

Maryland Stadium Authority

Annual Report 2009



NEW PHYSICAL EDUCATION COMPLEX, COPPIN STATE UNIVERSITY





MISSION

- To plan, finance, build and manage sports and entertainment facilities in Maryland.
- Provide enjoyment, enrichment, education and business opportunities for citizens.
- Develop partnerships with local governments, universities, private enterprise, and the community.

VISION

The Maryland Stadium Authority (MSA) is more than the name implies. Our projects promote historic preservation, adaptive reuse, community redevelopment, cultural arts, and civic pride. In planning selected projects, MSA has the latitude to negotiate with other government jurisdictions and departments within the State. Our mandate includes creating public-private partnerships for financing and operating facilities.

The Maryland Stadium Authority is a catalyst for improving quality of life and creating a climate where industry can flourish. Every project undertaken by MSA has contributed to the community where it is located, and the local economy it helps support.

The Maryland Stadium Authority represents more than buildings. Our continuing legacy is found in activities and attractions that entertain, educate and enrich the Maryland experience for those who live and visit here. Our projects provide a link with our past and an investment in our future. They offer opportunities for our business sector while providing enjoyable experiences for citizens of all ages and interests and sources of civic pride.

TABLE OF CONTENTS

Chairman's Letter	2
Leading By Example	3
2008 Project Update	3
Current Projects	23
Current Studies	26
Board Members & Staff	28
Organizational Chart	32
2009 Staff Photo	33
2008 Financial Statement	34
Our Favorite All-Stars	Inside Back Cover

On the Front Cover: New Physical Education Complex, Coppin State University.

Left Page: Arena and pool are nearly complete.

Left Page Bottom: Project Director Eric Johnson explains construction layout to MSA staff, October 2009.



CHAIRMAN'S LETTER

Leading by Example

The Maryland Stadium Authority builds and manages some of the most visible properties in our State. Millions of visitors attend events at Camden Yards every year, and many more pass through this gateway to the City of Baltimore.

Because of this prominence, the Maryland Stadium Authority has the responsibility to lead by example in implementing policies of the O'Malley-Brown administration. We regard our stewardship as an opportunity to showcase these efforts and educate the public to best environmental practices. In 2009, we made great progress with increased recycling, resource conservation, and sustainable landscaping at Camden Yards.

We are proud that our most recent project, the Physical Education Complex at Coppin State University, will qualify for LEED Silver certification, just as we celebrate its completion on time and on budget with greater than 40% Minority Business Enterprise participation.

The Maryland Stadium Authority also took the lead in fiscal restraint when we voted to cut our 2011 budget by \$10 million in an effort to curb spending and minimize the state's funding of the agency.

In 2009, Maryland Stadium Authority retained Hillard Heintze, a recognized expert in security strategies and investigations, to evaluate the safety measures in place at Camden Yards and recommend ways to strengthen security processes and procedures. We intend to provide the safest possible environment for the millions of spectators who visit our facilities every year.

Camden Yards is a Maryland treasure, and the Maryland Stadium Authority is committed to maintaining it to the highest standards and maximizing return on investment. Working with the Maryland Office of Sports Marketing and our tenant partners, we continue to attract more activities and events to our facilities and allow more people to enjoy them. In 2009, we landed a World Football Challenge, (Chelsea FC-AC Milan,) two future Army-Navy games, and the 2010-2011 NCAA Men's Lacrosse Championship – all of which contribute millions of dollars to the regional economy.

Maryland Stadium Authority makes Maryland a more exciting place to live, work and visit. We are proud to demonstrate leadership in fiscal restraint and environmental sensitivity while doing so.

Sincerely,

John Morton, III, Chairman



Left Page: Photo of John Morton, III by Nicholas Griner.

Right Page: The completion of the Control Room in Oriole Park prior to the 2009 season made high definition and enhanced graphic design possible for the video boards installed in 2008.

Leading by Example

MANAGING VALUABLE STATE RESOURCES

The \$9.1 million enhancement of the Oriole Park audio visual system, which began with the 2008 installation of new video boards, was completed prior to the 2009 season. The new control room and sound system, unveiled in April, enables full capability of the features.

With the completion of the system, the old televisions in the park were replaced with 50 new screens in the concourse and 77 outside the suites.



It took only a few minutes to realize that Camden Yards is still the reigning star of the modern era of ballparks. With the brick warehouse and the open air food court out behind right field, and the three tiers of handsome green stands, and a glimpse of downtown out behind center field, including two trees with their hopeful white spring buds, it is way ahead of the two new places in New York.

— April 7, 2009, *New York Times*



New Oriole Park signs were erected on the Warehouse in 2009.



Left Page Middle: A rendering of the new M&T Bank Stadium video scoreboard, awarded in 2009.

Left Page Bottom: Seats are removed from the Oriole Park bowl in November 2009. After restoration of infrastructure, new seats will be added in time for the 2010 season.

Right Page Middle & Bottom: Press Room level, Suites, and Home Plate entrance to Oriole Park were renovated in 2009.





In October 2009, the Stadium Authority Board approved a Capital Improvements Plan for Oriole Park, M&T Bank Stadium, and the Warehouse. Due to budget constraints, the scope of the complex renovations was scaled back considerably from its original conception. However, by phasing the renovations over a three year period, MSA management developed a plan to address the most pressing maintenance issues and fund them with no incremental budget request to the State.

The financing plan for the initial phase of the CIP was approved by the Board of Public Works in December, and includes

- restoration of the seating bowl
- energy saving upgrades throughout the complex,
- replacement of the M&T Bank Stadium video boards and control room (in partnership with the Ravens.)



Leading by Example

PROTECTING THE ENVIRONMENT

Energy Reduction

The Stadium Authority is committed to meeting Governor O'Malley's EmPower Maryland goal of reducing electricity consumption 15% by 2015.

Through Energy Performance Contracting with PEPCO Energy Services, MSA has the opportunity to reduce consumption by 19.4% and reduce greenhouse gases by almost 12 million pounds each year.

