

EVERBANK STADIUM BUILDING FAILURES



JANUARY | 2024

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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.

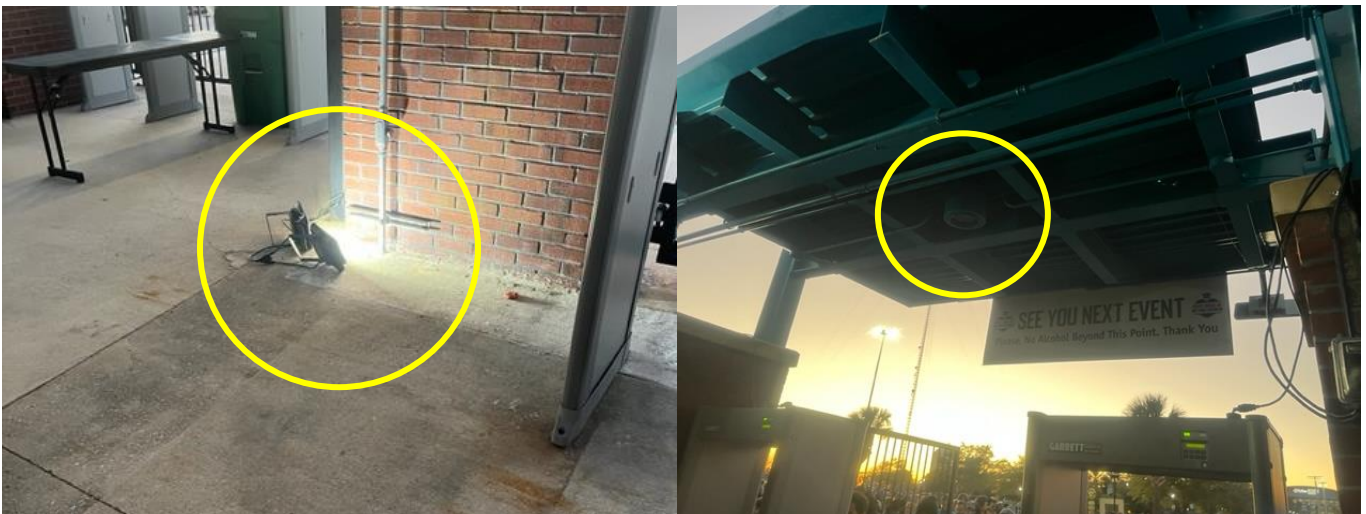
Emergency Generator Replacement

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

- 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. This unit had trouble with cooling the area.
- 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.
- Throughout the rest of July, there were multiple shutdowns of AC units in the Control Room and Server Room which operates all the video boards for stadium events. The equipment that are running in these rooms need to be cooled properly or there could be catastrophic loss in needing to replace this equipment amounting in millions of dollars.
- During our Suite Holder Tasting Event on July 25, the AC was down throughout the day starting in early morning and was not fixed prior to the event at night. This is where we host our most notable clientele. We had temporary units in the space to try and cool the open area on the fifth level for the event.
- Additionally in July, Delaware North Catering area in B Quad was down multiple times. Most of the compressor units are tripping out due to poor preventative maintenance. Temporary Units are positioned throughout the office to allow for technicians to fix these problems.
- East Suite Chiller went down during the second half of the Kansas City Chiefs game on September 17th. The power was tripped to the chiller due to the root cause of clogged lines which have since been flushed. The suite holders did not have cool air through the end of the game.
- AC went out in the Home Coaches Booth during the San Francisco 49ers game between Saturday evening and Sunday AM. Brooks put a temporary unit in the space to help get us through the game. Brooks replaced the blower motor the following week and the issue was resolved.
- On November 21st, the HVAC unit that supplies air to the Jaguars business office had an electrical trip the night before which turned off the units. The cause of this trip was unknown at the time and took several hours to fix for the air to come back on for staff working in the building. It was uncomfortably warm throughout the day, and some staff left to work from home during that day.

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

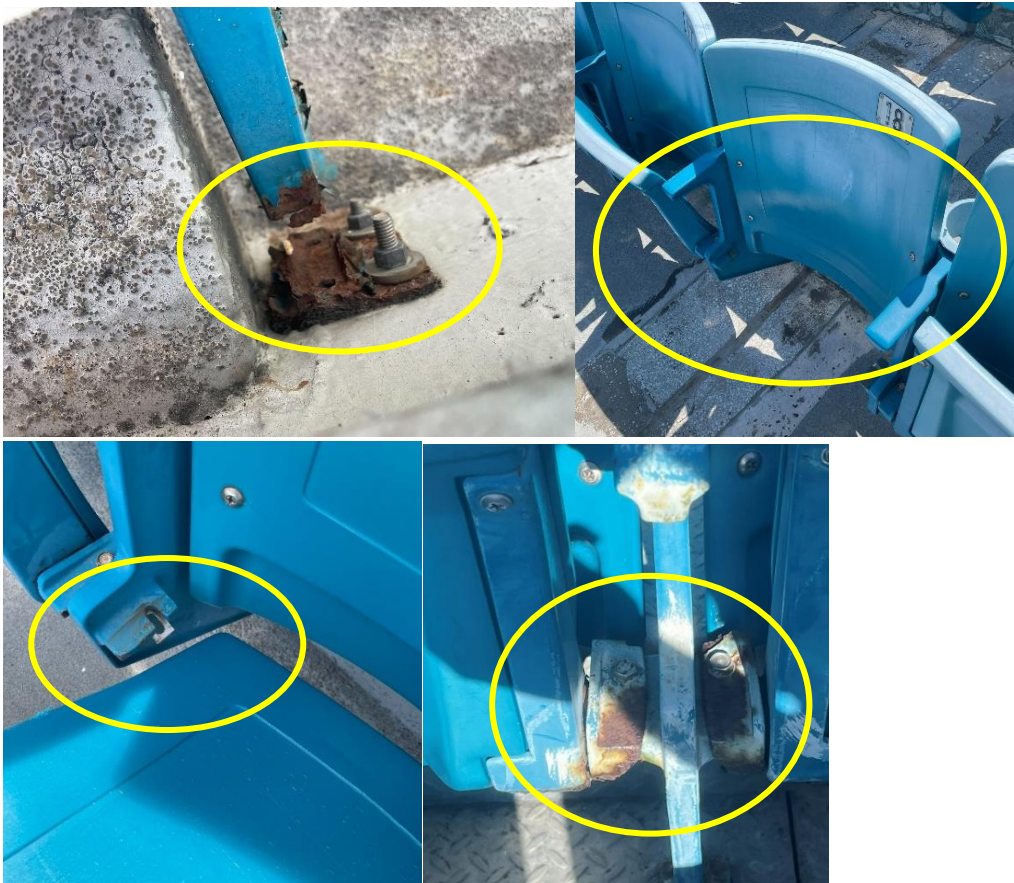
Bathroom Stalls and Locks

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.

Elevator & Escalator Failure During Game

Upward mobility issues have become more common throughout the 2023 season and has caused distress for fans to reach locations of the stadium efficiently.

- One of the east club elevators stopped working and could not be fixed prior to the Colts game on October 15th, 2023. This created long queue lines for use of the elevator and lowered the upward/downward mobility for disabled guests.



- One of the North side elevators was damaged by the bad rainstorm on 12/2 prior to the Monday Night Football Game and was inoperable for the game. The electric circuits have been drenched from water leaking in from under the 6th floor elevator doors. A check of supply distributors was performed during the morning of the game by the parts were not available. This created logistical issues during the halftime performance of Sean Kingston and guests that were trying to use the lone working elevator.



- Tower 2 went down due to a belt issue on escalators 16 and 17 after halftime of the 12/31 game which impacted the ability to egress fans post-game efficiently. ASM redeployed SAFE employees to help redirect guests to ramps.

