



Washington State Major League Baseball  
Stadium Public Facilities District

[Microsoft Teams Meeting](#)

To call in:

+1 360-663-5914

Conference ID: 369 570 480#

**October 26, 2020, 2:30 P.M.**

Due to the COVID-19 pandemic, the PFD will be holding this Regular Meeting of the Board of Directors as an online meeting in a manner consistent with guidance from the Attorney General's office. Members of the public desiring to leave public comment should submit them to [curtisj@ballpark.org](mailto:curtisj@ballpark.org) at least 24 hours prior to the meeting start time. People attending the online meeting may provide text comment during the meeting; no verbal comments can be accommodated.

## **BOARD MEETING NOTICE & AGENDA**

- A. Call to Order / Welcome** (Chair, Stacy Graven)
- B. Public Comment** (any written public comment received prior to the meeting will be summarized and read aloud)
- C. Approval of the Minutes**
  - 1. September 14, 2020, Regular Board Meeting Minutes
- D. Board Briefings and Potential Actions:**
  - 1. Final Review on Club's Submittals (Bryan Slater/CAA ICON; Paul Mar; Joshua Curtis)
    - a. 2021 Ballpark Management Plan (Cap Ex, 10 Year Rolling, Operations Plan) *\*Presentation Only*
    - b. DRAFT Letter of Approval *\*Letter Forthcoming*
  - 2. Energy District Value Planning Exercise (Joshua Curtis) *\*Materials Included*
    - a. Proposed Resolution 20-010 – Approval of PFD Financial Support of Energy District Planning Exercise.
  - 3. Review of Vouchers (Tim Burgess) *\*Materials Included*

- a. Proposed Resolution 20-011 – Approval of Vouchers

**E. Reports**

- 1. Chair’s Report (Stacy Graven)
- 2. Executive Director’s Report (Joshua Curtis) \**Materials Included*
  - a. 2019 Audit
  - b. Website Redesign/Logo Refresh
  - c. 2021 Proposed Budget – Summary and Feedback

**F. Executive Session:** The Board will meet in Executive Session to “review contract performance of publicly bid contracts” RCW 42.30.110 (1)(d) and/or to discuss with legal counsel real estate lease matters and/or “potential litigation to which the agency . . . is, or is likely to become, a party, where public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency” RCW 42.30.110 (1)(i). Formal Board action is anticipated following the Executive Session.

**G. Adjournment**

# # # # #

WASHINGTON STATE MAJOR LEAGUE BASEBALL STADIUM PUBLIC FACILITIES  
DISTRICT

Monday, September 14, 2020, 2:30 P.M.

Microsoft Teams Online Meeting

Dial: 1-360-663-5914  
Conf. Code: 364 738 124#

**REGULAR BOARD MEETING MINUTES**

Due to the COVID-19 pandemic, the PFD held this Regular Meeting of the Board of Directors as an online meeting in a manner consistent with guidance from the Attorney General's office. Members of the public desiring to leave public comment were directed to submit them to [curtisj@ballpark.org](mailto:curtisj@ballpark.org) at least 24 hours prior to the meeting start time. People attending the online meeting were provided the option to provide text comment during the meeting.

**CALL TO ORDER**

Board Chair Stacy Graven called the meeting to order at 2:32 p.m. Board members joining the Microsoft Teams meeting: Paul Mar, Tim Burgess, Charley Royer, Carol Nelson, Omar Riojas, and Chris Marr. Staff present: Joshua Curtis (Executive Director), Sharon Bruckart (Office Manager) and Tom Backer (Legal Counsel). Also joining were Fred Rivera, EVP and General Counsel at the Seattle Mariners, Trevor Gooby (Seattle Mariners) Lizanne Lyons (Lizanne Lyons Consulting), Pat Dunn (Legislative), Bryan Slater and Dan Barrett (CAA ICON).

**Introducing new PFD Office, Manager, Sharon Bruckart**

Chair Graven and Joshua Curtis introduced the PFD's new Office Manager Sharon Bruckart. Joshua announced how delighted he was that Sharon had joined the team. She brings over 20 years of experience as a firm administrator and was at the top of his list in the hiring process. She has moved to Seattle with her husband to be closer to family and has a stepson who coaches the Minor Leagues for the LA Angels. Sharon's first day with the PFD was Tuesday, September 8<sup>th</sup>.

**PUBLIC COMMENT**

No written public comment was received.

**APPROVAL OF MINUTES**

Chair Graven asked for a motion to approve the August 10, 2020 Regular Board Meeting Minutes. Carol Nelson moved to approve minutes, seconded by Paul Mar. Motion carried 7-0.

**BOARD BRIEFINGS**

**Seattle Mariners September 1, 2020 Lease Submittals and Capital Projects Update**

Trevor Gooby of the Mariners presented a PPT updating the Board on the Club's 2020 capital projects. A copy of the PPT was added to the Board packet after the meeting.

Fred Rivera from the Seattle Mariners discussed Community Investment component of the Club's Annual Operations Plan. Its social justice and racial equity elements include the following four (4) pillars being taken on by the Mariners:

- *Hometown Nine Youth Baseball Fellowship*: The On BASE Hometown Nine is a five-year commitment to nine (9) incoming eighth graders from traditionally marginalized communities in King, Pierce, and Snohomish County, which will provide them with financial support to play elite/select level baseball and softball.
- *\$1 Million Grants for Advancing Social Justice*: The Club has commitment to investing at least \$1 million over the next five years in grass roots organizations committed to activities advancing social justice and racial equity.
- *Seattle Mariners Diversity Internship Program*: In an effort to expand the pipeline of diverse individuals interested in working in Major League Baseball, each year the Club will hire two diverse interns to work in front office or baseball areas such as physical training, finance, marketing, communications, legal and analytics.
- *Commitment to Increase Minority Owned Business Spending*: The Club has committed to doubling its spending with minority owned business suppliers within the next three years.

Board Member Burgess asked when did the Hometown Nine cohort start, and is it the first year of many? Fred answered the program has already started and planned to continue indefinitely.

Board Member Riojas applauded Mariners for increasing minority business owner spending.

Board Member Marr asked for Mariners' front office and operations diversity. Fred replied that the team has made progress since 2018 on its internal diversity issues, but it continues to work on increasing diversity in these areas.

Fred Rivera concluded by saying that the Club will update the PFD on the Club's 2020 annual operations plan once it knows more about how the next season might evolve. Right now there are no non-baseball events on the schedule, and it is unknown whether or when fans might be allowed back into the ballpark and at what level of occupancy.

#### Initial Review and & Feedback on Club's Submittals/Next Ste

Joshua commented that the Club's Ballpark Management Plan was received last Tuesday, is still being reviewed and more communication to follow. Bryan Slater from CAA ICON provided initial feedback, with additional feedback to be provided over the next month or so. Bryan also noted that the Mariners had responded to the PFD's June letter requests for additional information, and that he would coordinate with the Club as the review progressed. He also appreciated the help Trevor Gooby provided in connecting him with other ballparks for the 'state of the industry' review. Board Member Mar also commended the Mariners for the information that was provided.

#### Review of Vouchers

Tim Burgess introduced Resolution 20-009 for the approval of vouchers. He noted that board members can be reimbursed for board meetings and/or any meetings that have to do with PFD business. Also noted that Tom Backer had helped the PFD to evaluate responses for the website redesign RFP in July. Board Member Burgess moved to approve Resolution 20-009, seconded by Board Member Mar. The resolution was approved 7-0. Chair Graven asked

Joshua Curtis if he was reviewing board minutes to record board members attendance. He stated he was.

**REPORTS**

Chair's Report

Nothing to report. Chair Graven thanked Joshua Curtis for all the great work in the last seven (7) months.

Executive Director Report

Joshua Curtis summarized the Executive Director Report included in the Board packet. He also noted that Steve Moddemeyer had indicated that the Bullitt Foundation would be extending invitations to the Port, PFD, PSA, and City Light in the next 10 days to contribute to a study of the energy district concept. The financial ask is expected to be \$30k per contributor. Chair Graven asked if that would be in this year's budget and Joshua replied he believed it was but would confirm. Board Member Royer asked Joshua if he had circulated a memo from the City regarding the Stadium District. Joshua stated he would do so.

**EXECUTIVE SESSION**

The Board entered Executive Session for the reasons stated in the agenda. The session was anticipated to last 30 minutes and no formal Board action was expected. The PFD entered Executive Session at 3:23 p.m. The Board left Executive Session at 3:49 pm.

**ADJOURNMENT**

There being no further business before the Board, Chair Graven declared the meeting adjourned at 3:49 p.m.



