November 21, 2018

Santa Clara Stadium Authority Board
Santa Clara, California

Re: Santa Clara Stadium Authority – Executive Director's Annual Report

Honorable Chair and Stadium Authority Board:

As the chief executive officer for the Santa Clara Stadium Authority (SCSA), I am providing my first Annual Report to increase transparency of all activities undertaken over the past year (October 2017 – October 2018), for both tracking purposes and to prepare a workplan for FY 2019/20 (April 1, 2019 – March 31, 2020).

BACKGROUND

The SCSA is a public agency, separate and distinct from the City of Santa Clara municipal agency, and was established to provide for the development and operation of Levi's Stadium. The SCSA is structured so that the City is not liable for the debts or obligations of the SCSA which maintains a governing body, comprised of the City of Santa Clara City Council, serving as the Board of Directors (Board). The SCSA's annual operational budget is $196,300,000, which does not include its assets.

The SCSA has agreements (e.g., lease, financing, management, etc.) that obligate various activities to ensure the best interest of the public asset—Levi's® Stadium. Some examples of oversight functions include:

- Leasing the land for the stadium from the City pursuant to a long-term ground lease;
- Owner responsibilities of the stadium, including oversight of the tenant's compliance with the annual six month lease period and the Stadium Manager's compliance with the management agreements;
- Complying with financing contracts, financial reporting, and debt management;
- Complying with financial and performance audits;
- Oversight of the sale of stadium builder licenses (SBLs) and monitoring of naming rights requirements relative to the Stadium;

- Obligations and oversight of the stadium for use of NFL events (StadCo) and non-NFL events (ManCo);
- Providing public services, on a reimbursement basis and in compliance with Measure J, relative to stadium operations for football games and other stadium events, including maintenance, security, traffic control, neighborhood protection, and parking;
- Obtaining insurance against hazards such as fires, floods or earthquakes and also insure against tort claims such as injuries to event attendees; and,
- Other activities as required.

DEFINITIONS

The following acronyms are used in this report and are defined as such:

- SCSA = Santa Clara Stadium Authority
- ManCo = Forty Niners Stadium Management Company LLC
- StadCo = Forty Niners SC Stadium Company LLC's
- BAHC = Bay Area Host Committee
- Board = SCSA Chair and Boardmembers

DISCUSSION

This memo highlights progress on key SCSA Board directives and initiatives. It also includes several attachments to add context to the updates provided in this memo and provide the current status going into the next SCSA fiscal year. Section headers note if there are relevant attachments. A matrix is attached (Attachment 1) that summarizes accomplishments and ongoing efforts, while the below narrative represents a select group of initiatives that are worth noting and adding additional commentary.

UPDATES ON MAJOR WORK EFFORTS

College Football Playoff (CFP) 2019 National Championship (Attachment 2) – City staff is working with ManCo on event planning, including review of permit applications and the overall footprint for the event in January 2019. SCSA staff and City public safety and operations staff participated in the public safety tabletop exercise on November 14 and continues to participate in other event planning.

Per the Board's direction to seek full reimbursement from the BAHC, SCSA staff provided an estimated budget (attached) for all CFP-related costs to be reimbursed by the BAHC. Additionally, SCSA has billed BAHC for costs incurred through September 2018 and received payment from BAHC for all amounts due as of November 11, 2018. BAHC is responsible for all net expenditures in accordance with the Assignment and Assumption Agreement approved by the Board on July 17, 2018.

The Stadium Manager will present a final update to the Board during the December 11, 2018 City Council and Authorities Concurrent Meeting.

Community Room (Attachment 3) – As provided in the Stadium Lease[1], SCSA has access to use the Community Room on the field level within Levi's® Stadium. The Community Room may be reserved for Civic Events (i.e., non-profit or other civic use) subject to scheduling priorities of the Stadium for NFL and non-NFL events. There is no room rental charge to SCSA for the use of the room; however, fees may be incurred for non-profit organizations or other civic groups. Specifically, Section 4.7.2:

> Subject to the Scheduling priority for Stadium Events and Tenant Incidental Uses described in Paragraph 4.9 below, the Stadium Authority may Schedule not-for-profit civic or other community events in the Stadium ("Civic Events"), including provision of meeting space in the Community Room (as depicted on the Stadium Plans) for community groups and non-profits. The Stadium Authority shall be responsible for all Civic Event Expenses.

