

STADIUM OF THE FUTURE



JACKSONVILLE FLORIDA

COMMUNITY HUDDLES OUTREACH REPORT & STADIUM FACILITIES UPDATE



STADIUM OF THE FUTURE COMMUNITY HUDDLE PROCESS

Purpose: To improve our current plan by providing the public the opportunity to learn more about the project, ask questions and provide their feedback.

Community Huddles

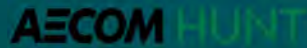
| District | Date | Start Time | Area of Town | Address | Attendees |
|----------|-----------|------------|----------------------|---|-----------|
| 7 | 6/12/2023 | 11:30am | Downtown | 1850 North Main Street, Jacksonville, FL 32206 | 235 |
| 6 | 6/13/2023 | 5:00pm | Mandarin | 3130 Hartley Rd, Jacksonville, FL 32257 | 210 |
| 3 & 4 | 6/14/2023 | 5:00pm | Kernan to Hodges | 3985 Hunt Club Rd, Jacksonville, FL 32224 | 235 |
| 8 | 6/15/2023 | 5:00pm | Pecan / Airport | 15170 Max Leggett Parkway, Jacksonville, FL 32218 | 116 |
| 14 | 6/16/2023 | 11:30am | Argyle | 6337 Roosevelt Blvd., Jacksonville, FL 32244 | 86 |
| 11 | 6/17/2023 | 11:30am | Baymeadows / Avenues | 10239 Golf Club Dr, Jacksonville, FL 32256 | 161 |
| 13 | 6/17/2023 | 5:00pm | Beaches | 1600 Selva Marina Dr, Atlantic Beach, FL 32233 | 195 |
| 5 | 6/19/2023 | 11:30am | San Marco / Lakewood | 3605 Philips Hwy, Jacksonville, FL 32207 | 110 |
| 12 | 6/19/2023 | 5:00pm | Whitehouse / I-10 | 5001 Samaritan Way, Jacksonville, FL 32210 | 47 |
| 1 | 6/20/2023 | 11:30am | Arlington | 1633 University Blvd N, Jacksonville, FL 32211 | 103 |
| 10 | 6/20/2023 | 5:00pm | Northside | 1755 Edgewood Ave W, Jacksonville, FL 32208 | 56 |
| 13 | 6/21/2021 | 11:30am | Beaches | 691 N 1st Street, Jacksonville Beach, FL 32250 | 115 |
| 9 | 6/21/2021 | 5:00pm | Westside | 6887 103rd Street, Jacksonville, FL 32210 | 85 |
| 2 | 6/22/2023 | 11:30am | Heckscher Drive | 370 Zoo Pkwy, Jacksonville, FL 32218 | 76 |
| 7 | 6/22/2023 | 5:30pm | Downtown | 1 TIAA Bank Field Drive, Jacksonville, FL 32202 | 78 |
| 7 | 7/12/2023 | 5:30pm | OUTEAST | 925 Spearing Street, Jacksonville, FL 32206 | 75 |

Format: Forty-minute presentation from the Jaguars followed by public comments and questions. No time limit was established on individual comments or questions. The public comment section did not have a pre-set stop time. Public comment sessions did not conclude until all comments were received and questions were answered. In addition to the 45-minute presentation, public comment sessions lasted an average of 90 minutes.

STADIUM OF THE FUTURE



JACKSONVILLE FLORIDA



STADIUM OF THE FUTURE



- Age of our stadium – 29 years old.
- Existing major mechanical, electrical & plumbing systems are reaching the end of their useful life.
- There has been significant deferred maintenance over the past years.
- The capital required to keep the current stadium operating at acceptable levels continues to increase.
- The Jaguars began the public dialogue regarding the future of the stadium in March 2016.
- In July 2020, the Jaguars and the City of Jacksonville began the process of finding a long-term stadium solution.
- Several key steps towards a comprehensive plan for The Stadium of the Future are already in process – with our football team and operations moving out of the stadium and into the Miller Electric Center.

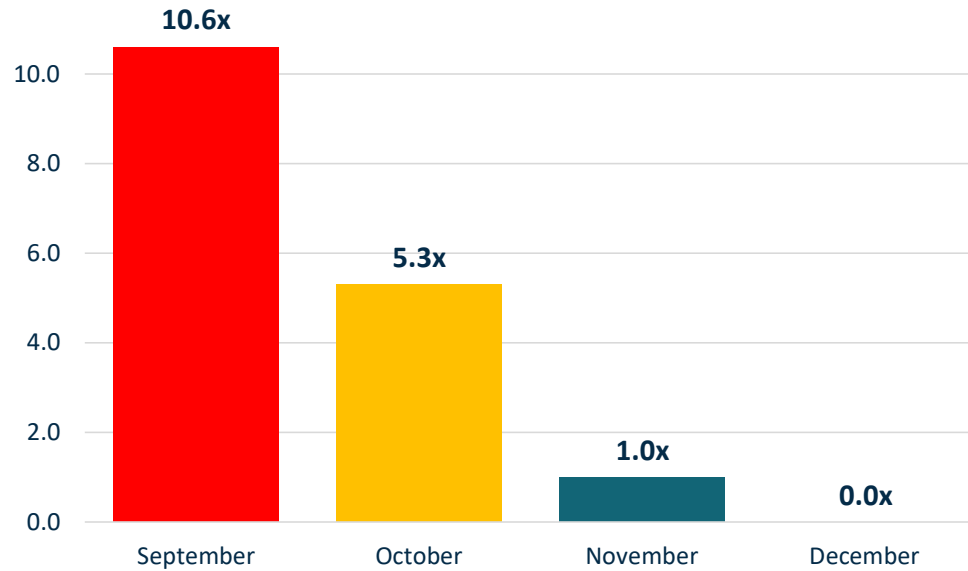
WHAT OTHER CITIES AND TEAMS HAVE DONE SINCE 1995



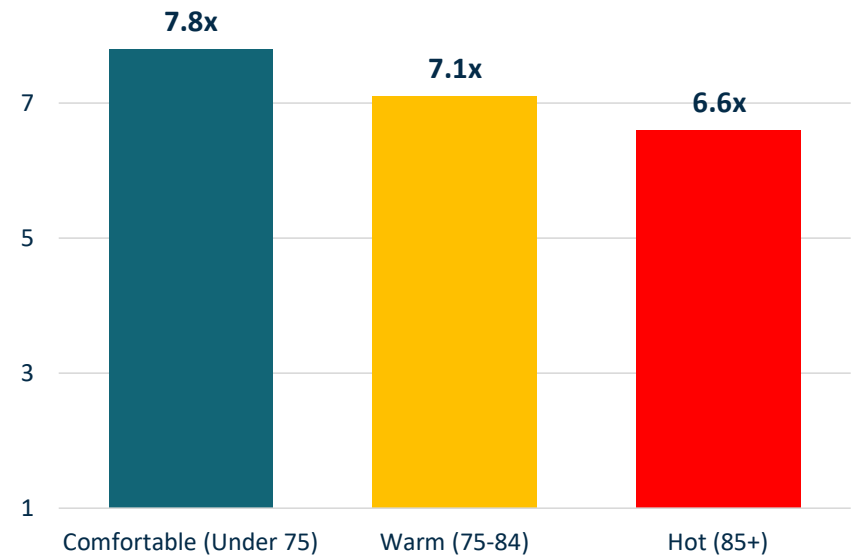
SEPTEMBER HEALTH & SAFETY CONSIDERATIONS



Heat Incidents are Most Frequent Early in the Season



Fan Experience Suffers with Higher Temperatures



▼ **33%** Decreased Ticket Interest in the month of September



STADIUM OF THE FUTURE GOALS



Purpose: To help downtown become an economic engine able to generate financial resources that are invested throughout the community.

Objective: To create an omnibus solution that addresses the current stadium condition and delivers a vibrant mixed-use neighborhood around the stadium, ballpark, arena, and amphitheater.

Strategic Goals:

- *Deliver a state-of-the-art reimagined City-owned stadium that meets the needs of the Jaguars and football fans while positioning the stadium and nearby venues to attract major non-NFL events*
- *Extend the current Jaguars lease beyond the 2029/30 NFL season*
- *Bring the University of Florida graduate campus to the current Fairgrounds property*
- *Position the TaxSlayer Gator Bowl to participate in an expanded college football playoffs*
- *Extend the Florida/Georgia game agreement beyond 2025*
- *Support development in the downtown core*
- *Create a much-needed connection between the St. Johns River, The Sports Complex, OUTEAST neighborhood and beyond*



IT IS ABOUT MUCH MORE THAN JUST A STADIUM



Providing an enhanced entertainment experience for fans to enjoy before, during, and after events is critical to attracting major events to Jacksonville and protecting our current major events.

- Florida/Georgia Game
- TaxSlayer Gator Bowl
- College Football Playoffs
- Concerts
- Major NFL Events (NFL Draft)
- International Soccer



Nashville's East Bank Vision



OUR VISION: BUILDING A WORLD-CLASS NEIGHBORHOOD/DISTRICT



STEP 1

Shipyards

- Four Seasons Hotel & Residences
- Office Tower
- Marina
- Marina Support Building & Park
- Riverwalk
- Met Park Commitment

Miller Electric Center

STEP 2

Stadium of the Future

- Reimagined Stadium
- Entertainment District
- Promenade & Greenspaces to connect the St. Johns River to the Sports Complex, OUTEAST neighborhood and beyond

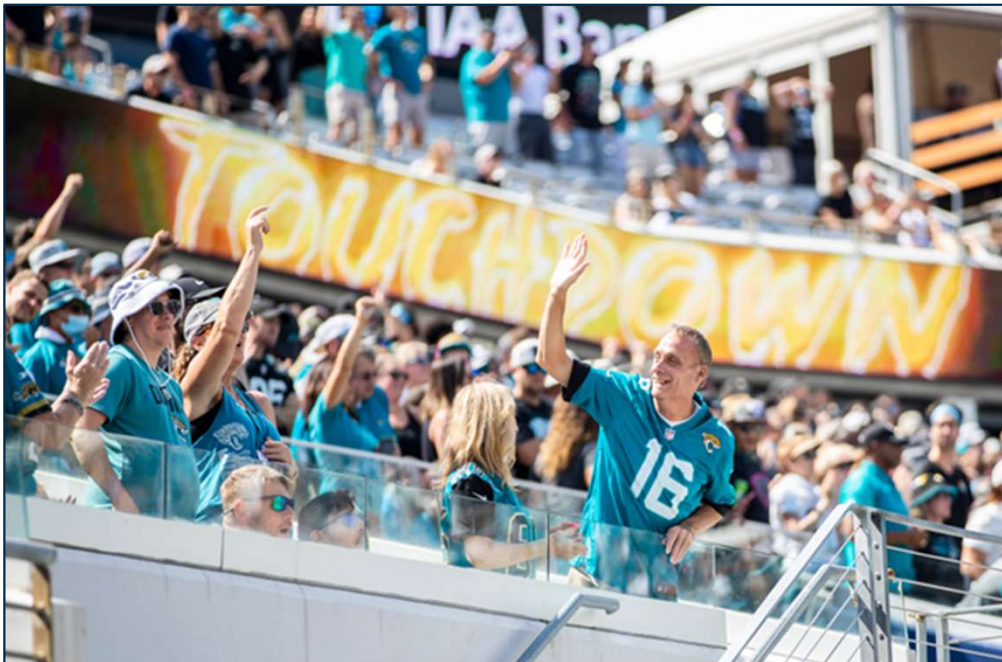
STEP 3

UF Graduate Campus & Infrastructure to support campus

- Student housing, hotel, parking, public amenities, & support services



PATH TOWARDS STADIUM OF THE FUTURE



- **Jaguars Initiate Public Dialogue** (March 2016)
- **Building Engineering Assessment** (July 2020)
- **Build 3-D Model** (January 2022)
- **CAA Icon Stakeholder Survey** (March 2022)
- **Conceptual Designs** (April 2022)
- **Conceptual Design Selection – HOK** (December 2022)
- **Design Advancement – HOK** (May 2023)
- **Schedule, Sequencing, and Renovation Pricing – AECOM-Hunt/Barton-Mallow** (May 2023)
- **Public Outreach Regarding Design and Plan** (June 2023)
- **Partnership Framework Between Jaguars and COJ** (TBD)
- **Schematic Design Kickoff to Achieve 2028 Opening** (October 2023)
- **City of Jacksonville and Jaguars Agreement Approval** (TBD)
- **NFL Owners Approval** (TBD)
- **Early Works Construction Mobilization** (February 2025)
- **Construction Commencement** (January 2026)
- **Facility Opening** (August 2028)



STAKEHOLDER FEEDBACK



Stadium of the Future: Fan & Stakeholder Feedback

- CAA ICON, an industry leading sports consulting firm, conducted a market feasibility study with stakeholders, season ticket members and Jaguars fans throughout Jacksonville.
- The survey results validated our founding design principles including:
 - Shade on all seats
 - Wider concourses
 - Increased vertical transportation
 - Replace HVAC, plumbing, mechanical and electrical systems
 - Concessions including more local restaurants
 - Better Wi-Fi/cell service throughout stadium
 - Enhanced programming before and after events
- “89% of those surveyed favorably supported a renovation and 81% felt having shade on all seats was very or extremely important.”
- An additional finding was that the majority viewed rain cover as very or extremely important in a renovated stadium.
- Stakeholders from The University of Florida, The University of Georgia and The TaxSlayer Gator Bowl provided feedback and the College Football Playoff stadium requirements were considered.

STADIUM OF THE FUTURE RESEARCH UPDATE


5,842
responses
were received


51%
respondents were
season ticket holders

Nearly unanimous support across all focus groups and survey results showed:


89%
would support a
renovation



81%
felt that having shade
on all seats was 'very'
or 'extremely' important


**Shade canopy/
partial roof**
rated as most important
potential addition for a
renovated TIAA Bank Field


**Increased vertical
transportation**
throughout the stadium


Most respondents felt
improved airflow
was 'very' or 'extremely' important


Wider concourses
were identified as an
area of improvement


An additional finding was that the majority
viewed **rain cover** as 'very' or 'extremely'
important in a renovated stadium





