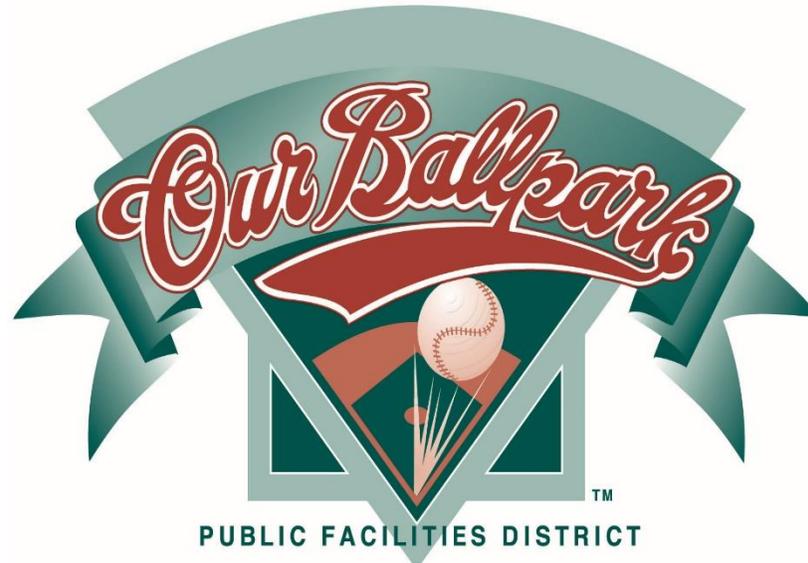
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Joshua Curtis  
Recording Clerk



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Stacy Graven, Chair  
Board of Directors, Public Facilities District



Washington State Major League Baseball Stadium  
Public Facilities District

2021 Operations Plan and Ballpark Management Plan Review

Board Meeting

October 26, 2020

**CAAICON**  
STRATEGIC ADVISORY

# I. 2021 Operations Plan and Ballpark Management Plan Review

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## Objectives of the Work Effort

1. Provide the PFD with a comprehensive understanding of necessary and upgrade capital expenditures made or planned at T-Mobile Park from 2017 to 2030

Note: The Long-Term Capital Needs Assessment (LTCNA) contemplated projects starting in year 2017 (25-year plan) – although the lease term effectively started in 2019, projects identified in the LTCNA must still be completed

2. Evaluate the adequacy of the capital expenditures made between 2017 and 2020, and the 2021 and 10-year plans in relation to the LTCNA – COVID-19's impact on the 2021 plan was strongly considered
3. Identify areas that require follow-up with the Mariners

# I. 2021 Operations Plan and Ballpark Management Plan Review

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## Summary of Tasks Completed

1. Held a WebEx Call with the Mariners to understand the changes between the provisional and final plans
2. Summarized the impact of plan revisions on the 2021 and 10-year capital plans
3. Analyzed the type, timing, and extent of LTCNA improvements made at T-Mobile Park from 2017 to 2020
4. Reviewed the 2021 and 10-year rolling plans and considered the impact of COVID-19 on both plans
5. Evaluated the Mariners' budgeted 2021 amount (\$500,000) for COVID-19 modifications
6. Evaluated the Mariners' plans within the context of key ballpark industry trends
7. Reviewed the Mariners' 2021 Ballpark Operations and Management Plan

# I. 2021 Operations Plan and Ballpark Management Plan Review

## Summary of Findings

1. Between 2017 and 2020, the LTCNA called for \$65.7 million in necessary investment – to date, \$27.8 million in LTCNA projects were completed or are ongoing (plus an additional \$10.3 million in non-LTCNA projects were also completed)
2. The Mariners have proposed \$7.3 million in necessary investment in 2021 (including \$500,000 in COVID-19 modifications), which is below the 2021 LTCNA amount of \$16.1 million
3. The proposed investment for 2021 is substantial in consideration of COVID-19's impacts on team economics, though the COVID-19 budget may be insufficient to address necessary modifications – Mariners have indicated that they are waiting for additional guidance from state and local health departments
4. From 2021 to 2030, the Mariners have proposed \$162.1 million in necessary investment in comparison to \$176.0 million in the LTCNA
5. The Mariners' 10-year rolling plan has \$97.0 million in upgrade investment between 2021 and 2030; this is in addition to the \$9.2 million invested in 2020 and would result in an investment surplus of \$19.8 million through 2030
6. The Mariners' proposed investment for 2021 should be viewed within the context of the 10-year plan – continuing deferrals of projects identified in LTCNA
  - Select equipment and building systems may have had lifecycles extended due to the absence of fans in 2020, though additional investment could also be needed to make decommissioned equipment operational when required

# I. 2021 Operations Plan and Ballpark Management Plan Review

## Ballpark Industry Trends – Summary

- Key ballpark industry trends are summarized below – capex plans should be evaluated within this context
  - The current MLB CBA expires in 2021, along with national television rights contracts – possibility for labor unrest and/or fundamental changes to MLB team economics
  - There have been few publicly announced capital and operating plans announced in response to COVID-19 as teams and owners appear to be waiting for league guidance and/or taking a “wait and see” approach
  - Improvement to the GA fan experience and removal of excessive fixed seating in undesirable locations (corners, behind foul poles, etc.) – emphasis on introducing social gathering spaces to make strategic capacity reductions and appeal to younger age demographics (important patron experience trend)
  - Creation of notable ancillary real estate developments to generate additional revenue, which is generally not subject to league-wide revenue sharing, and provide an enhanced gameday experience – opportunity varies by market/venue (important revenue generation trend)
  - Capex is underfunded in most instances and a significant number of deferred or delayed capital projects are common, assuming the intent is to maintain a venue’s first-class standing – problem will very likely be compounded by cash flow issues created by COVID-19
  - COVID-19 has had a significant impact on team economics and has resulted in the suspension of upgrade improvements and some necessary improvement projects, depending on a number of factors

# I. 2021 Operations Plan and Ballpark Management Plan Review

## Key Lease Terms – Capital Expenditures

- Key lease terms related to capital expenditures are summarized below:
  - Mariners are solely and exclusively responsible for the performance of, and expenses associated with, all capital maintenance, including necessary and upgrade improvements (must comply with the Applicable Standard) – regardless of reserve funds available
  - Mariners are required to submit provisional annual and 10-year capital expenditure work plans by May 1 of each lease year that are subject to provisional PFD approval (within 60 days), provided the submittal is in conformance with the Applicable Standard. Final plans must be submitted by September 1 of each lease year and are subject to final review and approval by the PFD within 60 days of submittal.
  - PFD to review and approve plans, ensuring the Ballpark is maintained and enhanced to meet the Applicable Standard

# I. 2021 Operations Plan and Ballpark Management Plan Review

## Key Funding Sources – Capital Expenditures

- Capital expenditure funding sources:
  - Mariners contribute \$3.25 million per year, which is adjusted annually according to the CPI
  - PFD contributes the following sources:
    - \$250,000 from base rent (if funds are available)
    - 100% of admissions and parking tax collected by Mariners
    - Revenue sharing on tickets (1.5% / 2.0%)
- County Tax Revenues Fund (beginning 2021) – eligible capital expenditures may be reimbursed (includes retroactive reimbursement provision)
  - Eligible projects include infrastructure such as building systems, including plumbing, electrical, HVAC, structural elements, and the retractable roof (upgrades with revenue generating potential are not eligible)

# I. 2021 Operations Plan and Ballpark Management Plan Review

## Provisional and Final 2021 Plan Comparison

- The Mariners have made a limited number of material changes to the proposed necessary improvements originally contained in their provisional plan:
  - Additions of projects in the amount of \$50,000 and over:
    - General allowance for COVID-19 related improvements, signage, and equipment (\$500,000)
    - Replacement of existing fire safety system (\$450,000)
    - Replacement of home clubhouse air conditioning unit (\$200,000)
    - ADA compliance replacement and modifications (cost estimate increase of \$200,000)
  - Deferrals of projects in the amount of \$50,000 and over:
    - Phase 1 of perimeter security bollard project deferred to 2022 – potholing and design will continue in 2021 (cost estimate reduction of \$1,383,000 in 2021)
- The Mariners provided additional detail in their final plan, as requested by the PFD, and also summarized changes between the provisional and final plans

# I. 2021 Operations Plan and Ballpark Management Plan Review

## Provisional and Final Plan Comparison – 10-Year Rolling Plan

- Revisions to the provisional plan resulted in an additional \$910,000 in proposed spending over the 10-year rolling plan