Since receiving Board direction in November 2017, SCSA staff has been working with ManCo to find an alternate location for a Community Room at Levi's® Stadium that is more accessible (both in location and cost) than the current space. After several months of SCSA staff and ManCo actively working toward converting the space adjacent to the Michael Mina restaurant at Levi's® Stadium to a Community Room, StadCo sent notice on September 12, 2018 that the Tenant is not going to convert this space. Staff will schedule a SCSA Board meeting in early 2019 to seek input on proposed next steps, including evaluation of the other locations discussed earlier in 2018. A copy of the due diligence leading to use of this space is included as an attachment to this report, itemizing the various activities taken by SCSA staff to advance this provision. Given that SCSA went as far as working with ManCo for a budget appropriation to build out the designated space and to create the impression that the space would be made available, staff feels like the Board needs to be engaged on next steps.

Concessionaire Transition: 90-Day Worker Retention Report (Attachment 4) – On February 27, 2018, the Board authorized the SCSA Executive Director to execute a contract with Levy Premium Food Service Limited Partnership (Levy) for Concession Services at Levi's® Stadium for 12 years. The Board requested that the Stadium Manager return after the 90-day transition period, as defined in the City of Santa Clara's Worker Retention Ordinance, with a comprehensive report regarding efforts by Levy to retain workers employed by the previous concessionaire, and on their efforts to partner with local educational institutions, minority businesses and non-profits.

[1]Amended and Restated Stadium Lease by and between SCSA and StadCo dated June 19, 2013

Consistent with this Ordinance and the Board's direction, Levy reported to ManCo that, in summary, approximately 80% of 600 individuals provided by Unite Here Local 19 with experience working at the Stadium were successfully onboarded with Levy. Of those, about 46 have since separated or resigned mostly due to full time work that conflicted with Levi's® Stadium schedule. Approximately 40 onboarded employees have been non-responsive to schedule requests and other efforts to make contact. Additionally, Levy's efforts to hire/retain local and minority business partners; to employ existing Levi's® workers at other local venues; and to partner with local hospitality programs (Mission College, Wilcox High School) are included in the attached matrix.

Fiscal Accountability & Budget – SCSA continued efforts to improve fiscal transparency in the annual Operating, Debt Service and Capital Budget with the FY 2018/2019 Budget including a breakdown of the General and Administrative Budget; definition and table of Excess Revenue; and, break out of Non-NFL event revenue and expense budgets (instead of a net budget number). Additionally, staff presented the FY 2018/2019 Budget for review by and comment from the Board in a February Study Session prior to Budget adoption in March 2018. In March 2018, the Board approved a Budget Policy and Governance Policy.

Responding to Board requests, for the first time and after significant due diligence for current and past years, the annual financial status fourth quarter report to the Board for FY 2017/18 included fiscal information about Non-NFL Events by type (e.g., soccer, non-NFL football, concerts, private parties, etc.), and which event types generate revenue and which result in financial losses to the Stadium Authority. This information is significant because the Stadium Authority Board is responsible for approving the annual budget and marketing plan and, with this information, can make informed, data driven policy decisions.

SCSA Auditor and Measure J Compliance Audit – The SCSA Agreements allow for a designated Auditor to perform reviews of SCSA work. In past years, the SCSA did not have a designated staff position charged with these duties and, as such, any reviews by staff were not performed under professional audit standards, not was the work environment established in accordance with pre-audit approaches and methodologies. This past year, the SCSA Ad Hoc Committee and Board reviewed and approved staff's proposal to establish a formal SCSA Auditor. In turn, after a robust recruitment process, City/SCSA Auditor Linh Lam was appointed to this role. As stated in the City annual report of accomplishments, Auditor Linh Lam has extensive background with conducting audits and has the credentials necessary to produce audits meeting professional standards.