The PEPCO plan approved in 2009 will:

- install \$9 million in new energy infrastructure
- provide \$16 million in savings
- will reduce energy and water costs by 23.6%
- reduce energy use by 19.4%
- reduce water consumption by 12.9%
- provide better efficiency and comfort

Installation of the PEPCO upgrades, which began in late 2009, is expected to take 12 to 18 months to complete.



Recycling

Recycling yields at the Camden Yards Complex continued to improve in 2009. Through a partnership with Coca Cola, both the Orioles and the Ravens stepped up efforts to encourage fan participation.

Coca Cola deployed attractive recycling receptacles in both stadiums and the Warehouse. Containers shaped like vintage Coke bottles were used at Oriole Park and "fan cans" topped with Raven helmets were deployed in and around M&T Bank Stadium and Ravens Walk.

Right Page Top: Vince Steier of MSA explains the energy-conservation features of the new control room to a group of Turkish government officials.

Right Page Bottom: Orioles' pitcher Jeremy Guthrie encourages recycling in this video aired during games.

Stadium Authority staff moved older containers to the tailgate areas to encourage recycling during pre-game activities.

In both stadiums, reminders about recycling were periodically broadcast on the video boards.

As a result, game day recycling escalated to 76.23 tons at Oriole Park in 2009, up from 19.92 for part of 2008. Recycling was also more efficient, with one ton of recycles material for every 21,761 patrons, as opposed to 25,173 patrons in 2008. At M&T Bank Stadium, 111 tons of material was recycled in 2009, above their goal of 100 tons.

Previously, the list of acceptable recyclables included only aluminum cans and plastic bottles. In 2009, this was expanded to include all cups, plastic tubs for cotton candy, and clean paperboard cardboard trays.

As in 2008, the Stadium Authority recycled discarded electronic components from the Oriole Park sound system through E Structures, a Maryland based environmental firm. In addition to saving landfill space, the responsible disposal of the obsolete electronics ensured the toxic elements would not contaminate the environment.



In addition to the game day recycling, the program at Oriole Park includes the following:

- *Pallets*
- *Fluorescent lights*
- *Cardboard boxes from shipments*
- *White paper from offices*
- *Newspaper, books and magazines*
- *Auto batteries*
- *Electronics*
- *Grease*

Left Page Top: The "Fan Cans" making their debut in 2009 captured more than admiring glances. They also contributed to a significant increase in game day recycling.

Right Page Top Far: Ornamental grasses and butterfly bushes stabilize an eroding bank below the pedestrian bridge to the light rail station

Right Page: Turf removed from the fuel pump station is replaced with colorful shrubs and permeable surface (both pictures).

Leading by Example

ENVIRONMENTAL LANDSCAPING

In 2009, the Stadium Authority took steps to make Camden Yards more environmentally sensitive through "bayscaping" techniques. These practices are part of a long term plan to reduce the need for irrigating, fertilizing, and mowing while providing soil retention and preventing runoff in the fragile watershed.

A modest plan to address several problem areas on the perimeter of M&T Bank Stadium was implemented in the spring. The eroding bank below the light rail pedestrian bridge was stabilized and beautified with drought resistant ornamental grasses and hardy purple butterfly bushes.



The failing swale, part of the original stormwater system feeding the retention pond, was replanted into a rain garden with decorative perennials, hollies, and soil retentive grasses that filter pollutants from nearby pavement.

Turf around the fuel dock was replaced with native vegetation and absorbent material to reduce runoff and maintenance.

A fall planting in other areas was postponed due to budget cuts. However, a partnership with the City of Baltimore provided MSA with the trees for the plan. A more economical version of the plan may be implemented in the future by growing perennials from seeds.

Another opportunity presented itself in 2009 when the landscape contractor responsible for Oriole Park terminated its relationship with the team. The Stadium Authority contracted with Maryland Correctional Enterprises to plant the grounds and receptacles for the 2009 season, incorporating more perennials in the design. This furthered MSA's overall plan to make Camden Yards an example of responsible stewardship, and to economize by reducing maintenance costs.

During this transition, MSA developed a concept for a more sustainable landscaping plan that would comply with the administration's commitment to energy conservation and environmental sensitivity. The goal is a national model for best practices in sustainable public design, an educational showcase for Maryland citizens, and a more beautiful ballpark.

Green Marathon



The annual Baltimore Running Festival (Baltimore Marathon) enjoyed its highest turnout ever in 2009, with more than 20,000 participants from 44 countries and all 50 states.

However, its greatest success this year is measured in what it didn't generate: trash and carbon.

The world's first "Green Marathon" fulfilled its commitment to staging a sustainable event through incorporating these principles into new practices:

- Official Under Armour gear constructed with 100% recycled materials
- Waste reduction—all apparel and shoes discarded were collected and donated to the homeless, all left-over food was donated to shelters, all litter was collected by volunteers and sorted at waste stations along

the route for composting or recycling. In all, 75% of waste was recycled or composted.

- Print reduction—online registration and rule books, programs printed on recycled paper.
- Energy conservation—lead vehicles were hybrids, carbon credits were sold, festival village was powered by bio diesel.
- Trees—organizers partnered with conservation organizations to plant 100 trees along race route to contribute to urban canopy.
- Transportation—participants and spectators were encouraged to use light rail, buses, or carpool.

Top: The 2009 Baltimore Running Festival was the largest in history. It was also the most environmentally sensitive.

Bottom: The "Green Team" collected and sorted recyclables at stations along the route, starting at Camden Yards.



Together with the Orioles, MSA selected Beck, Powell and Parsons, Inc. landscaping to implement the plan during the offseason. Some of the features of the BP&P design include replanting existing shrubs and perennials, using drought resistant native species, replacing tulips with propagating bulbs, and modifying the irrigation system to greatly reduce water use.

Overall Target Savings:

- *Less maintenance in mowing and watering.*
- *Less cost for fertilizer, herbicides, and reseeding.*
- *Less annual replacement, using perennials, propagating bulbs, ornamental grasses and trees.*
- *Reduced carbon footprint, energy cost in gas and electricity consumption.*

Top: Maryland Correctional Enterprises planted the beds and receptacles in 2009. A sustainable master landscaping plan was adopted after the season, using perennials and native species that require less irrigation and maintenance. It will also provide greater canopy cover on the west side of the stadium with the addition of American redbud trees.