Provisional to Final Submittal Changes - Net Impact By Category											
Calendar year Lease Year	2021 3	2022 4	2023 5	2024 6	2025 7	2026 8	2027 9	2028 10	2029 11	2030 12	Net Difference
Architectural	(\$833,690)	(\$230,383)	(\$237,294)	\$2,333,039	\$0	\$0	\$0	\$0	\$0	\$0	\$1,031,672
Interior	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Exterior	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Painting	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Building Envelope	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Signage and Graphics	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Structural	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Team Facilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operational Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FF&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Code and Regulatory	(\$833,690)	(\$230,383)	(\$237,294)	\$2,333,039	\$0	\$0	\$0	\$0	\$0	\$0	\$1,031,672
Retractable Roof	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Garage	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Spectators Amenities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Food Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seating Bowl	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Premium Spaces	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Building Systems	\$745,124	(\$80,751)	(\$83,174)	(\$85,669)	(\$88,239)	(\$90,886)	(\$93,613)	(\$96,421)	(\$188,026)	(\$62,497)	(\$124,153)
Mechanical	\$244,007	(\$31,416)	(\$32,358)	(\$33,329)	(\$34,329)	(\$35,359)	(\$36,420)	(\$37,512)	(\$38,638)	\$0	(\$35,354)
Electrical	\$501,117	(\$49,336)	(\$50,816)	(\$52,340)	(\$53,910)	(\$55,528)	(\$57,193)	(\$58,909)	(\$149,388)	(\$62,497)	(\$88,800)
Plumbing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Playing Field	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vertical Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Facility Sound Reinforcement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Video Displays/Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Security	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
POS Systems	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Baseball Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net Difference</b>	<b>(\$88,566)</b>	<b>(\$311,134)</b>	<b>(\$320,468)</b>	<b>\$2,247,370</b>	<b>(\$88,239)</b>	<b>(\$90,886)</b>	<b>(\$93,613)</b>	<b>(\$96,421)</b>	<b>(\$188,026)</b>	<b>(\$62,497)</b>	<b>\$907,518</b>

# I. 2021 Operations Plan and Ballpark Management Plan Review

## 2017 to 2020 Analysis – LTCNA and Actual Investment Comparison

- The LTCNA called for approximately \$65.7 million in necessary improvements from 2017 to 2020 (plan years 1 to 4), including 15% contingency
- Approximately \$38.2 million will be invested by the end of 2020 – subject to change pending finalization of 2020 records
  - \$27.8 million in LTCNA investments
  - \$10.3 million in other investments
- The cumulative difference for investments outlined in the LTCNA is \$37.9 million, including contingency
- There were 37 LTCNA projects in this timeframe that were either deferred to later years (primarily between 2022 and 2024) or require monitoring

Sub-Category	LTCNA Amount (2017 to 2020)	LTCNA Amount Invested (2017 to 2020)	Difference	Other Amount Invested (2017 to 2020)
Architectural Exterior	\$276,335	\$134,754	(\$141,581)	\$409,900
Architectural Interior	\$525,071	\$526,683	\$1,612	\$956,310
Baseball Operations	\$1,125,509	\$769,925	(\$355,584)	\$98,490
Building Envelope	\$507,747	\$274,450	(\$233,297)	\$238,400
Code and Regulatory	\$110,961	\$33,166	(\$77,795)	\$5,197,464
Electrical	\$1,283,148	\$1,461,199	\$178,051	\$578,765
FF&E	\$368,237	\$267,206	(\$101,031)	\$134,245
Food Service	\$4,991,297	\$1,598,805	(\$3,392,492)	\$99,600
Garage	\$191,126	\$47,380	(\$143,746)	\$0
Mechanical	\$1,023,953	\$54,132	(\$969,821)	\$92,000
Operational Equipment	\$222,756	\$96,466	(\$126,290)	\$90,345
Painting	\$2,219,205	\$1,102,078	(\$1,117,127)	\$0
Playing Field	\$3,245,967	\$652,000	(\$2,593,967)	\$662,175
Plumbing	\$172,266	\$75,275	(\$96,991)	\$30,000
POS Systems	\$286,008	\$1,895,200	\$1,609,192	\$0
Premium Spaces	\$3,232,462	\$443,635	(\$2,788,827)	\$4,948
Retractable Roof	\$6,868,878	\$7,633,249	\$764,371	\$89,626
Seating Bowl	\$77,672	\$329,919	\$252,247	\$0
Security	\$530,450	\$658,025	\$127,575	\$641,720
Signage and Graphics	\$2,036,632	\$840,469	(\$1,196,163)	\$110,369
Sound Reinforcement	\$3,327,354	\$8,541,500	\$5,214,146	\$28,000
Structural	\$301,305	\$214,395	(\$86,911)	\$0
Team Facilities	\$211,075	\$5,923	(\$205,153)	\$251,435
Technology Infrastructure	\$9,200,256	\$177,675	(\$9,022,581)	\$421,986
Vertical Transportation	\$22,193	\$6,811	(\$15,382)	\$111,500
Video Displays / Production	\$14,775,117	\$0	(\$14,775,117)	\$85,000
<b>Contingency</b>	<b>\$8,569,947</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>
<b>Total</b>	<b>\$65,702,927</b>	<b>\$27,840,317</b>	<b>(\$37,862,610)</b>	<b>\$10,332,277</b>

Note: 2020 figures are based off estimates provided in the Mariners Plan and are inclusive of contingency and inflation.

# I. 2021 Operations Plan and Ballpark Management Plan Review

## 2021 Plan – LTCNA and Proposed Investment Comparison

- LTCNA called for approximately \$16.1 million in necessary improvements in 2021, including 15% contingency
- Multiple projects were implemented ahead of their scheduled 2021 LTCNA implementation date (including point of sale systems) – totals approximately \$2.4 million (credit)
- Mariners 2021 plan calls for \$7.3 million in total investment, comprised of:
  - \$4.4 million in investments outlined in LTCNA
  - \$2.9 million in other investments
- Deferrals, aside from interiors, could be partially attributable to no fans being allowed in 2020

Sub-Category	LTCNA 2021 Amount	LTCNA Amount Invested	Difference	Other Amount Invested
Seating Bowl	\$4,438,889	\$21,855	(\$4,417,035)	\$0
Premium Spaces	\$2,388,105	\$0	(\$2,388,105)	\$0
Food Service	\$2,216,110	\$0	(\$2,216,110)	\$318,270
POS Systems	\$1,552,268	\$0	(\$1,552,268)	\$0
Architectural Interior	\$1,194,052	\$12,094	(\$1,181,958)	\$5,305
Operational Equipment	\$250,751	\$0	(\$250,751)	\$29,705
Mechanical	\$317,618	\$83,811	(\$233,807)	\$260,663
Painting	\$656,729	\$424,360	(\$232,369)	\$0
Technology Infrastructure	\$310,454	\$159,135	(\$151,319)	\$0
Structural	\$173,138	\$66,306	(\$106,831)	\$0
Plumbing	\$78,210	\$22,279	(\$55,932)	\$67,420
Architectural Exterior	\$59,703	\$18,566	(\$41,137)	\$0
FF&E	\$59,703	\$42,436	(\$17,267)	\$0
Building Envelope	\$29,851	\$18,778	(\$11,073)	\$0
Code and Regulatory	\$29,851	\$29,705	(\$146)	\$1,750,485
Garage	\$29,851	\$29,705	(\$146)	\$0
Playing Field	\$0	\$0	\$0	\$0
Signage and Graphics	\$0	\$0	\$0	\$0
Sound Reinforcement	\$0	\$0	\$0	\$0
Team Facilities	\$0	\$0	\$0	\$5,305
Video Displays / Production	\$0	\$0	\$0	\$0
Vertical Transportation	\$5,970	\$6,100	\$130	\$0
Security	\$0	\$106,090	\$106,090	\$0
Baseball Operations	\$0	\$159,135	\$159,135	\$0
Electrical	\$50,747	\$523,024	\$472,276	\$54,467
Retractable Roof	\$179,108	\$2,120,739	\$1,941,631	\$0
<b>Contingency</b>	<b>\$2,103,166</b>	<b>\$576,618</b>		<b>\$373,743</b>
<b>Total</b>	<b>\$16,124,274</b>	<b>\$4,420,736</b>	<b>(\$11,703,538)</b>	<b>\$2,865,362</b>

# I. 2021 Operations Plan and Ballpark Management Plan Review

## 10-Year Rolling Plan – Summary

- The Mariners' 10-year rolling plan includes \$162.1 million in necessary improvements, inclusive of 15% contingency and 3% inflation

