

October 24, 2023

# Maintenance and Operations Review

T-Mobile Park



# TABLE OF CONTENTS

---

Executive Summary	3
Report	5

# T-Mobile Park Maintenance and Operations Review Final Report



## Executive Summary

Venue Solutions Group (VSG) and BCI + network (BCI), working as a joint venture, was engaged by the Washington State Major League Baseball Stadium Public Facilities District (PFD) to assist the PFD Board in its biennial 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. Work on this assignment commenced on September 11, 2023.

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 2023 Operations and Management Plan
- The 2023 Ballpark Operations Organizational Chart
- The 2024 Cap-Ex Plan-Annual Plan, B&D Venues revised May 12, 2023
- The Ten-Year Cap-Ex Plan-Annual Plan, B&D Venues revised May 12, 2023
- Examples of checklists from ballpark operations

The work process of the consultants also included a 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. 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 ballpark 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 which have been addressed in the condition assessment reports.

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 second day of our on-site visit, we met with Joshua Curtis, Executive Director of the PFD to ensure that we covered the areas that the PFD wanted to see us inspect and assess.

Prior to our meeting with Mr. Curtis, we met 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. In this meeting were representative from ballpark operations to include operations, engineering, guest services, ticketing, and security. Sodexo Live, the ballpark's food and beverage contractor, provided an update on staffing and upgrades.

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 each day 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 very clean and presenting well at the time of gate opening. The Mariners, like most major professional sports venues, had experienced challenges in filling their event staffing needs coming out of the Covid-19 pandemic. This situation appears to have stabilized though aggressive recruiting and increasing pay for food service staff by adding a tip option at the point-of-sale terminals.

# T-Mobile Park Maintenance and Operations Review Final Report



## 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 continuing to meet their operations and maintenance obligations to the PFD as set out in the Lease document between the PFD and the Mariners. We continue to find the ballpark to be in excellent condition for its age.

The maintenance and upkeep of the ballpark continues to be at high level of quality and care. The Mariners continue to be 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 2015 ballpark capital plan was updated in 2022 with a condition assessment performed by B&D and CAA/ICON.

The consulting team did find improvement in the condition of back of house spaces such as mechanical and electrical rooms.

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 ranks very favorably to its comparative MLB ballparks. This facility has been carefully maintained and is currently in very good condition.

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.

As a part of our review, we have benchmarked T-Mobile Park’s engineering staffing levels with four other MLB retractable roof ballparks to better understand the operator’s commitment to maintaining the ballpark. Staffing levels are only one measure as the skill of the employees performing the maintenance and the leadership of the department also impact the effectiveness of the maintenance program. Based on the chart below, the Mariners have invested well in staffing of the group primarily tasked with maintaining ballpark systems. The comparable ballparks are American Family Field, Chase Field, loanDepot park and Globe Life Field.

Venue	Engineering Department Staff	Staff Breakdown
<b>T-Mobile Park</b>	14	Manager (2) HVAC/Maintenance (5) Roof Specialists (3) Electricians (2) Plumbers (2)
<b>Ballpark 1</b>	9	Director (1) HVAC/Maintenance (4) Electricians (2) Plumbers (1) Utility (1)
<b>Ballpark 2</b>	12	Manager (1) HVAC/Maintenance (8) Electricians (2) Plumbers (1)
<b>Ballpark 3</b>	12	Director (1) HVAC/Maintenance (7) Electricians (2) Plumbers (2)
<b>Ballpark 4</b>	13	Manager (2) Technicians (8) Roof Specialists (1) Supervisors (2)



## REPORT

### Introduction

The Washington State Major League Baseball Stadium Public Facilities District (PFD) engaged Venue Solutions Group (VSG) and BCI+network (BCI), to work with the PFD in its biennial 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 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.

# T-Mobile Park Maintenance and Operations Review

## Final Report



### Findings

#### Food Service

As was the case in the 2021 review most of the food service equipment in the existing belly-up concession stands and main kitchen is original. However, the operator has a plan to systematically replace this equipment. \$2.4M has been earmarked for food service equipment replacement in 2024 with the intent to replace with equipment to increase efficiency to include more ovens. Since our 2021 visit, ballpark operations has assumed responsibility for the repairs and preventive maintenance for the equipment.

Sodexo Live and the Mariners have made significant upgrades to the overall food and beverage experience with the introduction of Amazon Walkout markets on the 100 and 300 level concourses. The markets have helped reduce transaction times by transitioning from draft beer to packaged product. Since our visit in 2021 soda fountains have been relocated from the concession stands to the concourses which has also led to a reduction in transaction times. The concession stands were observed to be fairly well clean for a middle of a homestand.

All the menu boards were converted to digital displays in 2022 and their graphics were easy to read from the lines and are vibrant. The removal of the portables from the field side of the 100 level concourse has opened up the view to the field from the concourse.

Overall, the food experience was viewed as outstanding as there were many offerings, concession stands and markets well-staffed. We found the staff to be especially helpful in explaining entry and exit process at the Amazon Walkout locations.

#### Operations

Ballpark operations primarily self performs maintenance in the ballpark, and it was apparent from walkthrough that its performed at a high level. Repairs to the mechanical, electrical, and plumbing systems that are considered routine are

performed by in-house engineering staff. Work orders and preventive maintenance is tracked through the 24/7 computerized maintenance management system (CMMS) and has a dedicated system administrator to manage its workflow. Ballpark operations continues to utilize the 24/7 incident management tracking system for event reporting. Event reporting typically includes tracking housekeeping issues such as spills, security issues, maintenance items and customer issues. The engineering team's points of emphasis moving forward is addressing piping issues in the concourse restrooms due to scale build up (not uncommon occurrence in a ballpark of this age), the possible addition of traffic coatings in the seating bowl and upper concourse, planning for large scale seating replacement, and cleaning up IDF/MDF rooms for the future implementation of new technology systems.

The Mariners outsource daily and event cleaning to ABM who has performed in this role for approximately two years. It is the opinion of VSG that their current performance level is good as we observed a very clean ballpark prior to the games on September 12 and 13. During our review of the game on September 12 we observed the cleaning staff to be active in addressing spills and emptying receptacles. This is evidence of strong supervision and operating procedures.

As a part of our evaluation, we requested copies of written policies and procedures related to the operation of the ballpark. We did receive information from the Mariners that was more in the form of a check lists as opposed to a formal set of policies and procedures. The information contained in the materials we received indicates a detailed listing of actions and responsibilities required to successfully prepare and manage the ballpark. This information and our own observations of the ballpark and its operation during game days convinces us that the Mariners are successfully operating the ballpark and are very cognizant of the requirements and actions that are necessary to manage and maintain the ballpark to a very high standard. We would suggest that the creation of a detailed set of policies and procedures would be helpful in (1) establishing the goals of the Mariners in operating the ballpark (2) formalizing the approach and steps required to conduct ballpark operations

and gameday activities and (3) establishing a foundation for operations that can transcend changes in personnel over time and serve as a basis for changes and improvements moving forward. Such a set of policies and procedures can also serve as a reference for staff and management.

#### Staffing

In the 2021 operations and maintenance review, the hiring and retaining event staff was the greatest challenge for the Mariners as the pandemic. In the subsequent two years staffing and expanding the pool of part-time event staff has improved. As previously mentioned, staffing at the two games we attended staffing did not appear to be an issue. The gates appeared to be well staff to efficiently input fans through the bag and article search, concession stands and markets appeared to be well staffed.