Bottom: Carolyn Wright of MSA tends to the Munstead lavender seedlings growing in the office windowsill. They will be transplanted to the perimeter of M&T Bank Stadium in the spring as a part of the effort to reduce emissions that result from mowing.

Leading by Example



In 2008, a partnership between the Maryland Stadium Authority and the Department of Business and Economic Development led to the formation of the Office of Sports Marketing, led by Terry Hasseltine. Its mission is to enhance Maryland's economy, image and quality of life through the attraction, promotion, retention and development of regional, national and international sporting events. Through this effort, the assets and appeal of Maryland as a destination are showcased to millions of visitors and viewers.



MAXIMIZING REVENUE

Sports travel is a \$182 billion dollar industry that continues to grow. A top ten business sector in the national economy, sports travel results in the use of more than 47 million hotel rooms annually.

Maryland, with its wealth of existing sports and recreation venues, has many additional assets to attract a far greater percentage of that market.

These include a compact geographic region – located in a central population area with a temperate climate—two major metropolitan media markets, and excellent access by road, rail, and air.

Maryland is “a tank of gas” state—from mountains to ocean; from New York to North Carolina. It is also a transportation hub for major carriers. Maryland is a four season state, with numerous activities and attractions year-round.

With these advantages, Maryland needed a marketing strategy to attract regional, national and international events to the state for sports and recreational activities.

70,000+
HOTEL ROOMS

3,200+
MILES OF SHORELINE

800+
VENUES

200+
GOLF COURSES

50+
STADIUMS/ARENAS

15+
RACEWAYS

ONE STATE.
VISIT
MARYLANDSPORTS.US

MARYLAND
HERE TO PLAY
Maryland Office of Sports Marketing

OSM established a brand that reflects its mission and determination: **Maryland: Here to Play.**

In May 2009, the office launched its website in a press event at Oriole Park. This interactive resource that showcases Maryland attractions 24/7 includes:

Sports Facility Database – information on more than 800 facilities and venues throughout the state. This information is organized by sport, name and location for easy referencing.

Calendar of Events – listing of sports related activities statewide, with a crawl listing events of immediate interest. Interactive feature allows information to be submitted via website.

Media Room – news articles and press releases about events and facilities around the state, updated daily.

Social Media – Tweety and Blogue, the Sports Marketeers, chronicle their tales of fun and adventure Maryland style with a real time account of what's happening around the state.

In 2009, OSM has had tremendous impact, and produced some remarkable results.

Organizationally, it has developed relationships with local tourism marketing officials, county and municipal recreation officials and state agencies which have venues and services that relate to sports tourism.

OSM began building a Maryland network which includes media, event organizers, youth leagues, team owners, venue managers, equipment manufacturers and retail operations—all part of the multi billion dollar sports industry. TEAM Maryland, organized by local jurisdictions and marketing officials, will help each region in promoting itself through the great common denominator of sports and recreational activities.

In 2009, the Office of Sports Marketing played a pivotal role in securing events that have, and will have, significant economic impact on Maryland through the travel and hospitality industry. In its first year, the office was responsible for orchestrating bids for events that represent in excess of \$125 million in additional spending in Maryland.

**FEATURE VENUE:
CECIL COUNTY
DRAGWAY**

- Located on 500 acres
- Quarter mile racing surface with 1/2 mile shutdown area
- Asphalt and concrete with 500 ft. launch pad
- 1/4 mile elevated 50 ft.
- Bleacher seating for 4,000 people
- Room for 150 vehicles with trailers on pavement, an additional 150 vehicles with trailers on 45 acres of grassy area

CECIL COUNTY AT A GLANCE

COUNTY OVERVIEW

- 1,000 sq. mi. land & 6 mi. of water
- 207 miles of shoreline
- 20 municipalities
- 150 miles of Arco from Baltimore to Philadelphia
- 47 marinas, camps & launches
- Population approx. only 96,200
- Local College

SPORTS & RECREATION

- Chesapeake Bay Golf Club (West, Sun & North East)
- Thunder on the Bay
- Fair Hill Race
- Furnace Bay Golf Course
- ESPN Open Waters Triathlon 2009
- Night on the Bay
- Fair Hill Natural Resources Management Area
- The Ocular Patients Club

CURRENT REVENUE:
FAIR HILL INTERNATIONAL, OCTOBER 15th-18th

The 2009 Dan Patch Fair Hill International will take place this October on the majestic grounds of Fair Hill Natural Resources Management Area at Elberton. A showcase of world-class horse sport, the three-day event showcases Olympic caliber athletes' ability to take on daunting drops and huge fences as they gallop at top speeds across the spectacular countryside.

MARYLAND

Left Page Top: Cal Ripken talks about the economic potential of youth sports in Maryland at the launch of the Sports Marketing website in May. Photo by Nicholas Griner.

Left Page Bottom: Maryland's sports and recreation assets were prominently displayed at the TEAMS national conference for event promoters and rights-holders. Terry Hasseltine (center) met with hundreds of prospects interested in bringing activities to state facilities and venues.

Right Page Top: Maryland's many existing assets drive the Sports Marketing efforts.

Right Page Bottom: Each Maryland County has a marketing piece developed to promote their sports facilities.



Working with the Baltimore Ravens and City of Baltimore, the office successfully bid to bring the Men's NCAA Lacrosse Championship back to Baltimore in 2010 and 2011. This Memorial Day Weekend tradition has been held here three times previously, with an estimated \$18.22 million economic impact for each championship.

OSM also coordinated the partnership for successful bids for the 2014 and 2016 Army-Navy games. This American classic is estimated to have a \$20-25 million economic impact over the weekend, creating 425 full-time equivalent jobs.





When the Dew Action Sports Tour announced in March 2009 they would not be returning to Baltimore due to a scheduling conflict, OSM acted quickly. With the cooperation of the Ravens and the help of local soccer advocates, they were able to secure one of the first ever World Football Challenge matches, between Chelsea FC and AC Milan, on July 24th. Not only did the 71,000+ stadium sell out on a Friday night, a significant portion of the crowd came from out of state and stayed overnight and longer. The economic impact of that event was calculated at \$20 million.