The SCSA Ad Hoc Audit Committee of the Board maintained a regular meeting schedule to receive updates on staff's efforts to implement the 37 audit recommendation in the Harvey M. Rose Associates, LLC Comprehensive Audit of Stadium Authority Finances. As reported to the Committee on October 29, 2018, SCSA has now implemented approximately 70% of the audit recommendations, and has strengthened oversight and increased transparency of SCSA's

operations for Levi's® Stadium by improved fiscal and operational data and management practices (See Table 1). The reports on the status of the audit recommendations can be found on the SCSA Ad-Hoc Audit Committee webpage, and detail the various actions taken on all 37 audit recommendations and planned efforts to achieve compliance.

Table 1: Summary of Audit Recommendations Status - March to October 2018

Status	Progress of Audit Recommendations as of March 2018	Progress of Audit Recommendations as of October 2018	% Change
Complete	18	25	39%↑
Partially Complete	14	12	14%↓
Not Implemented	5	0	100%↓
TOTAL	**37**	**37**	

Key Performance Indicators for 2018 Non-NFL Events Marketing & Business Plan (Attachment 5) – During the Draft SCSA Fiscal Year 2018/19 Proposed Budget Study Session, on March 13, 2018, the Board discussed and provided input on the Levi's® Stadium's 2018 Non-NFL Events Marketing & Business Plan (Marketing Plan). ManCo and SCSA staff reported that the strategic initiatives proposed in the Marketing Plan would provide a solid foundation to improve the use of data analytics/metrics for desired performance outcomes.

During the last six months, Manco and SCSA staff efforts to develop meaningful, useful, and sustainable KPIs has not significantly advanced. The draft KPIs submitted by ManCo do include important metrics, such as client satisfaction as measured through in-depth interviews and number of repeat clients year over year, but do not provide enough statistical information to evaluate the effectiveness of the Marketing Plan or inform the decision-making process for the next annual Marketing Plan. SCSA staff continues to work with ManCo, with the intent of providing KPIs to the Board that measure both workload and performance indicators, both for policy decisions and oversight in preparation for review and approval of the FY 2019/20 Marketing Plan.

Measure J, Stadium Lease, and Management Agreement Compliance (Attachment 6) -- SCSA staff continue to review the various agreements and business practices to ensure compliance with Measure J and various agreements, as amended. This has resulted in several inquiries and notices to ManCo and StadCo, such as:

(a) **Stadium Management Agreement –** The Stadium Management Agreement requires that the Stadium Manager report, without limitation, on the status of any upcoming Non-NFL Events,[2] specifically Agreement language states:

[2] Section 3.3 Quarterly Status Meeting, First Amendment to Stadium Management Agreement made and entered into as of November 13, 2012 by and between SCSA, ManCo, and StadCo

> 3.3 Quarterly Status Meetings. The Stadium Manager and the Executive Director shall, at the request of the Executive Director, at a mutually convenient time, meet and confer no less often than quarterly during the Term of the Management Agreement to report on the status of the Stadium Manager's activities pursuant to Paragraph 3.2 above and the then approved Marketing Plan, including, without limitation, the status of Stadium Manager's marketing and promotional efforts, the status of any ongoing negotiations with respect to Non-NFL Events, financial performance and other matters relating to past Non-NFL Events, development of the Marketing Plan for the succeeding fiscal year, and such other similar or other topics as the Stadium Authority may request. In addition, and without limiting the Stadium Manager's obligation to provide an Annual Statement of Stadium Operations pursuant to Section 4.2 of the Existing Management Agreement, the Stadium Manager shall furnish the Executive Director, within 45 days of each Non-NFL event with attendance projected to exceed 25,000 and on a quarterly basis for all other events, such written revenue or other reports relating to Non-NFL Events as the Parties may agree from time to time.