Sodexo Live has implemented more job fairs and advertised successfully through Indeed job market website for the Mariners after the pandemic. They have been able to raise hourly rates for part-time staff with the implantation of tips through the point-of-sale system. This has boosted hourly pay for some positions in excess of \$30 per hour.

In team merchandising there is a desire to expedite the checkout process by incorporating RFID technology that would allow for more frictionless check out which may result in reduced staffing in the main team store.

The introduction of the market "grab n-go" concepts has shown industry wide to have a much higher per cap spend to a traditional "belly up" concession stands and a reduction in labor of 50%.

Mariners guest services training programs that have up till now been for in-house game day staff will be extended to the service providers such as ABM for housekeeping staff and Sodexo Live for the food and beverage staff.

# T-Mobile Park Maintenance and Operations Review

## Final Report



### Service Level

The Mariners clubhouse, training room, coaches conference room and press interview rooms were comprehensively renovated prior to the start of the 2023 season. The home clubhouse wet areas and player dining space are scheduled to be renovated in the next couple of years. A new Mariners cardio equipment space was added prior to the 2022 season. The Diamond Club was renovated as well to include the support kitchen and new bowl seats from Dream Seats. The umpires locker room is new and was relocated to its current location.

The visiting clubhouse and associated support spaces have much of their original finishes with the exception of carpet as was observed in the 2021 review. All original finishes, fixtures and millwork were observed to be in overall good condition and has been well maintained.

Ballpark operations staff stated that that three heat exchangers are being replaced in the central plant and the condition of the space was indicative of active work occurring in the space.

The loading dock area where the composting and recycling compactors are located was observed to be very clean and well maintained especially during the middle of a homestand.

The two elevators in the garage were recently modernized and the elevator machine room was observed to be clean.

As was the case in 2021, the maintenance shop and groundskeeping area was observed to be well organized.

### Main Concourse

No changes have been made to the overall wayfinding signage in the ballpark since our last visit in 2021. The section signage inside the vomitories and on the aisle step handrails is showing more wear and tear since 2021. The condition of the bowl and concourse concrete was observed to be in good condition with only minor instances of cracking observed.

The public restrooms have most of their original finishes and fixtures but continue to be well maintained and in good operating condition. However, we did observe more instances of damaged tile. The restrooms would benefit from improved lighting levels with LED fixtures and an epoxy floor coating an example of which we have included in the report.

More fixed concession stands on the main concourse have been converted to Amazon Walkout markets, but the remaining fixed concession stands still have much of its original equipment and interior finishes. The operator and the Sodexo Live have allocated significant funds in the 2024 capital budget to begin replacing the original equipment in the concession stands and kitchens.

All the concession menu boards throughout the ballpark have been updated to digital menu boards.

The main retail store off the main concourses is sized well but is congested on game nights as the check-out location sits close to the displays racks. The operator is currently investigating the utilization of RFID technology to speed up the checkout process.

### 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 fairly good condition, the suites look dated and need a refresh. We noted that there appears to be an ongoing investigation of options for suite upgrades the pictures in the report show two examples of potential options for floor and furnishings replacement. 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 exterior

seating for the group suites is also in good condition. The operable walls in the group suites are in good condition but we noted some staining from food spills. Suite level hallways were in very good condition. The restrooms on this level were clean and in good condition but the level of finishes in these restrooms is fairly plain in comparison to other MLB ballparks.

The Allstar Club was observed to be in good 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. Equipment is in poor condition in back of house areas.

### New Press Club

The new Press Club area that is the result of a renovation of the press box is a terrific addition to the Ballpark. The condition of this space is excellent, and the finish level is very nice. This area was in very good condition. Seating, catering and food service and bar areas were in excellent condition and the décor of the entire area is a real plus for the Ballpark. The video and lighting in this area are very good. The retail area adjacent to the Club needs signage so it will be easier to find. The exterior seating for this area is very nice and in great condition.

### Terrace Club Level

The Terrace Club level seating area was observed to be in good condition. The padded seats are not showing 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 and the Terrace Club steps and handrails are in good condition. The lighting in this area is very low intensity and an update of lighting on this level would greatly enhance the look and feel of the area. The Hit it Here Club and adjoining bar area is in fair condition, but it looks tired and dated.

# T-Mobile Park Maintenance and Operations Review

## Final Report



### 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 with a number of portable concession stands. These portables fill a need but are not attractive. The Board Walk area is in very good condition. 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. Some of this epoxy has now loose and has been removed which can result in water penetrating into the slab. A long-term solution is to refill the routed cracks with caulk and apply a traffic coating to the entire concourse.

Several of the metal door frames at the concession stands were observed to be severely oxidized at the base resulting in section loss.

### Seating Bowl

Fixed seating was observed to be in good condition as approximately 40% of the original seats have had either their backs or pans replaced through attic stock supplies. In the 2023 offseason ballpark operations will begin planning for a large-scale seat replacement project with the development of a seat replacement RFP. The plan would be to initiate the seat replacement over several years starting in two to three years.

As was the case in 2021 there is very little evidence of UV-fading or degradation of the plastic. In 2022, ballpark operations replaced the seat pans on the 200 level. Expansion and caulk joints continue to appear to be intact and well maintained. The stainless-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 scarring from pressure washing.

The handrails in the seating bowl have been recoated and are in very good condition. Rail anchor bolts are painted as well and are also in good condition.

The base of the railing at the front row of the center field bleachers are showing significant oxidation and should be a priority for recoating in the 2023 off season.

### Exterior

The exterior of the ballpark was generally observed to be in fair condition. The condition of the sidewalks are as they were in 2021 with areas of subsidence that have been remedied by grinding down the edges of the elevated sidewalks. We observed several instances where the base of the perimeter trees are growing into the grates. In several locations the grate sections have been removed to accommodate tree growth. There is a damaged light pole standard near the left field gate which is the responsibility of Seattle City Lights, the municipal power utility. Generally, the steel coatings appear to be in good condition with the exception of the right field entrance gates that exhibited faded coating.

The brick façade on all sides of the ballpark was observed to be in good condition.

### Garage

The garage is in good condition and the structure is showing only a few signs of concrete cracking and very limited spalling. All expansion joints seem to be in good condition. We still noticed several areas where there is limited cracking which is allowing water intrusion and seeping in areas throughout the structure. The cleanliness of the garage has improved since our last inspection especially in the stairwells and entry ways. This was unexpected considering there was a game just before the inspection of the garage. The elevators, in the structure, are still in need of some intensive cleaning. The plaza area along Occidental and behind the garage structure was clean and in good condition. We noted very little cracking or heaving in the plaza area. The overall appearance of the garage is good but

there are numerous areas on each level that could use a power washing on the structure floor. There are several storage areas that are utilized within the garage area, some of these areas are well organized and secure while others see random and not well secured. The storage of this equipment within the garage is eliminating numerous parking spaces from generating revenue. The parking entry equipment appears to be relatively new, and in good condition. The lighting of the interior of the parking structure at night is fairly low level so higher wattage fixtures should be considered to improve light levels.