FAN METRICS



CONCOURSES

MAIN CONCOURSE: DOUBLED WIDTH

▲ 185% AREA INCREASE

UPPER CONCOURSE WIDTH: 360 CONNECTIVITY

▲ 260% AREA INCREASE



ESCALATORS

32 NEW ESCALATORS

▲ 233% INCREASE



ELEVATORS

13 NEW ELEVATORS

▲ 140% INCREASE



VENUE SIZE

1.85 MILLION SQUARE FEET

▲ 140K SF INCREASE



FOOD + BEVERAGE

POINTS OF SALE DOUBLED

▲ 220 NEW POINTS OF SALE



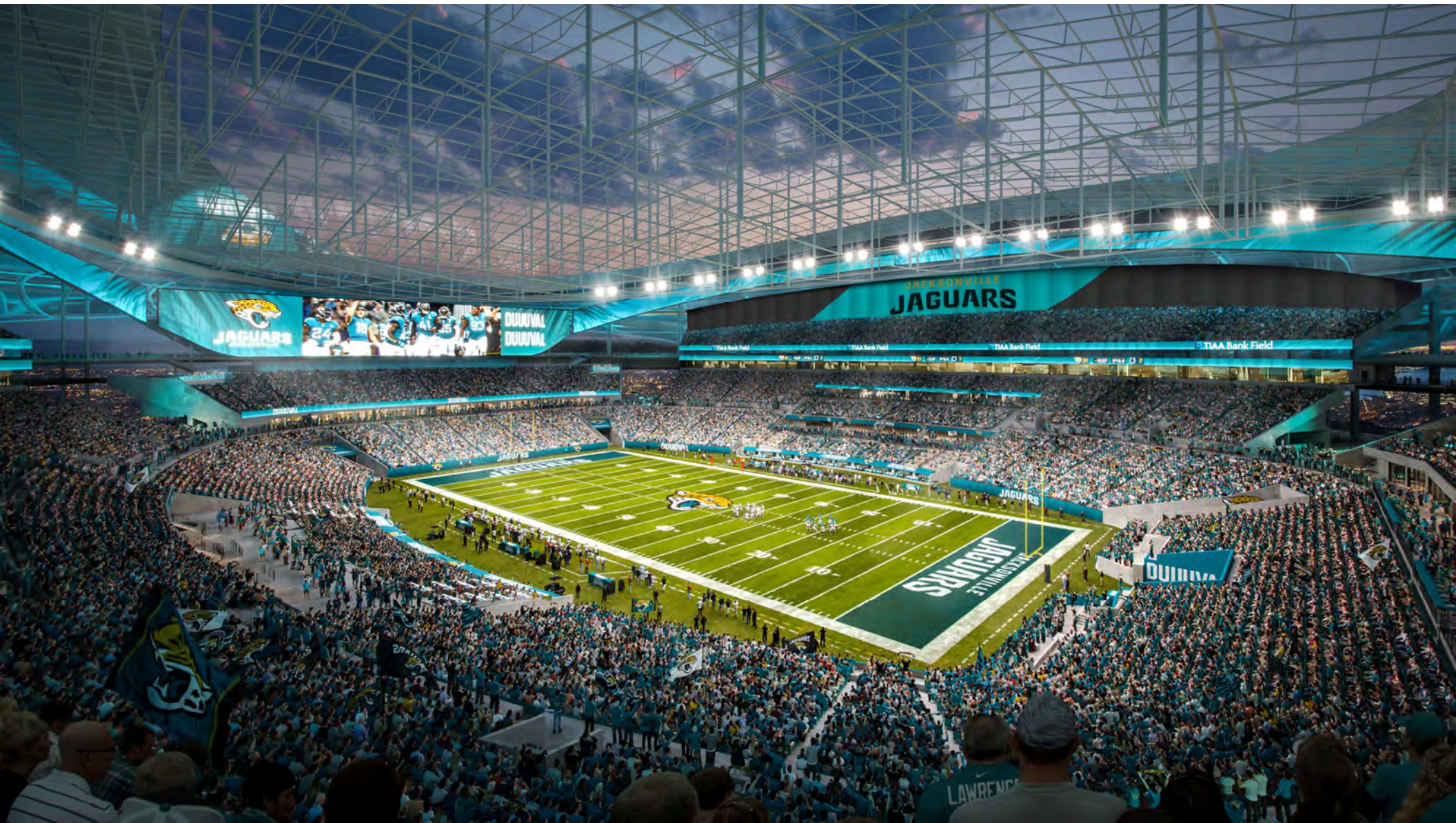
RESTROOMS

RENOVATED + EXPANDED

▲ 14 NEW RESTROOMS



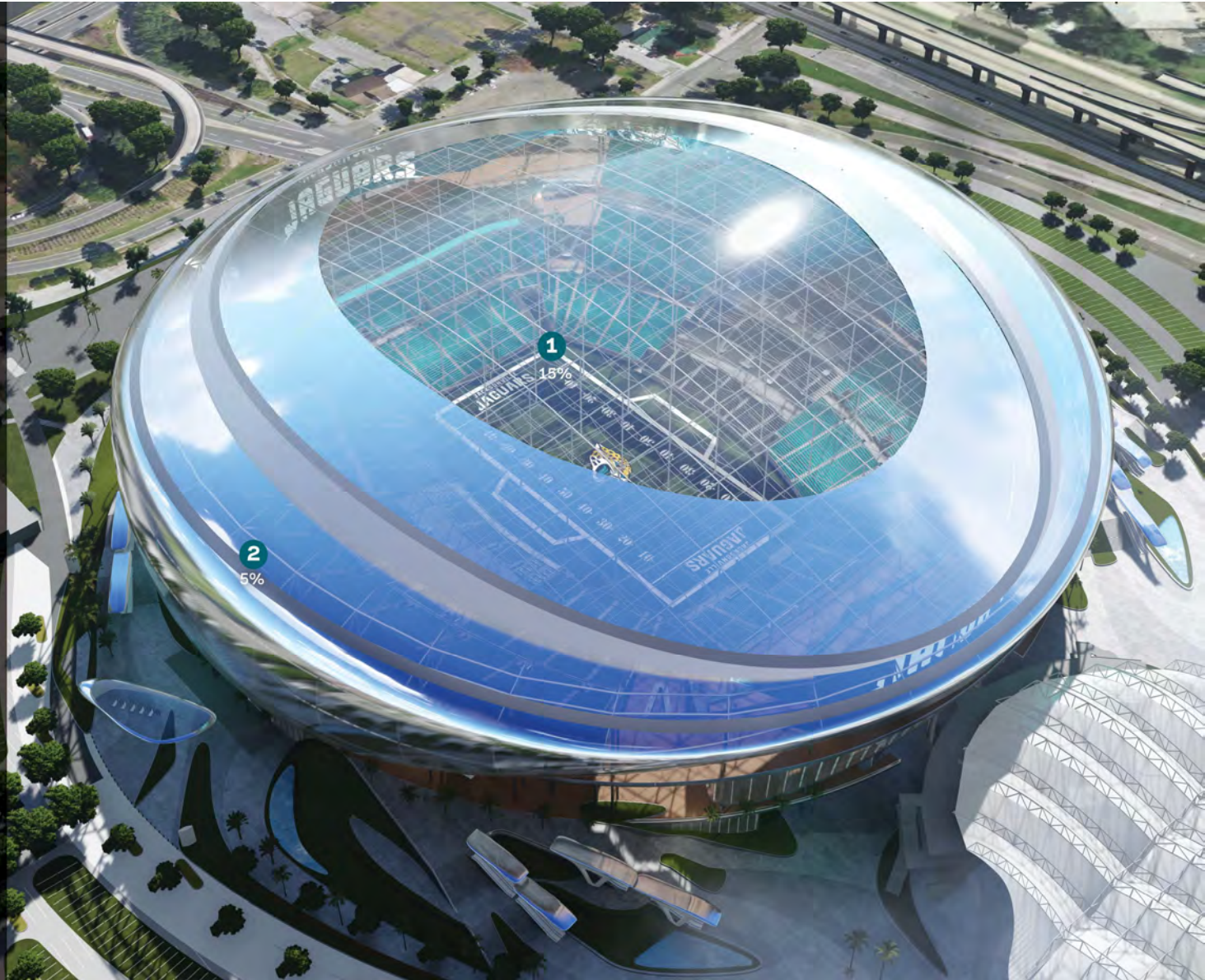




MATERIALITY: REDUCED SOLAR HEAT GAIN

Selected both for its visual clarity and reduction in solar heat gain, the *Viewscape* roof and facade envelope reduces radiant heat within the seating bowl and concourses by 10-15 degrees (F) over direct sunlight.

LIGHT TRANSMISSION



VENTILATION: MAXIMIZE PASSIVE VENTILATION

At the start of the design process, the building envelope will be shaped in response to prevailing winds, as well as views to downtown Jacksonville and St. John's River. By selectively raising and lowering the facade, prevailing winds flow through the stadium, passively ventilating the venue.

Ventilation louvers and panels in the stadium roof provide exhaust of heated air. Heated air exhausting through the roof allows for cooler air to be drawn through the concourses and seating areas.



VENTILATION



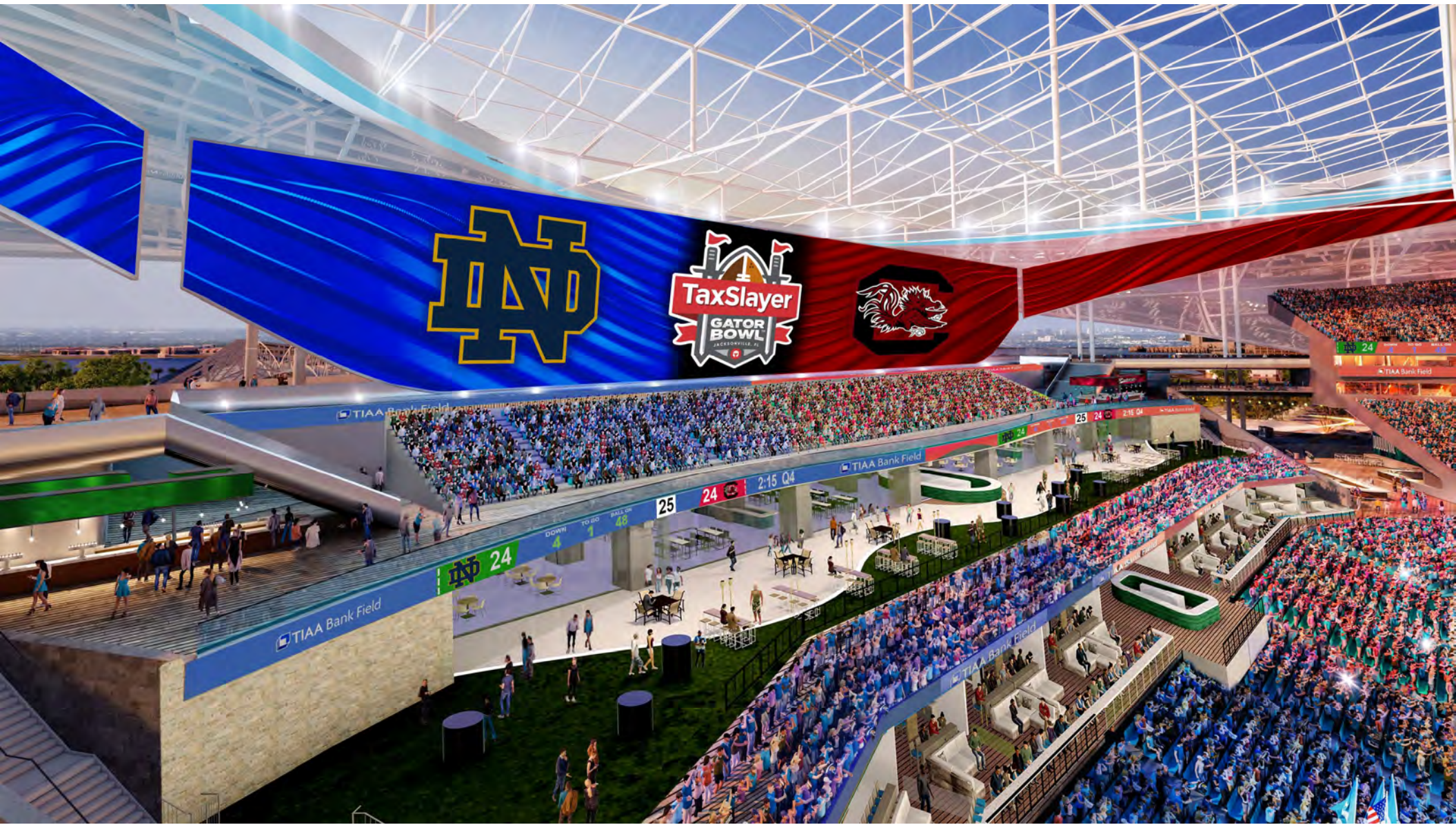


















TCU

COLLEGE FOOTBALL
PLAYOFF



TCU 24

25

24 G

2:15 Q4

TCU 24

25 24 G

2:15 Q4

TCU 24

TCU 24

TIAA Bank Field

TIAA Bank Field

TIAA Bank Field

TIAA Bank Field







SEATING MANIFEST

GENERAL SEATING TOTAL 40,272

| | | |
|---|---------------------------------------|-----------------------------------|
| 1 | 100 Seating | 10,944 (NFL) / 7,752 (Collegiate) |
| 2 | 200 Seating | 10,782 |
| 3 | Lower Bowl Accessible+Companion Seats | 322 |
| 4 | 400 West Seating | 9,405 |
| 5 | 400 East Seating | 8,819 |

PREMIUM SEATING TOTAL 19,656

| | | |
|----|----------------------|------------------------------|
| 6 | Field Club | 2648 |
| | Field Suites | 224 |
| | Living Room Suites | 128 |
| | Field Seating | 360 |
| | East Field Patio | 96 |
| 7 | 100 Club | 4,592 |
| 8 | 200 Club | 3,684 |
| 9 | Club Bar Rails + SRO | 2,720 |
| 10 | Cabanas | 360 |
| 11 | Suites | 1,456 |
| 12 | SEZ Club Seating | 2,090 |
| 13 | NEZ Club Seating | 0 (NFL) / 3,192 (Collegiate) |
| 14 | All 32 Club Seating | 564 |
| 15 | Terrace Club Seating | 734 |

STANDING ROOM TOTAL 2,000

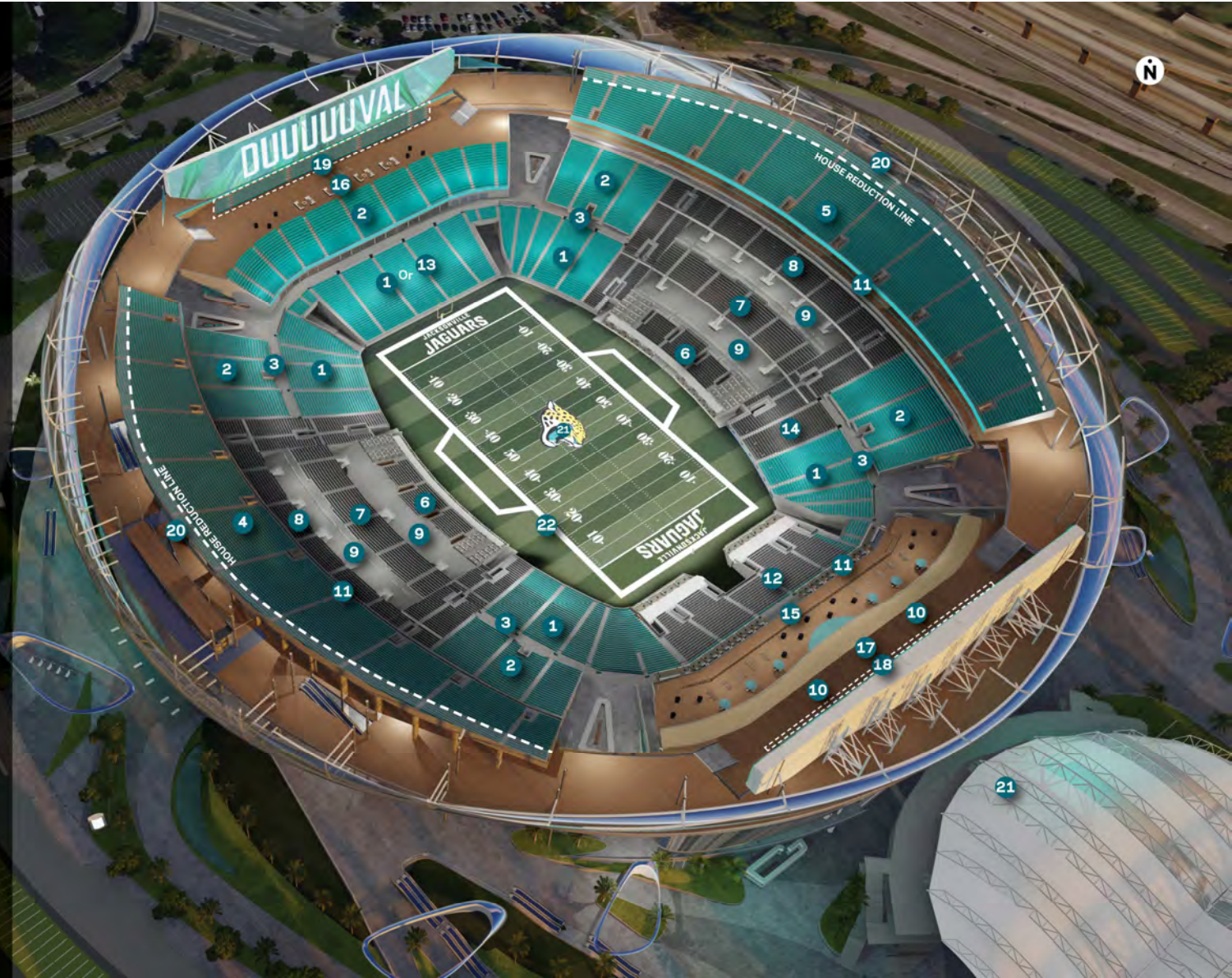
| | | |
|----|--------------------|-------|
| 16 | North End Zone SRO | 1,000 |
| 17 | South End Zone SRO | 1,000 |

TOTAL BASE CAPACITY 61,928

| | | |
|----|-------------------------------|---------|
| 18 | South Retractable (500 level) | + 3,000 |
| 19 | North Retractable (500 level) | + 3,000 |
| 20 | Upper Bowl Expansion | + 3,680 |