As far back as February 2018, I have repeatedly stated my interest, and rights under the Management Agreement, to both President of San Francisco 49ers Al Guido and Stadium Manager Jim Mercurio to be informed about events prior to their booking so that I can evaluate the City's ability to provide public services throughout Santa Clara during the event, as well as coordinate their needs. This provision is critical to administering the duties as the chief executive as it reveals several trend information, such as:

- number of bids submitted for non-NFL events and percent of which are successful, which informs both business trends but marketing plan strategies and implications;
- contract terms required to successfully book events, which relate to budget and revenue/loss activity;
- financial analyses reports demonstrating event success or industry trend information;
- awareness of non-NFL event planning as it relates to public service resources needed to support events and other community events; and,
- other useful data for contextual decision-making, strategic planning, and compliance.

In reviewing this agreement provision, I have also requested in writing the Non-NFL event reports which, to my knowledge, have not previously been provided by the Stadium Manager. Per this agreement provision, the written report for the August 4, 2018 Non-NFL Event (e.g., International Champions Cup) was due to me September 18 and, per my letter to Stadium Manager specifically requesting the report, by October 8; I have received neither the report, nor acknowledgement of my request. The written report for the September 29,

2018 Non-NFL Event (On the Run II concert) was due November 13, 2018; I did not receive a report as required by the agreement provision. Efforts on the part of ManCo to be compliant with this provision result in no greater knowledge of non-NFL events, nor achieve compliance with the information required in this provision. As demonstrated in my correspondence to ManCo, I have been diligent with asserting the Agreement requirements on several occasions and, despite such execution of my duties and responsibilities; unfortunately, ManCo has not demonstrated the same.

(b) **Stadium Use of Main Lot –** The Parking Agreement[3] limits StadCo's use of the Stadium Main Lot for concession stands and kiosks, signs advertising and other promotional uses to a reasonable time period after the events that have occurred. Following recent claims asserted against SCSA under the Americans with Disabilities Act (ADA), and after SCSA expressed that it was unauthorized use of the Stadium Main Lot for storage, SCSA notified StadCo of their obligation under the Parking Agreement to remove:

1. Kiosks and other equipment from any marked accessible spaces within 3 days after any event in which the magnetometers are in use for admission to an event.
2. The storage corral and all items contained within it must be removed from the Main Lot within 2 weeks of the letter.

On November 19, Stadium Manager Jim Mercurio stated that he would provide and update at our monthly meeting on November 29. Upon that meeting, I will follow-up with the Board. It is worth noting that the Stadium Manager understood the need to comply and expressed efforts that would be taken to comply following the November 29th meeting.

Public Safety Costs Threshold -- The City's public safety costs have exceeded the Public Safety Costs Threshold for three consecutive years, and the Lease clearly provides for SCSA and StadCo to engage in good faith negotiations to adjust the costs threshold[4]:

> (b)If due to unanticipated circumstances other than new or expanded security measures mandated by the NFL, Public Safety Costs for NFL Games exceed the Public Safety Costs Threshold over any three (3) consecutive Lease Years, then, at the request of the City in accordance with the Public Safety Plan, the Stadium Authority, Tenant and the City will engage in good faith negotiations with respect to possible increase in the Public Safety Costs Threshold; provided, however, that Tenant will not be obligated to agree to any increase in the Public Safety Costs Threshold pursuant to this Paragraph 7.5.4(b). Any such increase in the Public Safety Costs Threshold shall be subject to Tenant's approval, which may be granted or withheld in Tenant's sole discretion.

[3] Section 2.1 Stadium Use of the Main Lot, Parking Agreement dated January 1, 2012 among SCSA, StadCo, Cedar Fair Southwest, Inc., and the City of Santa Clara
[4] 7.5.4 Possible Adjustment of Public Safety Costs Threshold

As recently as October, SCSA staff (Executive Director and Counsel) and StadCo met to discuss a compromise on how to process the FY 2017/18 Public Safety Costs that exceeded the threshold, as defined in the lease, as well as the current fiscal year, FY 2018/19, and adjusting the threshold for future years. During a meeting on October 4, 2018, StadCo representatives Patty Inglis and Hannah Gordon, San Francisco 49ers Executive Vice President and Chief Administrative Officer & General Counsel, respectively, stated they would reply. As of November 7, in response to that conversation resulted in a request for information and staff is evaluating the request for existing responsive documents. A resolution of the public safety cost threshold is needed in three categories: past year cost over the threshold; current year's cost that are projected to go over the threshold; and, a permanent approach to public safety deployment and public safety cost for future years.

