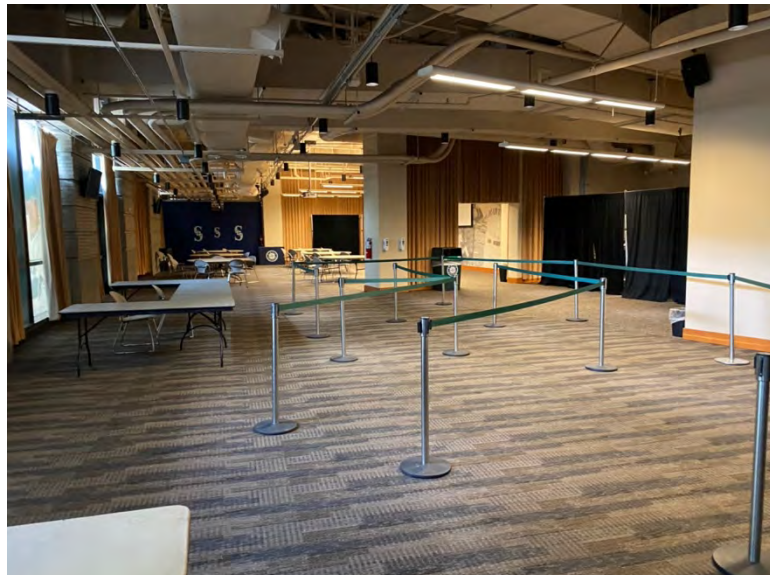
Third base entry was observed to be in good condition



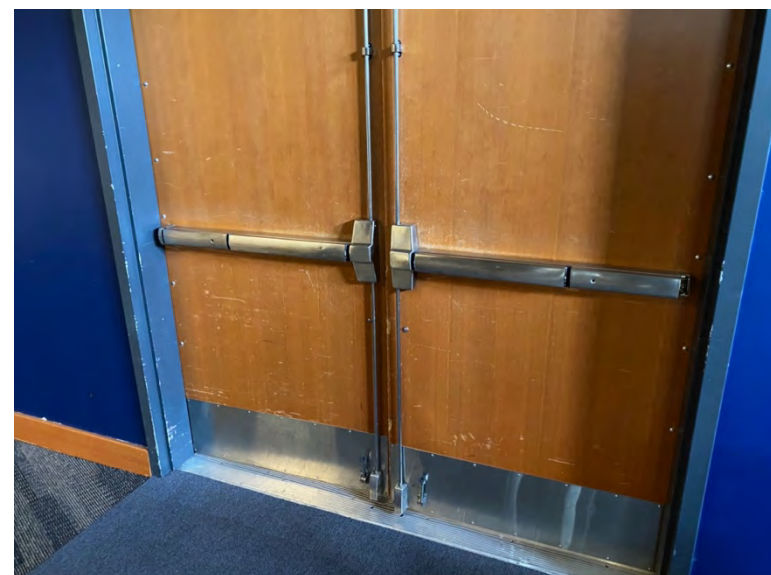
Ellis Pavilion carpeted floor in good condition



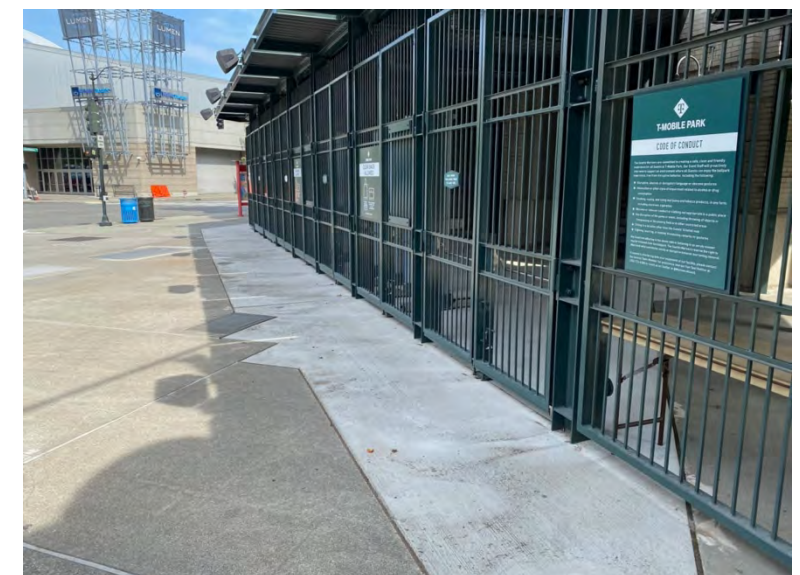
Gates at the Home plate entry was observed to be in very good condition