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

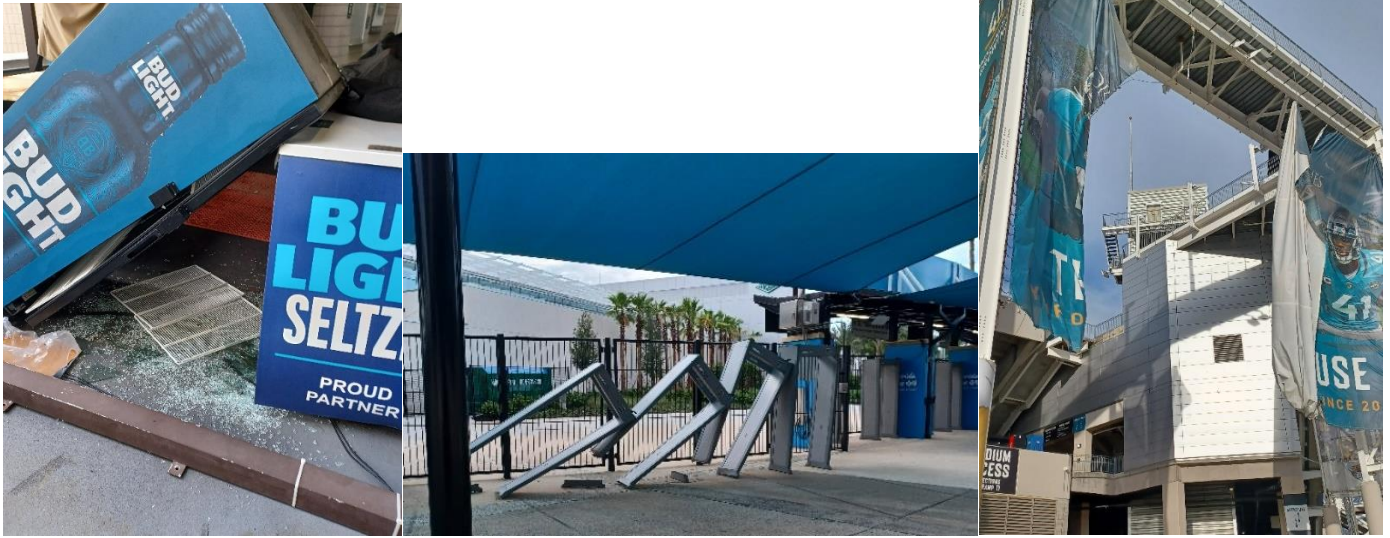
Inoperable for most of the 2022 season. This challenged the staff to use work arounds which made normal operations more difficult.

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.

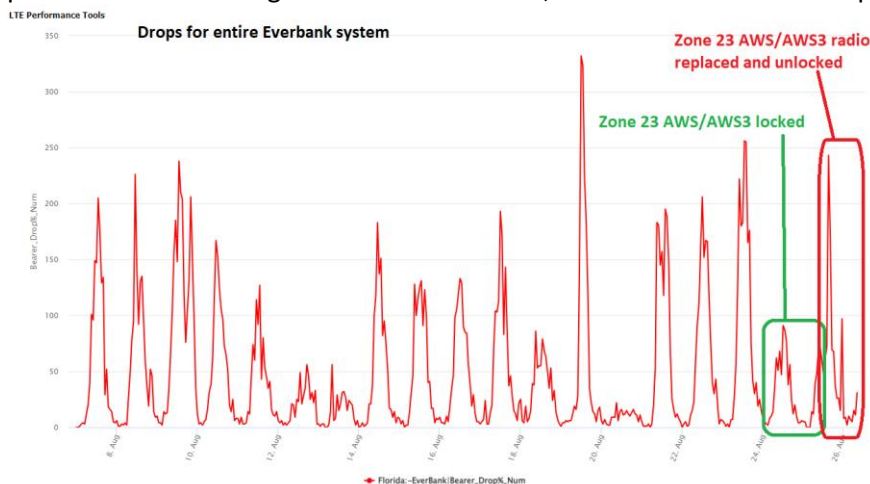
TV Replacements

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.



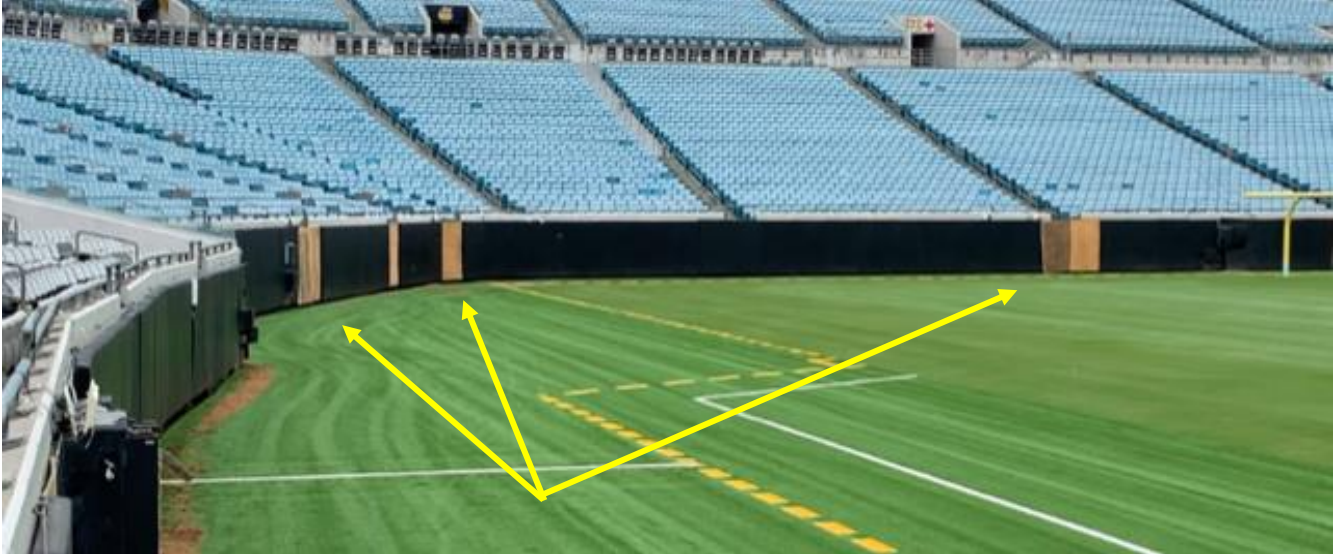
Verizon DAS Network Phone Issues

During late July and throughout August, there were multiple Verizon phone issues that made it challenging for staff to communicate with each other on a daily basis. Calls were dropped and phones did not get service as there was an upgrade to 5G in the stadium. Staff continued to get SOS messages on their connectivity which made them restart their phone for it to work again. In some instances, this had to be done multiple times a day.