Independent of good faith negotiations with StadCo, SCSA staff has been evaluating public safety costs and deployment to forecast resources and relative budgets for future years. This includes, but is not limited to: reviewing actual public safety costs from current and previous years; projecting known cost increases for City staff that support NFL Events at Levi's® Stadium; and isolating external public safety services to remove them for the Public Safety Costs Threshold.

Public Safety Deployment Model -- SCSA management of Levi's® Stadium has transitioned from construction and opening to ongoing operational management of this valuable asset; I have found that our organization has areas where we need to evaluate our public services deployment model to support this role. I have taken several actions to support ongoing operation management and ensure that Levi's® Stadium is a safe and profitable event venue.

For example, following the March 23, 2018 Non-NFL Event where there were major safety concerns, I obtained public safety expert services to assist with the evaluation of our deployment model. With these experts, SCSA staff has been evaluating our deployment model and identifying areas where we have already implemented best practices; where we can improve or adapt our deployments; and where we can shift to community-focused services such as neighborhood protection for the communities surrounding the stadium.

Another example, is the November 1, 2018 NFL Event (San Francisco 49ers versus Oakland Raiders) where we implemented several new or supplemental deployments for what was widely recognized as an event requiring a higher level of public safety staff. We held several staff roundtables to ensure cooperation and integration by and between the various City resources supporting the event. We implemented options to increase neighborhood protection services before, during and after the event such as increased police staffing, code enforcement before and after the event, and additional trash collection services following the event. Additionally, we increased coordination between SCSA staff and Stadium Manager to ensure scope of services met expectation of Santa Clara residents, and above all, focused on advance planning to ensure the staffing resources were adequate for the event. Despite some fighting

inside the stadium, the advance planning by SCSA staff resulted in an overall successful event, and a decrease in complaints to Board members and/or SCSA staff.

Strategic Research & Planning – SCSA staff has engaged in three strategic research and planning efforts for the purpose of improving services:

- Community research and engagement about the Stadium's impacts to proximate Santa Clara neighborhoods, neighboring cities, and Santa Clara city-wide, which produced statistically valid data for informing future policy-decision making;
- SCSA staff is also working with project teams comprised of students from the New York University Tisch Institute for Global Sport to develop community engagement action plans; and,
- Public safety (e.g., Police, Fire, Public Works, Planning, etc.) deployment strategies with new approaches for addressing neighborhood impacts and services.

CONCLUSION

While the above actions reflect significant progress on issues important to the SCSA and of both the Board and public's interest, I note that many more accomplishments are noted in the attached Matrix. This past year can easily be characterized as getting the SCSA's business in order, expanding transparency of this public agency's work, and ensuring compliance with Agreements in place for proper oversight of this publicly owned asset. The Board has shown great leadership and support for SCSA's staff work and together we have established strong oversight practices with data to manage forward.

To plan accordingly for the next fiscal year and to ensure that I am aligned to the SCSA Board's goals, I am including the proposed workplan (See Table 2). It should be noted that any open efforts noted in this Annual Report Matrix will continue through the next fiscal year (some of which are highlighted below). Also, as new priorities surface, SCSA staff will be sure to accommodate them and reflect them in future reports.

