

Maryland Stadium Authority



CAMDEN YARDS BALLPARK

*Annual Report
July, 1989*

William Donald Schaefer
Governor

Authority Members

Herbert J. Belgrad, Chairman
William K. Hellmann
John P. McDonough
Joshua I. Smith
W. Robert Wallis

Bruce H. Hoffman
Executive Director


**Maryland Stadium
Authority**

***Annual Report
July, 1989***

World Trade Center
Suite 2450
Baltimore, Maryland 21202
(301) 333-1560

Report of the Maryland Stadium Authority For Fiscal Year 1989

MARYLAND STADIUM AUTHORITY


 SUITE 2450, THE WORLD TRADE CENTER
 BALTIMORE, MARYLAND 21202
 (301) 333-1580

MEMBERS

HERBERT J. BELGRAD
CHAIRMAN

WILLIAM K. HELLMANN
JOHN P. McDONOUGH
JOSHUA I. SMITH
W. ROBERT WALLIS

WILLIAM DONALD SCHAEFER
GOVERNOR

BRUCE H. HOFFMAN, P.E.
EXECUTIVE DIRECTOR

To the Governor and Members
of the Maryland General Assembly:

It is our pleasure to submit to you the first Annual Report prepared by the Maryland Stadium Authority.

This report presents information on the mission, goals, and accomplishments of the Maryland Stadium Authority. It provides you with specific information on the status of acquisition and relocation efforts; it addresses the architectural and design phases of the project and furnishes details on the issues of transportation, parking, financing and construction schedules.

The Maryland Stadium Authority is proud of its accomplishments and is enthusiastic about the challenges that lie ahead. We appreciate your continuing support of our efforts and look forward to working closely with you and your staff as we progress toward Opening Day 1992!

Sincerely,
Herbert J. Belgrad
Herbert J. Belgrad, Esq.
Chairman

Bruce H. Hoffman
Bruce H. Hoffman, P.E.
Executive Director

TTY FOR DEAF BALTIMORE 393-7555 D.C. METRO 565-0450
FAX (301) 333-1848

The Maryland Stadium Authority Members



Herbert J. Belgrad
Chairman

Herbert J. Belgrad was appointed Chairman of the Maryland Stadium Authority in September, 1986. Prior to this appointment, Mr. Belgrad was Chairman of the Maryland State Ethics Commission and served in numerous public service capacities. A former President of the

Maryland State Bar Association and the Bar Association of Baltimore City, Mr. Belgrad is a partner in the firm of Kaplan, Heyman, Greenberg, Engleman & Belgrad, P.A. Mr. Belgrad is a graduate of Johns Hopkins University (B.A.), the University of Illinois (M.A.) and the University of Maryland School of Law (L.L.B.)



William K. Hellmann

William K. Hellmann was named a member of the Maryland Stadium Authority on July 1, 1987. Mr. Hellmann is a Registered Professional Engineer in Maryland, Pennsylvania, Delaware, Louisiana and Florida. He has served as Secretary of the Maryland Department of Transportation as well as Chief of

the Interstate Division for Baltimore City. Mr. Hellmann is a partner in the firm of Rummell, Klepper & Kahl. Mr. Hellmann received his B.S.C.E. and completed graduate studies at the University of Maryland.



Joshua I. Smith

Joshua I. Smith was named a member of the Maryland Stadium Authority in September, 1986. Mr. Smith is President and Chief Executive Officer of the Maxima Corporation in Bethesda, Maryland. A cum laude graduate of Central State University in Ohio, Mr. Smith is the author of numerous publications,

books and papers dealing with computer and information science.



John P. McDonough

John P. McDonough was appointed as a member of the Maryland Stadium Authority in September, 1986. A graduate of Johns Hopkins University (B.A.) and the University of Maryland School of Law (L.L.B.), Mr. McDonough was admitted to the Maryland Bar in June, 1977. Mr. McDonough has worked for the

Prince George's County Government and is currently a partner in the firm of O'Malley, Miles, McCarthy and Harrell in Upper Marlboro, Maryland.



W. Robert Wallis

W. Robert Wallis was appointed to the Maryland Stadium Authority in July, 1987. Having served in many capacities for State government, including Chairman of the Home Improvement Commission and Vice Chairman of the Maryland Board of Censors, Mr. Wallis currently functions as Editor of the

Aegis in Harford County, Maryland.