Service Level



Interview room renovated prior to 2023 season in great condition



Diamond Club in great condition



Exterior of renovated dugout club in great condition



Dugout club entry hallway from the street in great condition



Diamond Club furnishings in great condition

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Final Report*



*Diamond club kitchen was clean and well organized*



*Umpires lounge area in good condition*



*Dugout LED displays new for 2023*



*Umpires dressing room is new and in great condition*



*Diamond Club seating is new and in great condition*



*Ribbon boards replaced prior to 2023 as well*

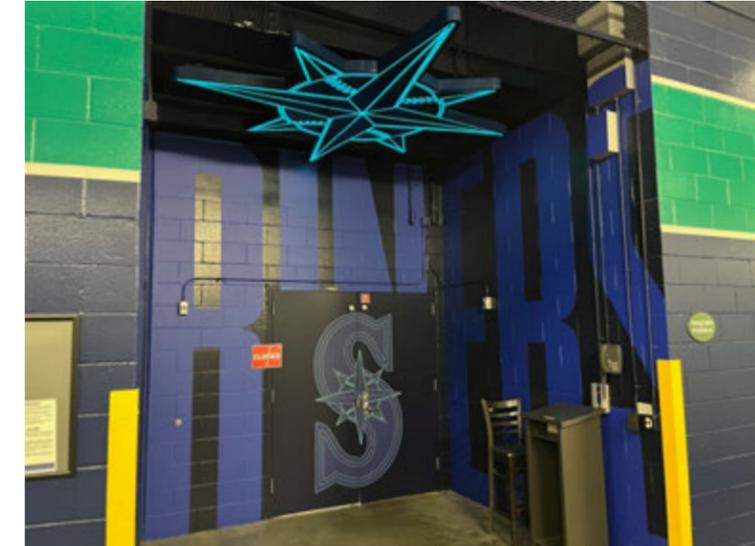
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Final Report*



*Visiting clubhouse original finishes but well maintained*



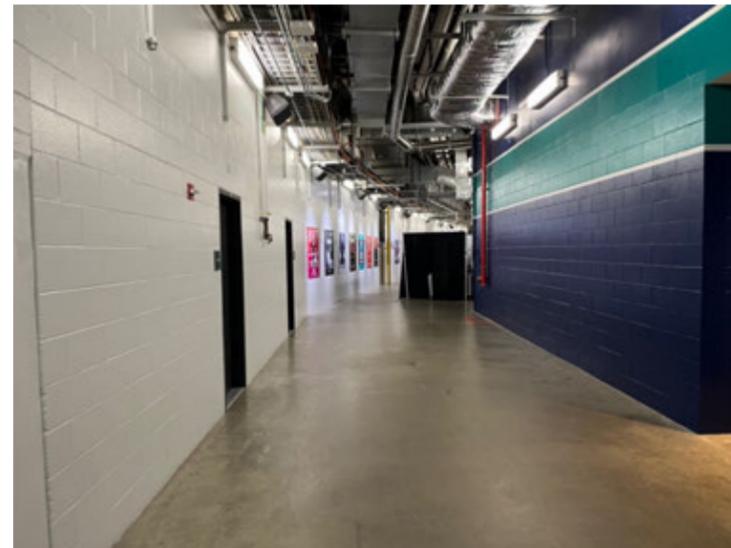
*Waiting room used for game day operations, anthem singers and VIPs is in great condition*



*Entry to the home clubhouse updated prior to 2023 season in great condition*



*Visiting team batting tunnel has been well maintained and improvements to lighting recently made*



*Service level hallway is spotless*



*Mariners clubhouse hallway with updated graphics in great condition*



Hallway to field has been well maintained and clean



Home clubhouse wet area has been well maintained and projected to be upgraded in two years



Mariners coaches meeting room recently updated and in great condition



Home clubhouse renovated prior to the 2023 season is in great condition



Team dining area has been well maintained and is slated to be updated in two years



Home clubhouse cardio room added prior to the 2022 season in good condition



*New Hydroworks added prior to the 2022 season*



*Family room upgraded in 2022 and in good condition*



*Heat exchanger replacement occurring in central plant*



*Home batting cage is great condition*



*Loading dock in great condition between games of the homestand*



*Elevator machine room upgraded prior to 2022 season and in good condition*



24 hour security office – upgrades to access control and CCTV to occur over next two years

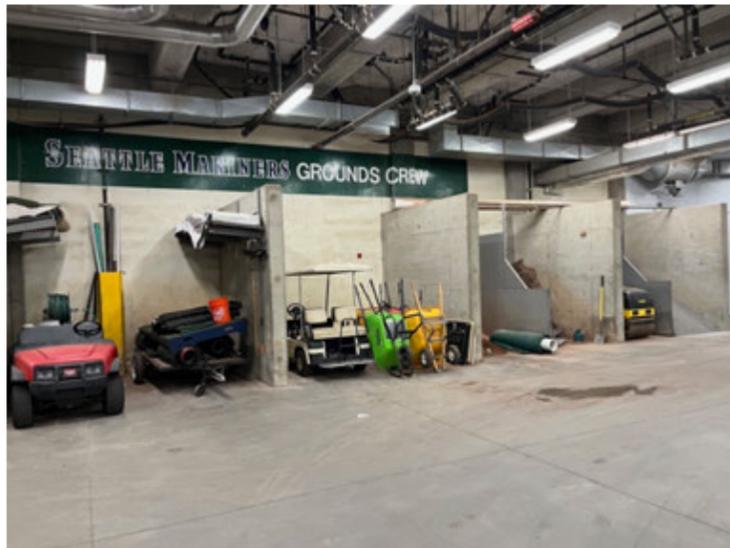


Playing surface in good condition

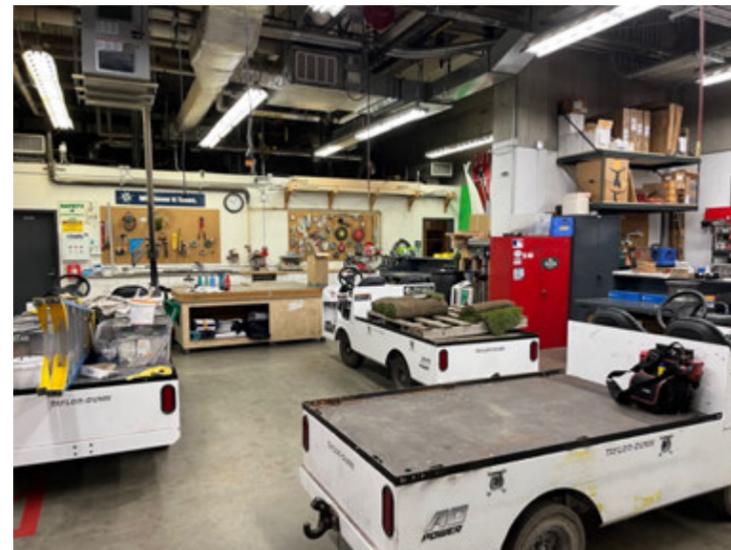
### Main Concourse



Amazon walkout grab and go's were added prior to the 2023 season and are in great condition



Groundskeeping areas clean and well organized



Maintenance shop is well organized and clean



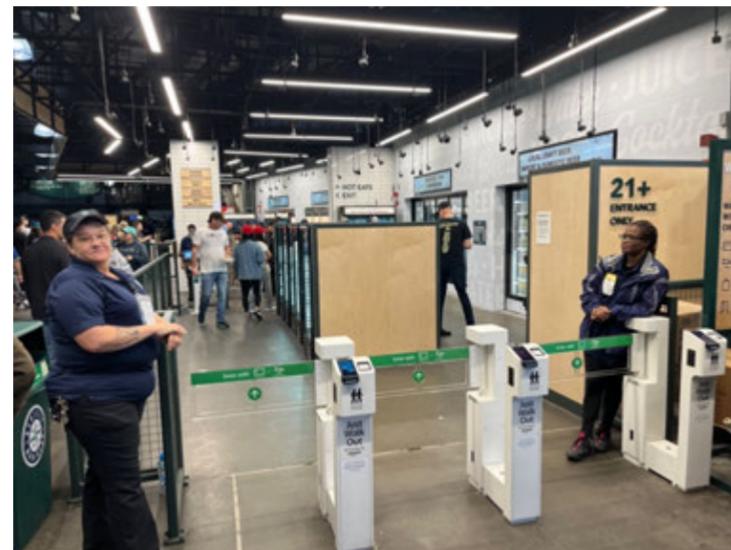


Coke fountain stations were moved outbound of the concession stands prior to the 2022 season