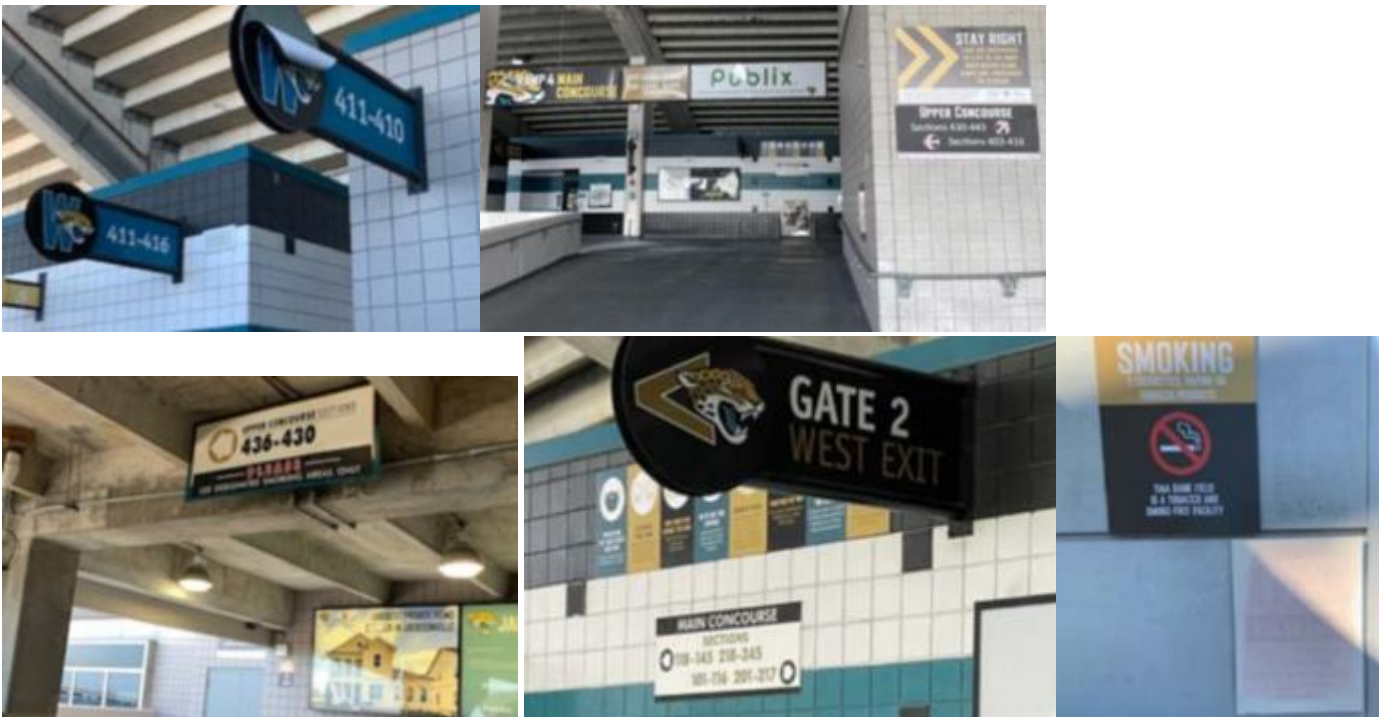
Wall Padding

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

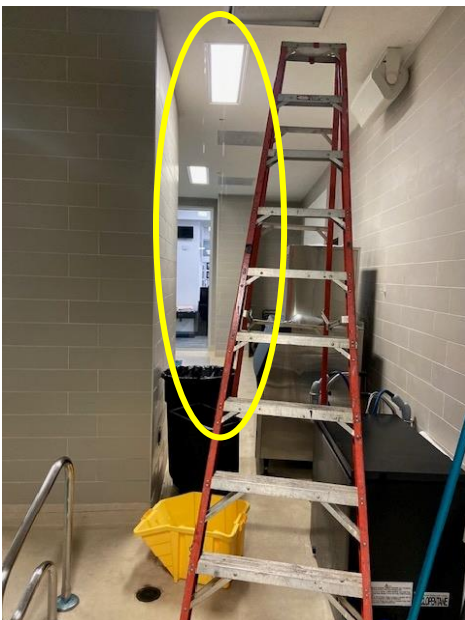
There were four broken pipes in the Jaguars player's locker room behind walls. One of the pipes was abandoned due to not being able to repair which leaves one shower inoperable. The other three lines that got repaired were in shower, equipment room, and above lockers. Pipes are failing and corroding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

Most recently, this happened on 10/13/23 which needed to shut down another shower in the Jaguars' locker room. During the repair, it was noticed that there was a leak coming out of a fire suppression pipe. This is noted in the safety section of this document.



Damaged Water Line above Training Room

Multiple leaks coming from one line during the Colts game on 10/15/23 within the Jaguars' athletic training room. This happened during the middle of the game while players were in the space receiving treatment. Repair was not able to be made until the following day, but this issue continued for the next two games only on game days without a fix available. It was fixed for the Monday Night Football game on 12/4/23.



Damaged Urinal Leak

During the home preseason game versus the Miami Dolphins, a urinal was damaged/broke before halftime of the game. Drains in the restroom did not keep up with the flowing water which created an exceptionally large leak down into the team's locker room entrance area. Restroom was shut down to fans in order to shut off running water and extract from the floor. Towel was held over the heads of players as they entered and then exited the locker room during halftime. August 2023.



Emergency Water Shut Down in Quad A

Failure to a back flow valve in Quad A created pooling of water around the cooling tower which was noticed on 10/31. The water was shut down for emergency repair to prevent flooding throughout the rubber hallway. Repair was completed same day.

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.

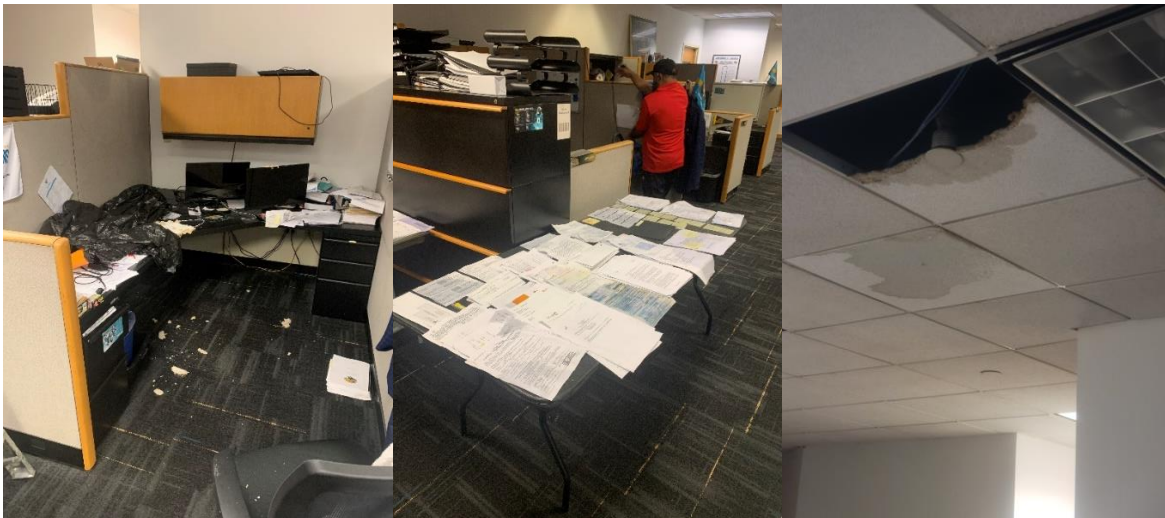


Jaguars Business Office Main Restrooms

Multiple issues with the Men's and Women's Restroom over the course of late July and early August. In the main women's restroom of the Jaguars business office, one toilet was not working properly for two weeks in which every part of the toilet was replaced. This caused many issues with custodial throughout this time period. Additionally, one faucet did not work for a couple of days. On the men's side, the only toilet in the restroom leaked from the bottom for over two weeks without being corrected. We also had issues with the drain in the men's custodial closet sink being backed up from re-routed water which created tile floors being wet and the carpet outside soaked. This created cleanliness and safety issues as they were reported fixed multiple times throughout those time periods. Both toilets have since been replaced and are working correctly as well as the drain being fixed.