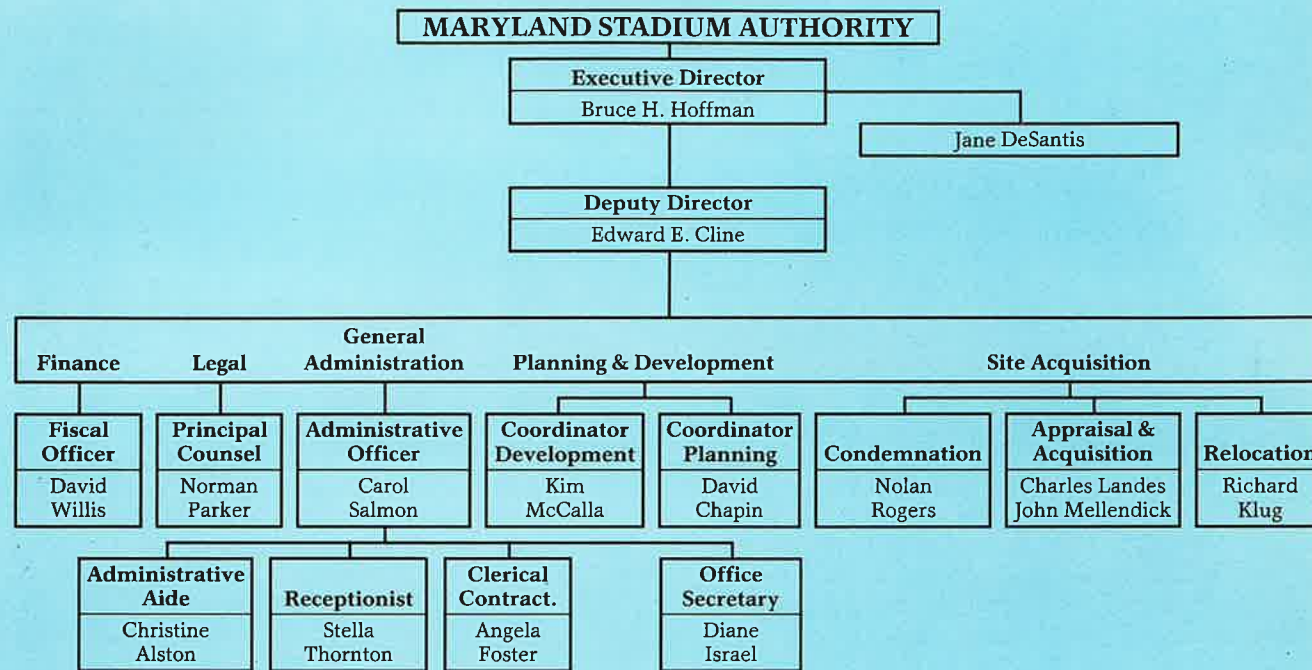


Bruce H. Hoffman

Bruce H. Hoffman was named Executive Director of the Maryland Stadium Authority in February, 1989. Coming to Maryland from Albany, New York, Mr. Hoffman brings management experience gained as Director of Design and Construction for the New York State Facilities Development Corporation,

a public benefit corporation that "fast tracked" design and construction projects. Additionally, Mr. Hoffman has hands on experience as past president of a New York based construction company. A Licensed Professional Engineer, Mr. Hoffman received his B.S.C.E. from the Clarkson College of Technology in Potsdam, New York.

Staff



Back row: David Chapin, Nolan Rogers, David Willis, Edward Cline, Kim McCalla. Front row: Stella Thornton, Carol Salmon, Jane DeSantis, Diane Israel, Angela Foster, Christine Alston, Bruce Hoffman. Missing, Norman Parker.

History

On July 1, 1986, the Maryland Stadium Authority was created by act of the Maryland General Assembly. The five-member Authority was appointed in September, 1986 with Herbert J. Belgrad named as Chairman. In January, 1987, the Stadium Authority's offices were officially opened in the World Trade Center in Baltimore.

In April, 1987, the Maryland General Assembly enacted legislation approving Camden Yards as the site for the new stadium complex, granting the Authority cer-

tain administrative and operational powers, including condemnation and establishing the financing mechanism to be utilized.

In May, 1988, Governor Schaefer announced that the Orioles and the Maryland Stadium Authority had reached agreement on a 15-year lease for the new stadium facilities. This milestone initiated the process necessary to acquire the site, relocate businesses, make financing arrangements and construct the stadium.