EXPANSION CAPACITY 71,608

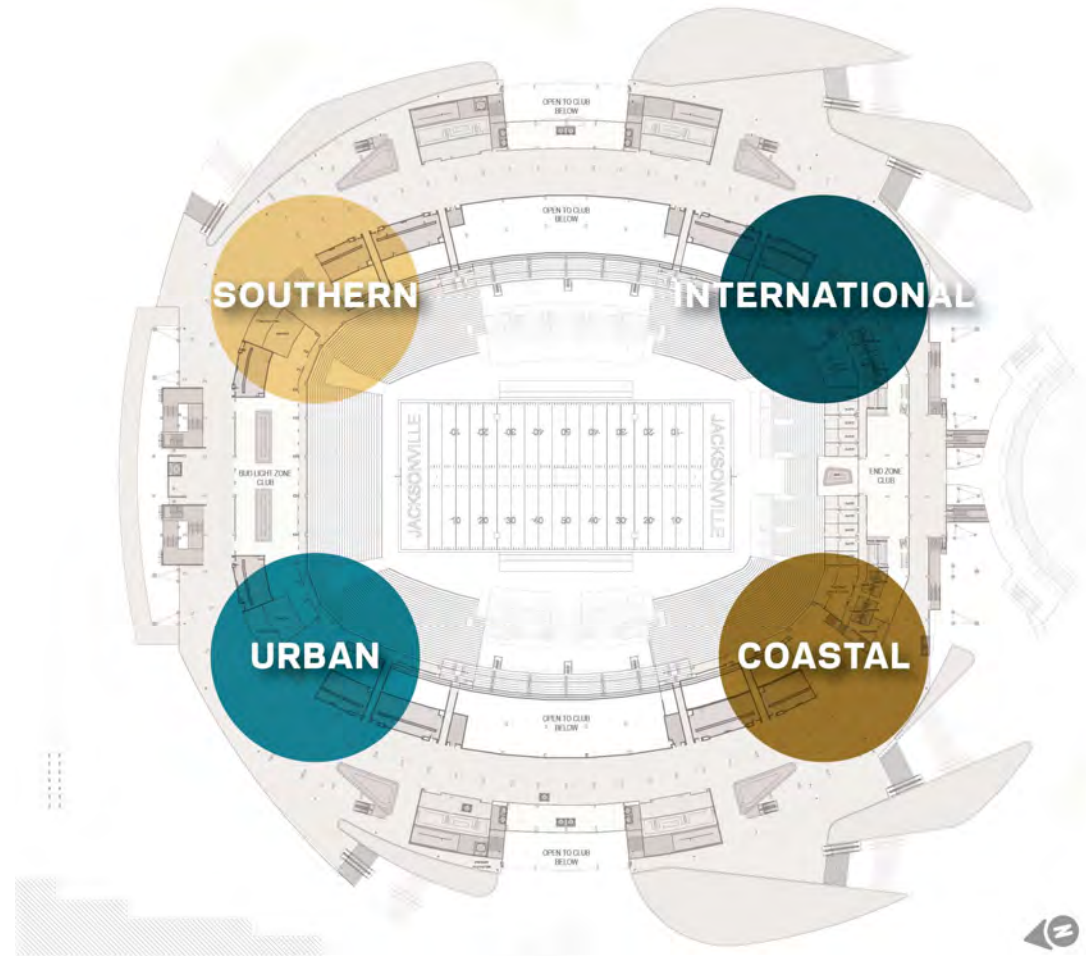
| | | |
|----|------------------------|--------------------------------|
| 21 | Daily's Place Capacity | 6,000 |
| 22 | Event Surface | Varies Per Events. See Page 85 |



Floor Plan

Food District Overlay

Inspired by the many neighborhoods of Duval county and its rich diversity of culture, the stadium will feature a rich variety of food and beverage offerings. Located in the four corner breezeways of the stadium, each neighborhood will offer unique local and international themed cuisine, unique to the characteristics and styles of northeast Florida. Key to food program is offering market pricing inside the stadium.































Partnership Structure with COJ

A partnership structure between the Jaguars and COJ will need to be negotiated to meet the needs of all local stakeholders and will be approved by City Council, NFL, NFL stadium & finance committees, and 75% of NFL owners.

Public Outreach Regarding Partnership Structure

Similar to our recent projects, the Jaguars will facilitate broad public outreach via the 1st DownTown Jacksonville communication platform and multiple town hall meetings.



HOW YOU CAN HELP



Like the direction we're headed and want to stay informed and show your support?

- Register at www.1stDowntownJacksonville.com to help us grow our database of supporters.
- Share your enthusiasm for this transformative project with:
 - Friends
 - Co-workers
 - Neighbors
 - Elected Officials
 - Media
- Follow 1st DownTown Jacksonville on Instagram, Facebook, LinkedIn, and Twitter
- This will be an important and communal process and **we need your help** to make it a reality!



Scan to join our email list and stay in the know!



WHAT WILL HAPPEN TO PARKING?

The most frequent comment we received during the Community Huddle process was how parking would be affected. With the goal of creating a downtown development catalyst on portions of the parking lots west of the stadium, surface parking for Jaguars games will be impacted. To what degree depends on the agreement negotiated between the private and public parties and where the University of Florida chooses to build their downtown graduate campus.

We will implement a multi-faceted plan to help offset the impact on surface parking. The plan consists of the following elements:

- 1) Look for opportunities to create new parking spaces within the new development. This will be focused on structured parking integrated into the development.
- 2) Continue to work with JTA to have a robust public transportation plan featuring the planned downtown automated urban transportation connector and expanding the regional shuttle bus program.
- 3) Significantly improve the infrastructure necessary to support ride sharing offerings.
- 4) Create a local shuttle program to make it easier for fans to get from remote surface lots to the stadium.

The Jaguars have engaged a parking consultant and will be publishing a more detailed parking report to our customers once we have a more definitive agreement with the city.

The good news is there is currently excess surface parking on lots further away from the stadium that are used for the Florida/Georgia game but not for Jaguars games.

WHAT ABOUT SEASON TICKET HOLDER PRIORITY?

With the possibility that Jaguar games may be played at an alternative location during the renovation process, many of our season ticketholders questioned what will happen to their season ticket seniority if they choose not to renew their season tickets for the games played at an alternative location.

Season ticket seniority will be frozen at the end of the season that proceeds any season when Jaguar games will be played at a location other than TIAA Bank Field. Season ticket holders will not be required to purchase season tickets for Jaguar games played outside Jacksonville or in Jacksonville at a temporary facility.

WHAT IS THE NEW STADIUM SEASON TICKET RELOCATION PROCESS?

As noted above, season ticket holder seniority will be frozen the season before renovations begins. Season ticket holders will be offered their same seating location in the new stadium. If the same seat location no longer exists, the season ticket holder will be offered the most comparable location.

For season ticket holders who wish to consider a location different from their current location, they will be given the opportunity to choose on a seniority basis from available seats not currently held by existing season ticket holders.

TWO VS. FOUR YEAR RENOVATION PROCESS?

One of the most spirited debates during the Community Huddle process was the renovation approach, a two-year “continuous renovation” process or a four-year “stop and start” renovation process. The biggest difference between the two alternative approaches is the cost of the renovation and the potential displacement of Jaguar games.

The two-year process is the least expensive approach but will require Jaguar games be played at an alternative location(s) for two NFL seasons. The four-year “stop and start” renovation will allow the Jaguar games to be played in the stadium while under renovation but will increase total costs by \$190MM.

The Jaguars believe the stadium renovations should proceed in the most efficient, least disruptive, and least expensive manner. To this end, the Jaguars recommend the two-year process but acknowledge this will likely be a part of the negotiations with the public sector. It should be noted that ultimately the NFL and NFL owners by a 75% majority must approve any renovation schedule and temporary location for Jaguar games.

TEMPORARY HOME FOR JAGUAR GAMES?

This was also a hot topic amongst Huddle attendees. In the event Jaguar games must be played temporarily at an alternative site(s), we have considered several alternatives. These alternative sites can be placed into one of two categories – “Nearly NFL Ready” or “Temporary Alternatives”. Preliminary discussions have been held with the following locations:

“Nearly NFL Ready”

University of Florida, Gainesville, FL

Camping World Stadium, Orlando, FL

“Temporary Alternatives”

Hodges Stadium, University of North Florida

Baseball Grounds, Jacksonville, FL

Daytona International Speedway, Daytona Beach, FL

Like the two vs. four-year renovation process discussions, these two different categories have important trade-offs. The “Nearly NFL Ready” options are the most cost efficient but result in games being moved out of Jacksonville. The “temporary alternatives” during the two-year stadium renovation process require significant investment to get the facilities to NFL standards but (in the case of the University of North Florida and the Baseball Grounds options) will keep Jaguar games in Jacksonville during the two-year stadium renovation process. In addition to the increased expense, the University of North Florida and Baseball Grounds solutions identified would only provide 30,000 seats.

We expect this topic to be part of the stadium negotiations but again must point out that any plan must be approved by the NFL and NFL owners by a 75% majority.

DISABLED SEATING?

With the magnitude of the proposed stadium renovations, the renovated stadium must be in full compliance with all requirements under the Americans with Disabilities Act. This will ensure the stadium is fully accessible in all areas. The Jaguars will retain a stadium accessibility expert and will ensure all plans are coordinated with the appropriate City of Jacksonville accessibility resources.

LANDSCAPING PLAN?

Suggestions were offered to make sure the landscaping plan is fully considerate of providing the optimal amount of shade to make the park area outside the stadium comfortable during the hot weather.

PUBLIC VS. PRIVATE SHARE OF STADIUM RENOVATION COSTS?

Comments were received regarding the cost sharing of the stadium renovations between the public and private sectors. This will obviously be one of the key economic terms to be negotiated. Ultimately the public investment into this project will be recommended by the mayor's team and forwarded to the city council for their consideration.

It is understandable and appropriate that a public investment of this magnitude should receive intensive review and consideration. That's the responsibility of the elected officials who will ultimately determine if this project moves forward.

At the same time, it is appropriate to recognize that this project represents an unprecedented level of private investment into downtown Jacksonville with hundreds of millions of private dollars going into a stadium owned by the City of Jacksonville. This project will represent the single largest private investment in the history of downtown Jacksonville.

The City of Jacksonville owns the stadium and is responsible for the maintenance, capital improvements and the ultimate replacement of the stadium. In this case, the City of Jacksonville has a partner willing to match their investment downtown. Compare this to Orlando where their aging publicly owned stadium needs significant upgrades and can only look to public resources to fund the stadium improvements.

This is a project that when combined with other smaller downtown projects can change the trajectory of downtown Jacksonville for generations to come. It is coming at the right time. Jacksonville is on fire; the Jaguars are ascending, and

generation Jaguar is coming of age. Shad Khan and the Jaguars are prepared to carry our share to make this project a reality.

PUBLIC BENEFITS COMMITMENT?

Multiple comments were received focused on making sure local businesses are provided with the opportunity to participate in this project. The Jaguars share this objective and will extend our commitment beyond the construction phase to the operation phase. The overall goal of the project is to help turn downtown Jacksonville into an economic engine that can generate resources that can be reinvested throughout the community, particularly into those underserved neighborhoods. A key part of this is job creation and opportunity.

One of the challenges currently facing the local Jacksonville construction industry is access to skilled labor and having the overall construction capacity to keep up with the local demand for construction services. The Jaguars in partnership with local construction entities are helping address the shortage of labor by bringing to Jacksonville “Construction Ready”. “Construction Ready” provides construction labor training, certifications, and guaranteed entry level construction jobs to those who complete the 24-day program. Participants in this process are selected from targeted communities. This program played an important role in the successful “Miller Electric Center” project. These types of innovative partnerships will continue and be enhanced with the Stadium of the Future project.

Beyond these macro level initiatives, the Jaguars will continue their longstanding practice of investing back to the community via direct grants to not-for-profit organizations and select community initiatives.

NATURAL GRASS VS. ARTIFICIAL TURF?

The goal of the Stadium of the Future is to have the safest playing surface for our players. Current conventional wisdom suggests that a natural grass surface is preferable to an artificial turf field. Advancements continue to be made in turf technology with current artificial turf fields performing significantly better than their predecessors. The final decision on the type of field will need to be made around 24 months prior to the stadium opening.

If a natural grass surface is selected some accommodations will need to be made to support a healthy grass surface in a stadium which has a fixed roof. While more work needs to be done, we believe this can be accomplished by ensuring adequate air flow at the field level and the introduction of artificial grow light technology.

RENDERINGS VS. WHAT WILL EVENTUALLY BE BUILT?

Some comments were made regarding how the public can be assured that the final stadium project will look like the initial renderings. This assurance is easily achieved by the City of Jacksonville including in the partnership agreement a provision that any material deviation from the final approved design must be approved by the city. This is a standard provision included in most development agreements between public and private parties. A similar provision is included in the Jaguars agreement with the city for the Four Seasons Hotel and Residences, new Shipyards office building and the recently completed Miller Electric Center.

STATE OF FLORIDA PARTICIPATION?

It was pointed out that in many NFL stadiums agreements the local State is often a participant in the public funding obligation. That is the case in the most recent stadium agreements in Nashville and Buffalo.

The State of Florida currently does not provide funding support for local Florida publicly owned stadiums. In the initial funding of the renovations to the old Gator Bowl that were necessary to secure an NFL expansion team, the State did provide some funding assistance in the form on a rebate of a portion of the sales tax proceeds from the renovated stadium. The original funding of the renovated Gator Bowl was as follows:

| | State | City | Total Public | Private | Total |
|------------|--------------|-------------|---------------------|----------------|--------------|
| \$M | 30 | 95 | 125 | 20 | 145 |
| % | 21 | 65 | 86 | 14 | 100 |

Since the original opening of the renovated Gator Bowl in the mid-90s significant investment has continued to be made in the stadium. The original \$145M investment in the stadium has grown to \$539M through stadium improvements and enhancements including the recently opened Miller Electric Center. The \$539M total stadium investment to date has been funded as follows:

| | State | City | Total Public | Private | Total |
|------------|--------------|-------------|---------------------|----------------|--------------|
| \$M | 30 | 326 | 356 | 183 | 539 |
| % | 6 | 60 | 66 | 34 | 100 |

As shown, the State of Florida has not provided any financial support to the stadium since the original renovation of the Gator Bowl. In total, of the \$539M invested in the existing stadium the State of Florida has contributed \$30M, or just 6% of the total.

While the State of Florida played a role in the original Gator Bowl renovation that was necessary to get an NFL expansion team to Jacksonville in the mid-90s, all costs since that time to keep the publicly owned stadium at NFL standards has been funded exclusively by the City of Jacksonville and private sources.

WHAT ABOUT SOLAR POWER / SUSTAINABILITY?

Having a sustainable building which is responsible in its consumption of natural resources and efficient in its operation is a key goal of this project. The basic premise of a renovation versus the construction of a new stadium not only results in a significant reduction in cost but also a big reduction in the consumption of natural resources.

Solar power technology will be fully considered in the final design. In fact, as a result of the Community Huddles, we received information regarding the introduction of solar power collector technology into the reflective facade of the stadium. Sustainability consultants will be part of the final design team.

WHY NOT SEPARATE THE MIXED-USE DEVELOPMENT FROM THE STADIUM?

The Stadium of the Future project includes both a renovated stadium and a mixed-use development outside the stadium. Why combine the two projects?

The primary goal of this initiative is to not only secure NFL football in Jacksonville for generations to come but to leverage this investment to help downtown Jacksonville become an economic engine for the benefit of all of Jacksonville, particularly underserved neighborhoods. Key to achieving this goal is creating development momentum towards downtown from the east and attracting major events to the Sports Complex. A vibrant mixed-use development adjacent to the stadium is necessary to achieve these goals.

To attract major events to Jacksonville (including the NFL Draft and the possibility of a Super Bowl) it is a requirement that visitors to our city for these events have access to a total entertainment experience before, during and after the event. Downtown Jacksonville currently does not offer this type of experience for visitors and until we can deliver this type of experience for visitors, we will continue to have difficulty attracting major events to downtown Jacksonville and the significant economic impact they provide.

Creating development momentum from the Sports Complex towards downtown requires the type of major development catalyst this project will deliver. In addition, while the opportunities created by this development will be felt throughout the community, its positive impact will be particularly significant for the OUTEAST neighborhood.