Ellis Pavilion, which is a multifunction entertainment space, was observed to be in good condition



Doors exiting Ellis Pavilion showing signs of wear and tear on the wood and door hardware



Left field gate with sections of concrete that had been replaced because they subsided



Left field gate where there has been there's been significant concrete repair due to previous subsidence



Damaged concrete outside the team store between the left field and center field gates

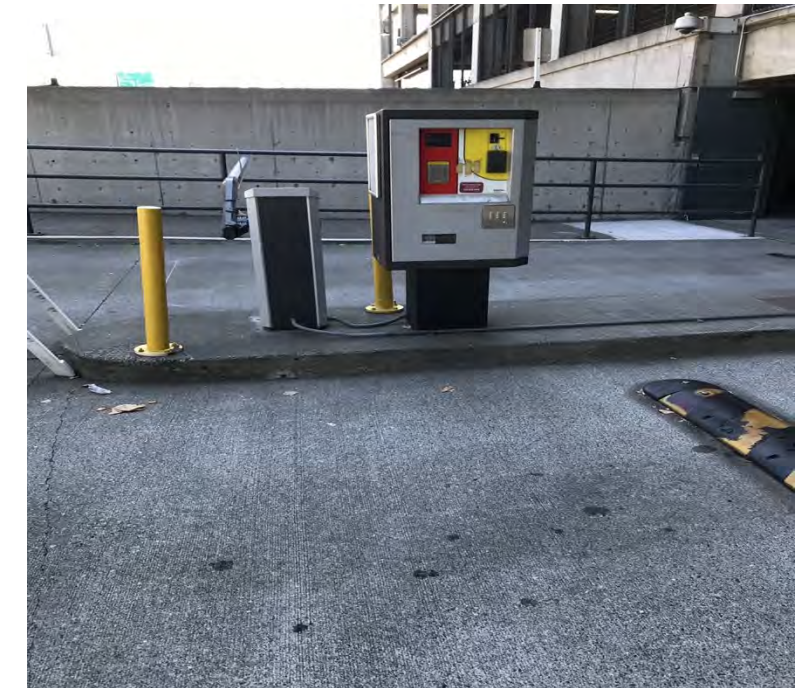


Cracking in the concrete outside the left field gate



Concrete that has subsided creating a potential trip hazard between left field and center field gates

Garage



Main garage entrance off of Edgar Martinez with equipment dated but appears to be in good working condition



Just inside the main entrance paint on the surface is confusing and should probably be redone



2<sup>nd</sup> floor of garage, concrete is in good condition but needs power washing



Another storage area in the garage on level two



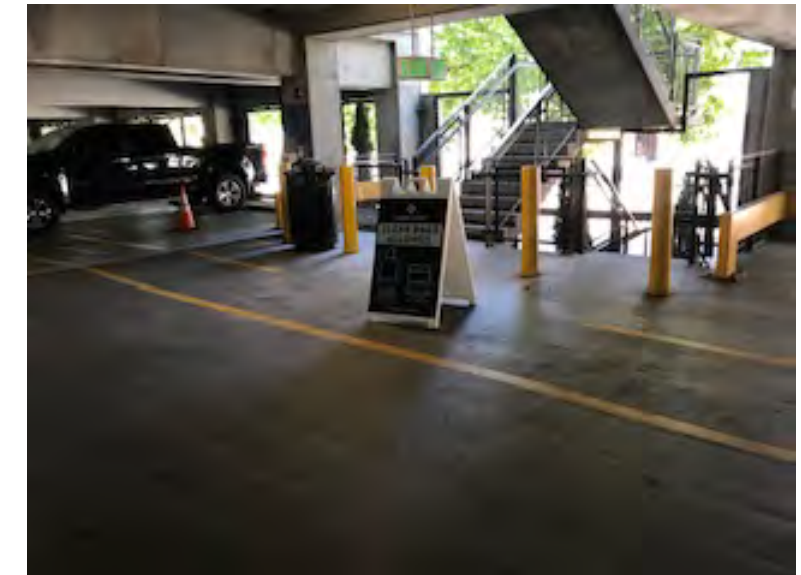
Level three showing strong dirt and oil buildup



Storage area on second level this area is clean and well organized



Level three of the garage is showing some concrete spalling - this is not a serious problem and is limited throughout the garage



Level three looking south, this area is fairly clean



Expansion joint on level two in good condition - other expansion joints look good except for a repair on level four