Site Acquisition

The Camden Yards site is comprised of eighty-five acres, bounded by Camden Street on the north, Russell Street on the west, Ostend Street on the south and Interstate 395 and Howard Street on the east. This acreage has been divided into twenty-four parcels. The Authority obtained or contracted to acquire ownership of the following properties:

- Southern Seafood*
- Baltimore Thermal Energy*
- First Baltimore Properties*
- CSX*
- Diggs Johnson Jr. High*
- W. B. Cassell Company*
- RETS*
- Donut Delight*
- Parks Sausages*
- Monumental Hotel Supply*
- City Signing Facility*

Negotiations are continuing and future amicable settlements are anticipated for the following properties:

- Baltimore City Airspace*
- Eutaw Properties*
- Harbor Exchange*
- Baltimore City HCD*
- Inland Leidy*

Condemnation proceedings have been filed against the following properties:

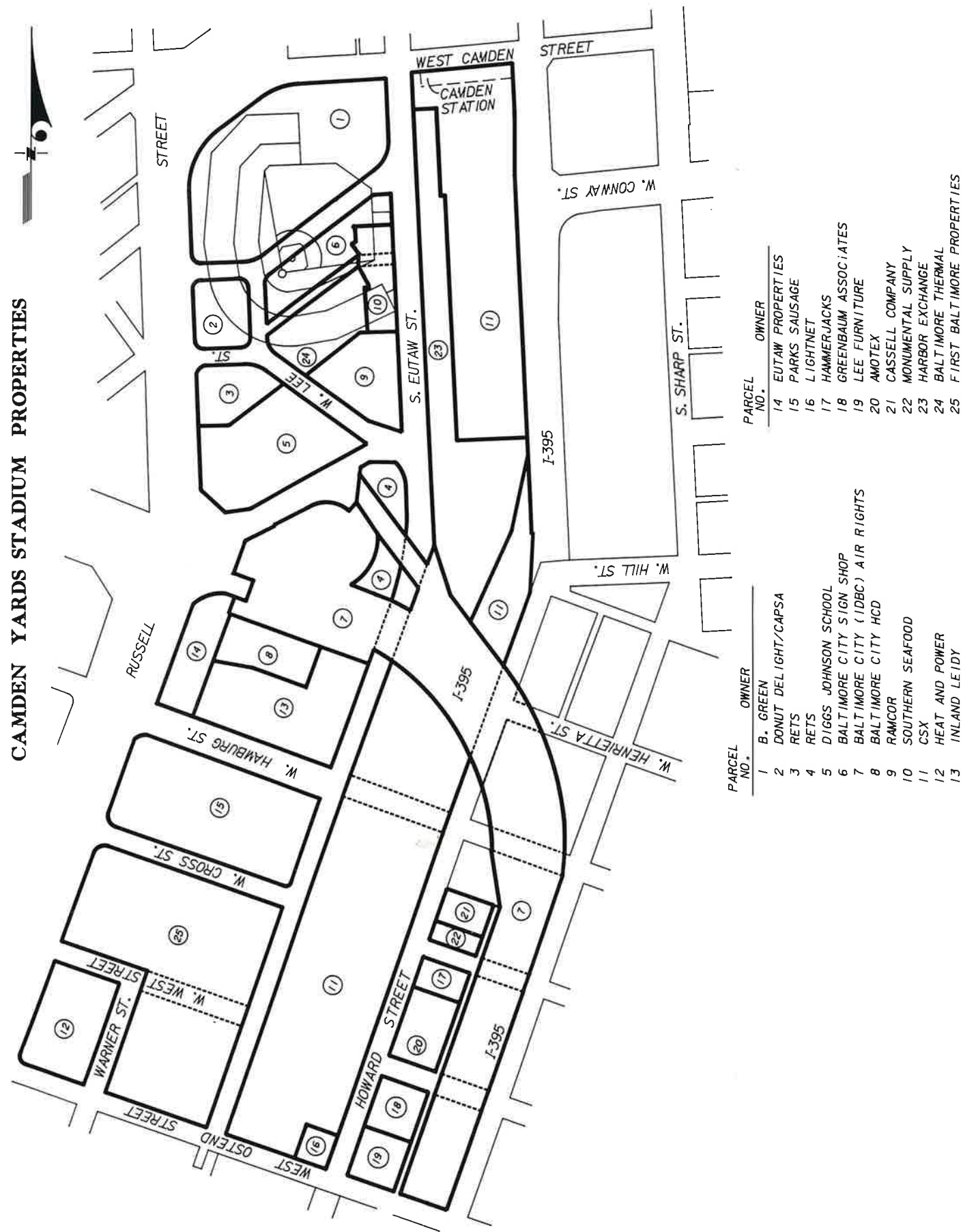
- B. Green & Company*
- RAMCOR*
- Heat & Power Corporation*