WHAT WILL HAPPEN TO THE ANNUAL LONDON GAME?

While we assume the future of our annual London game will be a part of our lease negotiations, it is important to take a step back and recognize the annual London game has provided tangible benefits to both the City of Jacksonville and the Jaguars.

As part of the Chamber's annual London trade mission scheduled around the Jaguars London game, new jobs have been created in Jacksonville. In addition, the awareness of Jacksonville has been positively impacted by this international outreach.

The Jaguars have also benefited from our London initiative both in terms of revenue and building the Jaguars brand. Our London initiative has been a win-win for both the City of Jacksonville and the Jaguars for 10+ years.

HOW LONG IS THE NEW JAGUARS LEASE?

One of the goals of this ambitious project is to secure NFL football in Jacksonville for generations to come. As part of any stadium funding agreement, the Jaguars will enter a long-term lease to play in the renovated stadium. The length of the lease extension will be influenced by the agreed upon stadium renovation plan. We would expect the lease extension to mirror the expected useful life of the renovated stadium. Based on our proposed plan, we would expect the useful life of the renovated stadium to be not much shorter than you would expect from a new stadium.

WILL THERE BE PSLs?

PSLs, or Personal Seat Licenses, are often used as part of the financing of new stadiums. These PSLs are tied to specific seats and are sold to season ticket holders. The PSL provides the season ticket holder with an exclusive license to purchase specific seats on a seasonal basis. These seat licenses can generally be resold by the season ticket holder to third parties at market prices with the original seat license holder receiving the revenue from the license sale.

PSL revenue is considered part of the private investment in new stadiums. Currently, the Jaguars have not considered PSL revenue to help fund our private contribution to the renovated city owned stadium. We assume this will be a topic that the city will want to discuss as part of the negotiation process.

DOWNTOWN JACKSONVILLE UF GRADUATE CAMPUS?

The Jaguars support the planned downtown University of Florida Graduate Campus. Shad Khan has already committed \$5M to the local fundraising effort to help make the campus a reality.

The location of the downtown campus will ultimately be made by the University of Florida. However, we believe that the current Fairgrounds site would be an excellent choice due to its impact on creating downtown development momentum from the east to the west and its positive impact on the OUTEAST neighborhood.

If the University of Florida chooses the Fairgrounds site and the Jaguars can come to terms with the City of Jacksonville on the Stadium of the Future, Shad Khan will donate, free of charge, to the University of Florida the 14-acre Fairgrounds site. The one item that will need to be addressed if the Fairgrounds site is secured for the UF Campus is its potential impact on parking for Jaguar games. This will be studied and addressed as part of our overall parking plan.

ECONOMIC IMPACT OF THE PROJECT?

One thing certain is that as the Stadium of the Future debate unfolds, proponents will point to economic impact studies that will show the entire region benefitting to the tune of billions of dollars while opponents will cite economic studies that professional sports teams have little or no economic impact on their communities. Regrettably, the facts will always remain subject to interpretation.

In this case, as a matter of public policy, the City of Jacksonville follows an economic policy that features private/public partnerships. The extent of the public investment in the private/public partnerships will ultimately be determined by elected officials.

WHAT IMPACT WILL THIS HAVE ON THE OUTEAST NEIGHBORHOOD?

The Jaguars are an active supporter and contributor to the excellent work being done in the OUTEAST neighborhood by the Historic Eastside Community Organization and LIFTJAX. In addition to on-going support, Shad Khan donated \$1M to the LIFTJAX initiative. Ultimately, the future of the OUTEAST neighborhood should be determined by the local residents and business owners in the OUTEAST community. As such, while we expect the Stadium of the Future to provide significant benefits to the OUTEAST neighborhood (particularly as it relates to jobs), our plans do not include any direct development plans north of the Arlington Expressway. Any future development in this neighborhood should reflect the needs and desires of the residents. If the OUTEAST residents choose to invite the Jaguars to be a part of their Neighborhood Development Program, we will give it every consideration.

WHAT IS THE COST?

The Stadium of the Future project, which includes the renovated stadium, mixed-use development outside the stadium and the connector between the St. Johns River through the Sports Complex to the OUTEAST neighborhood is estimated to cost a total of \$2 billion. The stadium renovation alone is estimated to cost between \$1.3-1.4 billion. This cost estimate assumes the stadium renovation is done in a continuous fashion over two seasons beginning with the 2026 NFL season. If the project starts later than February 2026 and/or the renovation is done over four seasons, the cost of the stadium renovation will increase.

WHAT IS THE TIMETABLE?

To protect the current price estimate and have the stadium renovation completed in time for the 2028 NFL season, we will need to have an agreement with the City of Jacksonville by the second quarter of 2024. Missing this deadline will not necessarily kill the project but it will result in significantly increased project costs.

WHAT IS THE APPROVAL PROCESS?

Under NFL rules the Jaguars cannot unilaterally enter into a new lease to play our games in Jacksonville. Before a new lease can be executed, it must receive approval from the NFL, the NFL owners Stadium and Finance Committees and receive 75% approval from a vote of all NFL owners. One of the important items the league and owners will consider prior to approval of a proposed lease is how this proposed agreement compares to recent stadium and lease agreements in NFL markets similar in size to Jacksonville.

WILL THE SUN REFLECTION BE A PROBLEM?

We received questions regarding the intensity of the sun's reflection off the outside facade of the stadium. The choice of material on the facade outside the stadium will impact the intensity of the sun's reflection. The final material selection will be such to avoid any sun reflection issues related to vehicular traffic, downtown residents and visitors to downtown Jacksonville.

LOCAL IMPACT DURING RENOVATION?

While there are many benefits to proceeding with a renovation versus construction of a new stadium, a renovation may result in games being played in a location other than the current stadium. While this approach is the most efficient, least disruptive, and least expensive, it will result in some short-term impact on local residents and businesses who are dependent on Jaguars games. While some short-term impact is expected, it must be weighed against the long-term benefit of securing the Jaguars' future and positioning the city to attract major events in the future. Plans to address these local concerns will be developed but cannot be fully addressed until a comprehensive agreement is reached between the city and the Jaguars.

ANY CHANGES TO THE FOOD SERVICE PLAN IN THE STADIUM?

The improved revenue and food service infrastructure in the new stadium will enable the Jaguars to implement a revised stadium food service plan featuring local food providers offering their specialties at the same price they charge at their location(s) outside the stadium.

WILL THE AREA OUTSIDE THE STADIUM BE OPEN TO THE PUBLIC?

The landscaped area outside the stadium between the security gates and the stadium itself is designated as a public park which will be open to the public on non-stadium event days. This new park will serve all downtown residents including those that work, live, and visit the new mixed-use development outside the stadium.

WILL THE STADIUM BE MORE COMFORTABLE?

To complete a renovation of the stadium without addressing obvious needs such as shade on the seats (particularly on the east side of the stadium), increased vertical transportation options from level to level and widening the concourses would be a disservice to Jaguars fans. As such, fan comfort is at the top of our list of design improvements. Shade will be provided on all seats, fans will be protected from rain and the number of escalators, elevators, restrooms and food and beverage points of sale will increase significantly. It will also be easier to get into the stadium with an improved entry sequence and once in the stadium fans will enjoy significantly wider concourses and the 360° circulation on the main and upper concourses.

The stadium outer facade is also designed to capture the prevailing winds, draw the natural air flow from outside the stadium into the concourses and through large breezeways created in each corner of the stadium into the seating bowl and vented through the roof structure.

FIXED ROOF VS. A PARTIAL ROOF?

One of the surprising responses we received from our fan surveys was about the interest in being protected from rain. We have known that shade on all the seats was important, but it wasn't until our fan surveys and subsequent input from concert promoters and other major event promoters that we realized how much the unpredictable Florida summer weather impacted our ability to attract big summer events.

The benefits of a fixed roof falls into three categories:

- Protecting fans from rain.

- Providing a safer environment for fans and staff inside the stadium during severe weather conditions.
- Providing more certainty for event promoters regarding their load in and load out schedule.

The protection from rain is easily understood but the benefit of a fixed roof during severe weather conditions and the certainty of the load in and load out schedule deserve a bit more explanation.

Regarding severe weather conditions, the fixed roof should permit attendees to “shelter in place”. “Shelter in Place” means attendees should be able to stay in their seats vs. moving to the concourses during certain severe weather episodes. This compares to the current stadium protocol which requires attendees to leave their seats and move to the overcrowded concourses during severe weather conditions. Once in these overcrowded concourses, many fans choose to leave the stadium and return to their cars. This creates a very dangerous situation which will be mitigated with a fixed roof.

Certainty of load-in and load-out is very important to event promoters who manage nationwide tours. For example, a big concert will generally require up to five days to set up the stadium for a performance date followed by up to three days to return the facility to its original condition. In Jacksonville during the summer, it is extremely likely that at some point(s) during this eight-day period severe weather conditions will impact the event schedule. This negatively impacts Jacksonville candidacy to host these major events and the local economic impact they promise.

WHAT ABOUT PEDESTRIAN BRIDGES?

One significant design suggestion we received during the Huddle process was to make it possible for fans to cross Gator Bowl Blvd. by Gates 3 and 4 and East Bay Street by Gate 1 in an efficient and safe manner prior to kickoff and post-game. As such, we have asked that our stadium designers look at adding pedestrian bridges over Gator Bowl Blvd. and East Bay Street near Gates 4, 3 and 1.

WHAT IS THE COMMITMENT TO COMMUNITY CONNECTIONS AND HEALTH?

Jacksonville has the potential to be a very walkable city, but we need to improve the neighborhood connections. A key part of this project is to not only enhance the east/west connectivity between the Sports Complex and downtown but also the north/south connection from the St. Johns River through the Sports Complex to the OUTEAST neighborhood and beyond. Improving the connector between neighborhoods will not only open up our many historical neighborhoods but also lead to better long-term health outcomes.

HOW WERE THE ORIGINAL DESIGN OBJECTIVES DEVELOPED?

As we prepared our renovation design brief for the eight sports architects who were invited to participate in the design competition, we relied on historical fan feedback, the results of a broad fan survey and interviews with stakeholders including the Gator Bowl, the University of Florida, the University of Georgia, national event organizers and concert promoters.

We ended up with a list of 20+ key design objectives that the eight participating sports architects used to guide their renovation concepts. Included in this list were many obvious objectives such as shade on all seats, improved vertical transportation, wider concourses, more restrooms and food service points of sale, protection from the rain, updated electrical/mechanical/plumbing systems and a more efficient entry and traffic experience.

WHO PAID FOR THE “STADIUM OF THE FUTURE” WORK?

The Stadium of the Future process that resulted in the current stadium design and a framework for continued negotiations was the result of a three-year process involving the City of Jacksonville and the Jaguars. The total cost of the process to date is \$2.6M. The \$2.6M cost was shared between the parties with the City of Jacksonville contributing \$0.1M and the Jaguars funding the remaining \$2.5M.

WHY PURSUE THIS PROJECT NOW?

The current stadium is nearing the end of its useful life and costs the city millions of dollars annually in maintenance and capital improvement costs. The Jaguars first started the public dialog regarding The Stadium of the Future in 2016. Three years ago, we began a formal process in partnership with the City of Jacksonville to develop a long-term stadium solution. The “Stadium of the Future” plan and the non-binding Memorandum of Understanding were the results of this three-year process.

The Jaguars lease expires after the 2029 season, and it is critical that we have a long-term stadium solution in place before we near the end of our lease. Our goal is to make sure we avoid the problems that teams and cities that have lost NFL teams faced because they did not have a long-term stadium solution in place prior to the expiration of the team’s lease.

SURROUNDING COUNTIES CONTRIBUTE?

Since residents throughout Northeast Florida enjoy events at TIAA Bank Field, why not have the surrounding counties contribute to the Stadium of the Future project? was raised at several Huddles. This is obviously a question for elected officials. While the concept sounds great, it would be difficult to plan on the surrounding counties contributing to a

project in Duval County. What makes Northeast Florida such a special place is the diversity of unique destinations. For example, we all enjoy the variety of neighborhoods and the Sports Complex in Duval County, Historic St. Augustine in St. Johns County and the beaches and parks at Amelia Island in Nassau County. Each county plays their part in creating such a wonderful region. In addition, residents of surrounding counties do contribute to Duval County when they attend events at the Sports Complex through the sales taxes and surcharges, they pay and the economic impact they create by visiting downtown Jacksonville. The same is true as Duval County residents visit neighboring counties.

One of the possible outcomes when you ask surrounding counties to help pay for publicly owned assets in Duval County, you may be opening the door for those counties to ask Duval County residents to help pay when they need funding for their publicly owned assets.

HOW CAN I HELP?

We encourage both supporters and opponents to have their voice heard through their elected officials. We will naturally focus on those who support the project and encourage those who want to help to go to www.1stDowntownJacksonville.com and register. We will be communicating directly from the 1st Downtown Jacksonville platform to all that register to help.

TIAA BANK FIELD BUILDING FAILURES



JULY | 2023

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ELECTRICAL

Automatic Switch Failure (ATS)

Three out of four ATS are original and past their life expectancy. There has been a failure to Quad B automatic transfer switch a few times now with most recently May 2023 when the JEA line was damaged. This interrupted normal operations during the morning until all power was switched over by Miller Electric. Quad B will not automatically transfer to generator power or back to normal building power. This is to be fixed early June 2023. Quad D has had problems in the past but has since been replaced.

Emergency Generator Replacement

The two generators are all past the life expectancy (QUAD B & D). They are the original generators from 25 years ago. Generators have not been exercised on a proper preventative maintenance plan. The existing generator in Quad B lacks the capacity to provide back-up power to the control room, the main phone/data room and updated sequencing needs to be engineered. The Quad B generator's controller failed which may prevent the generator from kicking on. November 2022.



Insufficient Club Gate Lighting

We had insufficient lighting at the club gates due to night games during the last two games of the 2022-2023 season. This adds potential challenges to security checks coming into the stadium as well as light guest ingress/egress. January 2023. This has since been fixed with maintenance in February 2023.



Insufficient Sideline/Field Power

Difficult to supply power for events and games that are on TV due to lack of connections. Generators need to be rented and large cables ran throughout the field level for concerts. In situations where we host football games on Primetime TV, there is not enough power for TV, game day production, on-field network set-ups, and heating/cooling for team benches. Extension cords are run from various locations to supply power. Jaguars made capital investment to add power for cooling sideline benches in the amount of \$186,000. 2018.



Power Outages

There were multiple unplanned power outages either during the day or overnight throughout the 2022-2023 year. This created many challenges for staff rebooting systems and preparing for future events/games.

Quad D Power Failure

Lost power to Quad D during the Tax Slayer Bowl due to a power surge from an AC unit inside the IDF room. This created power outages to foodservice POS, and the stadium TVs were down for most of the first half of the game. This included one schools' coaches' booth, which alleviated their ability to watch any replays. December 2022.

Transformer Breakers

Each Quad has two main breakers that will keep redundancy. Two of the breakers have been replaced nine years ago (2012-2013), but the other six are original breakers that are past their life expectancy. The breakers have not been exercised on a proper preventative maintenance schedule. Potential maintenance may now result in breakers failing and needing to be replaced. If breakers fail, we will lose power in certain areas until replaced.

TV Compound Power

Insufficient power hookups for primetime network coverage. Networks choose to bring in generator power to power entire broadcast because of insufficient needs. Blown transformer on opening weekend against the Chiefs in 2019 stopped the broadcast outside the local area. The Kansas City area was not able to watch the game. September 2019.

FOOD SERVICE

Concession Stand Floors

Epoxy needs to be redone in concession stand floors. Has not been done in 25 years and has become a safety issue as well as health inspection challenge. Some stands have since been fixed but most of the stadium has not been redone.



Concession Stand Shutters

They do not lock and close properly which create many security issues. This also creates pathways for rodents to enter stands. Most stands have since been fixed but some of the stadium has not been redone.

Failing Food Service Equipment

There have been approximately 2500 work orders submitted from our food service vendor between 2021 and 2022. The failing equipment that needed maintenance included hot boxes, coolers, ice wells, ovens, grills, freezers, skillets, grease traps, etc. This is in addition to building items such as sinks, lights, cabinets, locks, etc.