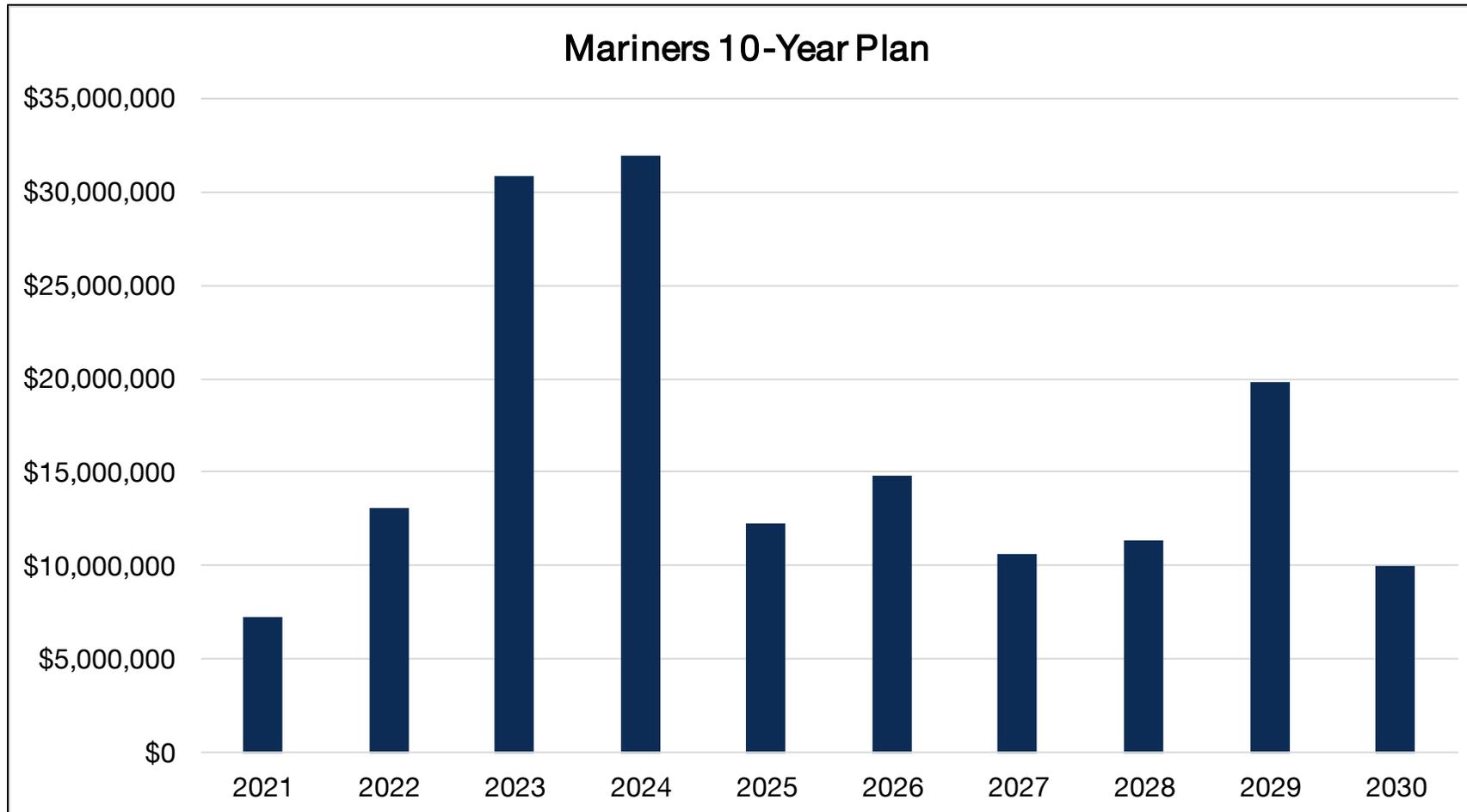
Mariners 10-Year Necessary Improvement Capital Expenditure Plan											10-Year Plan Total
2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
Architectural	\$2,763,501	\$3,659,408	\$8,411,087	\$8,421,250	\$6,484,156	\$7,574,366	\$7,993,091	\$2,900,896	\$3,482,097	\$2,816,494	\$54,506,350
Interior	\$20,009	\$278,429	\$210,934	\$356,044	\$311,571	\$913,108	\$941,958	\$1,244,806	\$1,343,970	\$938,566	\$6,559,390
Exterior	\$21,351	\$21,991	\$90,927	\$23,330	\$24,030	\$99,358	\$25,494	\$26,259	\$108,572	\$210,923	\$652,230
Painting	\$488,014	\$502,654	\$4,789,040	\$5,008,702	\$5,080,693	\$5,233,113	\$5,390,107	\$600,196	\$618,202	\$636,748	\$28,347,470
Building Envelope	\$21,595	\$35,814	\$185,737	\$37,995	\$197,048	\$40,309	\$175,834	\$266,637	\$186,542	\$319,488	\$1,467,000
Signage and Graphics	\$0	\$138,230	\$142,377	\$146,648	\$178,511	\$155,579	\$160,246	\$165,054	\$170,005	\$206,943	\$1,463,590
Structural	\$76,252	\$78,540	\$286,695	\$137,316	\$227,258	\$313,280	\$241,098	\$248,331	\$245,735	\$263,454	\$2,117,960
Team Facilities	\$6,100	\$174,672	\$101,605	\$6,666	\$45,314	\$675,354	\$817,985	\$247,581	\$227,962	\$87,553	\$2,390,790
Operational Equipment	\$34,161	\$0	\$250,670	\$280,854	\$326,355	\$48,088	\$90,321	\$0	\$174,642	\$44,572	\$1,249,660
Furnitures, Fixtures, & Equipment	\$48,801	\$194,779	\$51,773	\$53,327	\$54,926	\$56,574	\$109,259	\$60,020	\$363,193	\$63,675	\$1,056,330
Code and Regulatory	\$2,047,219	\$2,234,299	\$2,301,328	\$2,370,368	\$38,448	\$39,602	\$40,790	\$42,014	\$43,274	\$44,572	\$9,201,910
Retractable Roof	\$2,438,850	\$2,481,856	\$2,556,312	\$133,317	\$137,316	\$141,435	\$145,679	\$150,049	\$13,445,883	\$1,989,836	\$23,620,530
Garage	\$34,161	\$35,186	\$124,256	\$37,329	\$38,448	\$56,574	\$122,370	\$42,014	\$61,820	\$44,572	\$596,730
Spectator Requirements	\$391,143	\$825,945	\$3,076,980	\$8,835,242	\$2,026,235	\$5,304,680	\$1,428,524	\$526,071	\$541,854	\$1,046,283	\$24,002,960
Food Service	\$366,011	\$376,991	\$388,301	\$399,950	\$411,948	\$424,306	\$437,036	\$450,147	\$463,651	\$477,561	\$4,195,900
Seating Bowl	\$25,133	\$25,887	\$26,663	\$5,693,415	\$1,573,092	\$4,837,943	\$947,785	\$30,910	\$31,837	\$32,793	\$13,225,460
Premium Spaces	\$0	\$423,068	\$2,662,016	\$2,741,877	\$41,195	\$42,431	\$43,704	\$45,015	\$46,365	\$535,930	\$6,581,600
Building Systems	\$1,170,428	\$955,471	\$784,160	\$455,729	\$516,089	\$483,483	\$547,518	\$5,081,617	\$2,328,827	\$2,227,566	\$14,550,890
Mechanical	\$396,145	\$641,764	\$274,658	\$237,570	\$291,385	\$252,038	\$309,130	\$267,387	\$552,054	\$323,468	\$3,545,600
Electrical	\$664,114	\$226,622	\$122,108	\$125,771	\$129,544	\$133,430	\$137,433	\$141,556	\$234,515	\$150,177	\$2,065,270
Plumbing	\$103,154	\$79,859	\$82,255	\$84,723	\$87,264	\$89,882	\$92,579	\$95,356	\$644,707	\$101,163	\$1,460,940
Playing Field	\$0	\$0	\$297,697	\$0	\$0	\$0	\$0	\$4,568,689	\$0	\$0	\$4,866,390
Vertical Transportation	\$7,015	\$7,226	\$7,442	\$7,666	\$7,896	\$8,133	\$8,377	\$8,628	\$897,551	\$1,652,758	\$2,612,690
Technology	\$305,009	\$2,167,697	\$13,234,577	\$12,785,054	\$1,359,429	\$1,046,623	\$349,629	\$2,400,783	\$0	\$1,591,869	\$35,240,670
Facility Sound Reinforcement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Video Displays / Production	\$0	\$1,570,795	\$11,972,600	\$12,331,778	\$343,290	\$0	\$0	\$0	\$0	\$397,967	\$26,616,430
Security	\$122,004	\$125,664	\$776,601	\$453,276	\$329,558	\$339,445	\$349,629	\$0	\$0	\$159,187	\$2,655,360
POS Systems	\$0	\$471,239	\$485,376	\$0	\$0	\$0	\$0	\$2,400,783	\$0	\$0	\$3,357,400
Baseball Operations	\$183,005	\$0	\$0	\$0	\$686,580	\$707,177	\$0	\$0	\$0	\$1,034,715	\$2,611,480
Technology Infrastructure	\$183,005	\$2,963,566	\$2,696,531	\$1,310,945	\$1,716,450	\$212,153	\$0	\$225,073	\$0	\$238,780	\$9,546,510
<b>Value with Contingency and Inflation</b>	<b>\$7,286,100</b>	<b>\$13,089,130</b>	<b>\$30,883,900</b>	<b>\$31,978,870</b>	<b>\$12,278,120</b>	<b>\$14,819,310</b>	<b>\$10,586,810</b>	<b>\$11,326,500</b>	<b>\$19,860,480</b>	<b>\$9,955,400</b>	<b>\$162,064,640</b>

Note: Rounding may cause immaterial differences.