All properties within the baseball "footprint" should be owned by or under contract to the Stadium Authority by September, 1989. All remaining properties on the site should be acquired by May, 1990, excepting those subject to any ongoing condemnation proceedings. The total cost of site acquisition is estimated at approximately \$87 million.

The Stadium Authority has deferred the acquisition of the following properties at this time:

- Lightnet*
- Greenbaum Associates*
- Amotex*
- Hammerjacks*
- Lee Furniture*

CAMDEN YARDS STADIUM PROPERTIES



Relocation Assistance

The diverse types of businesses to be relocated from the site range from food processing, chemical products distribution, steel fabrication, public and private schools, rail transportation facilities and steam production to donut-making and shrimp processing. Over 900 employees and 1,100 students will be affected by relocation.

To minimize the impact of this relocation, the Maryland Stadium Authority, working with the Baltimore Economic Development Corporation (BEDCO) and the Maryland Department of Economic and Employment Development (DEED), is making a concerted effort to relocate these firms within the City limits. Attempts are also being made to preserve both employment levels and the local tax base.

The relocation of these businesses will afford several firms the opportunity to expand both their facilities and their potential markets.

Six of the twenty-one businesses vacated the site prior to July 1, 1989 with those remaining scheduled to be off the site by early 1990.

The Maryland Stadium Authority has arranged for a trained relocation assistance team to work with the individual businesses to insure that the moves occur on time and in a manner that benefits both the Stadium Authority and the individual businesses.

As a part of the relocation effort, the Stadium Authority has contracted for property management services to insure that all acquired properties are secure. In addition, the property manager is to insure that the amenities of the surrounding neighborhoods are preserved. Both fire and physical security services are being provided as well as trash removal and a rodent abatement program.

Demolition Schedule

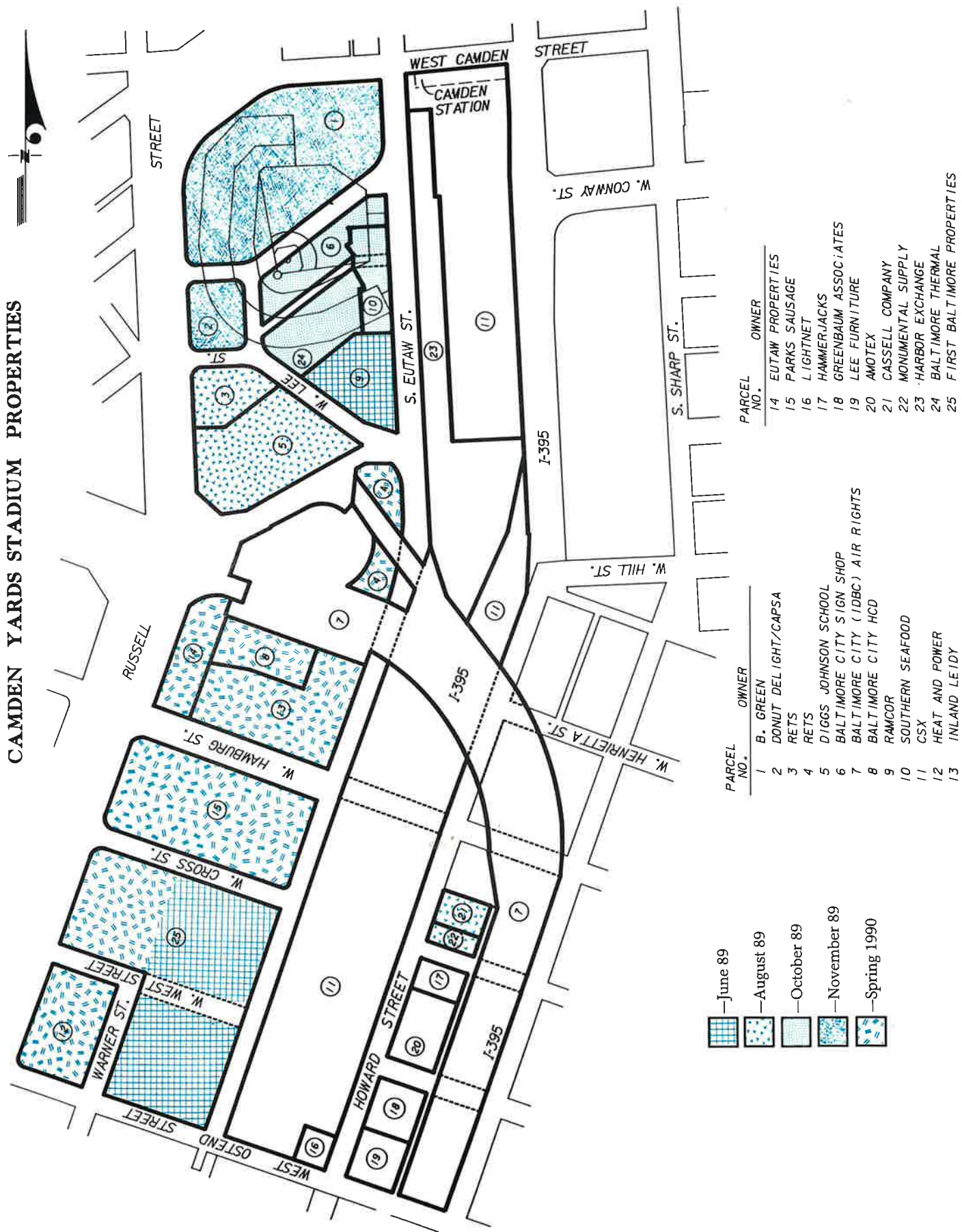
To meet its commitment to have the baseball stadium completed by Opening Day, 1992, the Stadium Authority must adhere to a tight demolition and construction schedule. In addition, the Stadium Authority is concerned with creating an opportunity for minority and small businesses to participate as prime contractors.