Food Service Coolers

The walk-in coolers are 25 years old. The Main Warehouse Cooler's ceiling is caving from water leaks. Diamond plate flooring is popping up creating safety hazards. Rust is starting to form under and around many of the coolers.



Grease traps

Many grease trap failures throughout the 2022 year. They have become rusted at the bottom. Some have been replaced, but some have just been painted. You can see rust stains and leakage in the below photos.



HVAC

Air Handler Units and Chiller Replacement

Twenty AHUs (Air Handler Units) on the Main Concourse, originally installed in 1994, have been identified as requiring system replacements. The condition and need for replacement of the units have been supported through the Haskell Stadium Assessment. New AHUs will provide better control of conditioned spaces and operate more efficiently, reducing energy costs. Chillers are dated 1995 and well beyond their useful life. Repairs are becoming more frequent, costly, and parts are becoming increasingly more difficult to procure.



Cooling Tower Replacements

Both Quad B & C Cooling Towers have been identified as an immediate replacement need. The condition of the units was additionally confirmed through the recent Stadium assessment. Replacement of both Quad A, as well as Quad D, will require major component replacement to be performed soon. ASM is spending \$80,000 per tower to do necessary repairs to remain operational on a yearly basis. We have budgeted \$350,000 total in city capital for the 2023 year for these replacements. We have also budgeted \$280k in 2023 for chiller and suite fan coil repairs.



Multiple HVAC Failures – June/July 23

There were multiple AC problems throughout the month of June and July. There was no AC in the Jags Press Dining area where the business office staff ate lunch from June 22nd to June 28th. This took approximately 5 business days to fix before it was ready for normal dining operations. Additionally, we had problems with the West Club AC unit during the week of July 10th where the business dining operations were moved for the upcoming season. There were multiple outages in the Bold Events and Jaguars Business office throughout June and early July most notably during the week of July 4th. Although the business staff were off during the week of July 4th, there were multiple staff members on-site working and moving into the new Miller Electric Center. The reason for AC failures during this time consisted of faulty fuses, clogged water lines, electrical issues, and malfunctioning parts. This work was not completed until mid-day on July 10th when the rest of the staff came back from break. The business office was running at a temperature in the upper 80s for most of the morning. Also, there was no AC in the Bud Zone and Terrace Suite during two concert days in early July for Matchbox 20 and Sad Summer Fest. The Terrace Suite is the area where we host higher valued tickets and consumers.

Press Box Fog/Window Fog

Staff need to turn heat on in press box to defog windows prior to games during summer. Windows are foggy for guests when inside premium areas.



Quad B Compressor Failure

Front office AC was out for an entire week. Multiple temporary units were brought in to keep area cool in business offices, west suites on 5th and 6th level, etc. September 2022. This has since been fixed and should not become a problem in the near future.

R22 Change Out

R-22 is an A/C refrigerant that was once widely used but has now been deemed an environmental hazard that is significantly contributing to the depletion of the ozone layer. There are 22 additional A/C units and two chillers that operate with R-22. As these units fail, replacement of the equipment is prudent.

SEZ Cooling Tower Discharge

Ducting needs to be fixed to alleviate the current problem of moisture in the SEZ. This has created challenges with mold in the Fanatics Store (merchandise). We must turn on the Big Ass Fans to create air flow which helps prevent moisture dripping from the ceiling of the entire SEZ. For the health and safety of guests and staff, the ducts need to be extended past building to alleviate problem. See picture on next page.



Visiting Team Locker Room HVAC Unit

The HVAC unit's compressor blew out inside the visiting team locker room during the media day event on June 1st, 2023. The fix was to use rented portable units to keep the areas cool. The units took several hours to get on-site and installed at the location while interrupting event operations. This led to additional problems related to power shorting in the room and lighting needing to be reset. Members of different TV networks and players had delayed in their photo shoots happening during this time. Compressor should be under warranty and should be fixed as soon as possible.



Water Pumps (Condensing)

24 Hr. use of heavy-duty industrial pumps and the components exacts a toll. Pump failures will result from regular wear and tear. Because the HVAC system runs at full capacity most of the year, condenser water pumps work at an exceptional high rate. Some of these units have been replaced as seen below.



OPERATIONAL

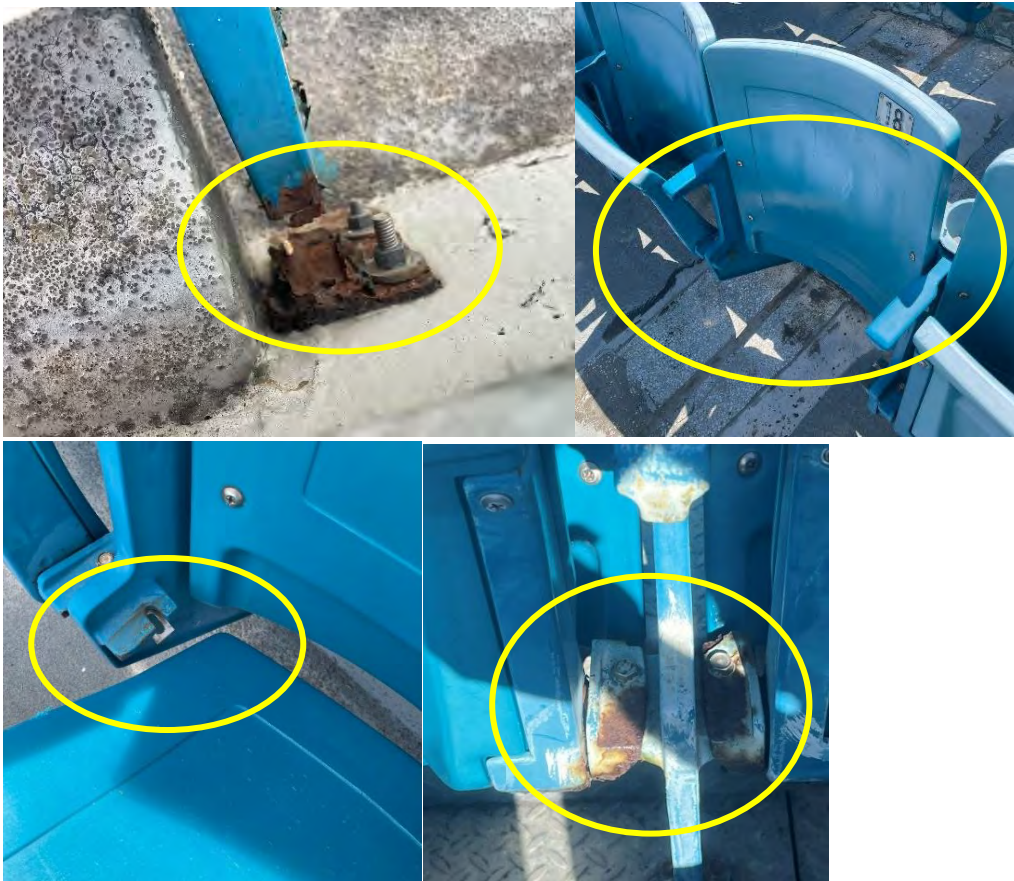
Bathroom Stalls and Locks

Insufficient stock of partitions and locks for bathroom stalls which left the Sky Patio restrooms without doors or locks throughout the 2022 year. This has since been fixed.



Bowl Seats

Exposure to the elements and the sun is beginning to cause severe damage to the seats. Plastic is becoming brittle and developing a residue which is difficult to remove. This creates challenges for fan experience with relocating fans on game days. There are far too many of the seats that are difficult to operate or inoperable even when trying to replace parts.



Ceiling Tiles

The ceiling tiles are obsolete in the suites and club areas. When leaks and envelope failures happen the ceiling tiles cannot match the rest of the room. The plan is to replace a certain amount of ceiling tiles in suites every year to have enough backup for older ceiling tiles while being about to keep the ceiling tiles matching in each of the suites.

Door and Lock Replacement

Concession stands, bathrooms, and storage areas' doors and locks are damaged throughout the 2022 year. This may create security challenges.

Gameday Tech Failures

Video boards did not properly work throughout the 2021 and 2022 years. The board needed to be mirrored twice, and it also could not display videos a few times. Loss the ability to run sponsorship assets on the boards due to failing equipment. Additionally, we had an UPS failure in the server room. July 2022. The WJHW study done in 2021 showed we needed to invest 9.8 million into the control room to get it to a NFL broadcasting standard. Due to a limited city capital budget, we only invested a total of 1.6 million. The rest of the recommended project standard is still outstanding.

Premium Furniture

There is insufficient funding for furniture in suites and premium areas which has led to a lack of consistent furniture in these spaces. Some suites are lacking in required high top seating. The plan is similar to ceiling tiles where we would replace a certain number of suites over the next few years to add adequate stock.

Stadium Audio

Concourse and ramps are still utilizing an antiquated audio system that is not the same audio system in the bowl. Technicians have multiple problems with amps and control systems throughout the 2022 year, and the equipment is past its life expectancy. Some of these issues have since been fixed and the system should be changed in its entirety.

Stadium Lights

During the home playoff game versus the Chargers, we could not turn off stadium lights for player intros due to the concern that the lights would not come back on. Stadium lights inability to turn off and on reduce the game day production and experience for fans. This is done often at other NFL venues for fan entertainment, player intros, etc. January 2023. Although this was tentatively being addressed with 2023 capital funds, the cost of the project to purchase a new controller with installation went up significantly due to re-mobilization and price of material. This project has less of a chance to be done now due to the cost exceeding the budgeted amount. Other options include looking into having the electrical wiring redone and installed to the antiquated controller to keep costs under budget. This would just be a band-aid fix for more confidence in the lights turning on and off properly.

Stadium Loading Dock

The roll up door at the loading dock had multiple breakdowns. Not usable for extended periods of time in 2022.

Stadium Trash Compactor Lift Platform

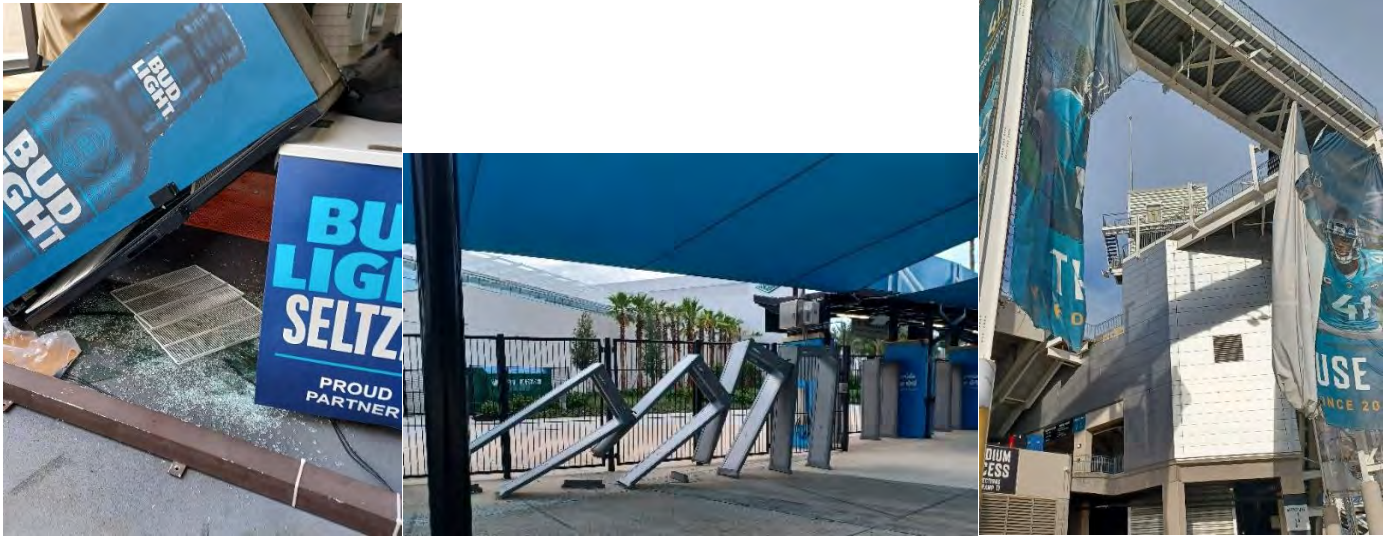
Inoperable for most of the 2022 season. This challenged the staff to use work arounds which made normal operations more difficult.

Stadium Wi-Fi

There are insufficient funds to install proper Wi-Fi that is best-in-class per the NFL standards. 1.5M is middle of the pack compared to the requested 4M. The current Wi-Fi 5 is 3 generations behind the current best in class systems and can support around 15,000 users. The current industry standard equipment can accommodate up to 40,000 guests. NFL has advised that new Wi-Fi standards are forthcoming prior to the 2021 season which are not achievable by the current Stadium Wi-Fi system.

Storm Damage

Storms have a major impact in having the stadium ready and prepared everyday especially event days. During our latest storm in early July 2023, we had damage that took over a week to fix/correct. Broken portable stands, coolers, signage, and equipment were damaged.



Street Pole Banners

There is inconsistent sizing, broken poles, and missing parts to the hardware of signage throughout the stadium.



Suite Windows

The suite windows are 25 years old and are past their life expectancy. The tracks, locking devices, seals, and rollers are wearing out due to age. In many other stadiums, the windows are operated by electronics.



Trash Collection

There is not a viable solution for trash collection throughout the stadium. There are dumpsters taking up space on crowded concourses impeding on the space for fans to navigate throughout the stadium. They are also unsightly and smell creating poor fan experiences on game days. There is only one trash chute located on the main concourse which creates challenges for trash disposal.

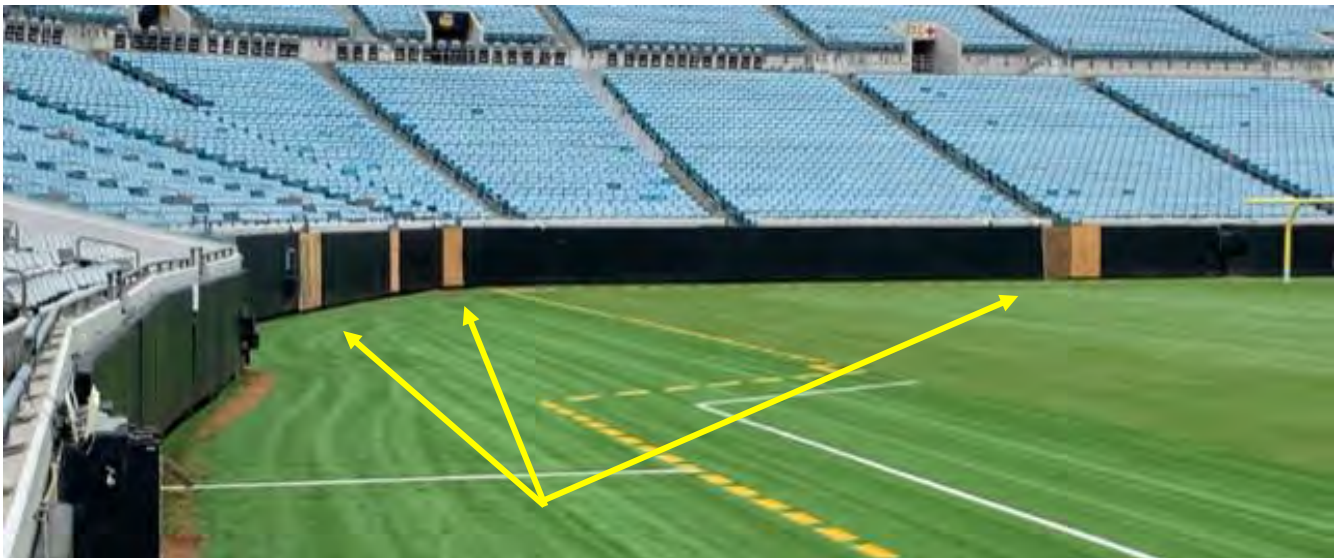
TV Replacements

Over 800 televisions are in place at the Stadium for a variety of uses. Some locations require that the televisions be placed where moveable equipment may cause damage. Other locations are exposed to environmental conditions such as wind and rain. ASM takes steps to guard against damage and exposure, but it is not always easy or possible and replacements must be made. This left TV spaces bare at times or having two varied sizes/brands for TVs in the same location.



Wall Padding

The wall padding on the field is deteriorating and is past life expectancy. This needs to be replaced in its entirety.