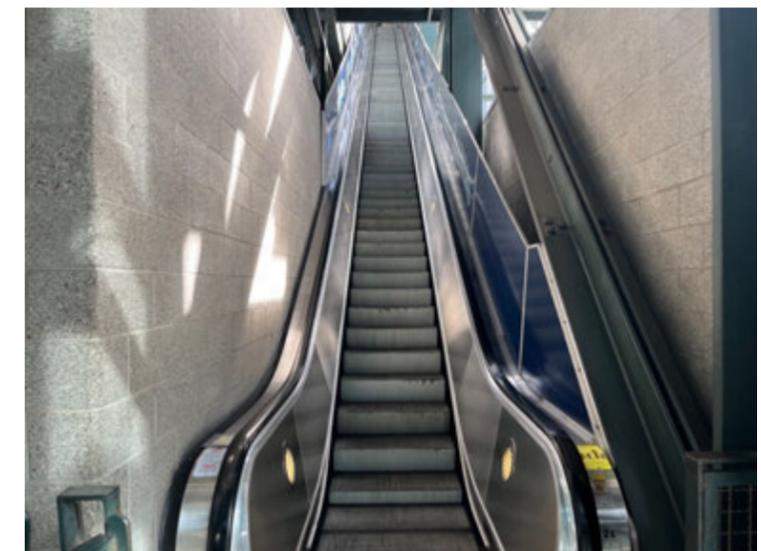
Checkout at the main team store was observed to be congested and consideration is being given implemented RFID technology to expedite transactions



Walk Off market on the main concourse outside section 142 replaced two traditional belly of concession stands



100 level concourse food service staffing was good and were observed to be helpful in assisting fans on how to access



Escalator outside section 126 – escalators are due for modernization based on age. The units, generally, appeared to be well maintained on the exterior



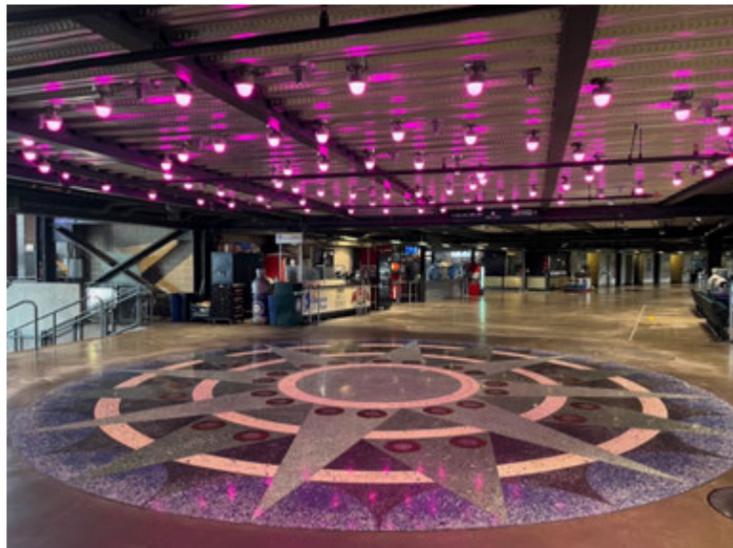
*Metal ceiling pans on main concourse added in the 2023 renovation are in good condition*



*Media dining area, which was moved from the press box level in the 2023 renovation in good condition*



*Concourse restroom fixtures appeared to be well maintained but the tile is in need of repair or replacement*



*Homeplate entrance terrazzo generally in good condition with only minor nicks*



*Pavilion meeting room space has been well maintained even though finished appear dated*



*Men's restroom with broken tile at the urinals*



Restroom improvements should include a durable epoxy floor coating



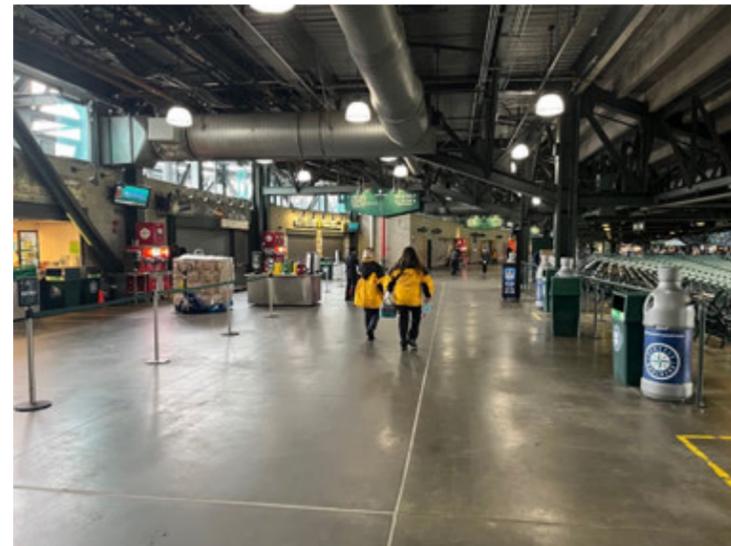
Housekeeping room on main concourse is well organized and maintained



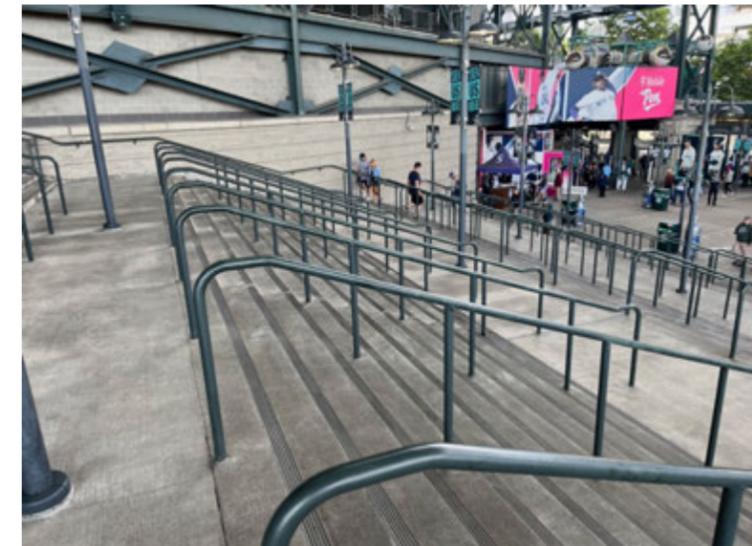
Caulk joint on the main concourse outside section 114 is in good condition



Example of newly installed restroom floor coating in NFL stadium



Main concourse prior to gates opening for the game building was spotless well done on the cleaning side