# I. 2021 Operations Plan and Ballpark Management Plan Review

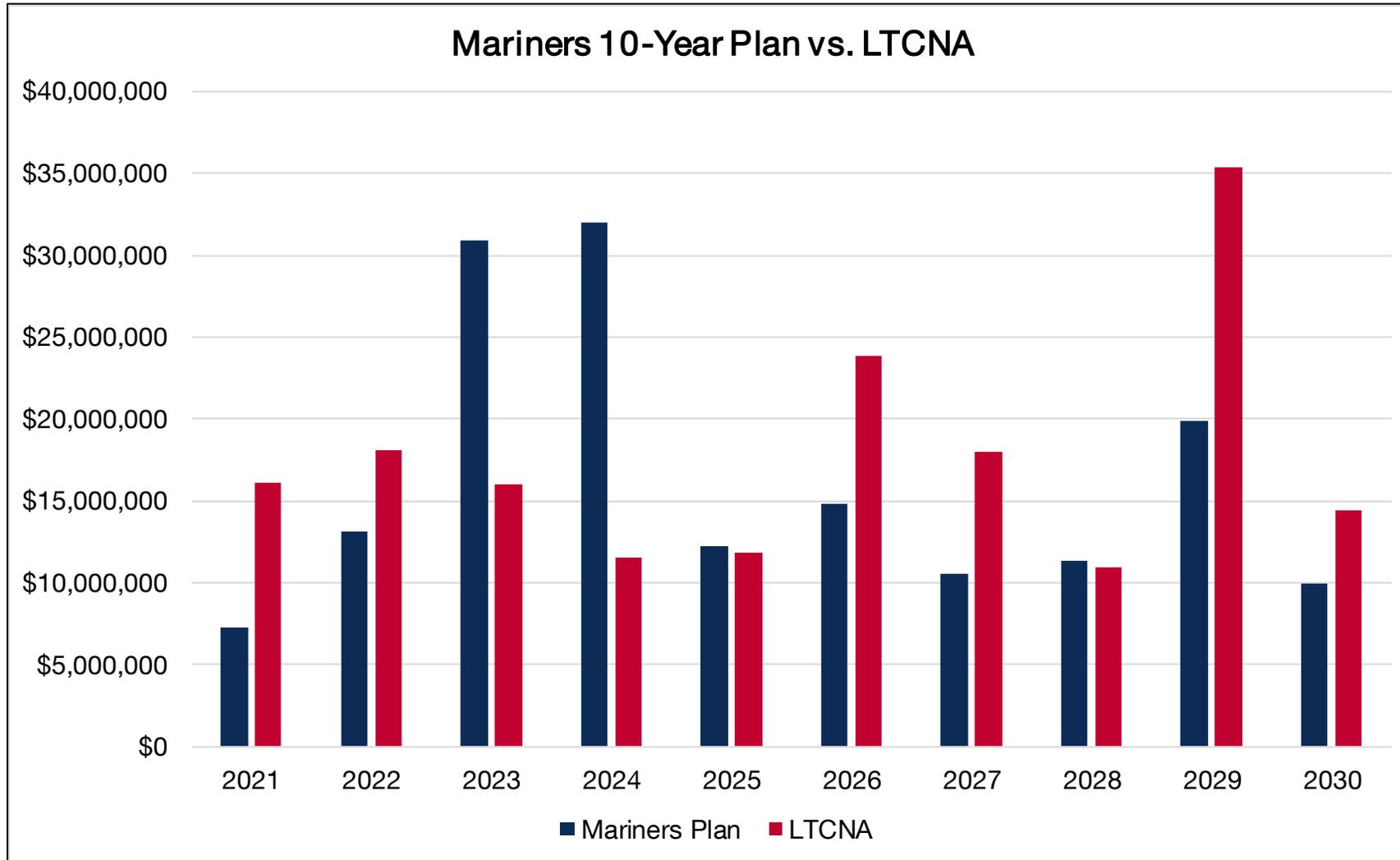
## 10-Year Rolling Plan – Investment by Year

- Mariners' 10-year rolling plan contains a significant peak between 2023 and 2024 – each year has at least \$30.9 million in proposed investment



# I. 2021 Operations Plan and Ballpark Management Plan Review

## 10-Year Rolling Plan – Visual Comparison with LTCNA



# I. 2021 Operations Plan and Ballpark Management Plan Review

## 10-Year Rolling Plan – Varying Time Period Comparisons

- In the Mariners’ 10-year plan between 2021 and 2030, the proposed necessary investment is approximately \$14.0 million less than the amount in the LTCNA (up from \$4.0 million in 2019 plan review from 2020 to 2029) – includes all investments
  - Actual/Proposed: \$162.1 million
  - LTCNA: \$176.0 million
  
- When 2019 and 2020 are included (years 3 and 4 of LTCNA and years 1 and 2 of the lease), the difference increases to \$37.7 million
  - Actual/Proposed: \$189.4 million
  - LTCNA: \$227.1 million
  
- When 2017 and 2018 are included (years 1 and 2 of LTCNA), the difference increases to \$41.5 million

Necessary Improvement Capital Expenditures Comparison to LTCNA (2019 to 2030)			
	12-Year Actual / Proposed	12-Year LTCNA Amount	Over / Under LTCNA Amount
<b>Architectural</b>	\$62,311,781	\$54,547,262	\$7,764,518
Interior	\$7,454,587	\$8,450,571	(\$995,984)
Exterior	\$930,888	\$1,071,722	(\$140,833)
Painting	\$29,449,545	\$32,462,851	(\$3,013,307)
Building Envelope	\$1,741,450	\$2,271,435	(\$529,985)
Signage and Graphics	\$2,324,431	\$2,448,186	(\$123,755)
Structural	\$2,332,354	\$2,583,348	(\$250,995)
Team Facilities	\$2,523,151	\$2,195,017	\$328,134
Operational Equipment	\$1,291,874	\$1,247,029	\$44,845
Furnitures, Fixtures, & Equipment	\$1,358,138	\$1,357,873	\$266
Code and Regulatory	\$12,905,364	\$459,231	\$12,446,133
Retractable Roof	\$27,594,408	\$22,621,563	\$4,972,845
Garage	\$644,110	\$746,567	(\$102,457)
<b>Spectator Requirements</b>	\$25,280,664	\$44,870,562	(\$19,589,898)
Food Service	\$5,103,206	\$18,125,736	(\$13,022,531)
Seating Bowl	\$13,555,377	\$12,012,135	\$1,543,241
Premium Spaces	\$6,622,082	\$14,732,691	(\$8,110,609)
<b>Building Systems</b>	\$16,694,744	\$21,913,379	(\$5,218,635)
Mechanical	\$3,599,730	\$6,103,325	(\$2,503,595)
Electrical	\$3,895,233	\$2,695,392	\$1,199,842
Plumbing	\$1,536,217	\$2,104,703	(\$568,485)
Playing Field	\$5,044,061	\$6,420,356	(\$1,376,295)
Vertical Transportation	\$2,619,502	\$4,589,604	(\$1,970,102)
<b>Technology</b>	\$47,057,528	\$62,037,004	(\$14,979,476)
Facility Sound Reinforcement	\$8,291,500	\$1,941,503	\$6,349,997
Video Displays / Production	\$26,616,430	\$47,453,310	(\$20,836,880)
Security	\$3,417,108	\$3,349,774	\$67,335
POS Systems	\$5,252,597	\$4,307,968	\$944,629
Baseball Operations	\$3,479,892	\$4,984,449	(\$1,504,557)
Technology Infrastructure	\$9,823,166	\$20,382,653	(\$10,559,487)
<b>Value with Contingency and Inflation</b>	<b>\$189,406,401</b>	<b>\$227,118,991</b>	<b>(\$37,712,590)</b>

# I. 2021 Operations Plan and Ballpark Management Plan Review

## 10-Year Rolling Plan – Upgrade Improvement Comparison

- The Mariners proposed no upgrade improvements for 2021 and proposed \$97.0 million in upgrades from 2021 to 2030
  - CAA ICON annualized this investment at \$10.8 million per year beginning in 2022 for comparative purposes
- Mariners utilized a figure of \$180.0 million in planned upgrades over the 25-year lease term during lease negotiations
  - CAA ICON annualized this investment at \$7.2 million per year for comparative purposes
- Although the Mariners did not propose upgrade improvements for 2021, the 10-year plan still results in a \$25.0 million surplus in upgrades from 2021 to 2030 and a \$19.8 million surplus over the first 12 years of the lease (based on described methodology)