Wayfinding Signage

There is not adequate signage throughout the stadium. Exterior corridors and interior ground level plaza signage is non-existent, especially at high trafficked club entry gates. Signage adhered to overhanging concrete structures/columns is inefficient and unclear. Signage throughout the stadium is inconsistent in design, information, and accuracy. Our signage confuses fans/guests and does not assist staff. A complete refresh throughout the interior and exterior of the stadium is needed.



Work Orders (2021 & 2022)

There are not enough resources to properly repair the massive amount of workorders that are submitted throughout the 2022 year in a timely manner. There were approximately 650 work orders submitted by Jaguars staff over the past two years (2021 & 2022). This is in addition to every game's one note which highlights items that need to be done prior to the upcoming game. These work orders included Electrical, Plumbing, IT/AV/Phones, Leaks/Ceiling Tile Replacement, General Maintenance, Pest Control, Patch & Paint, Food Service Equipment Repair, and Doors & Locks repairs.

We had our Business Intelligence team investigate the submitted work orders from 2021 and 2022. A couple of takeaways from analysis below:

- There were 710 more requests in 2022 compared to 2021. Most of those came from an increase in food service equipment and plumbing requests.
- In both years, most requests were for food service equipment.
- The average time between the assignment date and the completion date was nine days.
- There are typically six requests created each day.
- The largest spike in requests was in December 2022.
- In both years there was a substantial increase in the number of requests once the season started, especially in 2022 where there were 1,079 more requests during the season than in the off season.

*Please see attachment for complete analysis.

PLUMBING

Broken Water Pipes

There were four broken pipes in the player's locker room behind walls. One of the pipes was abandoned due to not being able to repair which leaves one shower inoperable. The other three lines that got repaired were in shower, equipment room, and above lockers. Pipes are failing and corroding from inside.

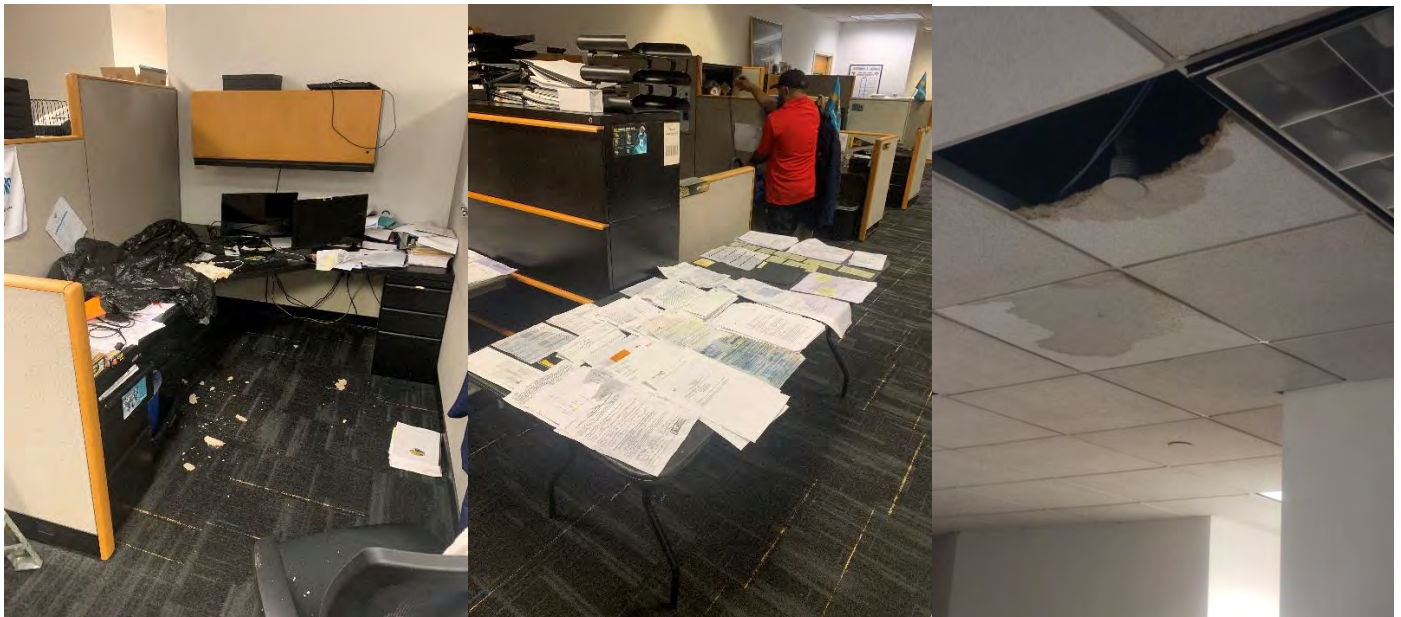
Ice Maker Failure

During the home playoff game versus the Chargers, the water line to an icemaker in a suite became detached which caused water damage to approximately fourteen suites on the east side of the stadium. This also created some damage to the upper east club ceiling which tiles needed to be replaced. This was fixed immediately, and Serv Pro was called out all week to restore/extract all water. January 2023.



Janitor Closet Water Leak

There is a janitor closet above jags finance workstations that has had plumbing issues with the piping from the drainage. Fixing this will be difficult due to the height in which the drains are located. Instead, this area is being capped off and sealed to prevent future leaks. This is the better option due to cost as well as the logistics of displacing staff from their current workstations. The last drainage leak was end of May 2023.



JEA Water Main Break

There was a precautionary advisory issued due to a water main break that occurred on Saturday 6/17 during construction activities. Although this was done on the weekend, we have staff in and out of the building 24/7 as operations are not just Monday through Friday. We were not notified until 6/20 of this incident when we swiftly created a plan for safe consumption by our staff. All break room machines were shut down due to running water lines. Bottled Water was brought in for coffee and hydration throughout the two days while the fix occurred. All lunch operations used boiled water to prepare food for the business and football team.

Multiple Water Heater Leaks

On January 11th, there was a water heater leak which caused water damage to suite hallway near OC 2 and OC 3. There was another crack to a pressure relief valve line which created damage. Bud Light Zone had two blown pressure relief valves mid-week as well.

Plumbing Pipe Replacement

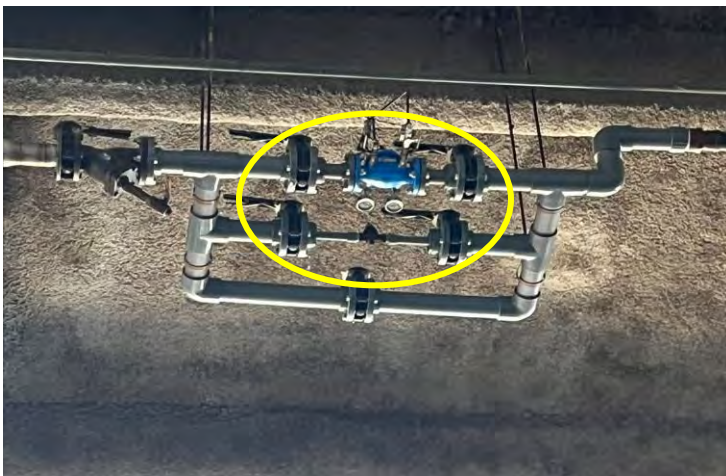
Multiple pin hole leaks throughout the stadium which are starting to come through on the 25-year-old plumbing.

Sewage Leaks

There were multiple sewage leaks throughout the 2022 year. There was one from the lower west club into the front office that happened twice. There was also a sewage leak into rubber hallway from lower west club men's room that happened twice as well.

Water Pressure (Pumps and Valves)

There are numerous amounts of toilets not working correctly after games due to low water pressure throughout the stadium. Aging circulating pumps and plumbing infrastructure has led to toilets or urinals not getting water pressure to flush. 24 Hr. use of heavy-duty industrial pumps and the components exacts a toll. Pump failures will result from regular wear and tear. We will need to replace to keep water pressures in the Stadium at regulated level to prevent leaks and failures in equipment such as touchless toilets fixtures, touchless faucets, and water heaters. During the week of January 6th, there were multiple leaks on the concourse because of too much pressure. January 2023. This was corrected the following week.



ROOF/STRUCTURE

Building Envelope Failure

Windows in the East and West Club Terrace as well as Suite windows leak into the building creating moisture and mold.



Building Leaks

With the advancing age of the Stadium, comes the unavoidable, increased movement between components of the building, yielding more water intrusion. There are multiple leaks throughout the stadium causing water damage in 2022 and 2023. This affects game preparation for staff and in-game experience for premium area fans. The troublesome areas are suites, club areas, visiting team locker room, service level/loading dock, food service warehouse, and press box. During June and July of 2023, it has been more noticeable that leaks are not being corrected from previous areas. Ceiling tiles are being left out until an event because the leaks are not being sealed properly and continue to damage multiple ceiling tiles which is costly. This creates last minute challenges with preparations for events.

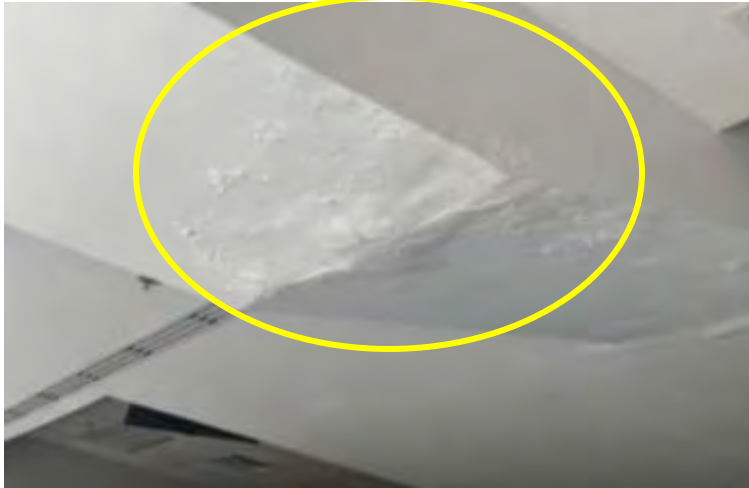
- Leaks in east suites caused disruption to suite holder placement. August/September 2022.



- East and West Club have multiple areas with ceiling damage that need patch, paint, and new ceiling tiles.



- Leaks in the press box created challenges for clock operator and NFL officials seating. September 2022.



- Leaks in Old Team Dining have happened throughout the 2022 year, and the ceiling tile has fallen through damaging equipment in the area.

Concourse Finishes

The stadium concourses show significant age. A concourse refinish would assist in preventing slip and fall situations and prioritize guest safety.



Concrete Repairs

Chunks of concrete continue to break off from under upper concourse bowl. Aging structure is beginning to succumb to environment. There are trips hazards throughout south endzone. Falling pieces from the façade can become dangerous and a safety issue.



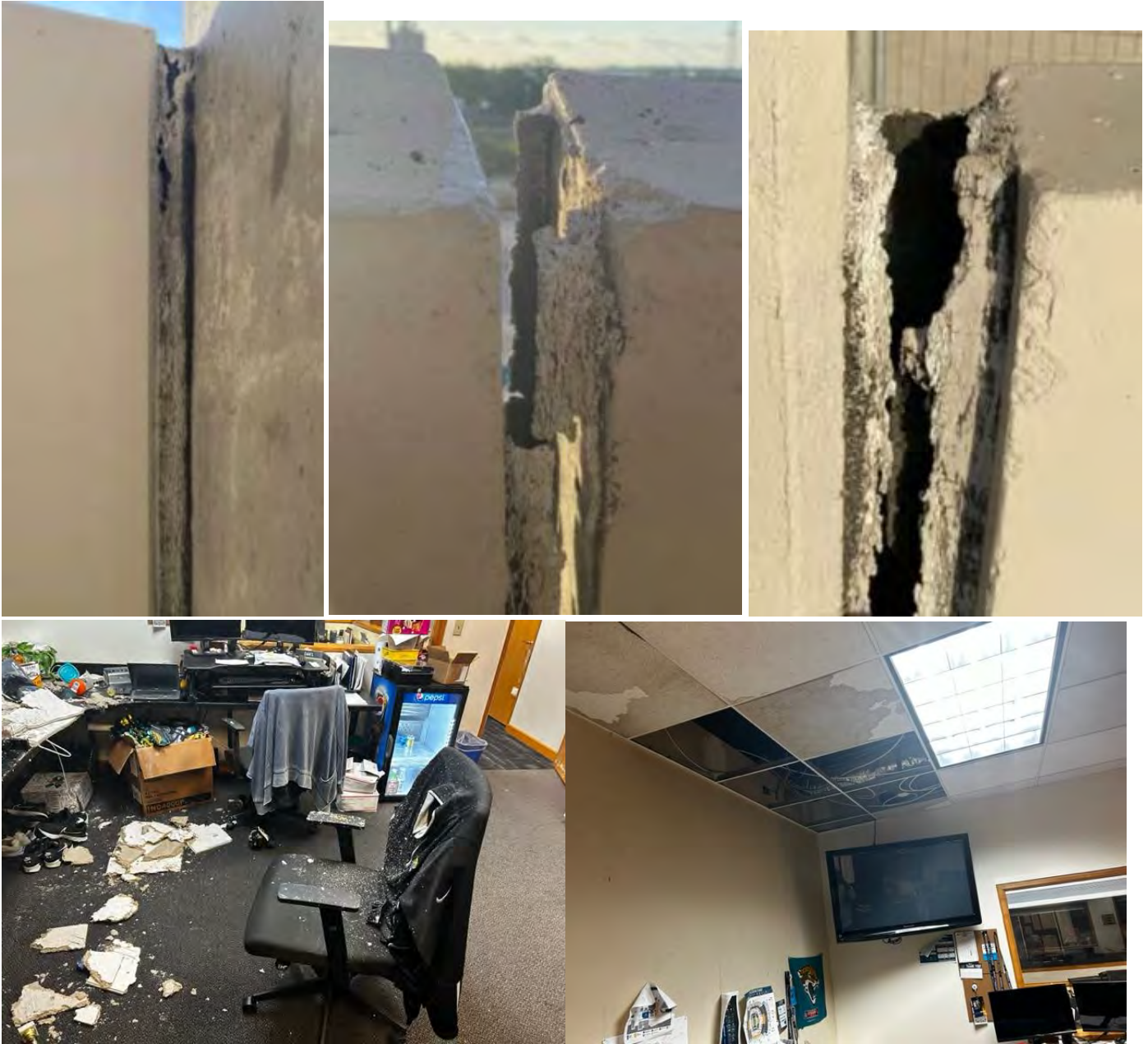
East Club and Terrace Floor

Epoxy needs to be replaced as it is chipping away and coming off the ground.



Expansion Joint Repair

There are multiple expansion joint leaks throughout the stadium. This has led to severe water intrusion into the business staff and coaches' offices. Below is a photo of guest services' offices after a leak from Lower West Club. December 2022.



Gate/Fence Deterioration

The surrounding gate and fences are rusting and becoming unstable. Some areas of the fencing are bent that leaves large spacing for access in the perimeter. Some areas of the perimeter fence were upgraded in 2021 for a total cost of over \$500k. Current gates do not match the new perimeter fence.



Steel Metal Coating

The steel supports are showing signs of corrosion. To ensure the stability of the support for future years, a comprehensive painting project needs to materialize. The need for painting was confirmed in the Stadium assessment.



Gutters

The original gutters from the upper levels near ticket horn locations have rusted out/broken and need to be replaced. The pictures below show that the gutter does not reach ground with pieces laying on top of the roof. All the water from that gutter releases directly on the roof.



Jaguars Locker Room Leaks

The deteriorating vending room floor above the locker room has created leaks into the locker room area and medical doctor's office on game day. The concrete and sealing above has failed leading to damages in these locations. There is a potential fire hazard due to an exposed conduit in the area.