Concrete at steps at the left field in very good condition

Suite Level



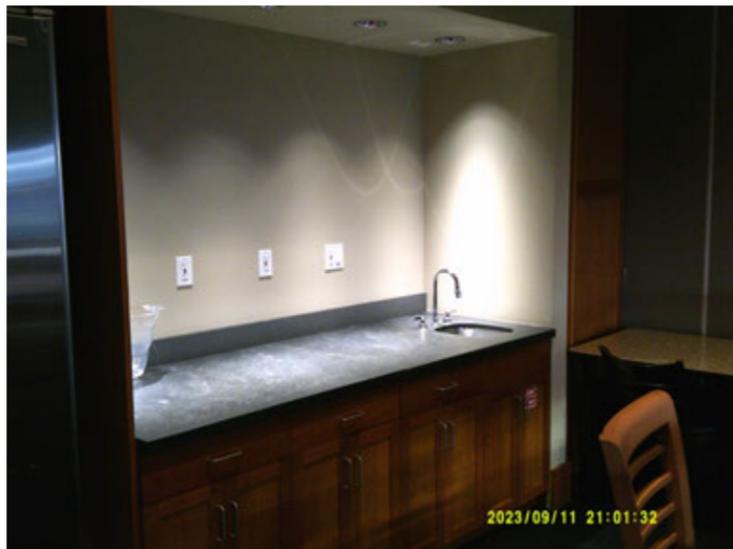
Seating in party suite in good condition but looks dated



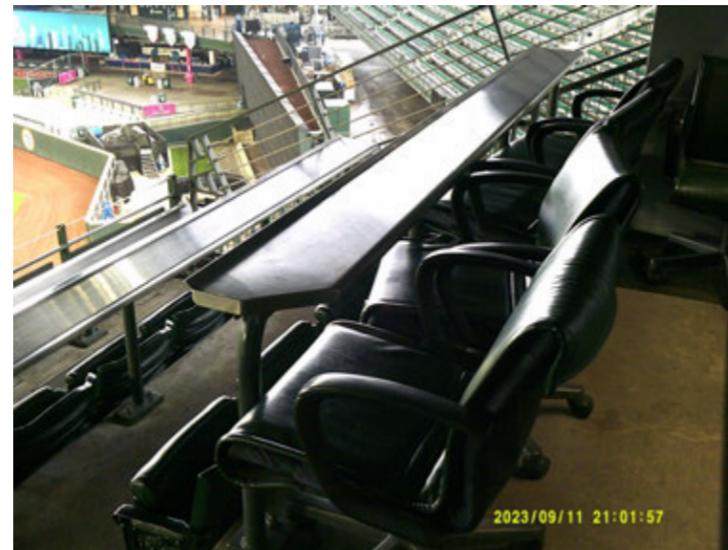
Furnishing in single suite still serviceable but looks dated



Service sink area of suite, clean in good condition but very plain



Food service area in suite in fair condition but dated



Exterior seating in good condition



Exterior Suite seating is clean and good condition



*Suite level restroom sink area is clean but fairly plain*



*Suite level restroom is fairly plain for suite level*



*Furnishings for party suite with original furniture in good condition but plain*



*Suite with newer, more vibrant decor*



*T-Mobile Suite is vibrant and in good condition*



*Suite kitchen area equipment is clean but needs updating*

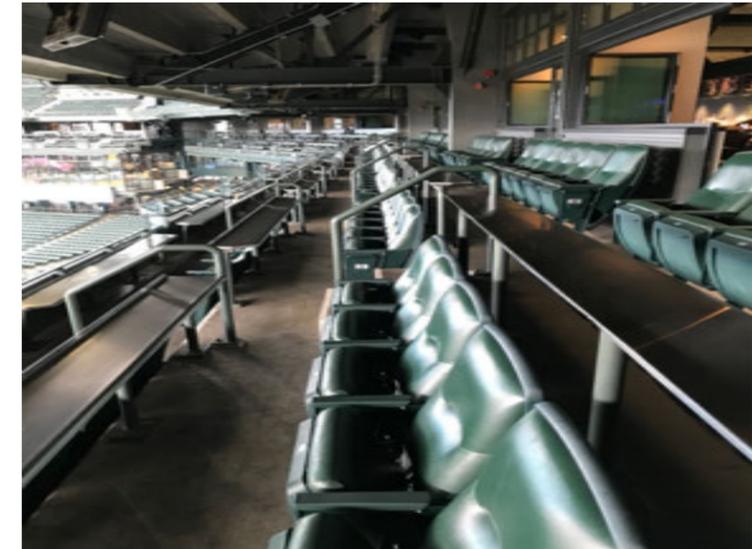


Another shoot of potential upgrade of suite furnishing

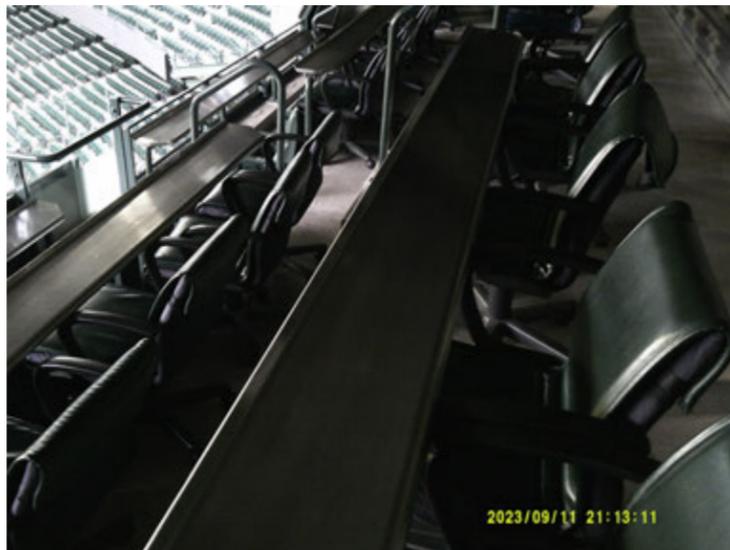


Suite level kitchen in need of upgrading but improved cleaning

Terrace Club Level



Terrace Club exterior seating in good condition



Exterior seating for party suite in good condition



Suite level kitchen is clean but in need of updating



Terrace Club bar area in good condition

T-Mobile Park Maintenance and Operations Review  
Final Report



*Terrace Club in good condition*



*Terrace Club bar area in good condition*



*Terrace club exterior seating in good condition*



*Terrace Level central booth in good condition but dated*



*Terrace level concession in good condition but poor lighting*



*Press area upper level in good condition*

T-Mobile Park Maintenance and Operations Review  
Final Report



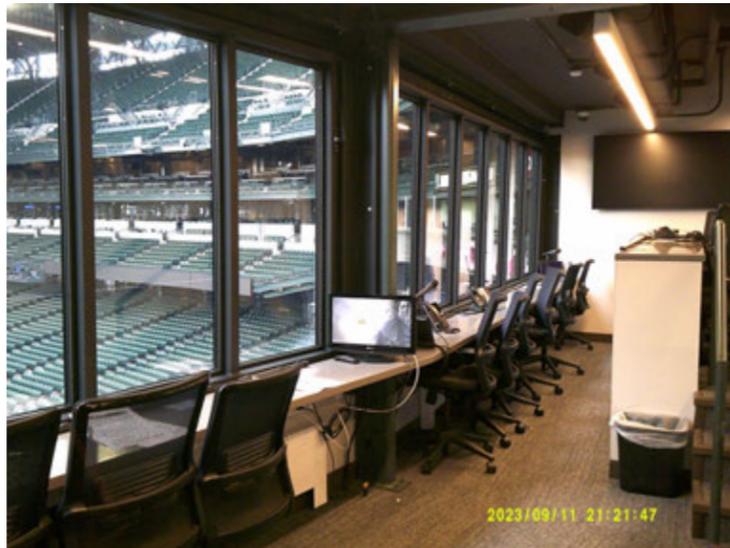
Additional Terrace seating is holding up well



Terrace level retail is crowded but in good condition



Broadcast booth in good condition



Lower level of press box in very good condition



View of wiring chase, shows crowded wire run and overall ballpark needs wiring cleanup