Prior to the Chelsea FC AC Milan match, the Office of Sports Marketing worked with the Orioles, MASN and WJZ to compile much needed, high definition aerial footage of the stadium complex and downtown landmarks. This "b roll" enhanced the ESPN production by allowing them to show more of Baltimore and the Camden Yards campus during the international broadcast. Commentators were lavish in their praise of the enthusiastic crowd and beautiful setting.

Building on the burgeoning reputation of Baltimore in hosting international soccer matches, OSM developed the bid package for Maryland venues to participate as part of a future FIFA World Cup Soccer series in the U.S.



In January 2010, Baltimore was selected as one of 18 sites included in the USA bid.

OSM is also taking the lead with Baltimore Racing Development to bring an Indy Car race to the streets of Baltimore between the stadiums and Inner Harbor. A preliminary feasibility study estimates economic impact of \$60 — \$75 million with 900 FTE jobs.

Currently, the Office of Sports Marketing is in discussion with organizing bodies representing two of the biggest markets in participatory sports—youth and senior citizen competitions. These tournaments potentially involve multiple facilities and services throughout the state, and can be developed into regular activities.

All of these events bring not just direct spending in hotels and restaurants, but priceless media exposure of Maryland attractions.

Left Page Top: Governor O'Malley, with sons William and Jack, visit Bill the Goat prior to the 2007 Army-Navy game. The American classic will return to M&T Bank Stadium in 2014 and 2016.

Left Page Bottom: The 2007 NCAA Lacrosse Championship brought young fans from throughout the region to celebrate the sport. The series will return in 2010 and 2011.

Right Page: No one enjoyed the sold-out Chelsea-Milan match more than the young fans (including a local basketball star) of the sport.

Awards and Recognitions



- *MBE Best Practices Award from Black Caucus and Governor's Office of Minority Affairs*
- *The William Donald Schaefer Baltimore Tourism Visionary Award was presented to the Baltimore Ravens and Maryland Stadium Authority for their efforts to bring national and international sporting events to Baltimore.*
- *Award from Baltimore Ravens for energy and cost conservation*



FACILITIES USE



Left Page Top Three: MSA Project Executive Gary McGuigan and his staff conduct a Minority Business Fair to showcase opportunities for contractors on state projects.

Left Page Bottom: Roy Sommerhof of the Ravens (right) joins Jeff Provenzano and Michael Frenz of MSA (from left) in recognizing Chip Linsebigler for his innovative ideas in energy conservation that saved thousands in utility costs.



Right Page Top: The Club Level at M&T Bank Stadium hosted a number of community service functions, such as the Mayor's Youth Works Awards, and a Job Fair for returning military personnel.

Right Page Middle: The Cirque du Soleil visited Baltimore in March/April 2009. Due to its popularity, performances were added to its run. Although Le Grand Chapeau was erected on Lot O, just outside the Camden complex, the stadium provided parking for circus attendees.



Right Page Bottom: The Warehouse served the Baltimore's Department of Health as a convenient site for H1N1 vaccinations. Hundreds of at-risk patients lined up on Eutaw Street to receive flu shots.



NEW EVENTS

Day of Rivals added to Face-Off Classic

In 2010, the fourth annual Konica Minolta Face-Off Classic will start the season with a tripleheader on March 6th, featuring Maryland vs. Duke, Princeton vs. Johns Hopkins, and Loyola vs. Notre Dame.

The second annual Smartlink Day of Rivals will be April 17, 2010, featuring the 88th Army-Navy game and the 106th Maryland-Johns Hopkins game. The game schedule has Army and Navy facing off at 4:00 p.m. followed by Maryland vs. Johns Hopkins at 6:30 p.m.

Despite nasty weather, the 2009 Day of Rivals attracted more than 20,000 fans to M&T Bank Stadium.

Returning to Baltimore again in 2010, the NCAA Men's Lacrosse Championships will be held over Memorial Day Weekend.



Left Page: Maryland, Duke, Princeton, and Hopkins will return for the Konica Minolta Face-Off Classic in 2010. The "Day of Rivals" promises energy, passion, and pageantry.



Indy Car Race

In August, Baltimore Racing Development held a press conference at Sports Legends to announce plans for an annual Indy Car street race, beginning in 2011, on a course between Camden Yards and the Inner Harbor. Organizers stressed that open wheel street races are family-oriented attractions and consist of concerts, go-kart races, automobile shows and a variety of corporate events.

The four day "racing festival" could bring more than 150,000 visitors to Baltimore, generate between \$60-\$100 million and create 400 jobs, according to a study performed by the promoters.

Because all IRL races are nationally televised, the aerial views of the sports complex, downtown, and Inner Harbor would promote Baltimore with spectacular footage of its many attractions.

Locally, Baltimore Racing Development is working with MSA officials, the Office of Sports Marketing, City of Baltimore elected representatives, and community associations on logistics for the event. Two time Indy 500 winner Al Unser, Jr. is their liaison to the Indy Race League, responsible for sanctioning the race.

A final decision about the 2011 event is expected by April 2010.

Campus

The Camden Yards parking complex is an unsung hero of revenue generation. With light rail, MARC, and interstate highway access, proximity to the convention center, hotels, and University of Maryland hospital and campus, the parking lots serve many more than game day patrons and Warehouse employees.

Annual events such as the African American Heritage Festival, Baltimore Running Festival, and numerous charitable walkathons occur at Camden Yards because of the central location and ample staging area. But as a reliable source of revenue, the day to day operation of the lots provides a largely unrecognized contribution. The lots at Camden Yards, managed by our partners, Central Parking, provide a key service for visitors and commuters to Southwest Baltimore, and generate about \$100,000 every month.



Camden Yards is near the center of the "Charm City Circulator," Orange Route, slated to begin operations in January 2010.