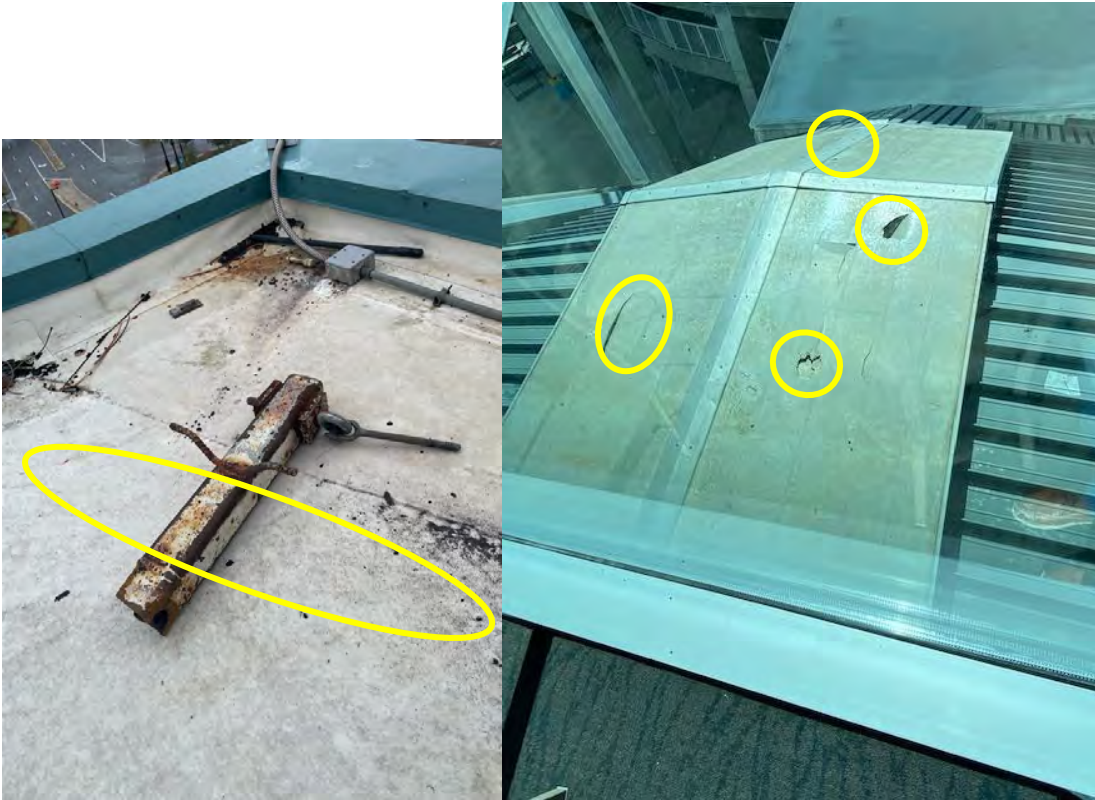
Parking Lots

They need to be resurfaced and re-stripped. The lots are very un-even creating potential road hazards throughout the surrounding grounds.



Roof/Cover Replacement

Roof/Cover membranes throughout the stadium are failing and need to be replaced. The existing roofing and flashing are damaged from age, elements and wind resulting in continued and costly repairs. Continued water intrusion can lead to damage of the indoor spaces and create an atmosphere susceptible to mold growth. We have budgeted \$166k in 2023 for pantry roof repairs.



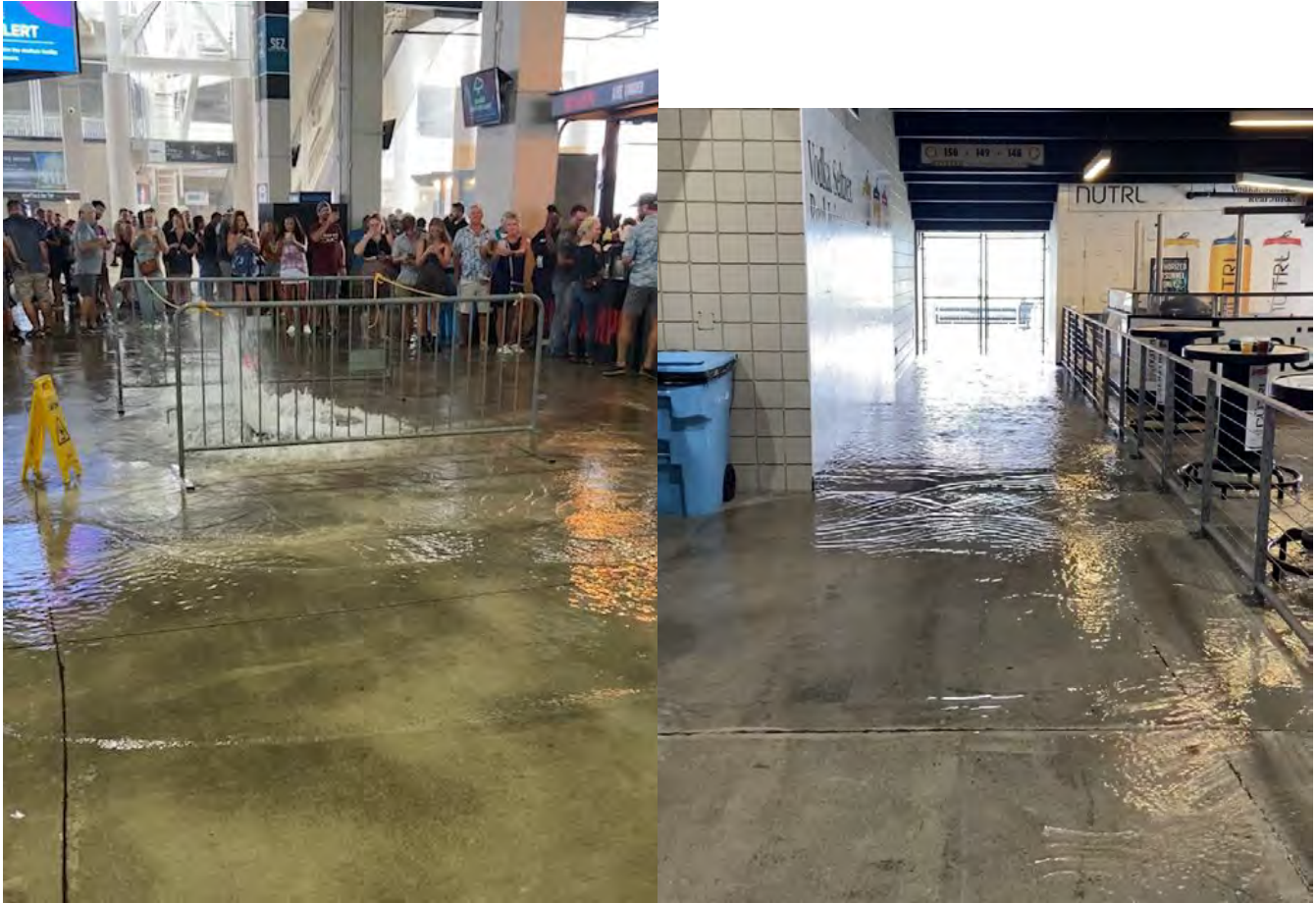
Sagging Soffit

The soffit inside the old team dining room has started to sag over the past year (2022). This may become a problem if it continues to sag and potentially fall. It will damage anything underneath the area. We have continued to monitor, and replacement should take place in an offseason.



Storm Drain Covers/Flooding

The manhole covers have come up in the rubber hallway and the south endzone when the storm water surges which creates flooding in these areas. This happened during a concert while guests were inside the facility. July 2022 and June/July 2023. Multiple videos surfaced on news outlets throughout these concert days.



Waterproofing

Over the last two years (2021 & 2022), we have committed \$800,000 annually of Capital funding to waterproofing. We are also committing another \$400,000 in 2023. During this previous winter (2021-2022), ASM approved an additional \$370,000 of operating money to waterproofing. The total to date since the start of 2021 amounts to an estimated \$1,570,000. We still have extensive amounts of leaks throughout the stadium.

SAFETY/LIFE SAFETY

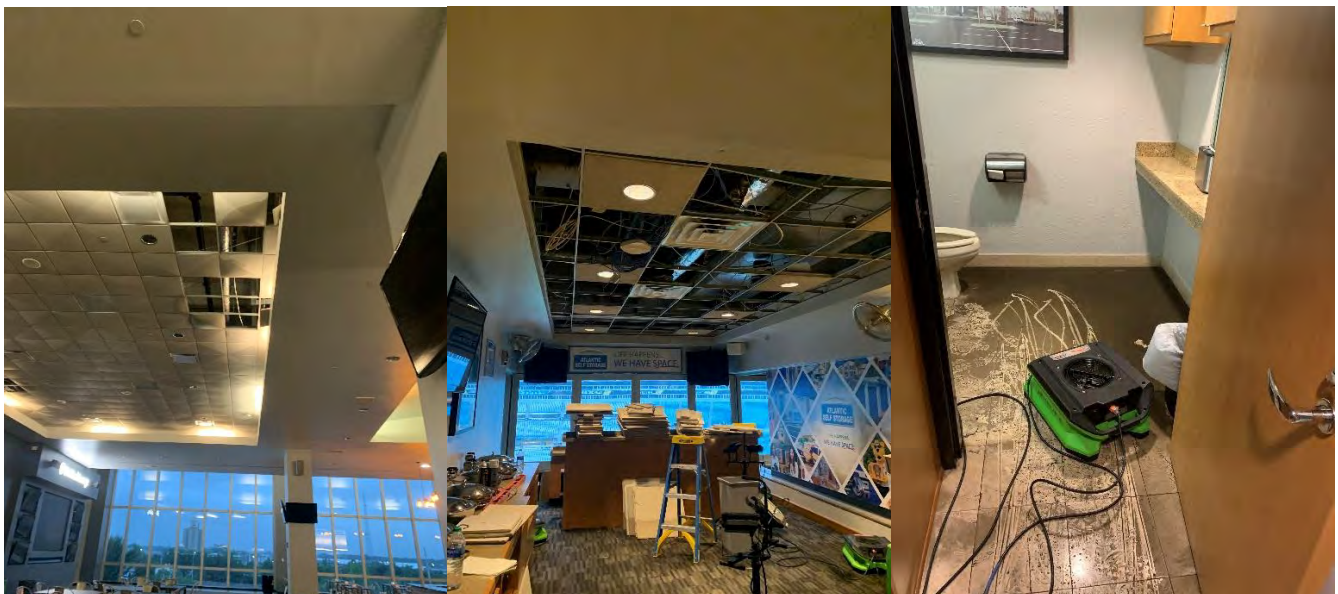
Bowl Audio Deterioration

Starting in 2012 and running through 2016, upgrades were done to the bowl audio system. The “loudspeakers” were the first part of this project (2012). These speakers hang from the eight light towers and scoreboards facing the seating bowl. The Boxes themselves are disintegrating and need replacement. The industry estimated useful life of this type of equipment is 6-7 years. The covers (grills) are presenting a major safety concern; with some covers completely coming off and others showing signs of coming loose and running the potential of falling.



East Suite Sprinkler Head Leak

In late May 2023, an East Suite sprinkler head had come unattached while repairs were being made to ceiling tiles and ceiling tile grids. Majority of the damage was done in E-18, but this also affected several other suites as well as the Upper East club. ServPro came out to fix the damage and clean the spaces.



Elevator and Escalator

Due to the age and the subjection to the elements of the escalators and elevators, we face many issues during events in the rainy part of the year. This creates major pedestrian ingress and egress issues. There is also a safety concern as they have stopped working or become slick while guests are using them. There have been cases where employees and guests have been stuck in an elevator failure. The upper escalators need to be shut down during games when it is raining due to safety concerns. Also, there is inadequate vertical transportation for ADA guests. In some instances, ADA guests need to travel with food service carts, etc. This can become a life safety issue as well as legal action/litigation risk. There have been large sums of money allocated to this over the past few years. We have over \$275k budgeted for repairs and upgrades in 2023, and this number continues to grow as we continue to uncover additional problems with the elevators and escalators.



Fire Panel Upgrades

Fire Panels are antiquated and need to be upgraded due to the potential of failure.

Fire Sprinkler Main Leaks

There were leaks coming out of the fire sprinkler system which happened in medical, scouting, nine window box office two times, and draft room. This is a Life Safety System that may need to be shut off for weeks at a time when needing repairs.

Operational Command Center

Larger/more robust space is needed for command center. The current space is overcrowded on game-day which presents its own challenges.

Severe Rodent Problems

Extensive rodent activity throughout 2021 and 2022 due to food service areas not being sealed. This also includes indoor spaces like the clubs and terrace suite. Rodent problem is severe enough that rats were seen during the day in the office and an employee was bitten. This has also created troubles with cabling infrastructure where cables have failed due to rodents eating wires. Health Department had multiple citations during the Raiders game that came out in news articles. November 2022.

Security Camera Quality and Audio

There have been numerous times where camera quality was not adequate in investigating situations where there is graffiti, unauthorized entrances, lawsuits, or parking lot accidents. Additionally, there are no capabilities to communicate via audio at each of our cameras.

Security Camera Storage Ability

Storage time is currently set at 60 days which is not viable when investigating security or safety situations. Footage should be accessible six months to a year after an incident.

Stadium Field Drainage

Multiple sink holes have formed over time on the field. This presents a potential hazard especially if it happens on the playing area.

Suite Floors

Suite floors become slippery and have presented multiple falls in humid months. When the windows are open, this leads for the opportunity for moisture to collect on the tile by the doors.

Vehicle Intrusion Plan

Vehicle intrusion mitigation measures will contribute to the Safety Act Application process and in meeting the NFL Best Practices for Stadium Security requirements. In some vulnerable spaces, we currently use DOT concrete barricade (Jersey barricade) and decorative vertical concrete bollards that have no certified crash rating. We also use moveable COJ owned barricade assets that are sufficient but come with an operational cost.



Weapons Detection Systems

Current Walk-Through Metal Detectors are antiquated and are no longer the industry standard. More advanced frictionless and weapons detection system is needed for all security entry points.



ATTACHMENT: WORK ORDER ANALYSIS

Maintenance Requests Summary 2021 - 2022

3,100
Total Requests

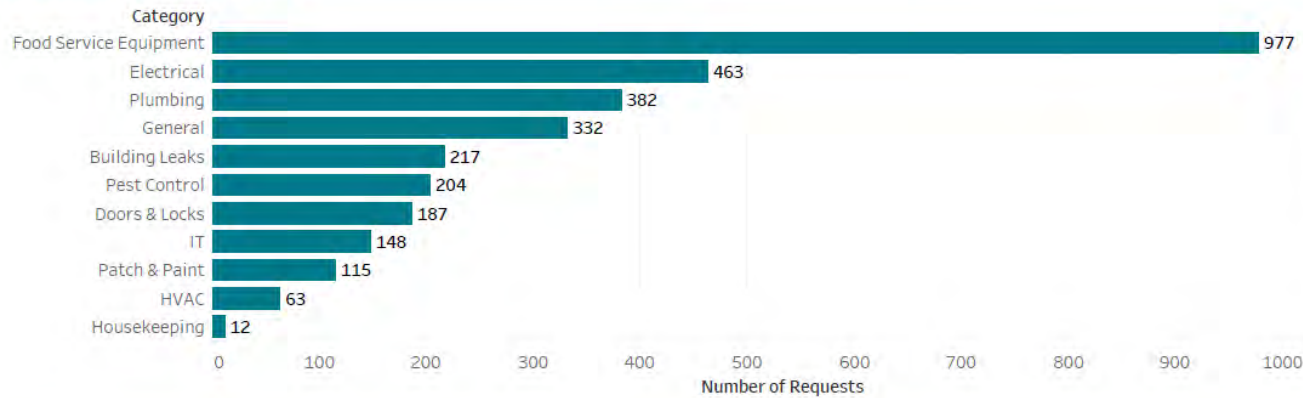
+710
Requests from
2021 to 2022

78
Avg. Requests per Person

6
Avg. Requests Per Day

9 days
Avg. Completion Time

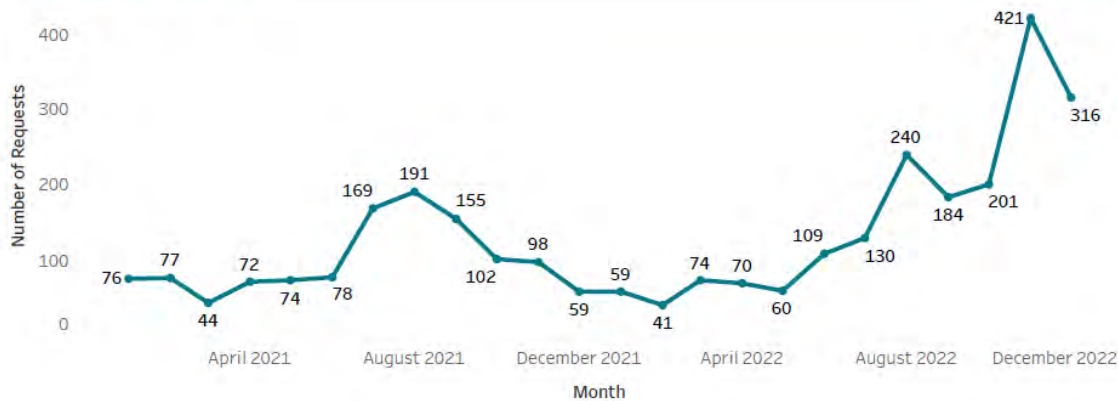
Requests per Category



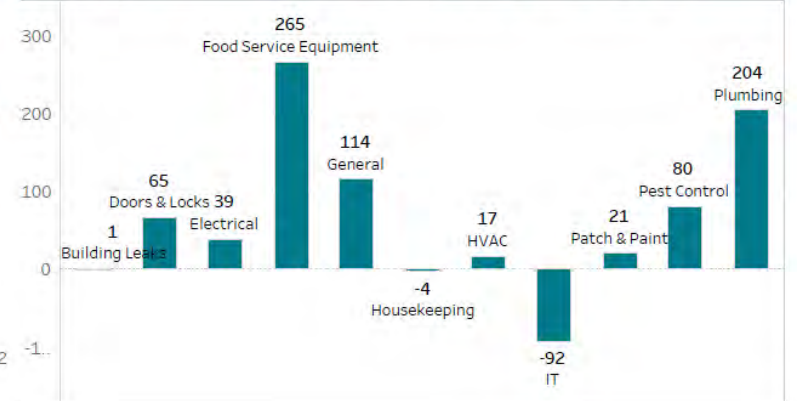
Average Completion Time in Days

| Category | In Season | Off Season | Overall |
|------------------------|-----------|------------|---------|
| Patch & Paint | 10 | 28 | 19 |
| Doors & Locks | 10 | 21 | 15 |
| Food Service Equipment | 9 | 21 | 15 |
| General | 16 | 12 | 14 |
| Plumbing | 12 | 2 | 7 |
| Building Leaks | 9 | 4 | 7 |
| Electrical | 3 | 7 | 5 |
| HVAC | 3 | 5 | 4 |
| Housekeeping | 6 | 1 | 3 |
| IT | 4 | 2 | 3 |