Level three looking north, showing good condition



Ceiling on level three showing cracking in concrete and water intrusion



Level three headed towards level four on the south side the floor, walls, and ceiling in good condition - signage and wayfinding in the garage is somewhat confusing



Level four showing dirt and oil buildup that needs cleaning



Same area on level three, looking west - water intrusion and cracks that need attention



Level four showing staining and oil buildup indicating need for power washing



Level six looking south - concrete is in good condition and fairly clean



Stairway on north end leading down to level three is stained and needs cleaning



Level five showing elevator landing area was clean, but cracking is noted on floor area



Fire connect on level six needs re-painting



Exit doors looking west on level two in good condition



Storage area on level one is well organized and clean



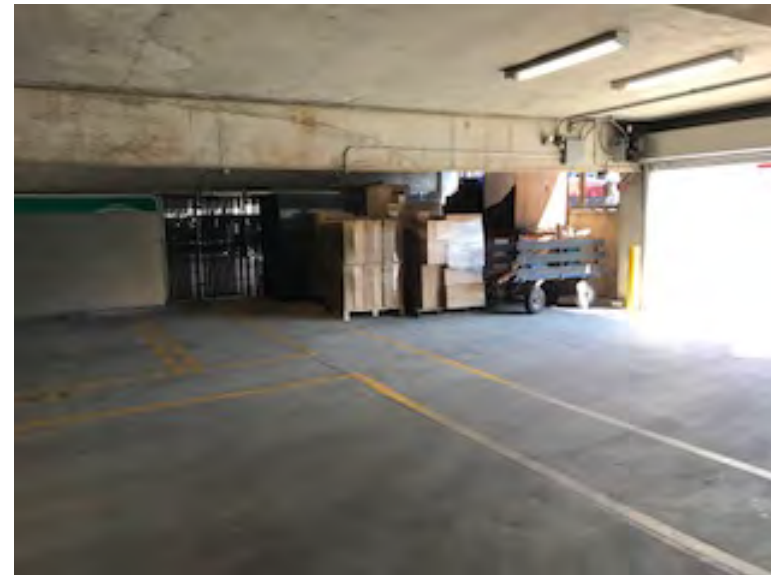
Adjacent storage area on level one is messy and crowded



Garage exterior along west side of the garage was clean and in good condition



Another storage area on level one is unorganized



Another storage area at east lower-level entrance is compact but not secured

## SUMMARY

During the course of this assignment, the consultants have reviewed all of the documents including a careful review of the Operating Plan and the Operating Standard, the Ballpark Management Plan and the Operations and Management Plan which are addressed in the Ballpark Lease in Section 3.2.1.1. The consultants also reviewed information provided by the Mariners related to capital expenditures and planning and procedure documents related to addressing the Covid-19 pandemic.

Where available, we reviewed operating policies and maintenance procedures. During our interviews with Mariner's operations staff, we discussed their usage of their Computerized Maintenance Management System (CMMS). We found that the Mariners are in the process of changing from an older system to a newer and more capable system, but that conversion is not complete. The Mariners are adding an operational position to oversee the daily administration of the CMMS in order to optimize its capabilities.

We completed a detailed inspection of all levels of T-Mobile Park, we have conducted interviews with all of the key staff from the Mariners organization who are involved in ballpark operations and maintenance. We looked at staffing levels and experience levels of all key staff including those who perform services for the Mariners on a contract basis. We reviewed capital programs. During our inspection we took pictures of the areas we inspected and provided commentary on those areas that we felt there was a need for improvement. These included the condition of equipment, cleanliness, and storage issues. None of these issues were of great significance but we felt these were worth noting for future reference. Many of the issues we noted were probably the result of limited supervision, high turnover and need for additional training and written policies or procedures.

Following the collection of information, inspection and interviews the consultants addressed the question of whether, in our, professional judgment, the Seattle Mariners are adhering to their obligations in the Ballpark Lease Agreement as set out in Section 3.2.1.1.

Venue Solutions Group and BCI+network find that in our, professional judgment, the Seattle Mariners are meeting their obligations to the PFD under the Ballpark Lease Agreement. We found the ballpark to be in excellent condition. The maintenance and upkeep of the ballpark reaches a high level of quality and care. We found that the Mariners are actively engaged in planning for long-term capital investment and that they are working to build a quality team of professionals to plan for and oversee the long-term maintenance of the facility.

No MLB ballpark is in perfect condition especially during the season, which has been especially true during the Covid 19 pandemic. High turnover especially in maintenance staff and difficulty in recruiting event staff has impacted all major professional sports venues. Our findings demonstrate to us, in our professional opinion, that T-Mobile Park would compare very favorably to its comparable set of MLB ballparks.