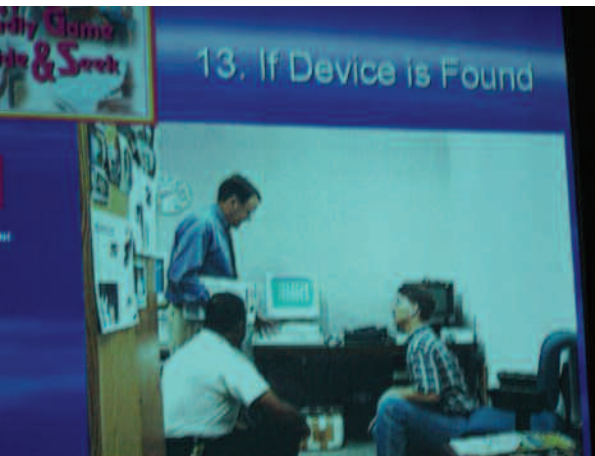
The role of Camden Yards as a transit center is likely to increase in 2010 and beyond. The new downtown shuttle, the Charm City Circulator, anticipates a transfer at one of the light rail stops.

Since the opening of the pedestrian bridge in 2008, this stop has received more use as the closest connector to the Greyhound station, also part of the redevelopment in the Camden Carroll Industrial Park.

A future route of the Charm City Circulator will run north-south from nearby Federal Hill to Penn Station.

Leading by Example

SECURITY AND SAFETY



In order to further promote public safety, the Stadium Authority board voted to conduct a security threat and vulnerability assessment of the entire Camden Yards Complex. In 2009, Hillard Heintze was awarded the \$50,000 contract. They began their work in October.

The study is part of an ongoing security analysis the Maryland Stadium Authority has performed on Oriole Park, M&T Bank Stadium and the historic B&O Warehouse since the Sept. 11 terrorist attacks. Since 2001, the MSA has conducted security audits and review exercises annually and has worked with Baltimore, the state and Department of Homeland Security on needed upgrades, such as surveillance systems.

Sports venues are often considered targets for terrorist attacks due to the large crowds. Baltimore's proximity to New York and Washington, D.C. makes it particularly vulnerable to potential threats.



Also in 2009, MSA teamed with Maryland Emergency Management Agency and the Federal Emergency Management Agency in a tabletop exercise to discuss and evaluate preparedness and response to a hypothetical incident at Oriole Park. The operation dubbed "Change-Up" occurred July 16th.

The exercise, funded by Homeland Security, focused on the interaction among state, local, private and community stakeholders in the event of a weather related incident during a stadium activity.

Right Page Top: At the beginning of every season, briefings are held for stadium security personnel. This presentation took place at Oriole Park in April 2009.

Right Page Bottom: Jim Slusser, MSA Director of Security and Public Safety, explains the use of security cameras to visitors from the Sports Event Risk Management Workshop in July 2009.

The current study will look at any needed technology upgrades to the complex's surveillance systems, such as night vision, and protecting dignitaries during visits to the stadiums. Their report will also focus on deterrent strategy, perimeter security, physical security enhancement, and employee and contractor background screening.

Because the Stadium Authority enjoys a national reputation of securing facilities, a July Sports Event Risk Management Workshop for NCAA facilities visited M&T Bank Stadium, where Security Director Jim Slusser explained some of the surveillance features.

The Maryland Stadium Authority is prepared to respond to any emergency, doing whatever necessary for fans to access the stadiums and enjoy themselves. This commitment was demonstrated the weekend of December 18-20, when the stadium complex was ready for the Ravens home game after one of the most intense snowstorms in city history.

Stadium Authority Buildings and Grounds personnel, as well as the HVAC and electrical shops, assisted in all operations. Once in place Friday, they stayed onsite until after the game Sunday, working with contractors responsible for pretreatment of paved surfaces and snow removal.

In all, about 1,750 people, many of whom worked 72 hours straight and slept on the club level floor, made this remarkable feat possible.



CURRENT PROJECTS



Coppin State University Physical Education Complex

In the fall of 2007, construction began on a new facility for Coppin State University in Baltimore with MSA as Project Manager. This project includes a 167,000 square foot physical education complex composed of an indoor arena and pool, a 10,000 square foot satellite central utility plant, a 67,000 square foot facilities management and public safety building, an outdoor track, tennis courts, ball-fields, and campus parking.

Coppin State is a valuable community resource and a major factor in educational opportunities for neighborhood residents from elementary school through college. This project not only impacts the student body but also contributes to economic development and quality of life in West Baltimore.

On December 5, 2009, Stadium Authority officials joined Coppin officials and students at a joyous opening of the new Arena. Full completion on the complex will be in February, 2010.

Cost– \$134,000,000 (includes property acquisition, demolition, design, and construction)

Architects– Hord Coplan Macht, Inc. / Sasaki Associates, Inc.

Construction Management– Gilbane / Banks Contracting, JV

Timeline– Phased Opening Fall 2009 - February 2010

Project Features

Physical Education Building

- Classrooms
- Auxiliary gyms
- Dance studios
- Racquetball courts
- Fitness facility
- 4,100 seat basketball arena
- Indoor NCAA regulation pool with spectator seating

Facilities Management / Physical Plant / Public Safety Building

- Campus Security Offices/Operations Center
- Capital Planning/Procurement/Mail Facilities
- Satellite Central Utility Plant (SCUP) with new utility services
- Physical Plant Shops (Elec / Mech / Carpentry / Vehicle Maintenance)
- Central Receiving

Just like the action on the field, these operations require teamwork. This weekend, millions of spectators and viewers witnessed the professionalism and resourcefulness of Stadium Authority employees and their teammates. They made it possible for fans and players at M&T Bank Stadium to have a safe and enjoyable experience.”

**– John Morton, Chairman,
December 20, 2009**

Left Page Top: Assistant Operations Manager, Bart Shifler deploys another snowplow against the blizzard in December 2009. Operations ran day and night—in, out, and around the stadium complex.

Left Page Bottom: The Snow Warriors pose with one of the glaciers that popped up overnight. A moment later, they were back at work.

Right Page: Despite the snow, a triumphant ribbon-cutting.