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

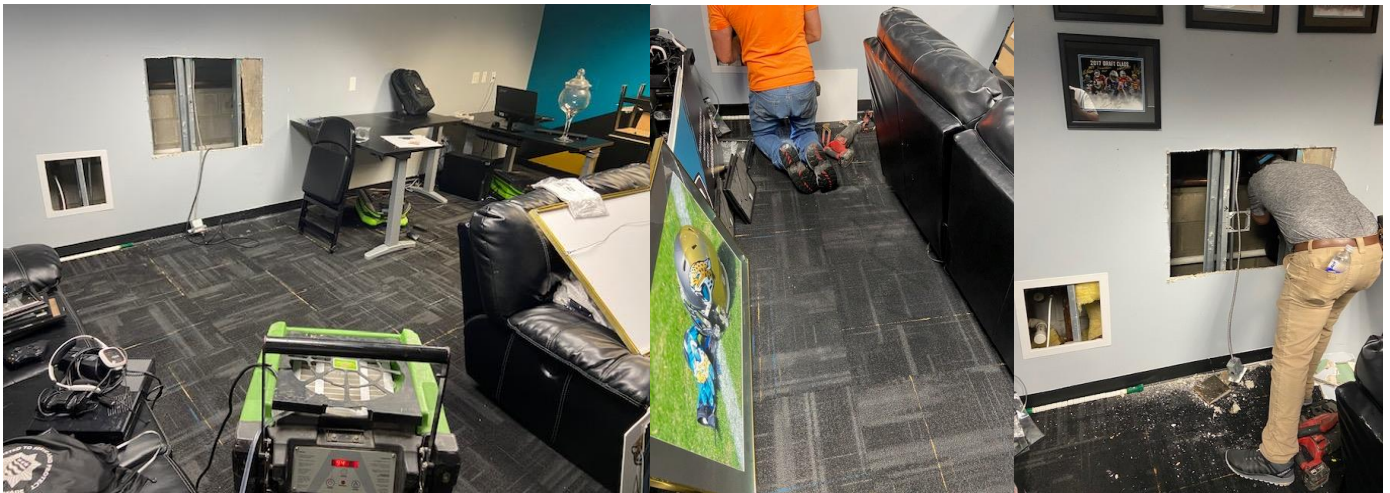
There was a precautionary advisory issued due to a water main break that occurred on Saturday 6/17 during construction activities. Although this was done on the weekend, we have staff in and out of the building 24/7 as operations are not just Monday through Friday. We were not notified until 6/20 of 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. These cause disruption and create damage that sometimes cannot be fixed timely. Most recently, we had a pin hole leak in the Jags Player Development office. The water damage took a couple of weeks to extract and repair damaged carpet and drywall.



Sewage Leaks

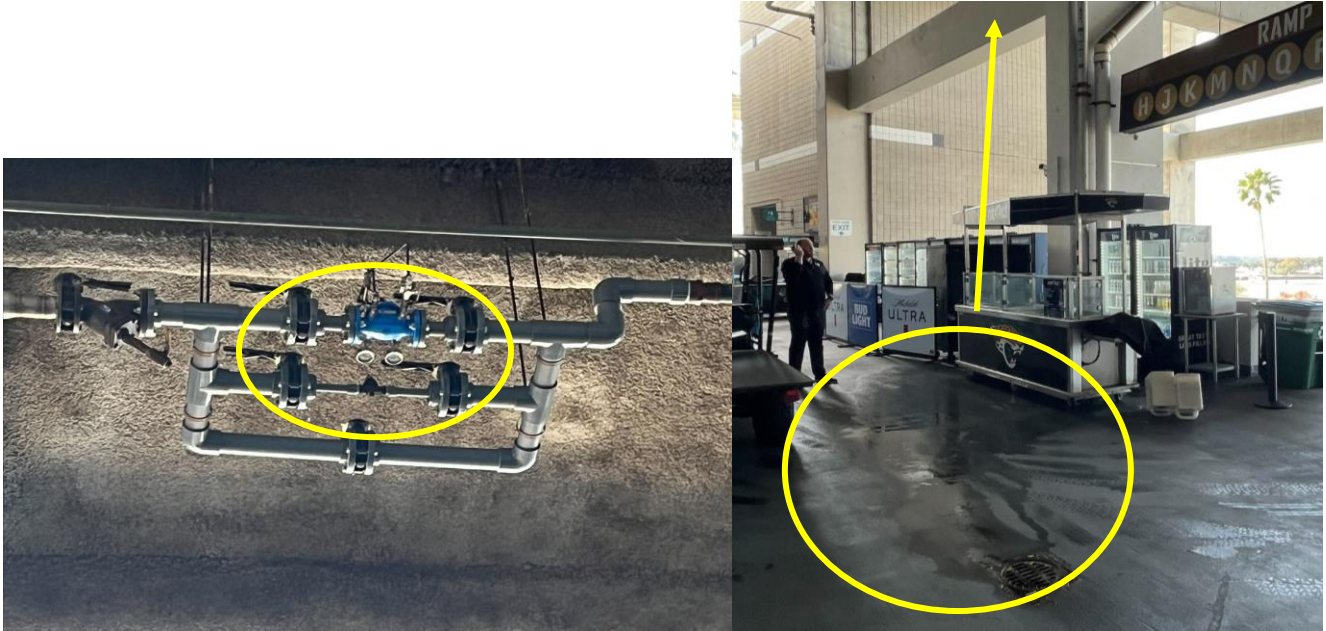
There were multiple sewage leaks throughout the 2022 year. There was one from the lower west club into the front office that happened twice. There was also a sewage leak into rubber hallway from lower west club men's room that happened twice as well.

South End Zone Bathroom Closure (During SNF 12/17 game)

Both men's and women's bathrooms in the South End Zone Plaza were shut down through the duration of the game due to a clog in the outline that was unable to be repaired during the event which caused significant inconvenience for fans sitting in nearby sections.

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 have become more inevitable with no real solution to fix throughout the winter months of November and December of 2023. A separate leak document was created to keep track of all the continued leaks since the areas continue to have issues after repair was made.

Please see below for list of common leaks and leaks that have created operational issues as we prepare for games:

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



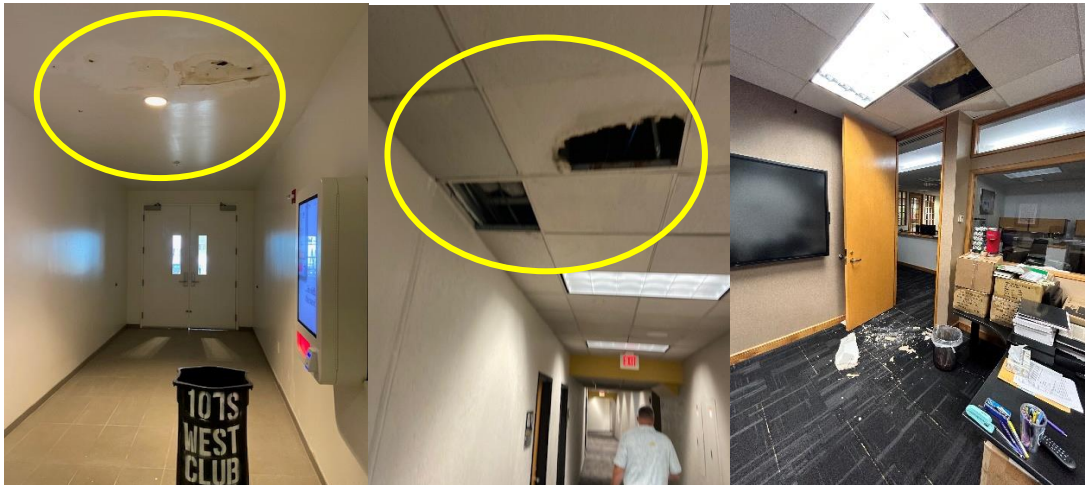
- East and West Club have multiple areas with ceiling damage that need patch, paint, and new ceiling tiles.



- 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.
- Many leaks throughout premium areas where we host multiple events and high-end donors.