Requests Across Time



Change in Number of Requests from 2021 to 2022



2021 Maintenance Requests

1,195
Total Requests

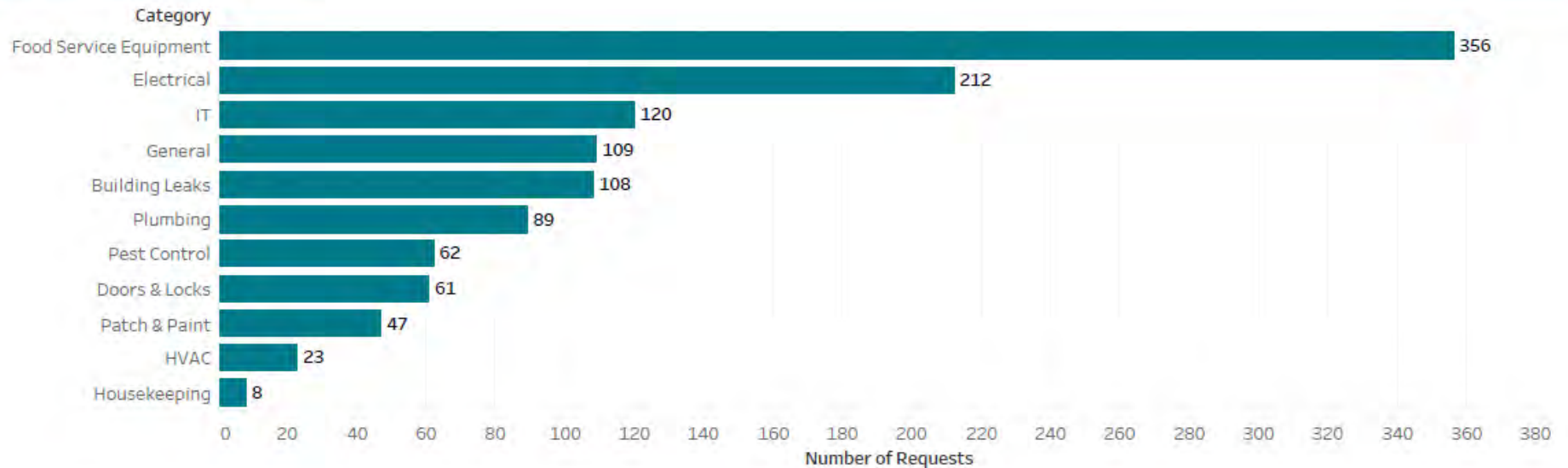
+ 353
Requests from
Off Season to In Season

43
Avg. Requests per
Person

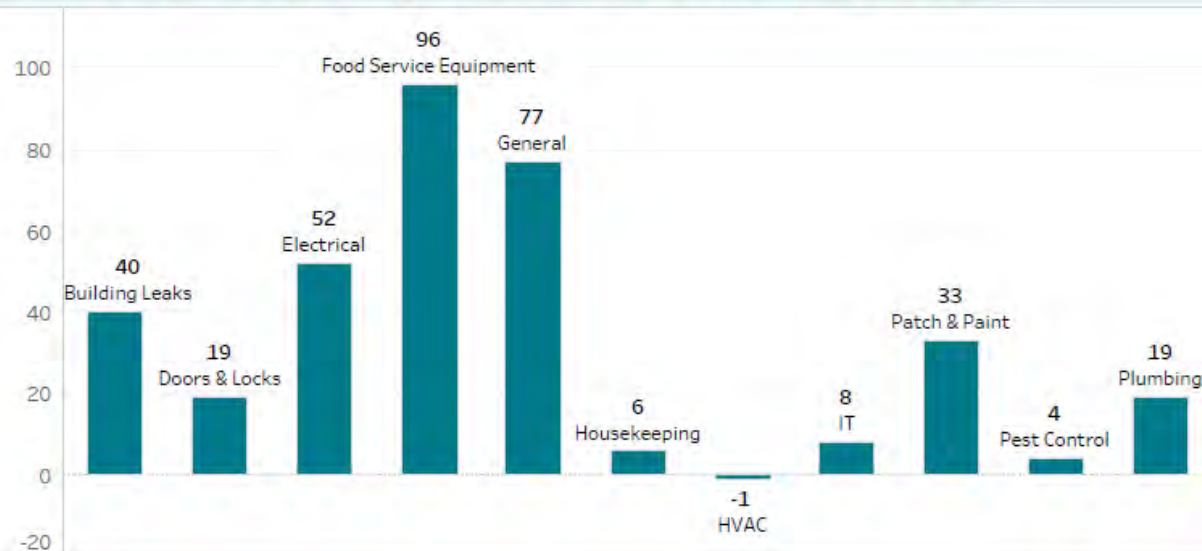
4
Avg. Requests Per
Day

7 days
Avg. Completion Time

Requests per Category



Increase in Number of Requests from Off Season to In Season



Average Completion Time in Days

| Category | In Season | Off Season | Overall |
|------------------------|-----------|------------|---------|
| Patch & Paint | 11 | 36 | 24 |
| Doors & Locks | 9 | 10 | 9 |
| Food Service Equipment | 10 | 21 | 15 |
| General | 15 | 15 | 15 |
| Plumbing | 2 | 2 | 2 |
| Building Leaks | 9 | 3 | 6 |
| Electrical | 3 | 4 | 4 |
| HVAC | 7 | 12 | 10 |
| Housekeeping | 6 | | 6 |
| IT | 4 | 1 | 3 |

2022 Maintenance Requests

1,905
Total Requests

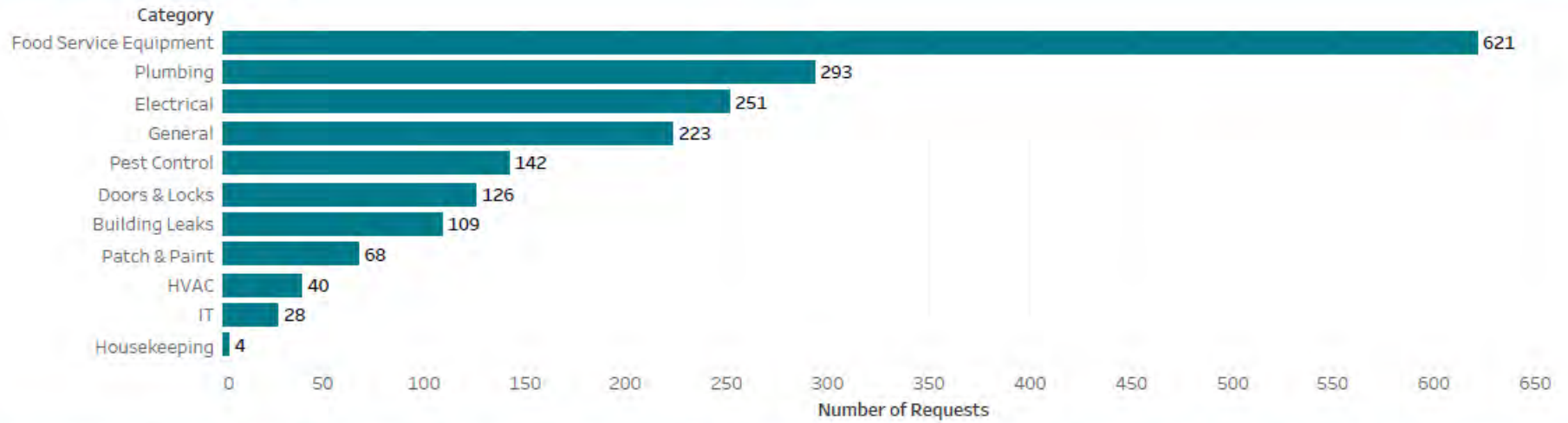
+ 1,079
Requests from
Off Season to In Season

66
Avg. Requests per
Person

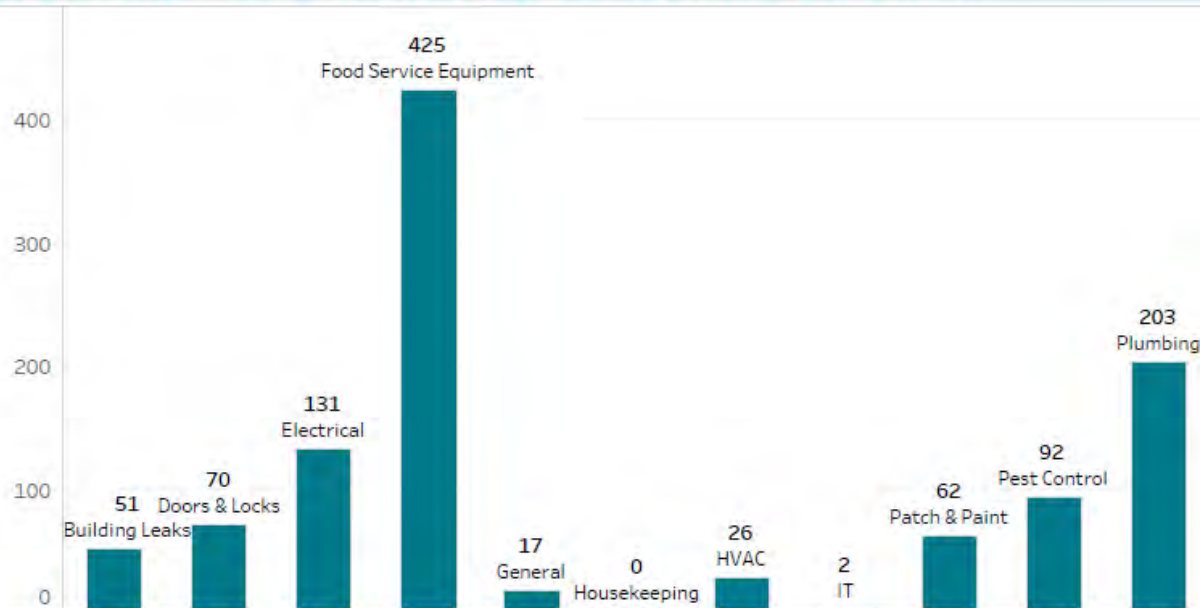
7
Avg. Requests Per
Day

10 days
Avg. Completion Time

Requests per Category



Increase in Number of Requests from Off Season to In Season



Average Completion Time

in Days

| Category | In Season | Off Season | Overall |
|------------------------|-----------|------------|---------|
| Patch & Paint | 10 | 6 | 8 |
| Doors & Locks | 10 | 36 | 23 |
| Food Service Equipment | 9 | 19 | 14 |
| General | 16 | 12 | 14 |
| Plumbing | 12 | 3 | 7 |
| Building Leaks | 10 | 6 | 8 |
| Electrical | 4 | 19 | 12 |
| HVAC | 1 | 3 | 2 |
| Housekeeping | 24 | 1 | 12 |
| IT | 6 | 13 | 10 |

Workers Overall Summary

| Assigned | Most Common Work Category | Total Requests | 2021 Requests | 2022 Requests | Avg. Requests Per Day | Avg. Requests Per Month | Avg. Completion Time (in days) |
|-----------|---------------------------|----------------|---------------|---------------|-----------------------|-------------------------|--------------------------------|
| Person 1 | General | 823 | 361 | 462 | 3 | 69 | 10 |
| Person 2 | od Service Equipment | 804 | 307 | 497 | 3 | 17 | 10 |
| Person 3 | Electrical | 318 | 140 | 178 | 2 | 27 | 4 |
| Person 4 | Plumbing | 241 | 0 | 241 | 3 | 40 | 13 |
| Person 5 | General | 75 | 0 | 75 | 2 | 13 | 13 |
| Person 6 | Plumbing | 75 | 72 | 3 | 1 | 6 | 2 |
| Person 7 | Building Leaks | 73 | 0 | 73 | 2 | 15 | 10 |
| Person 8 | Building Leaks | 65 | 64 | 1 | 2 | 7 | 14 |
| Person 9 | Patch & Paint | 54 | 0 | 54 | 2 | 11 | 12 |
| Person 10 | Doors & Locks | 44 | 9 | 35 | 1 | 4 | 7 |
| Person 11 | IT | 37 | 27 | 10 | 1 | 5 | 5 |
| Person 12 | IT | 36 | 36 | 0 | 2 | 9 | 7 |
| Person 13 | IT | 35 | 35 | 0 | 2 | 7 | 1 |
| Person 14 | General | 35 | 0 | 35 | 2 | 6 | 14 |
| Person 15 | Doors & Locks | 34 | 0 | 34 | 2 | 11 | 16 |
| Person 16 | IT | 34 | 16 | 18 | 1 | 4 | 8 |
| Person 17 | Electrical | 20 | 18 | 2 | 1 | 3 | 4 |
| Person 18 | HVAC | 17 | 7 | 10 | 1 | 2 | 1 |
| Person 19 | HVAC | 16 | 0 | 16 | 1 | 2 | 3 |
| Person 20 | HVAC | 11 | 5 | 6 | 1 | 2 | 12 |
| Person 21 | Building Leaks | 9 | 9 | 0 | 2 | 2 | 2 |
| Person 22 | Null | 9 | 7 | 2 | 2 | 2 | 6 |
| Person 23 | Housekeeping | 8 | 5 | 3 | 1 | 2 | 6 |
| Person 24 | General | 4 | 4 | 0 | 1 | 2 | 28 |
| Person 25 | Doors & Locks | 4 | 4 | 0 | 1 | 1 | 25 |
| Person 26 | General | 3 | 0 | 3 | 1 | 1 | 33 |
| Person 27 | General | 2 | 1 | 1 | 1 | 1 | 16 |
| Person 28 | General | 2 | 2 | 0 | 1 | 1 | 17 |
| Person 29 | General | 2 | 1 | 1 | 1 | 1 | 5 |
| Person 30 | General | 2 | 0 | 2 | 1 | 1 | 17 |
| Person 31 | General | 1 | 1 | 0 | 1 | 1 | 10 |
| Person 32 | General | 1 | 0 | 1 | 1 | 1 | 20 |
| Person 33 | Patch & Paint | 1 | 1 | 0 | 1 | 1 | 3 |