Outdoor Improvements

- NCAA regulation 400 meter track with spectator seating
- Soccer field
- Softball field
- Tennis courts

Infrastructure Improvements

- Parking lots
- Road expansion
- New campus entrance on Gwynns Falls Parkway

Notable Features

- Expands the size of the Coppin campus by about a third, taking it from North Avenue to Gwynns Falls Parkway
- The complex is actually three buildings in one, bordering Gwynns Falls Parkway and Warwick Lane, which partially frames the new outdoor track and fields
- Landscaping gives environmental as well as aesthetic enhancements to campus and community
- 42% MBE participation (exceeds project goal of 30%)
- Anticipated Silver LEED Certification



Left Page Top: The new complex enlarges the campus by a third, extending it to Gwynns Falls Parkway.

Left Page Middle: First game, against Morgan State, December 5, 2009.

CURRENT PROJECTS

Ocean City Convention Center Expansion

Maryland Stadium Authority's 2008 market study concluded that Ocean City could support a major Convention Center expansion. Original plans recommended 50,000 more square feet of exhibit space, performing arts center, and 1,500-space parking garage. Those plans came with a projected price tag of \$60 million to \$75 million.

In deference to the current economic climate, the plans were scaled back to a 20,000 square foot, multi-purpose space overlooking the bay, estimated at \$8.2 million, with incremental state tax revenues projected to be \$1.1 to \$1.6 million per year. Ocean City agreed to forward funding until the State's portion is available.

The financing plan for this project was approved by the Board of Public Works, January 2010.

Design work is expected to begin by the end of January 2010, with construction beginning by the end of the year. Completion is estimated in the Spring of 2012.



State Center Redevelopment Project

In 2009, the legislature requested the Maryland Stadium Authority to serve on the Executive Committee and assist with this massive Transit Oriented Development on 28 acres in midtown Baltimore.

The project, linking existing light rail and Metro lines with government buildings, commercial, and residential properties, is estimated to cost at least \$1.4 billion and take at least a decade to complete.

The development agreement was approved by the Board of Public Works in June, 2009. The Ground and Operating lease agreements are required to be approved by the Board of Public Works prior to project commencement.



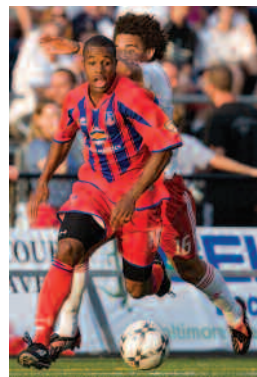


Soccer Specific Stadiums in Baltimore

In November 2009, the Stadium Authority Board voted to perform a feasibility study to consider two soccer specific stadiums in Baltimore at the request of Mayor Dixon.

The \$100,000 study, funded by the City of Baltimore, will evaluate the market for a MLS soccer-specific stadium in Westport, a 50-acre transit oriented development south of M&T Bank Stadium, for the DC United franchise.

The study will also examine prospects for a medium-sized facility in the Camden Carroll Industrial Park southwest of M&T Bank Stadium. This multi purpose stadium, which would incorporate elements of the historic warehouse district, would house the Baltimore Crystal Palace franchise as part of a large mixed-use development. It is envisioned as part of an "entertainment district" that includes the Camden Yards facilities and proposed slots emporium nearby.



CURRENT STUDIES

New Baltimore Arena

In May, 2007, the Maryland Stadium Authority released the feasibility study on a new Baltimore arena. The study was requested and funded by a group of interested agencies and stakeholders, including the Baltimore Development Corporation, the Downtown Partnership of Baltimore, the Greater Baltimore Committee, the Maryland Department of Business and Economic Development, and the Westside Renaissance.

While the project has not been funded, the stakeholders continue to meet, with MSA included in the selection process. Gary McGuigan, MSA's Project Executive, serves as an advisor to the panel.



Baltimore City Court House Complex

In November, 2008, the City of Baltimore formally requested the Maryland Stadium Authority to conduct a feasibility study for the modernization and possible expansion of their circuit court complex. This study will address programmatic and functional concerns in the historic Clarence Mitchell Courthouse and the nearby Post Office building which serves as an annex. Both were constructed early in the 20th century.

The study also includes conceptual design, programmatic analysis, cost and possible funding strategies.

- April 2009, MSA contracted AECOM Design to conduct a feasibility study for the potential renovation of the existing circuit court complex and the construction of a new circuit courthouse.
- Study will include: program development; analysis of the existing buildings, a site analysis for the proposed new court facility, and conceptual design.
- The study is ongoing and is expected to be completed Spring 2010.
- Clients include both the Circuit Courts and the City of Baltimore



Left Page: The Stadium Authority will be studying the feasibility of soccer-specific stadiums for Crystal Palace and DC United.

Right Page Top: The downtown location and proximity to public transportation were cited as reasons for building a new Baltimore Arena on the existing site.

Right Page Bottom: Baltimore's famed "Battle Monument" lies between the historic Clarence Mitchell Courthouse and the Post Office building across the street.



BOARD MEMBERS



John Morton, III, Chairman

John Morton, III was appointed to the Maryland Stadium Authority Board on July 1, 2008. On November 7, 2008, Governor Martin O'Malley selected him to succeed Frederick W. Puddester as Chairman.

Mr. Morton, a senior business and financial services executive, brings extensive experience to the MSA Board including having served as CEO and President of three major financial institutions, as a board member for four public corporations and as a leader in business, professional, educational and civic organizations.

From 1996 to 2006, Mr. Morton served in various capacities with the Bank of America/NationsBank, including his role as President of the Mid-Atlantic Region from 1997 to 2001, and as President of Premier Bank from 2001 to 2005.

Prior to his service with Bank of America, Mr. Morton was Chairman, CEO and President of the Boatmen's National Bank of St. Louis, Missouri, the Farm and Home Financial Corporation of Kansas City, Missouri and with the Perpetual Financial Corporation of McLean, Virginia.

Mr. Morton also has served as Chairman of the Greater Baltimore Committee, as Director of the University of Maryland College Park Foundation, and as Committee Chairman of the effort to bring the 2012 Olympics to the Washington/Baltimore region. Mr. Morton currently is a Director with the U.S. Naval Academy Athletic and Scholarship Programs. He was instrumental in raising funds for the community activities associated with the 2000 Army-Navy game in Baltimore.

Mr. Morton is a 1967 nuclear science graduate of the U.S. Naval Academy. He earned a Master of Business Administration degree from Harvard University in 1973.