- Leaks in Jags Business Office continue to happen in 2023.

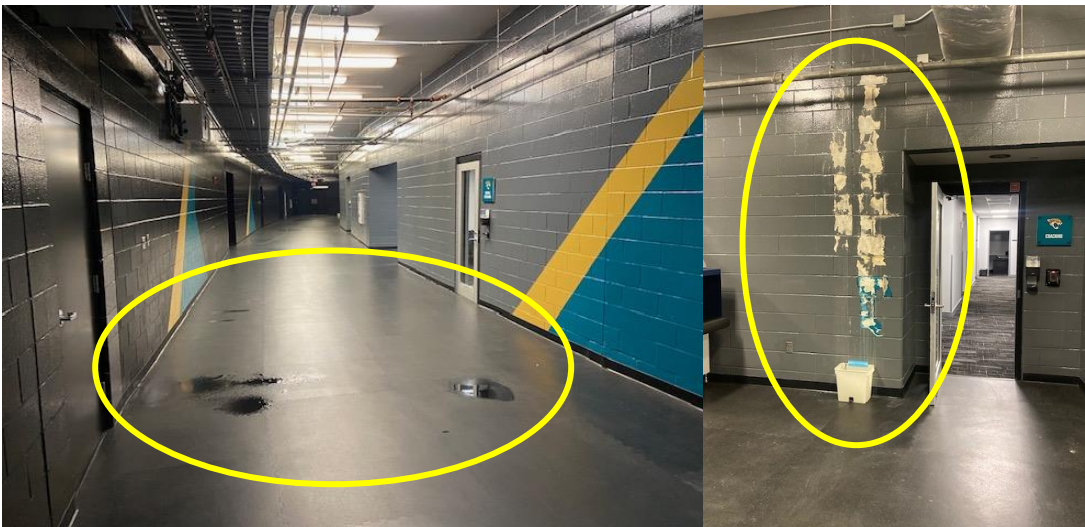
- Leaks in Storage Areas that create damage to equipment and operations. Please see storage area filled with water below. Sometimes it can take upwards of an hour to remove all the water before using equipment.



- Additionally in storage areas, equipment has been damaged even through redirecting leaks and tarping equipment. Please see staining in game day flags below even after washed.



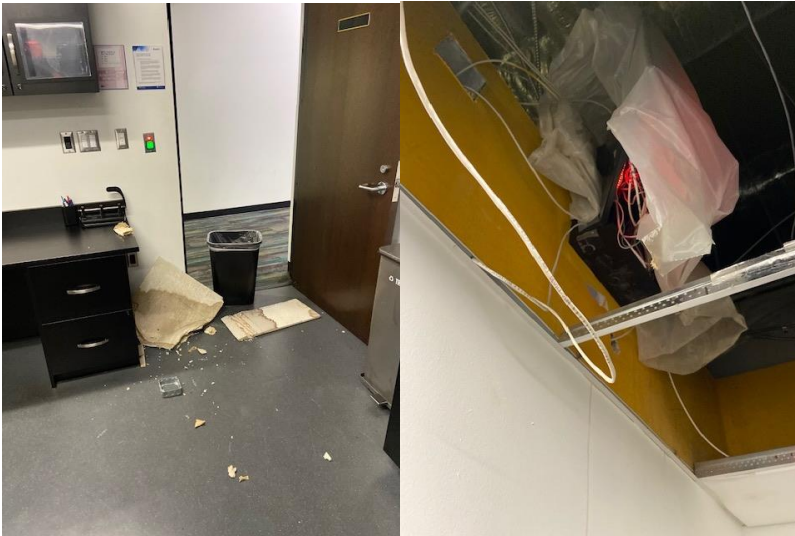
- Additional leaks throughout spaces that are used on game days by football and game operations when many staff are in the building.



- Leak prior to the Houston Texans game coming down from the same location as the damaged urinal previous week through the floor drain of the Lower West Club rest rooms.



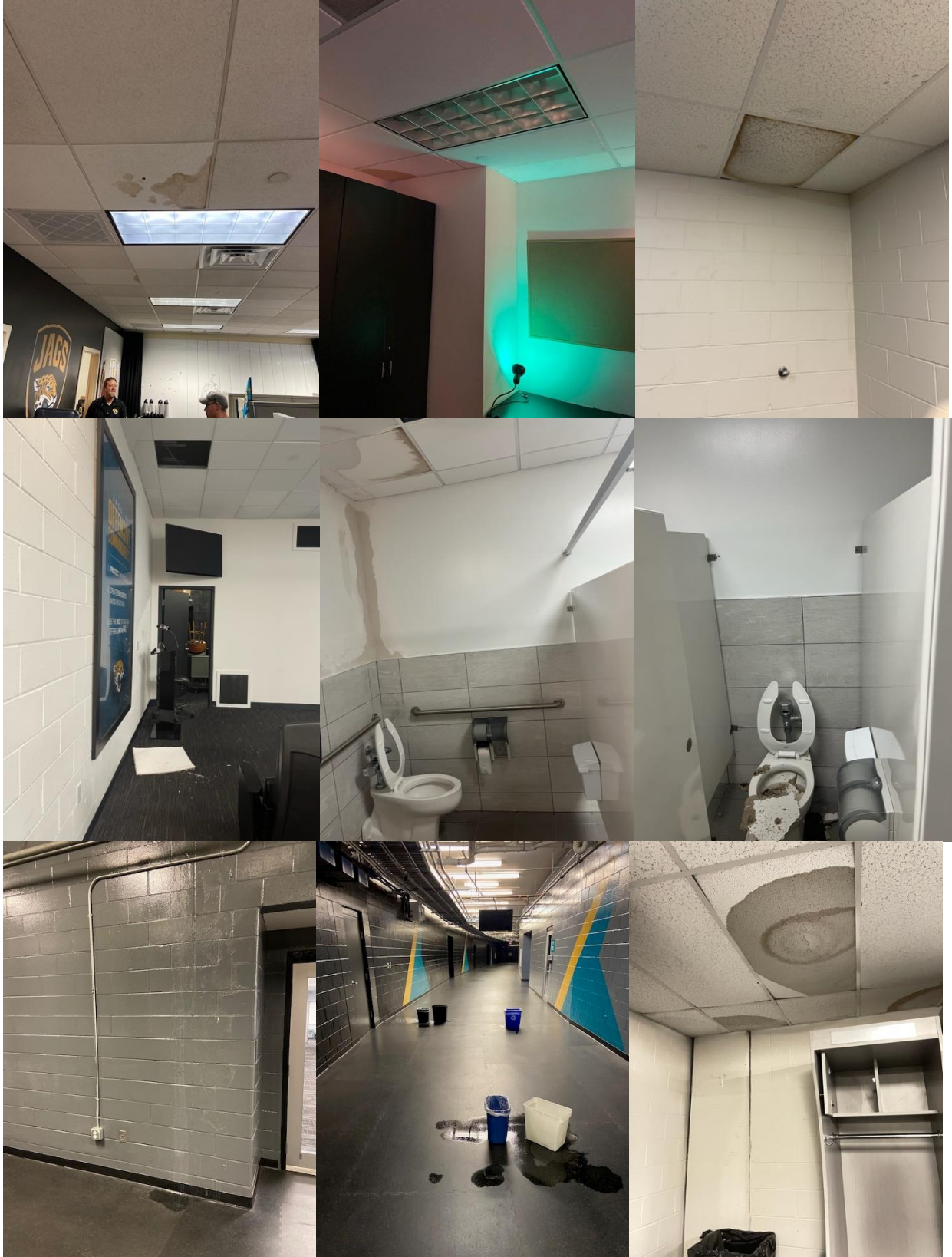
- We have a continued leak in the Doctor's office of the training room which has been attempted to be fixed multiple times but continues to come back. There is exposed electrical wiring where the leak is located.