Upgrade Improvement Capital Expenditure Comparison (2019 to 2030)															
Calendar Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2021-2030	12-Year	
Lease Year	1	2	3	4	5	6	7	8	9	10	11	12	Total	Total	
<b>10-Year Plan</b>															
Number of Improvements	0	5	0	TBD											
Present Day Value (2019 Dollars)	\$0	\$9,243,750	\$0	TBD	\$81,255,273	\$90,499,023									
Value with Inflation @ 3% Annually - (1)	NA	\$9,243,750	\$0	NA	\$85,438,181	\$94,681,931									
Value with Contingency @ 15% - (2)	NA	\$9,243,750	\$0	\$10,776,485	\$10,776,485	\$10,776,485	\$10,776,485	\$10,776,485	\$10,776,485	\$10,776,485	\$10,776,485	\$10,776,485	\$96,988,366	\$106,232,116	
<b>Total Amount</b>	<b>\$0</b>	<b>\$9,243,750</b>	<b>\$0</b>	<b>\$10,776,485</b>	<b>\$96,988,366</b>	<b>\$106,232,116</b>									
<b>Mariners \$180 Million Commitment</b>															
Number of Improvements	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	\$0	\$0	
Present Day Value (2019 Dollars)	\$7,200,000	\$7,200,000	\$7,200,000	\$7,200,000	\$7,200,000	\$7,200,000	\$7,200,000	\$7,200,000	\$7,200,000	\$7,200,000	\$7,200,000	\$7,200,000	\$72,000,000	\$86,400,000	
Value with Inflation @ 3% Annually	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	\$0	
Value with Contingency @ 15%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	\$0	
<b>Total Amount</b>	<b>\$7,200,000</b>	<b>\$7,200,000</b>	<b>\$7,200,000</b>	<b>\$7,200,000</b>	<b>\$7,200,000</b>	<b>\$7,200,000</b>	<b>\$7,200,000</b>	<b>\$7,200,000</b>	<b>\$7,200,000</b>	<b>\$7,200,000</b>	<b>\$7,200,000</b>	<b>\$7,200,000</b>	<b>\$72,000,000</b>	<b>\$86,400,000</b>	
<b>Over / Under Proposed Amount</b>													<b>\$24,988,366</b>	<b>\$19,832,116</b>	

(1) - Upgrade improvement projects are "design-to budgets" inclusive of inflation and contingency; future projects include 3% inflation and 15% contingency.

(2) - \$97 million has been annualized (\$10.8 million) by CAA ICON over the remaining nine years from 2022 to 2030 for illustrative purposes.

# I. 2021 Operations Plan and Ballpark Management Plan Review

## Operations and Management Plan Review – Summary

- The Ballpark Operations and Management Plan (required by the lease) submitted by the Mariners in September 1 of each lease year and contains an annual budget and a series of planned policies, reports, and activities for the upcoming year
  - The Operations Plan is subject to the PFD’s review and comment and is not subject to its approval
- 2021 **Operations Plan Summary** includes scheduled events, policies and procedures, community activities and investments, and organizational charts. Key elements of the plan and CAA ICON’s commentary (where applicable) are summarized:
  - **Annual Budget:** The Mariners proposed budget for ballpark operations is \$35.2 million (does not include capex or maintenance and operations), assuming a full schedule of MLB and non-baseball events
  - **Events:** The Mariners are presently assuming there will be 81 MLB home games beginning on April 1<sup>st</sup>, 2021 and no non-baseball events scheduled in 2021, which is subject to change. CAA ICON would anticipate some non-baseball events in 2021, pending advancement in COVID-19 vaccines and therapeutic treatments.
  - **Mariners Community Activities and Investments:** The Mariners plan, in detail, outlines substantial community initiatives that have been successfully implemented in 2020 (despite the challenges of COVID-19) and in prior years

# I. 2021 Operations Plan and Ballpark Management Plan Review

## Operations and Management Plan Review – Summary (Cont.)

- **2021 Management Plan Summary** outlines the (1) regular provision of all labor, materials and other maintenance services, and (2) non-capitalized repair, replacement and maintenance that ensures the ballpark meets the Applicable Standard. Key elements of the plan and CAA ICON’s commentary (where applicable) are summarized:
  - **Maintenance and Repair Program:** The plan provides extensive detail regarding preventative programs utilized to maintain T-Mobile Park as a first-class facility
  - **Roof Structure:** The Mariners are going to complete a comprehensive structural and mechanical inspection of all roof systems in 2021 (potential impact on capex plans)
  - **Sustainability:** The plan provides an overview of sustainability initiatives, including highlighting T-Mobile Park’s status as one of the lowest energy uses per square foot of any MLB ballparks according to the Mariners
  - **Review of 2019/2020 and Planning for 2021:** Discussion is provided about COVID-19’s impact on the 2020 season (no fans) and potential extension of the lifecycle of key systems and equipment (potential impact on capex plans)
  - **Data Analysis:** The plan provides an overview of how the team’s maintenance management system enables them to analyze equipment and evaluate the need for replacement or whether the lifecycle can be extended
  - **Annual Maintenance and Operations Budget Summary:** The 2021 Maintenance plan and budget have not been completed. The Mariners committed to provide the plan as soon as finalized. The plan should contain a discussion of physical and operational ballpark related changes related to COVID-19, once known.

# I. 2021 Operations Plan and Ballpark Management Plan Review

## Looking Ahead

### ▪ T-Mobile Park Capex Investment

- Significant economic uncertainty in 2021 – likely to be second consecutive year with some type of capacity limitations (impact on cash flow and funds available for capex), the CBA also expires at the conclusion of the year
  - Mariners’ budgeted necessary improvement investment amount in 2022 is approximately \$13.1 million in the 10-year rolling plan, whereas the LTCNA calls for \$18.1 million
- Mariners’ 10-year rolling plan has an investment peak between 2023 and 2024 (nearly \$63 million in necessary investment), that is largely made-up of rescheduled projects – proposed investment would reduce, but not eliminate investment difference

### ▪ PFD Activities

- Limited follow-up with the Mariners is required to finalize 2021 plans
- Follow-up with the Mariners at the appropriate time regarding COVID-19 guidance received and potential modifications required
- Work with the Mariners to develop plan or approach to reconcile investment difference over 10-year plan
- Discussions taking place regarding a potential update to the LTCNA (scope and approach TBD)
- Visits to Reference Ballparks may take place in 2021, potentially as part of a LTCNA update

# Limiting Conditions and Assumptions

**This analysis is subject to our contractual terms, as well as the following limiting conditions and assumptions:**

- The analysis has been prepared for internal decision making purposes of the Client only and shall not be used for any other purposes without the prior written permission of CAA ICON.
- The analysis includes findings and recommendations; however, all decisions in connection with the implementation of such findings and recommendations shall be Client's responsibility.
- Ownership and management of the stadium are assumed to be in competent and responsible hands. Ownership and management can materially impact the findings of this analysis.
- Any estimates of historical or future prices, revenues, rents, expenses, occupancy, net operating income, mortgage debt service, capital outlays, cash flows, inflation, capitalization rates, yield rates or interest rates are intended solely for analytical purposes and are not to be construed as predictions of the analysts. They represent only the judgment of the authors based on information provided by operators and owners active in the market place, and their accuracy is in no way guaranteed.
- Our work has been based in part on review and analysis of information provided by unrelated sources which are believed accurate, but cannot be assured to be accurate. No audit or other verification has been completed.
- Current and anticipated market conditions are influenced by a large number of external factors. We have not knowingly withheld any pertinent facts, but we do not guarantee that we have knowledge of all factors which might influence the operating potential of the facility. Due to rapid changes in the external factors, the actual results may vary significantly from estimates presented in this report.
- The analysts reserve the right to make such adjustments to the analyses, opinions, and conclusions set forth in this report as may be required by consideration of additional data or more reliable data which may become available.
- The analysis is intended to be read and used as a whole and not in parts. Separation of any section or page from the main body of the report is expressly forbidden and invalidates the analysis.
- Possession of the analysis does not carry with it the right of publication. It shall be used for its intended purpose only and by the parties to whom it is addressed. Other parties should not rely on the findings of this report for any purpose and should perform their own due diligence.
- Our performance of the tasks completed does not constitute an opinion of value or appraisal, or a projection of financial performance or audit of the facility in accordance with generally accepted audit standards. Estimates of value (ranges) have been prepared to illustrate current and possible future market conditions.
- The analysis shall not be used in any matters pertaining to any financing, or real estate or other securities offering, registration, or exemption with any state or with the federal Securities and Exchange Commission.
- No liability is assumed for matters which are legal or environmental in nature.

1 **October 26, 2020**

**Proposed No.: 20-010**

2 RESOLUTION NO. 486

3 A RESOLUTION of the Board of Directors of the Washington State Major  
4 League Baseball Stadium Public Facilities District authorizing the Executive  
5 Director to enter into an agreement with the Bullitt Foundation to co-host and  
6 co-fund a value planning exercise for an Energy District.