To this end, the demolition phase of the project is being divided into six packages. The first demolition contract was awarded in June, 1989. Subsequent demolition contracts are scheduled for award in September, Octo-

ber and November, 1989. These four demolition packages will clear the baseball "footprint." The two remaining contracts have not yet been scheduled because they will involve the area designated for the football stadium. The entire site, however, will be cleared by Summer, 1990.

All demolition contracts will include the removal of asbestos and other hazardous wastes as well as providing for proper and safe disposal of this material in accordance with all applicable State and local safety regulations.

DEMOLITION SCHEDULE
CAMDEN YARDS STADIUM PROPERTIES



Construction Schedule

Again, to meet its Opening Day 1992 deadline, the Stadium Authority, rather than issuing one large contract, will issue several smaller construction contracts.

In September, 1989, the contract for the relocation of City conduits is scheduled for award, followed closely by a contract to relocate sewer and water mains. In January, 1990, award of the contract for stadium foundation work is anticipated. March, 1990 will mark the award of the contract for the superstructure and the final contract for finishing work will be awarded in Jan., 1991. All construction should be completed by February, 1992.

To oversee the construction of the stadium and to insure that the project is completed on time and within budget, the Stadium Authority conducted a nation-wide search to secure the services of a construction manager. The Barton Malow Company, which hired the Sverdrup Corporation as a

subcontractor was selected to fill this role. Both firms have extensive experience and expertise in design and construction, not only with stadia but also on such projects as Baltimore's Fort McHenry Tunnel.

The construction management team will assist the Maryland Stadium Authority in all phases of the project. Initially, they will aid in the areas of cost estimating, value engineering, bid package development, community relations and constructability reviews. As the project progresses, the construction manager will assist in attracting qualified bidders and performing bid analysis. During the actual construction phase of the undertaking, the construction manager will perform day-to-day duties including inspection, scheduling, reporting, payment and change order review as well as other responsibilities necessary to bring the project to a successful conclusion.

PROJECT SCHEDULE 6/14/89	1989												1990												1991												1992						
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul				
Acquisition	[Bar]																																										
Demolition	[Bar]																																										
Design	[Bar]																																										
Construction													[Bar]												[Bar]												[Bar]						
																																					OPENING DAY						

Wed. Jun 14, 1989



CAMDEN YARDS BALLPARK

Architecture and Design

This has been an exciting year as the final design of the new stadium is emerging. The Authority's architect, Hellmuth, Obata and Kassabaum, P.C. (HOK) has presented several alternatives for the stadium design with input from the Orioles and the Maryland Stadium Authority. It is the Authority's goal to have a modern stadium, yet retain the warmth and intimacy of an old-fashioned ball park.