Control room in good condition but limited space

T-Mobile Park Maintenance and Operations Review  
Final Report



*Terrace level concession is dark area needs updating*



*Kitchen has had some updating and was clean*



*Terrace seating area seats are in good condition*



*Terrace concession stand starting to look tired*



*Lighting in this area is not very bright and needs upgrading*



*Another concession in terrace area lacks vibrancy*



*Plate up and dish area of improved kitchen*



*Bar area of Hit it Here is clean and in fair condition*



*Hit it Here seating in good condition but lacks vibrancy*

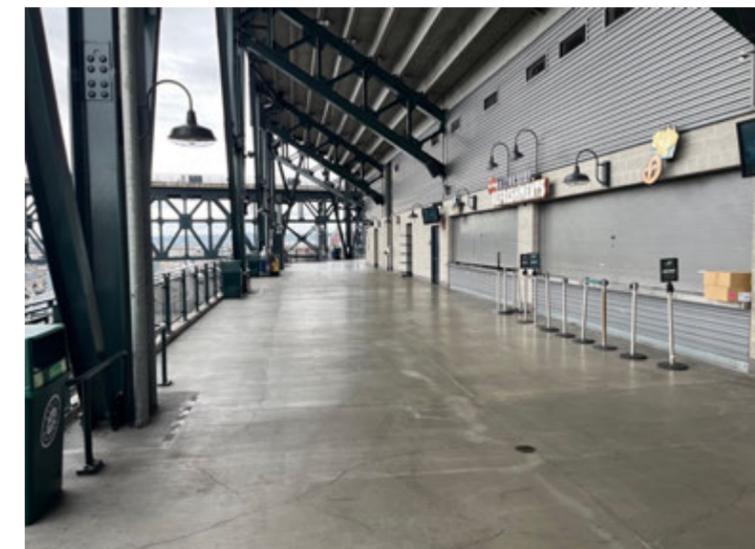


*Improved kitchen equipment and cleanliness*



*Food production area is dated and needs updating*

### Upper Concourse



*Upper concourse outside section 309 most of the cracks have been routed and filled but long term an epoxy traffic coating should be considered*

T-Mobile Park Maintenance and Operations Review  
Final Report



Pizza concession stand outside 314 with strong external and menu board graphics



Back of permanent belly-up concession clean well organized



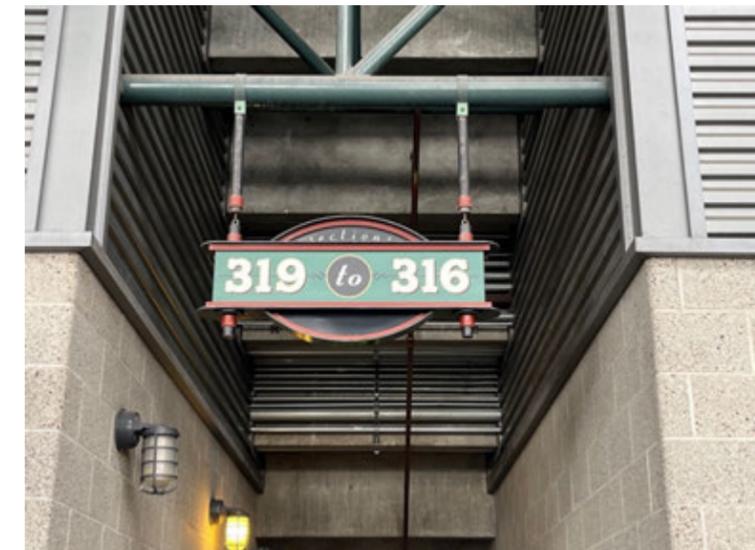
Routed cracks with missing caulk on upper concourse



Amazon Walkout Market outside section 339 is clean



Landing from the upper concourse going to lower concourse has a recycling station that was debris free



Wayfinding vomitory signage is all is all observed to be generally in fair condition but showing its age



Door and frame to a concession stand outside 325 has significant oxidation and metal section loss at base of frame



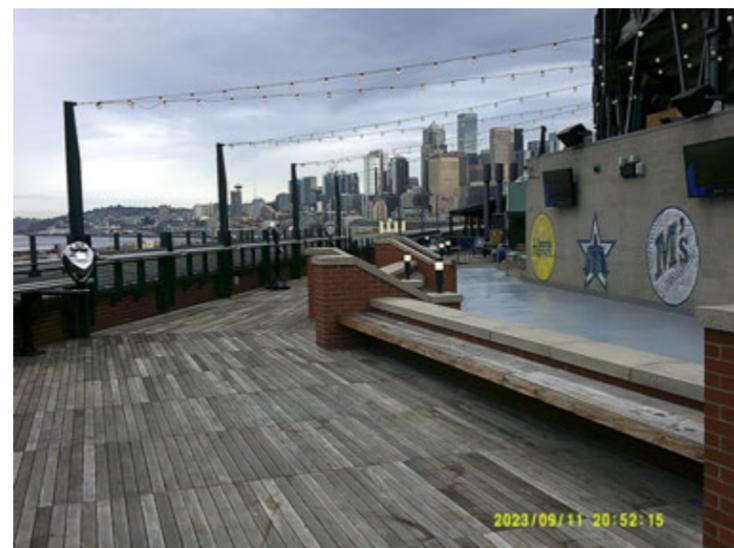
Routed cracks on upper concourse near section 325/326 has missing caulk which can lead to water penetration into the slab



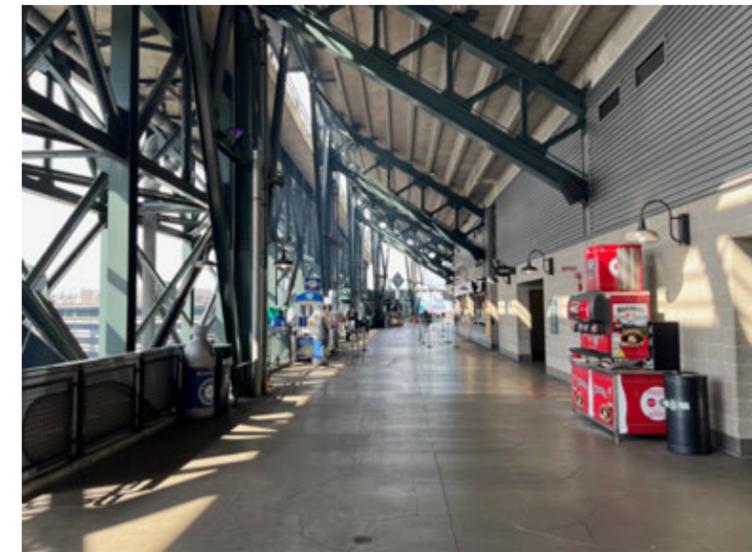
Exterior table seating in good condition but dated



Door frame at concession stand outside 325 with significant oxidation and metal section loss at base of frame



300 level Board Walk in excellent condition and great view



Upper concourse outside 325 pre-game was observed to be clean. Night game to day game was a short turnaround to get the ballpark clean. Nice job.