7 WHEREAS, pursuant to Chapter 36.100 RCW, as amended, the Washington State  
8 Major League Baseball Stadium Public Facilities District (the “District”), has been created  
9 and possesses all the powers of a public facilities district; and

10 WHEREAS, pursuant to RCW 36.100.010(5), RCW 36.100.180 and other  
11 provisions of state law, the District has broad powers to enter into contracts for materials,  
12 work and services necessary for the operations of a ballpark; and

13 WHEREAS, District Resolutions authorize the Executive Director to contract for  
14 professional services, subject to ratification by the District Board; and

15 WHEREAS, all contracts in excess of \$50,000, regardless of how procured,  
16 require Board approval or ratification; and

17 WHEREAS, the District has supported the Stadium District Plan, which  
18 contemplates an amendment to the City of Seattle Comprehensive Plan to establish a  
19 Stadium District; and

20 WHEREAS, a value planning exercise will evaluate the feasibility of an energy  
21 district, increase partnership opportunities, and support the effort to establish a Stadium  
22 District; and

23 WHEREAS, the attached letter from Denis Hayes of the Bullitt Foundation invites  
24 the PFD to agree to be a co-host and to co-fund the \$100,000 effort with a \$30,000  
25 contribution; and

26 WHEREAS, the Board finds that it is in the best interest of the District and  
27 consistent with the District’s procurement procedures and policies to authorize the  
28 Executive Director to enter into an agreement with the Bullitt Foundation.

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NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF DIRECTORS  
OF THE WASHINGTON STATE MAJOR LEAGUE BASEBALL STADIUM PUBLIC  
FACILITIES DISTRICT AS FOLLOWS:

Section 1. The Executive Director is hereby authorized to enter into an agreement  
with the Bullitt Foundation to the co-host and to contribute \$30,000 to a value planning  
exercise to evaluate the feasibility of an energy district.

PASSED by a vote of 6 to 0 this 26<sup>th</sup> day of October 2020.

BOARD OF DIRECTORS  
WASHINGTON STATE MAJOR LEAGUE BASEBALL STADIUM PUBLIC  
FACILITIES DISTRICT



\_\_\_\_\_  
Stacy Graven, Chair

ATTEST:



\_\_\_\_\_  
Clerk

DATE: October 12, 2020

TO: [Stacy Graven](#), Chair Washington State Major League Baseball Stadium Public Facilities District  
[Debra Smith](#), CEO Seattle City Light  
[Elizabeth Leavitt](#), Senior Director, Engineering, Environment and Sustainability

CC: [Joshua Curtis](#), Executive Director, Washington State Major League Baseball Stadium Public Facilities District  
[David Logsdon](#), Director of Electrification and Strategic Technology, Seattle City Light  
[Sandy Kilroy](#), Director of Maritime Environment & Sustainability, Port of Seattle

FROM Denis Hayes, CEO Bullitt Foundation

RE: Creating a Transformative Energy Plan for Seattle Waterfront and Stadium District

The Center for Sustainable Infrastructure (CSI), a long-time Bullitt Foundation grantee, has worked with creative thinkers in your organizations to align around an industrial symbiosis opportunity spanning Seattle's Waterfront and Stadium District, centered on integrated clean energy, jobs, and social justice.

CSI brings extensive experience in industrial symbiosis and sustainable economic development. Those symbiotic processes mimic nature, in that the waste of one party becomes "food" for the next. Perhaps the most widespread example may be the co-location of thermal powerplants and high-temperature industrial plants with facilities needing low-grade heat, perhaps then linked to agricultural structures that merely need warmth. But it can be much broader, converting wastes and pollutants into valuable feedstocks.

Each of your organizations already are thinking about how such an approach could be linked to exciting opportunities in Seattle's working waterfront and Stadium District—from makerspaces to urban agriculture, to clean transportation and renewable energy, bolstered by learning and next generation career training opportunities for the full diversity of Seattle's workforce.

I hope to persuade you to join with the Bullitt Foundation to co-host and help underwrite a preliminary exploration of such an integrated approach to the Stadium District and the Waterfront—places where you are already planning investments in clean, renewable technologies. It is possible that by making better uses of resources that would otherwise be wasted, you could achieve your ends more cheaply and with a smaller environmental footprint. For example, the district might be able to meet 100 percent of its space heating requirements by harnessing waste heat from a major sewage line serving the area.

Here is why I am excited about this opportunity. The Port of Seattle's Maritime Division *already is considering* a Seattle Waterfront Clean Energy Strategic Plan that will decarbonize Port maritime facilities using renewable electricity and alternative fuels. Separately and simultaneously, the Seattle

Stadium District *already is considering* whether a heating and cooling energy district is a good fit with the goals of redevelopment, job creation, and place-making.

Seattle City Light, which provides electricity to both the Stadium District and the Port of Seattle Maritime Operations and plans to retain its claim as the greenest utility in America, is also essential to the success of this effort.

Each of you care about creating opportunities to lift up communities of color in Seattle. Integral to this partnership is a focus on leveraging clean energy investments to open up new business and new job opportunities for black, indigenous and other people of color.

CSI, which is always searching for high-impact opportunities, brought this one to my attention.

CSI's point-of-entry is at the earliest stage in the design process, before any 'answer' to the project challenge is locked in. They deploy 'value planning' to galvanize principals and key stakeholders around a project development roadmap. The roadmap is a set of smart, cost-effective project investments with a clear business case, and a sequence of action steps and milestones that add up to a compelling strategy that can attract funding from local, state, and federal agencies.

Specific request:

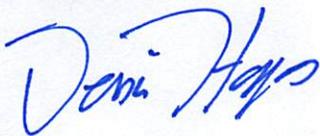
1. Agree to co-host and co-fund the effort
2. Identify a creative representative of your organization to help prepare for the Workshop
3. Be willing to seriously consider the results of this collaborative process and explore ways that you can work collaboratively with one another, and other District stakeholder, to optimize your joint outputs.

We envision a fast track: convening (virtually) a core team in October, 2020; hosting virtual brainstorming meeting of principals in January; and presenting the conclusions by the end of Q1

The budget for this first phase is \$100,000. I hope the Stadiums, Port, and SCL each will supply \$30,000. The Bullitt Foundation will contribute an initial \$10,000.

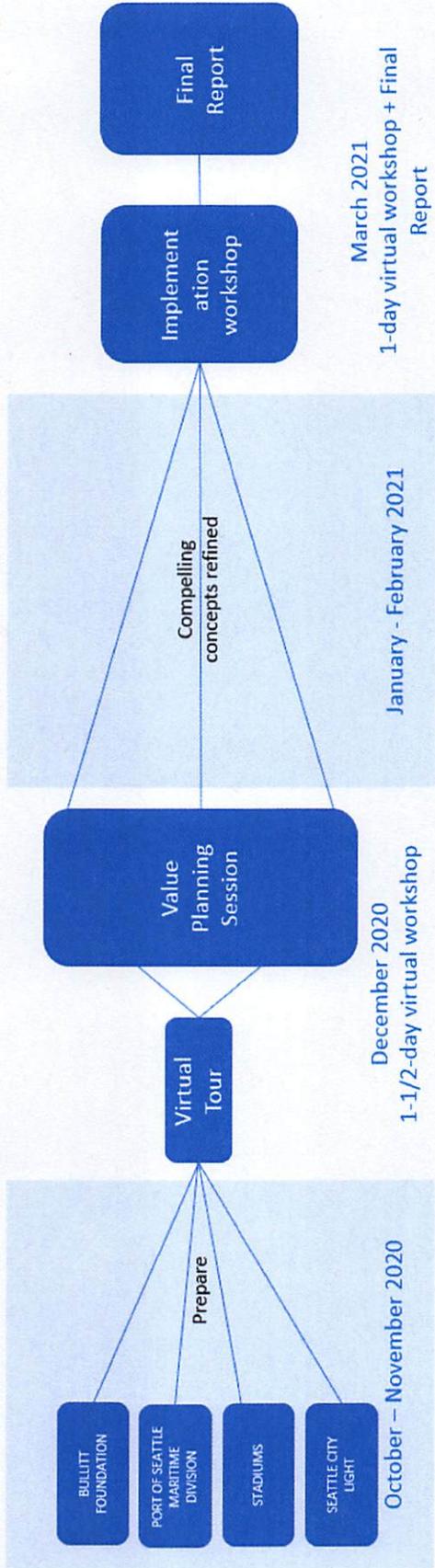
Thank you for taking the time to consider this opportunity to launch a transformative effort in the heart of Seattle.

Sincerely,



Denis Hayes, CEO  
Bullitt Foundation.