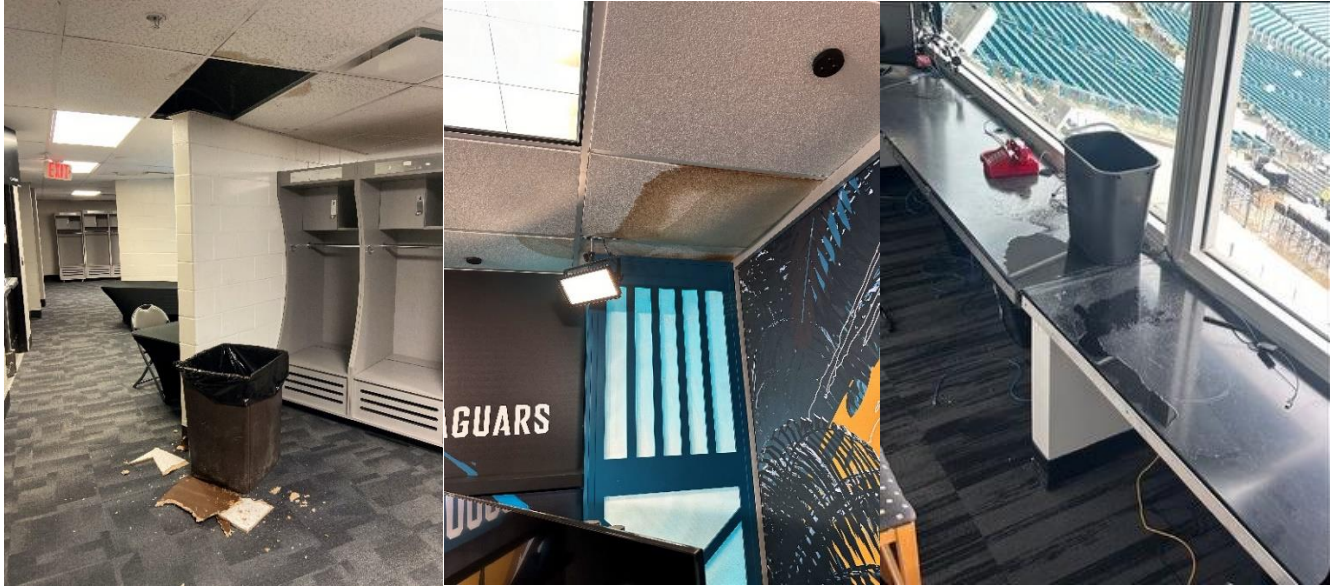
- Multiple leaks throughout dining spaces and concessions stands during storm in September below.



- Rainstorm on 10/12 provided a lot of damage inside the building which led to a leak tracking document that is being used to repair continual leaks that have not been resolved. The areas included in these damages were offices, locker rooms, meeting rooms, rubber hallway, and premium areas. Please see photos below which include areas that have already been captured in this document.



- Rainstorm on 12/16 & 12/17 caused additional work for the ASM maintenance team due to reoccurring building leaks that were previously reported when preparing for the Sunday Night Football game. A lot of the leaks were concentrated around the home team locker room, football support spaces, press box, and premium suites.



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.

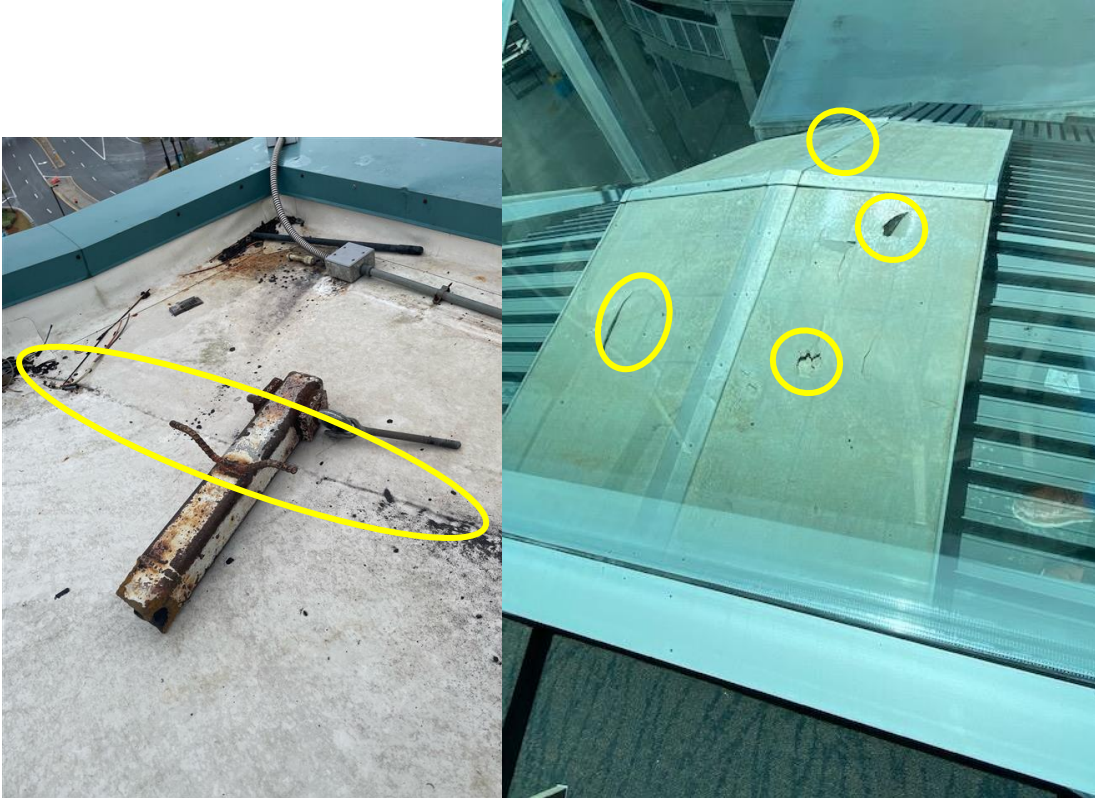
Parking Lots

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 south endzone when the storm water surges which creates flooding in the area. 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.



The manhole covers also come up in the rubber hallways. This caused flooding in our radio studio, control room, and in the north locker room. These areas need to be extracted and cleaned after flooding due to the possibility of mold growing in the carpets. September 2023.