To enhance awareness of all design possibilities, a tour was conducted in March, 1989. The delegation from Maryland included Governor Schaefer, the Stadium Authority Members, representatives of the Baltimore Orioles and members of the design team. The two-day tour included visits to Wrigley Field in Chicago; the twin stadium complex in Kansas City, Missouri and Joe Robbie Stadium in Miami. From each sta-

dium, valuable insights were obtained. At Wrigley, the delegation viewed the "grand old ball park" that exemplifies the intimacy hoped to be achieved in Baltimore. The Kansas City stadia provided constructive ideas for facilities shared by a baseball and football complex. Joe Robbie Stadium, one of the newest stadia in the country, was a prime example of the club seating/club lounge concept. This trip afforded not only a common point of reference for everyone involved in the stadium design but also provided a relaxed atmosphere in which to discuss the goals and objectives for the proposed Camden Yards stadium.

The design process is now about half completed and everyone involved is confident that the end result will be a stadium that is unique, that blends the new with the old and is one of which we can all be proud.

The inclusion of the Camden Warehouse into the stadium will provide a unique design feature. The 1,151 foot long warehouse is being incorporated as an integral part of the stadium design. This historical structure will

be cleaned and restored to make it an exceptional backdrop for the baseball stadium. Being located 40 to 45 feet from the outfield wall, the warehouse will provide a goal for baseball's "long ball" hitters.

The interior of the warehouse will be renovated and utilized for Oriole and Stadium Authority executive offices; individual and group sales facilities; party suites; concessionaire facilities; maintenance facilities for the stadium and storage space for Oriole equipment.

Schematic-level estimates indicate that the expenses associated with developing the warehouse will prove to be a cost savings to the project. Additionally, retention of the warehouse affords the opportunity for additional development (public or private) of the remaining southern third of the warehouse.

Maintaining the historic warehouse on the site and designing the stadium to capture some of the significant architectural features of the warehouse (brick facade and arched windows) will enable the blending of the new with the old in Baltimore.

Transportation

A major effort had been made to insure that the Camden Yards stadium benefits from existing and planned transportation facilities, including the interstate highway and mass transit systems.

The stadium will be easily accessible from an excellent highway system including Interstate 395, the Baltimore-Washington Parkway and Martin Luther King, Jr. Boulevard as well as a network of streets in downtown Baltimore. Five major entrance points to on-site parking will be provided by a ramp directly into the stadium parking area from Interstate 395; I-395 at Conway Street; Russell Street at Hamburg Street; Russell Street

at Ostend Street and Russell Street at Lee Street. Exiting the site, patrons will utilize these same routes and have the added benefit of direct access to two ramps leading to Interstate 395 and to Martin Luther King, Jr. Boulevard.

The City of Baltimore, cooperating with the stadium design team, is planning improvements to the major streets and highways in the immediate vicinity and developing plans for reconstruction of the Hamburg and Ostend Street Bridges which traverse the site.

The Mass Transit Administration's bus service provides over twenty lines within

several blocks of the site, a dramatic improvement over the mere four lines in the immediate vicinity of Memorial Stadium. In addition, direct service will be provided by the M.T.A. from outlying communities to the stadium utilizing the interstate highways.

The Baltimore Metro system has two stops within a 10 to 15 minute walk of the stadium.

The Central Light Rail line will pass within 250 feet of the baseball stadium. Three stops are planned to provide access to stadium patrons: one at Pratt and Howard Streets; one south of Camden Station and one

at Hamburg Street (which will provide direct access to the future football stadium). This light rail system running from northern Anne Arundel County to northern Baltimore County should prove to provide the most convenient and comfortable mode of travel to stadium events.

One of the State's MARC commuter rail lines from Washington, D. C. has its Baltimore Terminal at the Camden Stadium complex. Plans are currently underway to expand the Camden Station terminal as well as the train service between Washington and Baltimore.

Parking

Much effort has been expended to insure that adequate parking is provided on the site of the new baseball stadium. A commitment has been made to provide 5,000 on-site parking spaces (600 more than are currently available at Memorial Stadium and adjacent locations).