# Value Planning process & timeline



2  
3 **RESOLUTION NO. 487**

4 A RESOLUTION to approve payment vouchers.

5 WHEREAS, pursuant to the provisions of Chapter 36.100 RCW, as amended, the  
6 Washington State Major League Baseball Stadium Public Facilities District (“District”) has  
7 been created and possesses all the powers of a public facilities district; and

8 WHEREAS, Resolution No. 478 [Proposed No. 20-002] appointed the District  
9 Executive Director, Joshua Curtis, as Auditing Officer; and

10 WHEREAS, Resolution No. 449 [Proposed No. 15-006] designated the Board Chair  
11 or the Chair’s designee to review and approve payment vouchers, subject to final review  
12 and approval by the Board; and

13 WHEREAS, Board member Tim Burgess has been designated by the Board Chair to  
14 review and approve payment vouchers; and

15 WHEREAS, the Auditing Officer and Board member Burgess have reviewed and  
16 approved ballpark vouchers #20200806100855, #20200813095644, and #20200911133824;  
17 etc., as summarized as follows:

18 August 2020

<u>Classification</u>	<u>Amount</u>
19 1. IT Support/Website/Domains	\$28.11
20 2. Accounting/Auditing	\$14,175.54
21 3. Consulting Services	\$71,046
22 4. Legal Fees	\$11,511.50
23 5. Equipment	\$429.39
24 6. Supplies	\$328.14
25 7. Meeting & Board Expense	\$300
26 8. Telephone/Wireless	\$111.62
27 9. General & Administrative - Other	\$501.74
28 10. <u>Reconciliation</u>	<u>-\$720.97</u>
29 TOTAL FOR THE PERIOD	\$97,711.07

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32 September 2020

<u>Classification</u>	<u>Amount</u>
33 1. IT Support/Website/Domains	\$2,031.60
34 2. Consulting Services	\$14,325.00
35 3. Legal Fees	\$4,819.00
36 4. Equipment	\$432.68
37 5. Supplies	\$64.81
38 6. Telephone/Wireless	\$175.94

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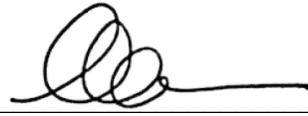
7. General & Administrative - Other	\$39.62
8. <u>Reconciliation</u>	<u>-\$51.60</u>
TOTAL FOR THE PERIOD	\$21,747.05

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE WASHINGTON STATE MAJOR LEAGUE BASEBALL STADIUM PUBLIC FACILITIES DISTRICT AS FOLLOWS:

Vouchers #20200806100855, #20200813095644, and #20200911133824; etc. as reviewed by the Auditing Officer and Board designee (monthly summaries attached) are hereby approved.

PASSED by a vote of 6 to 0 this 26<sup>th</sup> day of October, 2020.

BOARD OF DIRECTORS  
WASHINGTON STATE MAJOR LEAGUE BASEBALL STADIUM  
PUBLIC FACILITIES DISTRICT



Stacy Graven, Chair

ATTEST:



Clerk



Washington State  
Major League Baseball Stadium  
Public Facilities District

## October 26, 2020 PFD Regular Board Meeting Executive Director Report

### Highlights

- 2019 Audit: The State Auditor has initiated the 2019 audit of the PFD's financials. Staff have been providing the assigned auditor with requested documents and the entrance meeting is scheduled for October 27<sup>th</sup>. Staff anticipate sharing the results of the audit at the December 14<sup>th</sup> board meeting.
- Website Redesign and Logo Refresh: The consultant, Parallel Public Works, met with staff and Board Members Graven and Nelson to initiate the logo refresh process. They estimate the website update will be completed and launched by the end of the year.
- 2021 Budget: Included in the board packet is a high-level summary of the proposed 2021 budget. For reference, the proposal includes totals from 2020 and the delta between the two years. Staff will follow up with board members for further discussion on the budget in anticipation of a final review at the November 9<sup>th</sup> board meeting. While reviewing the proposed budget, please consider the following:
  - Assumptions: I have made several assumptions, some of which will require further discussion by the board to confirm. Here are a few major assumptions that have driven the largest costs:
    - Office Remodel – the PFD offices have not been updated in some time and need new paint, flooring, furniture, and lighting (as well as some plumbing work).
    - The Mariners have requested that we accelerate the timing of the LTCNA. In addition, the PFD deferred their reference ballpark visits until next year. Both of these costs are dependent on both further discussions and COVID-19 travel restrictions, but I have included them in the estimates.
    - The PFD did not have Marx & Okubo conduct a Maintenance and Conditions Study this past year, but I am budgeting for one next year.

- The Stadium District work will continue early into the year, and then will be focused on supporting the City's EIS. The board has discussed and is in favor of contributing to the City's EIS next year.
- The City is currently assuming that the LID pre-payment period will happen 2021.

Here are some further notes on specific budget line categories.

- *Salaries/Benefits*
  - Salaries/Benefits will be higher in 2021 as the PFD will be fully staffed and 1.5 FTE for the entire year.
- *Professional Services*
  - The Professional Services budget has increased by ~\$80K. There is an overall reduction in legal fees given Tom's reduced scope of work for the organization, as well as a smaller budget for Lizanne with the Stadium District. However, CAA/ICON's support for the reference ballpark and LTCNA work adds budget, as does an assumed PFD contribution to the City's EIS process. In addition, the PSA will no longer be contributing to Stadium District work with the recent amendment to the cost sharing agreement.
- *General & Administrative*
  - The biggest drivers in the increased G&A budget are an office remodel, LID payment, cost of scanning/uploading 20+ years of PFD files, and estimated trip costs for the reference ballpark trip.

**PFD 2021 Draft Budget**

Presented at October 26, 2020 Board Meeting

**Non-Operating Fund Balances (12/31/2020)**

Cap Ex Fund	3,100,000
Neighborhood Improvement Fund	4,425,000

Operating Budget	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>Operating Cash Balance (Beginning)</b>	<b>3,218,379</b>	<b>3,093,068</b>	<b>2,960,228</b>	<b>3,460,427</b>	<b>3,152,760</b>	<b>3,108,559</b>	<b>3,040,101</b>	<b>3,785,605</b>	<b>3,617,364</b>	<b>3,397,517</b>	<b>3,320,865</b>	<b>3,270,871</b>	
<b>Income</b>													
Mariners Rent			789,495				789,495						1,578,990
Restaurant Tax	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Interest Income	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
<b>Total Income</b>	<b>5,500</b>	<b>5,500</b>	<b>794,995</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>794,995</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>1,644,990</b>
<b>Expense</b>													
Salaries/Benefits	20,677	20,677	20,702	20,677	20,677	20,702	20,677	20,677	20,783	20,843	20,930	21,044	249,062
Professional Services	38,893	34,433	34,064	114,835	25,919	50,404	26,159	100,409	26,909	56,659	31,909	31,409	572,000
General & Administrative	71,241	83,231	240,031	177,656	3,106	2,852	2,656	52,656	177,656	4,651	2,656	2,706	821,094
<b>Total Expense</b>	<b>130,811</b>	<b>138,340</b>	<b>294,796</b>	<b>313,167</b>	<b>49,702</b>	<b>73,957</b>	<b>49,491</b>	<b>173,741</b>	<b>225,348</b>	<b>82,152</b>	<b>55,494</b>	<b>55,158</b>	<b>1,642,157</b>
<b>Net Operating Income</b>	<b>(125,311)</b>	<b>(132,840)</b>	<b>500,199</b>	<b>(307,667)</b>	<b>(44,202)</b>	<b>(68,457)</b>	<b>745,504</b>	<b>(168,241)</b>	<b>(219,848)</b>	<b>(76,652)</b>	<b>(49,994)</b>	<b>(49,658)</b>	<b>2,833</b>
<b>Contributions</b>													
Capital Project Fund													250,000
Operating Reserve													250,000
<b>Operating Cash Balance (Ending)</b>	<b>3,093,068</b>	<b>2,960,228</b>	<b>3,460,427</b>	<b>3,152,760</b>	<b>3,108,559</b>	<b>3,040,101</b>	<b>3,785,605</b>	<b>3,617,364</b>	<b>3,397,517</b>	<b>3,320,865</b>	<b>3,270,871</b>	<b>2,971,212</b>	

Budget Comparison - 2020 - 2021	2021 Total	2020 Total	Delta
<b>Income</b>			
Mariners Rent	1,578,990	1,533,000	45,990
Restaurant Tax	6,000	4,768	1,232
Interest Income	60,000	54,790	5,210
<b>Total Income</b>	<b>1,644,990</b>	<b>1,592,558</b>	<b>52,432</b>
<b>Expense</b>			
Salaries/Benefits	249,062	195,382	53,681
Professional Services	572,000	491,273	80,727
General & Administrative	821,094	60,597	760,498
<b>Total Expense</b>	<b>1,642,157</b>	<b>747,252</b>	<b>894,905</b>