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

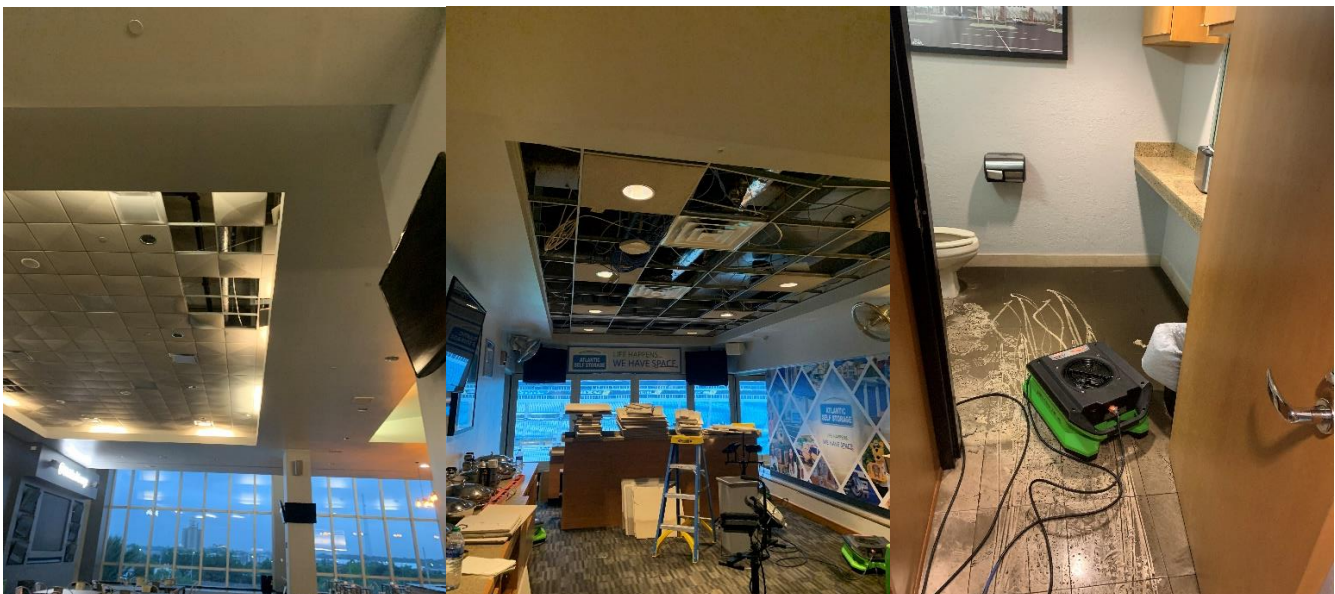
Bowl Audio Deterioration

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.

Most recently, this happened on 10/13 during a repair to a pin hole leak in the shower line of the Jaguars' locker room. The pipe was patched for a short-term solution and then fixed properly after the weekend due to the Jaguars' home game.



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 Coverage

There is not sufficient coverage around the facility with our current security camera system. Not enough cameras in service hallways/entry points, suite hallways, ramps, fall risk spaces (elevator and escalator entries/exits), blind spots, BLPZ, NEZ decks, and Sky Patio.

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

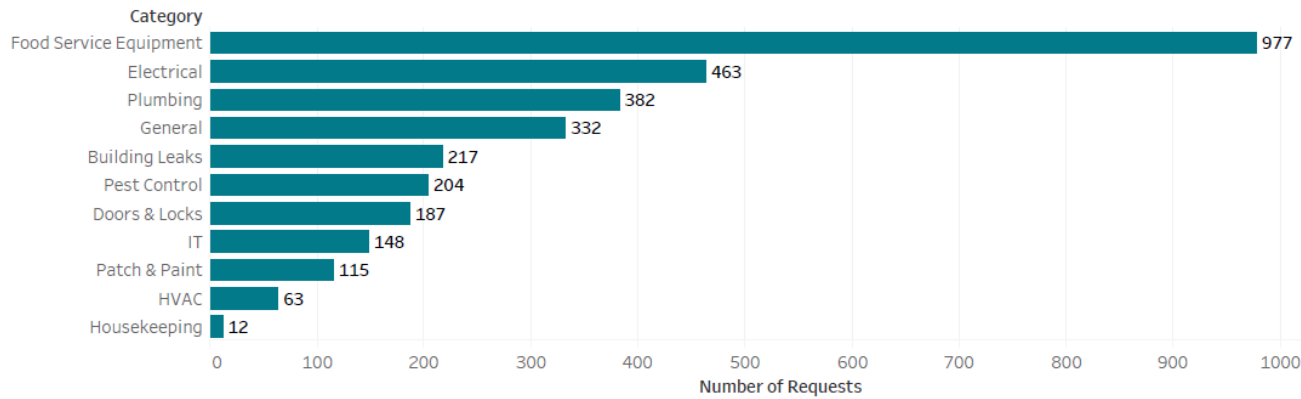
+710
Requests from
2021 to 2022

78
Avg. Requests per Person

6
Avg. Requests Per Day

9 days
Avg. Completion Time

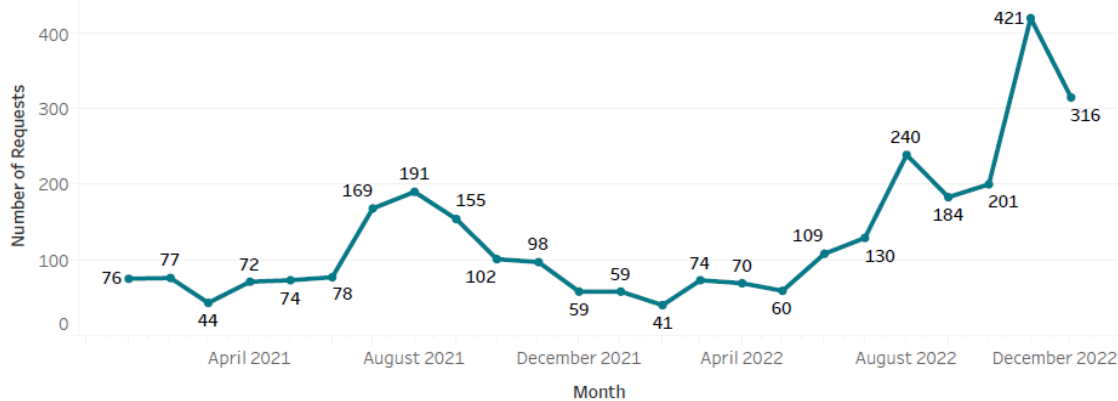
Requests per Category



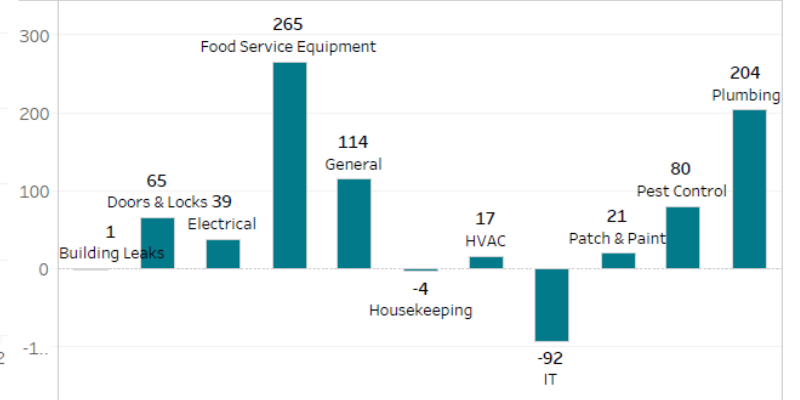
Average Completion Time in Days

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

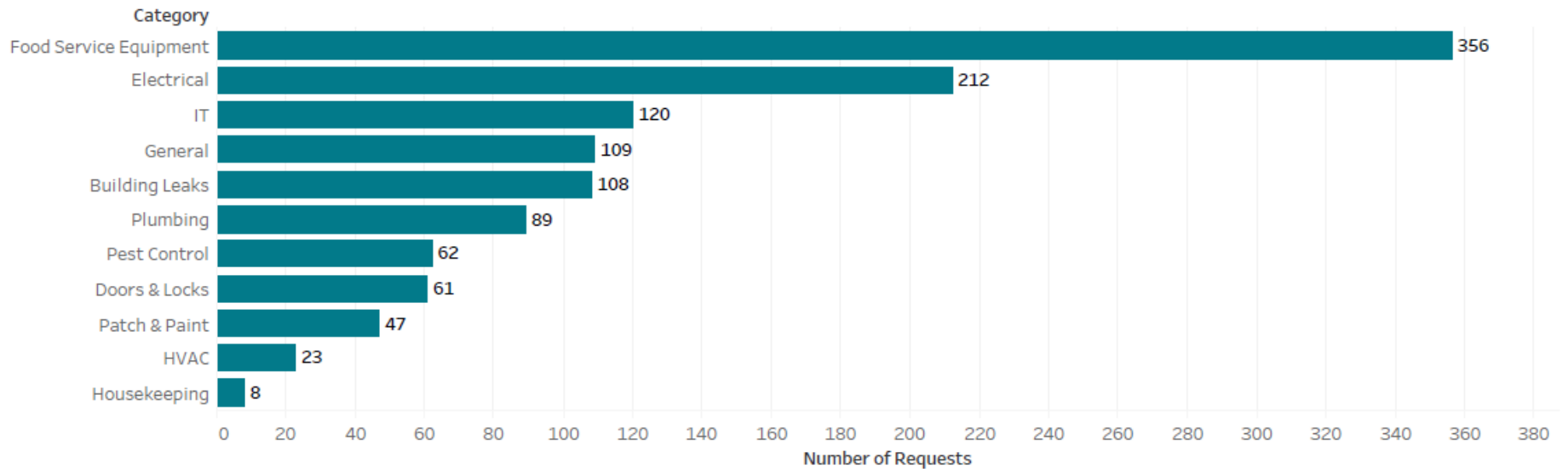
+ 353
Requests from
Off Season to In Season