In addition to on-site parking, there is a more than adequate supply of parking spaces in the downtown area immediately adjacent to the stadium and new garages are planned in the immediate vicinity. The City of Baltimore has reserved \$9 million of authorized bond funds for construction of additional parking spaces to serve the stadium. By

1992, there will be in excess of 30,000 parking spaces in lots and garages within a reasonable walking distance of the stadium. Occupancy studies indicate that of this figure, more than 20,000 spaces will be available for stadium patrons at game times.

Parking studies are on-going to address space availability when the football stadium becomes a reality. Numerous options will be explored to insure that there will be no adverse impact on baseball stadium parking facilities and that a sufficient number of parking spaces are available for football patrons.

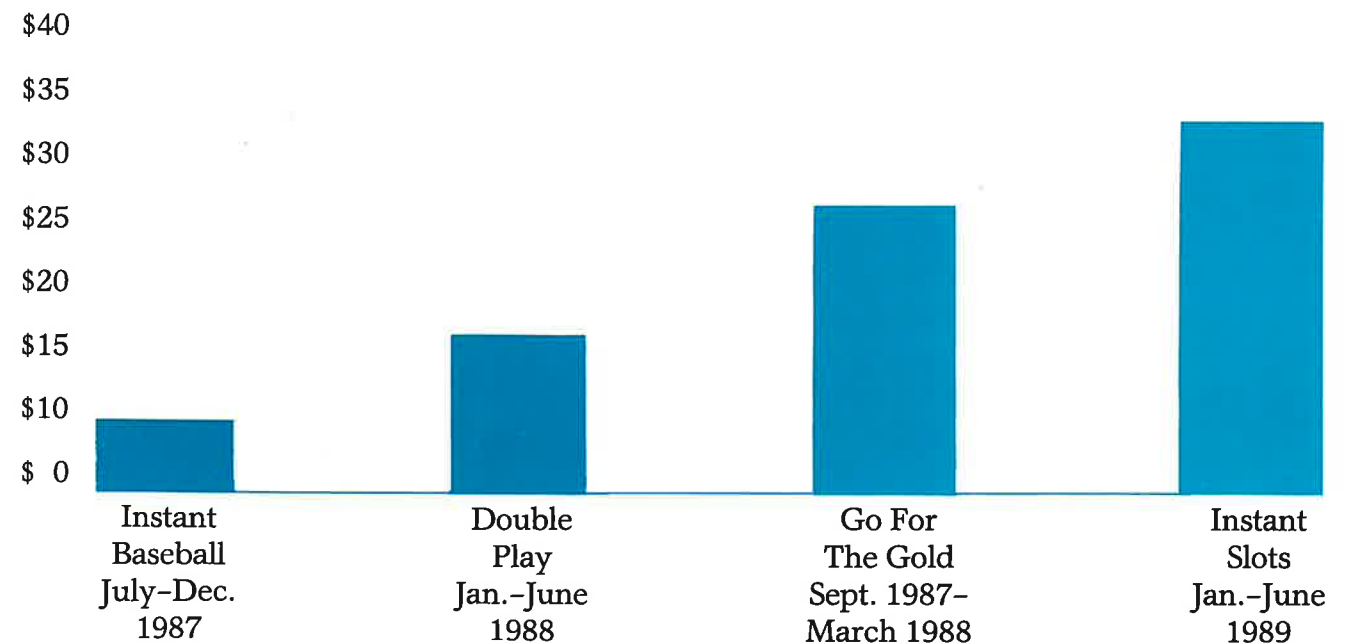
Financing

Plans for financing the new stadium facilities were developed during the 1987 Maryland General Assembly session. The Authority may have outstanding at any one time up to \$235 million in debt to finance the entire project, with revenues from special sports lotteries providing the principal source for repaying the debt.

With the able assistance of its lead underwriter, Morgan Stanley and Company, Inc., the Authority obtained AA ratings for its long-term bonds from both Moody's

Investors Service and Standard and Poor's Corporation. The Authority's first bond issue, in the amount of \$60 million for land acquisition, was completed on May 17, 1989. The next bond borrowing is expected in the Fall of 1989 to provide funds for baseball stadium construction. The final bond issue, for construction of the football stadium, is anticipated in December, 1990, contingent upon the National Football League's expansion plans.

Stadium Lottery Revenue
(Cumulative Millions)



Minority Outreach

The Maryland Stadium Authority has a strong commitment to minority business enterprise outreach and participation on the stadium project. To this end, the Stadium Authority held two Minority Outreach programs during May, 1989. These sessions were held in the City of Baltimore and in Prince George's County. The primary purpose of these outreach programs was to inform the community of our schedule and to encourage minority participation in the project. It is currently anticipated that all of the construction contracts awarded by the

Authority will have a minimum minority business enterprise participation goal of 20 per cent.