Family restroom outside 327 in fair condition, however, the finishes are dated



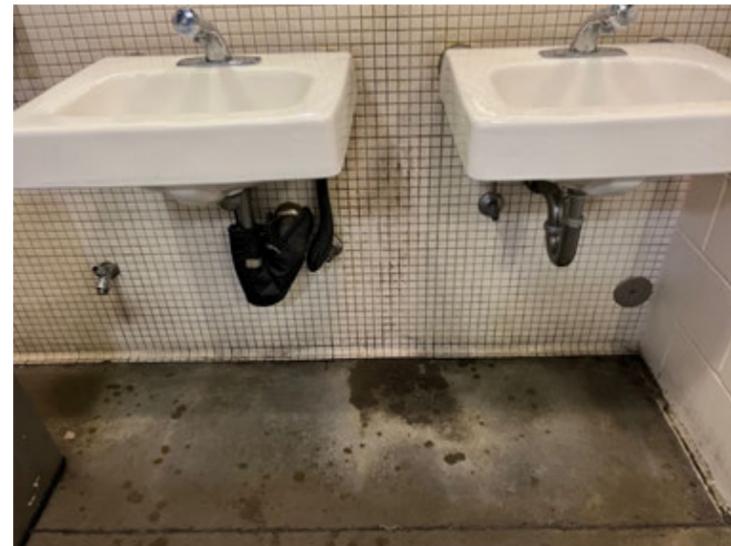
Silver Slugger Shot ream store outside 331 clean and well maintained



Upper concourse receptacles are faded in several units



Men's restroom on 300 level handicap stall with a plumbing access panel door that is showing signs of severe oxidation



Worn tile in men's restroom outside section 339 tile underneath the sink is worn and discolored

### Seating Bowl



Seat 23, row 18 in section 329 has a cracked seat pan

Generally the seats are in pretty good condition. Mostly have all been replaced via the attic stock over the years. There is a plan starting in 2026 to do a wholesale see replacement.

T-Mobile Park Maintenance and Operations Review  
Final Report



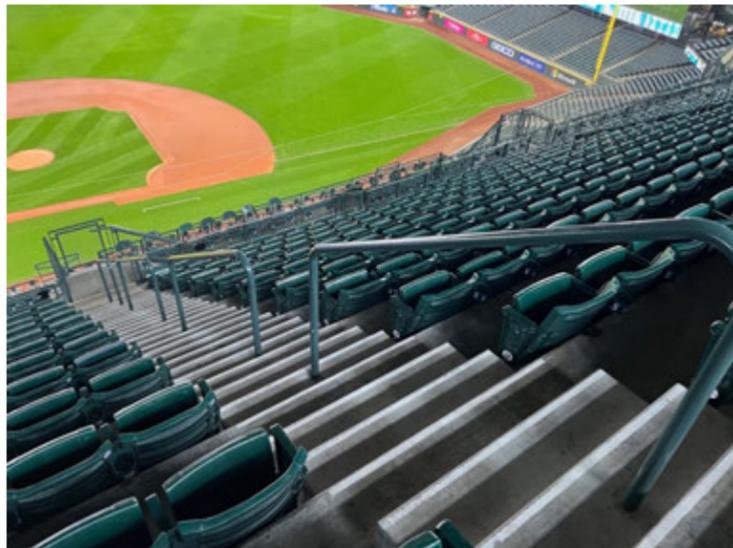
Concrete treads and risers is in very good condition with no visible damage



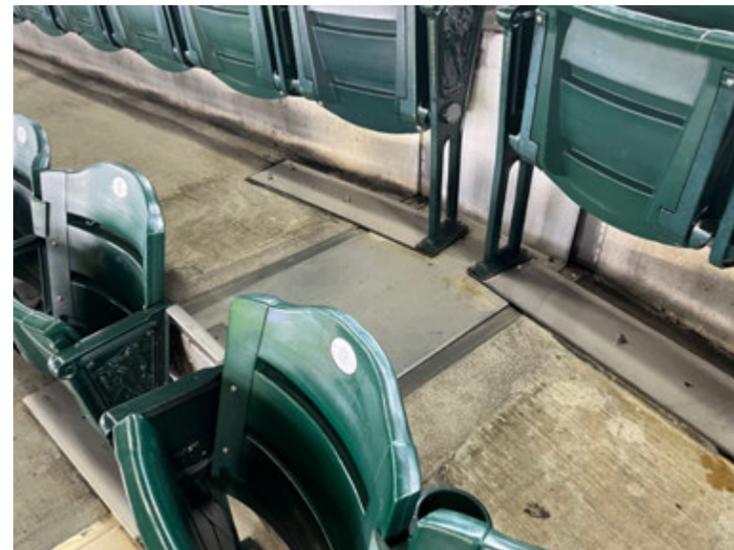
Cleanliness of the bowl is outstanding prior to game



Vomitory signage is showing signs of wear in several locations



Coatings of the handrails in the upper bowl was observed to be in really good condition



Expansion joint covers are in great condition



Section signs on hand rails is showing significant wear in several location in the upper bowl



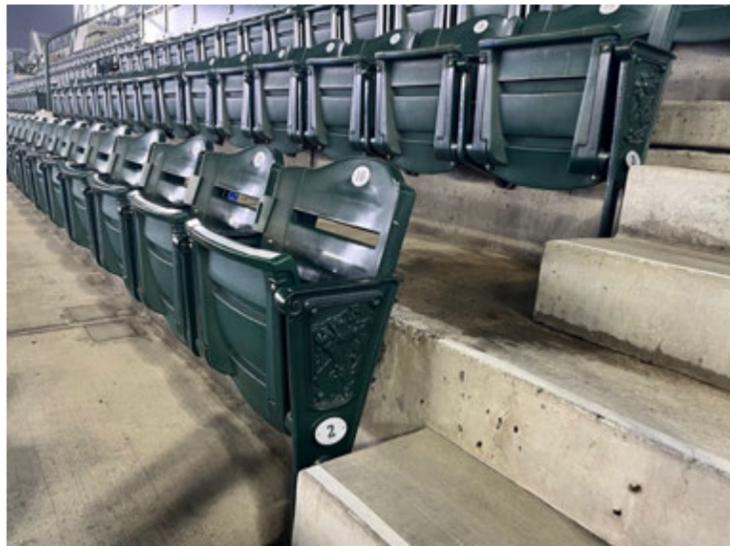
Adhered plastic step end indicators are coming loose in numerous areas



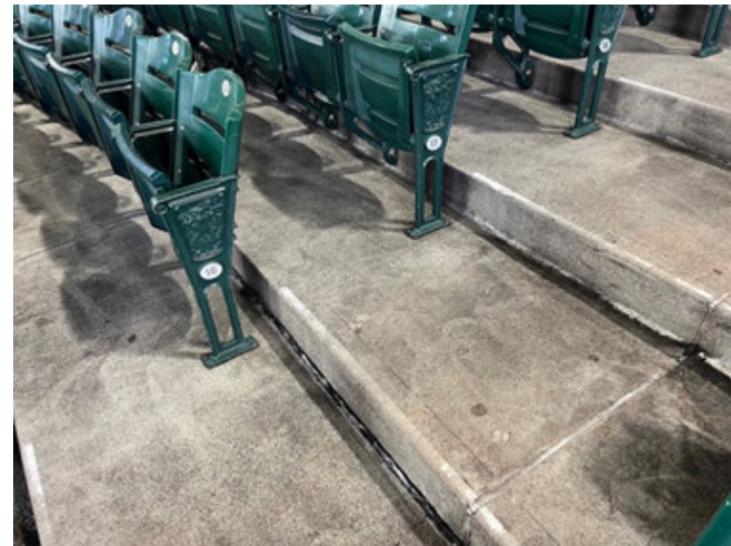
Folding Clarin chairs used in the ADA platforms are rusting and showing some wear and tear