Table 2: Proposed and Tentative SCSA Work Plan –FY 2019/20

Work Effort	Work Plan	Planned Outcome
ADA Compliance: Magnetometers	• Ensure ADA compliance by requiring removal of equipment when not in use or other satisfactory solutions that prioritize ADA compliance	Compliance regarding accessible parking spaces and Stadium Main Lot Use or other satisfactory solutions that prioritize ADA compliance
Community Room	• Return to Board to seek input on proposed next steps, including evaluation of the other locations discussed earlier in 2018.	Resolution of Community Room location, policy/guidelines for use

Work Effort	Work Plan	Planned Outcome
Public Safety Service Model	• Reviewing as part of March 27, 2018 Board direction • Implement public safety experts' recommendations and pilot new practices (multi-department actions)	Continue to provide a safe and family-friendly environment for NFL and Non-NFL events at Levi's® Stadium, while addressing the impacts to neighborhoods as surfaced in the community research effort
Emergency Operations	• Review model to determine where appropriate to make updates and/or implement best practices	Clarify and document roles and responsibilities
Neighborhood Protection	• Evaluate current deployment, implement changes	Reduce impact of NFL and Non-NFL events at Levi's® Stadium on surrounding neighborhoods and provide greater communication of planned events that may disrupt neighborhoods
Lafayette Overpass at Tasman	• Evaluate rideshare options (locations, signage, enforcement) • Capital project to install fencing on Tasman	Reduce traffic, neighborhood protection issues on Lafayette
Fiscal Accountability	• Continue/complete fiscal review of past years and provide analyses to Board, as available • Review and implement audit functions and support SCSA Auditor on establishing a workplan • Implement remaining Harvey M. Rose audit recommendations (currently 70% complete)	Audit Program for real-time accounting of Non-NFL Events at Levi's® Stadium
San Thomas Aquino Creek Trail	• Evaluate options for keeping trail open during events and/or providing alternate routes if trail is closed	Creek trail access and/or safe and/or accessible alternate route

Work Effort	Work Plan	Planned Outcome
SCSA Board Policy Manual	• Continue to create manual, beginning with Governance and Budget policies • Identify areas where policies are appropriate and propose drafts for the Board's approval. • Already identified: financial reporting; flags flown at Levi's® Stadium; non-NFL event planning	Develop additional policies and present to Board for inclusion in manual

Management of a sport stadium provides an opportunity to ensure that the Stadium supports the best interest of the public. I want to thank the Santa Clara Stadium Authority Board for the opportunity to manage this valuable asset. I hope that this report serves as a valuable first step in building our reporting of SCSA activities, transparency of our work, and summarizes our accomplishments, challenges we are facing, and opportunities to work with the Stadium Manager toward improving oversight of our stadium while minimizing impacts to our neighborhoods. There have been many challenges and opportunities over the past year, and I have enjoyed serving as your Executive Director to the SCSA and look forward to the next year.

Sincerely,

/S/

Deanna J. Santana
Executive Director

Attachments:

1. SCSA Work Efforts Matrix
2. CFP Budget Estimate as of October 29, 2018
3. Levi's Stadium Community Room
    a. August 31, 2018 SCSA Executive Director Letter to Stadium Manager
    b. September 12, 2018 StadCo Letter to SCSA Executive Director
4. Worker Retention Efforts Related to Transition of Concessionaire at Levi's Stadium
    a. September 8, 2018 SCSA Executive Director Letter to Stadium Manager
    b. September 20, 2018 SCSA Executive Director Letter to Stadium Manager
    c. September 27, 2018 Levy Letter to ManCo
5. Key Performance Indicators for Levi's Stadium 2018 Non-NFL Events Marketing & Business Plan
    a. October 4, 2018 SCSA Executive Director Letter to Stadium Manager
    b. October 25, 2018 Revised KPIs from ManCo
6. Stadium Lease and Agreements Compliance
    a. October 1,2018 Letter to Stadium Manager
    b. August 31,2018 Letter to Stadium Manager
    c. October 18,2018 Letter to Executive Director
    d. November 7,2018 SCSA Executive Director Letter Letter to StadCo President

Attachment 1: SCSA Work Efforts Matrix

Santa Clara Stadium Authority Executive Director's Annual Report
FY 2018/2019 Work Efforts Matrix
November 21, 2018