In addition, the Stadium Authority has met with its own Minority Business Participation Monitoring Committee, an oversight committee established to monitor minority participation throughout all phases of the stadium project and advise the stadium team as to how best enhance awareness on the part of minorities of the opportunities available. Future quarterly meetings with this committee are scheduled.

Community Outreach

To assure that the neighboring communities are kept abreast of developments as the stadium project progresses, the Stadium Authority, in conjunction with the City of Baltimore, co-chairs the Camden Yards Task Force. This group was formed to insure the communities' participation during the planning, construction and operational phases of the stadium project.

Stadium Authority representatives also meet regularly with members of the individual communities adjacent to the stadium site

to update them on the progress of the project, to obtain their comments and to address their concerns. These meetings will become increasingly important when construction is underway to minimize the impact of building noise and traffic.

In addition, the Maryland Stadium Authority co-chairs the Memorial Stadium Re-Use Task Force. This Task Force was created to determine an appropriate use for the existing stadium site and to minimize the impact on the surrounding neighborhood.

Handicapped Accessibility

A major aspiration of the Stadium Authority is to design a baseball park that is the most easily accessible in the Country for our handicapped citizens. A task force was established to advise the Authority and to provide the Stadium Authority with guidelines for an acceptable level of accessibility.

Current design plans call for 1 per cent of all seats to be accessible by wheel chair. This translates into 450 to 500 seats (depending upon the final stadium design). Wheel chair accessible seating will be available on all levels of the stadium and will be integrated into the regular seating arrangement. To maximize the seating capacity of the ball

park, dismountable seating is being explored which will permit either a group of wheel chairs to be seated together or regular seating being interspersed with the wheel chair seating.

To bring the accessibility concept to the people, four forums were set up across the State (Baltimore County, Prince George's County, on the Eastern Shore and in Western Maryland). Input was received from citizens as to the facilities they would like included in the new stadium. These forums were scheduled early in the design process so the ideas generated could be considered for incorporation into the final design.

Historical Preservation

The Stadium Authority is concerned with preserving the history of the site. There are several properties that contain historically significant buildings, including the Maryland Cup Complex, a church incorporated within the Inland Leidy Properties, Camden Station and the B & O Warehouse. The State Office of Historic Preservation has set forth the guidelines as to which buildings must be documented.

To document the historical significance

of the buildings on the site, an archeological/historical preservation firm has been employed. That firm will record the history of the site and research the possibility of the existence of archeological artifacts. The research and the documentation of the buildings must be completed prior to the demolition of any of the historically significant structures. Potential archeological digs will be coordinated with the demolition and development on the site.

Administration

Since the Stadium Authority's offices opened its doors in January, 1987, the staff and responsibilities have grown to meet the increasing challenges of the stadium project. From three employees at inception (an Acting Executive Director, Administrative Officer and Administrative Assistant), the staff has risen to ten and now includes a Deputy Director, Assistant Attorney General, Planning and Development Coordinator, Fiscal Officer and an expanded clerical staff. Because certain specialized expertise, skills and experience will be required for the stadium project, heavy reliance will be placed upon consultants, therefore, there are no immediate plans to expand the size of the permanent staff.

This small cohesive group has the responsibility for coordinating the activities of the consultants, interfacing with the Baltimore Orioles, the State, the City and other local government officials and monitoring contractors to insure that the stadium is "on track," within budget and on schedule.

Although the Maryland Stadium Authority is legally exempt from most State procure-

ment regulations, every effort has been made to adhere to the "spirit" of the law. On all major contracts, a competitive process is utilized and responses from a minimum of three bidders are sought.

The financial records of the Authority have been audited by independent certified public accountants through June 30, 1988 and a similar audit for Fiscal Year 1989 is currently being solicited. The records of the Authority have also been audited by the Division of Audits of the Department of Fiscal Services for the period from July 1, 1986 to October 23, 1988.

During Fiscal Year 1989 more than \$53,809,000 has been spent on project related costs. This amount includes:

\$49,909,000	Land Acquisition
\$ 2,454,000	Architectural Design Work
\$ 1,136,000	Project Financing
\$ 162,000	Construction Management
\$ 123,000	Relocation
\$ 25,000	Other Project Related Items