Leonard J. Attman

Leonard J. Attman was appointed as a member of the Maryland Stadium Authority on July 1, 2005. President of Attman Properties Company, Mr. Attman has more than four decades of experience in residential and commercial real estate development.

His professional experience includes the development of apartment communities, individual home developments, shopping centers and a recreational park. Mr. Attman attended the University of Maryland. His involvement in professional, civic and philanthropic organizations includes membership on the Boards of Sinai Hospital, the Shosana S. Cardin High School, Beth Tfiloh Brotherhood, the Board of Directors of the Reginald F. Lewis Museum and the Signal 13 Foundation for the Baltimore City Police Department. In addition he actively participates in the activities of many other organizations including the Advisory Board for the Shock Trauma Unit at the University of Maryland Medical Systems. Mr. Attman was the founder

BOARD MEMBERS

and serves as Chairman of the Board of Directors of Future Care which manages nine nursing home facilities serving more than 1,300 patients and providing employment for more than 1,500 people.

Demaune Millard

Demaune Millard is Chief of Staff to Baltimore Mayor Sheila Dixon, responsible for managing the day to day operations of her office and coordinating internal and external communications. Prior to accepting these responsibilities in 2007, Mr. Millard was chief lobbyist for the City, serving as primary liaison with federal, state and local legislators. He was appointed the City's representative to the MSA board in 2008.



Mr. Millard has a BA in Finance from Howard University and has done graduate work in Public Administration at the University of Baltimore. He has worked on Capitol Hill for Congressman Kweisi Mfume and Senator Barbara Mikulski. During the administration of Governor Parris Glendening, Mr. Millard was legislative liaison for the Maryland Department of Transportation. He later organized advocacy activities for the American Public Transportation Association.

A native Baltimorean, Mr. Millard is active in the community through the Omega Psi Phi fraternity, where he chairs the chapter's annual scholarship benefit.

Frederick W. Puddester

Frederick W. Puddester was appointed Chairman of the Maryland Stadium Authority by Governor Martin O'Malley on July 1, 2007 and was succeeded by John Morton, III, on December 1, 2008. Mr. Puddester is Senior Associate Dean for Finance and Administration of the Krieger School of Arts and Sciences at Johns Hopkins University. Mr. Puddester was previously Executive Director of Budget and Financial Planning at Hopkins, responsible for the development of the University's \$3.5 billion operating budget and \$1 billion five-year capital program. Mr. Puddester serves as Secretary to the Board of Trustees' Finance Committee, represents the University on the Boards of several subsidiaries owned by the University and Johns Hopkins Health System and serves on several University-wide committees.



Prior to joining Johns Hopkins University, Mr. Puddester was Secretary of the State Department of Budget and Management from 1996 to 2000. He has also served as a Deputy Chief of Staff to the Governor, Deputy Secretary and Finance Director in the Budget Department and spent nine years on the budget staff for the Maryland General Assembly.



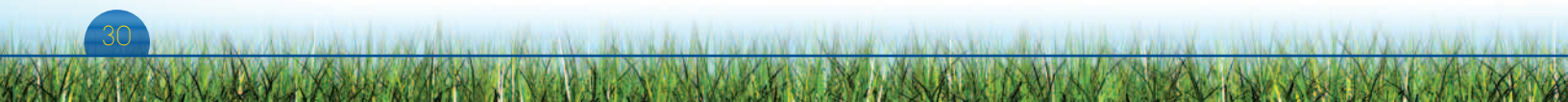
BOARD MEMBERS

Mr. Puddester received his Bachelor's degree in Political Science from the University of Vermont and a Master's degree in Public Policy from Rutgers University. Currently, Mr. Puddester serves as a member of the State's Interagency Committee on School Construction and as a public member on the Maryland General Assembly's Spending Affordability Committee.



Victoria Rosellini

Victoria Rosellini was named as a member of the Maryland Stadium Authority for a four-year term beginning July 1, 2006. Ms. Rosellini has owned and operated five building and development projects. In addition, she is an entrepreneur and business executive with 24 years professional experience as a pioneer in the woman-owned ambulance transportation services industry. As founder, chief executive officer and president of four ambulance transport companies, she has guided the operation of these firms through initial planning, capital funding and operation. The firms provide all types of patient services from routine appointments to critical care transport including helicopter and commercial flight assistance. Ms. Rosellini is affiliated with numerous health care, professional, governmental and community associations and has received multiple awards and honors in these areas. She currently is serving her 14th year as Commissioner and member on the Baltimore County Liquor Board. She also serves on the Baltimore City Police Department's Signal 13 Board and the Board of the Maryland Department of Business and Economic Development. Ms. Rosellini was the recipient of Ernst and Young's "Entrepreneur of the Year Award," selected as one of Baltimore's Top 100 Women, and was inducted into the Circle of Excellence.



BOARD MEMBERS

Howard J. Stevens, Jr.

Howard M. Stevens, Jr.'s appointment as a member of the Maryland Stadium Authority was effective July 1, 2005. Mr. Stevens has more than 20 years of professional experience in financial sales and management in an assortment of areas including health insurance and annuity sales, working with both large and small business, corporations, self-employed individuals, hospitals, State and county governments and non-profit organizations. Mr. Stevens earned his B.A. in Psychology from the University of Louisville. He currently works as an independent insurance and annuity sales consultant and has extensive experience with financial services firms. Mr. Stevens is the Assistant Golf Coach at Towson University. Selected as a collegiate All American in 1971 and 1972, Mr. Stevens played in the National Football League with the New Orleans Saints and the Baltimore Colts.



Richard Stewart

Richard Stewart was appointed a member of the Maryland Stadium Authority on July 1, 2007. Mr. Stewart, President and Chief Executive Officer of Montgomery Mechanical Services Incorporated (MMS), joined that organization in 1988. His vision and expertise in business performance resulted in increased profitability, elevated the standing of MMS in the construction industry, implemented many innovations and maximized the firm's emphasis on customer service.