Minor cracking in the concrete precast at section 135/136 rows



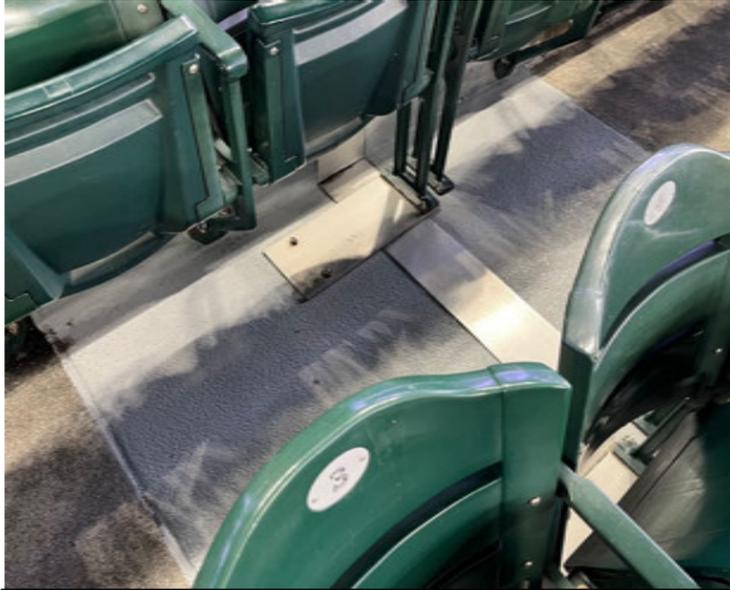
Seating standards overall are in very good condition, however, the seat back number plates are faded on many seats



Seating section 133, row 16 with caulk joint in need of repair



Minor concrete delamination between a tread and riser row 23 section 136



Expansion joint cover with traffic coating at section 139 in good condition



Centerfield bleachers, generally look to be in fair to good condition just some chipping of paint on the support members

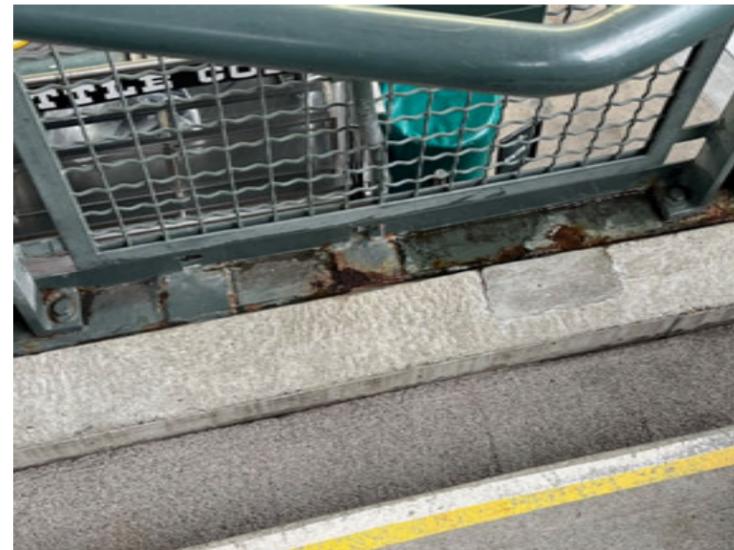


### Exterior

The city and Mariners share responsibility for maintaining the exterior of the ballpark as Seattle City Lights maintains the lights and light poles and the Mariners the sidewalks, landscaping, and tree grates. The Mariners are also responsible for maintaining the façade and entry gates.



Handrails coating in the lower bowl were generally observed to be in good condition



The base of the railings multiple locations in the centerfield bleacher section are in need of recoating



Tree grates at the Homeplate entrance left-field gate are a trip hazard.



Sidewalk repairs occur as needed to remedy subsidence



Grate sections needs to be removed to accommodate tree growth



Canopy and the gates at left field gate are in good condition no evidence of oxidation



Base of tree growing into the grate with sections of grate removed to allow for tree growth



Missing cover next to a fire hydrant on left field side of ballpark perimeter



Damaged concrete is a trip hazard on the left field side of the exterior of the ballpark



City of Seattle transit wayfinding signage recently added



Exterior brick is in very good condition with no evidence of efflorescence



Exterior receptacles are worn and in need to replacement



Elevator glass canopy next to left field entrance requires cleaning and removal of kids NASA helmet



Sidewalk light pole is damage



*Subsiding sidewalk although repaired at some point remains a trip hazard*



*Gates at right field entrance are faded and need to be painted soon*



*Steel coatings on the canopy at the ticket sales windows was observed to be peeling*



*Railings at the left field gate appear to have been freshly painted*

### Garage



*Entry to garage is clean and in good condition*



*Main entrance to garage in good repair and clean*



Barrel storage area on lower level



Additional storage on lower level, lots of spaces blocked by storage



Another area used for storage



Bike parking area clean and in good repair



Weeping on seam level two



Level two parking is clean and in good repair



Level two parking clean and in good repair



Level two ceiling crack, noted in previous review



Stairway from level four to level three is clean but substantial staining



Additional area being used for storage



Weeping on level three ceiling



Water intrusion at stand pipe level three



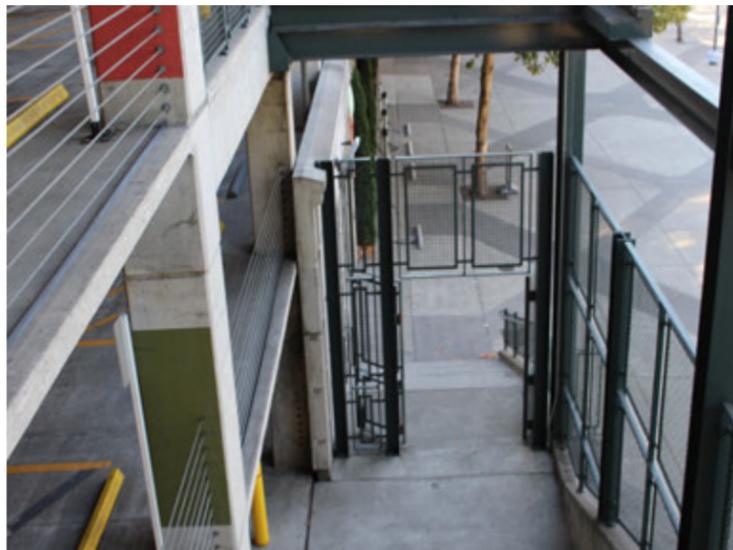
Very clean and well maintained level two stair area



Rampway in very good condition



Level five under cover, clean and limited cracking



View of side exit way is clean and well maintained



View of right field structure from garage is in very good condition



View along Occidental with charging stations is clean

*T-Mobile Park Maintenance and Operations Review  
Final Report*



*Top level very clean and in good repair*



*Back side of garage is in good condition*



*Entryway off of Occidental is clean and in good condition*



*Occidental plaza area clean and well maintained*



*Plaza area in good condition*



*Façade of garage along Occidental is stained*

# *T-Mobile Park Maintenance and Operations Review*

## *Final Report*



### **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.

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) which has now completely been transitioned to 24/7. The Mariners have added 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. 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 and cleanliness of spaces.

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 continue to meet their obligations to the PFD under the Ballpark Lease Agreement. We continue to find the ballpark to be in excellent condition overall and the maintenance and upkeep of the ballpark reaches a high level of quality and care. The Mariners continue to be actively engaged in the planning for long-term capital investment and that they have a skilled team of professionals to plan for and oversee the long-term maintenance of the ballpark. Our findings demonstrate to us, in our professional opinion, that T-Mobile Park would compare very favorably to its comparable set of MLB ballparks.