43
Avg. Requests per
Person

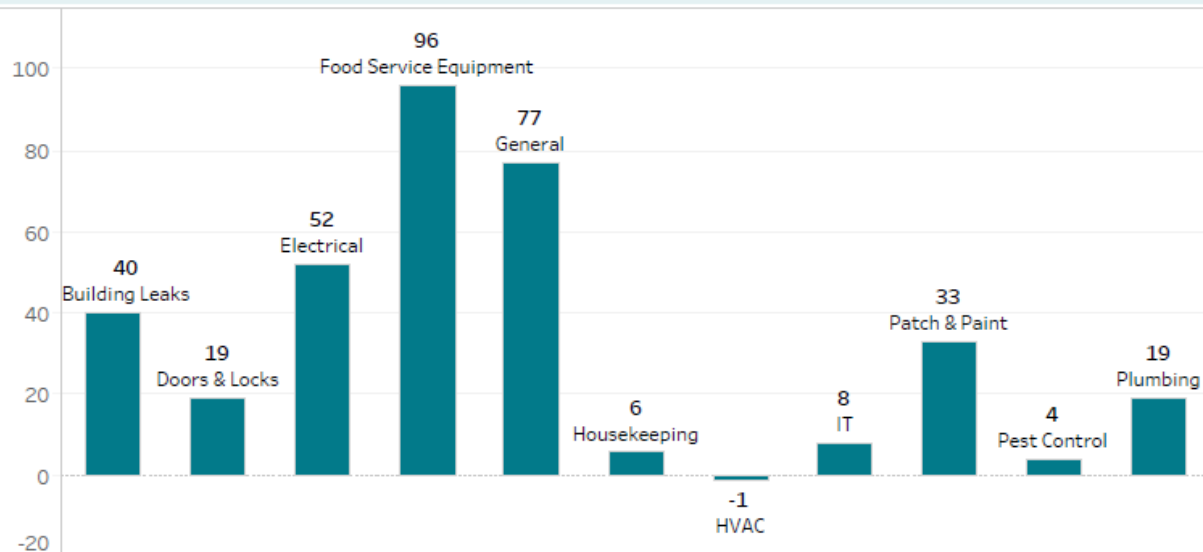
4
Avg. Requests Per
Day

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

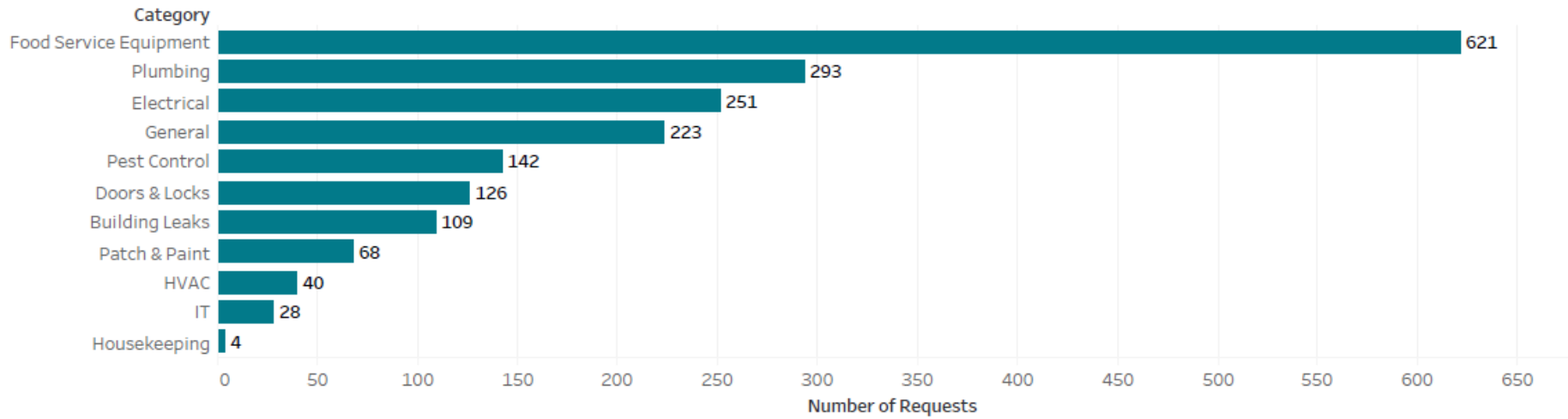
+ 1,079
Requests from
Off Season to In Season

66
Avg. Requests per
Person

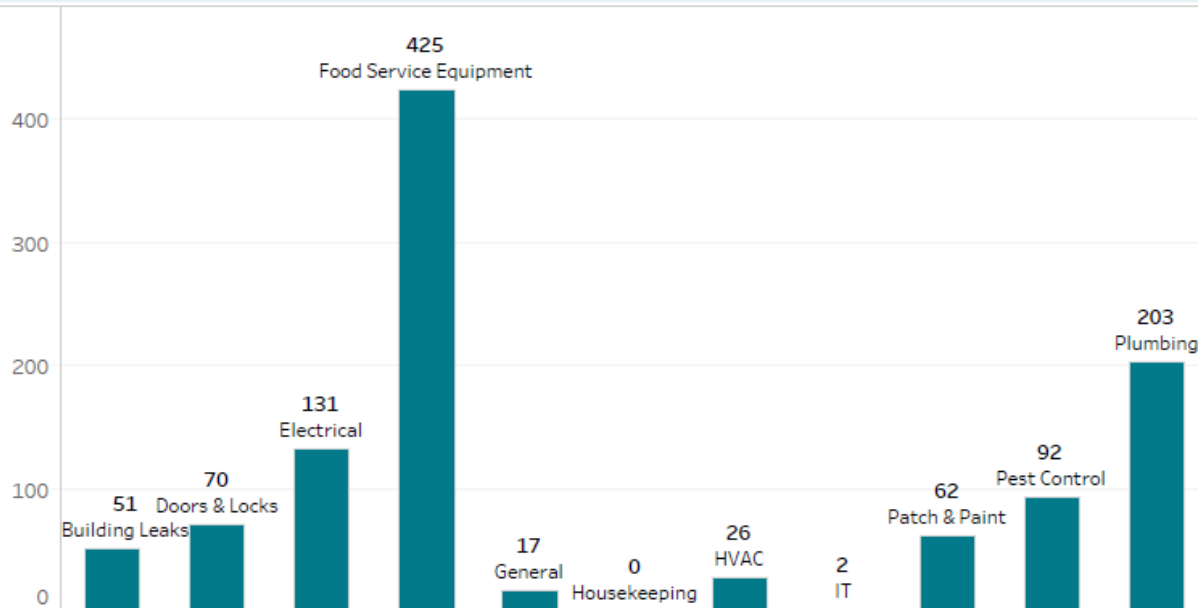
7
Avg. Requests Per
Day

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