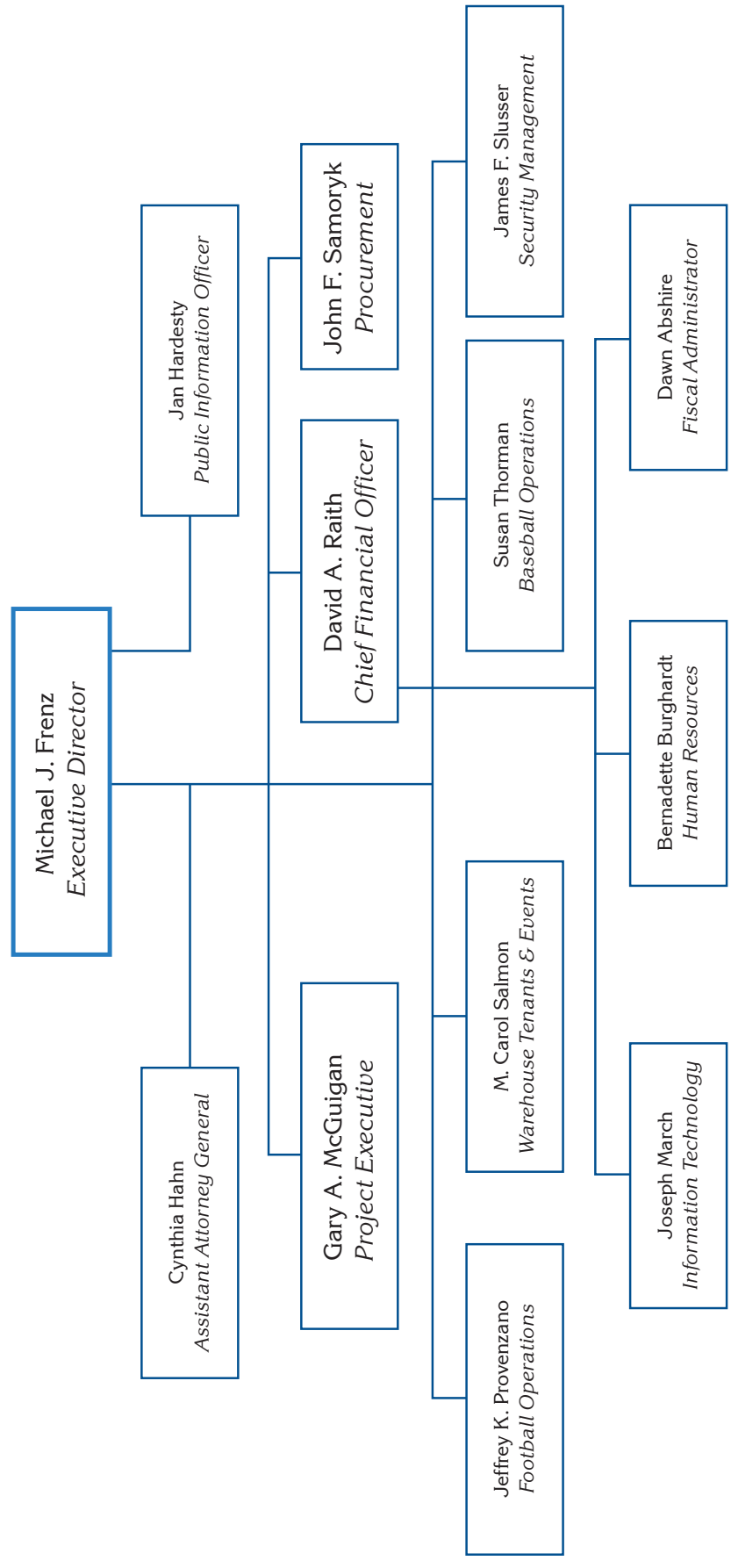


A member of the Mechanical Contractors Association of America, Mr. Stewart also has held positions as a board member, director and past president of the Mechanical Contractors Association of Metropolitan Washington. In addition he has served as Vice Chair for the Revenue Authority of Prince George's County; a member of the Executive Committee for both the National Association of Minority Contractors and the Prince George's County Community Development Corporation.

Mr. Stewart has received numerous awards for his work in the construction industry including the State of Maryland's Governor's Citation Award; the American Minority Contractors and Business Association Inc.'s Business of the Year Award and the Maryland / Washington Minority Contractors Association Inc.'s Memorial Award.

Richard and his wife, Chris, currently reside in Mitchellville, Maryland.

MARYLAND STADIUM AUTHORITY





Left Picnic Table: T. Greene, S. Fox, W. Mason, C. Vernie, D. Matthews, V. Linton

Right Picnic Table: M. Frenz, D Dupree, J. Samonyk, T. Hutson, P. Miller, G. McGuigan

Kneeling Front: J. Poits, J. Evans

Standing: B. Schier, A. Andrews, D. Reith, R. Winifrey (poster), B. Burghardt, M. Muncy, D. Kirby, P. Cornish, R. Pack, C. Bailey, M. Libby, L. Johnson, R. Bordine, J. Provenzano, J. Slusser, C. Wright, J. Brooks, T. Masilek, B. Fowler, N. Walker, J. Archer, D. Connelly, D. Abshire, T. Robertson, C. Salmon, J. Waters, R. Bryant, J. Bell, D. Fleming, M. Buckingham, S. Nelson, A. Ringham, J. March, D. Brown, M. Kastel, H. McClurkin, D. Galtner, J. McKinney, R. Linsabigler, D. Thaden, S. Thoman, W. Schmidbauer

Missing: N. Baris, J. Hardesty, E. Johnson, A. Murray, M. Andrajczuk, T. Boyd-Eggleston, S. Brewer, M. Caperton, S. Chaconas, P. Cohen, G. Cook, G. Cooper, W. Dacuyocuy, F. Dietz, D. D. Donoghue, J. Faw, J. Forbes, D. Frink, J. Golley, F. Green, E. Kaplan, J. Kroat, T. Lewis, D. Moore, C. Parr, W. Preston, D. Runnett, P. Shiller, J. Smith, V. Steier, D. Stone, D. Walker, A. Wiggins, A. Williams

The Bulpen Picnic Grove, completed prior to the 2009 baseball season, provides an attractive setting for special events and a platform for the MASN production team. It has become a popular gathering place for pre and post-game activities.

Phil Hutson, Project Manager