SCSA Work Effort	Recent/Completed Work Efforts	Current Status	Next Steps
ADA Compliance: Magnetometers	• See "Stadium Main Lot Use: Magnetometers" entry		• Ensure ADA compliance by requiring removal of equipment when not in use
Arbitration Award	• Favorable Arbitration Award in August	• True-up payment received in September	• Completed, SCSA continues to receive payment per Arbitration Award
CFP 2019 National Championship *Annual Report Attachment 2*	• Board approved Assignment and Assumption Agreement that will ensure no financial losses to City/Stadium Authority • City/SCSA estimated budget provided to Stadium Manager for planning by BAHC to ensure no financial losses to City/SCSA • Stadium Manager update to Board October 2	• Event planning to ensure adequate staffing and adherence with Assignment Agreement (tabletop exercise Nov 14) • Regular invoicing of BAHC for City/SCSA expenses – payments received through September 2018 • Reviewing permit requests from Stadium – permit applications expected by Nov 30 • Preparing Clean Zone Ordinance for Board approval	• Update to Board on **December 11**
Community Engagement	• Final Community Engagement Report for Issues Related to Levi's Stadium presented to Board in June 2018	• Working with departments to evaluate feasibility of various recommendations from June report • NYU team developing action plans as part of their Community Engagement Project	• Report to Board with work plan for implementing recommendations • Present NYU work product to SCSA Board
Community Engagement: Stadium Contact Information	• Implemented telephone tree in May for call intake • Created a call log report for tracking and follow-up	• Telephone line in use, posted on website and via social media prior to each event • Improving/increasing community messaging with consistent information	• Mimic process for revamped MySantaClara

SCSA Work Effort	Recent/Completed Work Efforts	Current Status	Next Steps
Community Room at Levi's Stadium *Annual Report Attachment 3*	• Worked with StadCo to find suitable alternate location • Presented alternate location to Board in January, following multiple discussions, site visits with ManCo • Due to lack of progress for making space available, SCSA sent letter formally requesting their plan for moving forward with the proposed location	• Received letter from StadCo September 12 stating that Tenant is using the proposed space and will not convert it to another use	• Evaluate options, return to Board for discussion and direction

Concessionaire Transition : Worker Retention Efforts
Annual Report Attachment 4
	• Council authorized Concessions Operating Agreement Feb 27 2018
	• Concessionaire transition began in April
	• 45-day report to Board June 26
	• SCSA provided feedback to 90-day transition report to ensure meets Board direction
		• Stadium Manager transmitted Levy's 90-day transition report
		  ○ +/- 80% of 600 individuals successfully onboarded with Levy.
		  ○ Of those, +/- 46 have since separated or resigned, with majority due to full time work, and +/- 40 have been non-responsive
			Completed.

Concessionaire Transition: CIP	• CIP Improvement permitted in September	• Stadium Terrace (Touchdown Terrace for NFL Events) activated	Completed
Harvey Rose Measure J Compliance Audit	• Update to Ad-Hoc Audit Committee October 29 • 68% of audit recommendations are complete (25 of 37) • Remaining audit recommendations are in "Partially Implemented" status • 40% increase in completed audit recommendations since March 2018	• SCSA working to implement remaining recommendations	• Update to Ad-Hoc Audit Committee in March/April 2019

SCSA Work Effort	Recent/Completed Work Efforts	Current Status	Next Steps
Management Agreement *Annual Report Attachment 6*	• Letters to ManCo to ensure compliance with Stadium Management Agreement, particularly Section 3.3 of First Amendment: ○ Advance communications of potential events to Executive Director (Attached) ○ Written reports for Non-NFL Events	• See attached letters	• Pending Stadium Manager's response
March 27, 2018 Board Motion	• Obtained public safety expert's services to review March 23 response and assist with strategic planning for future events • Reviewing current public services supporting events at Levi's stadium	• Implementing changes as appropriate (i.e. Nov 1 NFL Event public services deployment)	• Implementing changes as appropriate and by multiple departments.
Noise Monitoring	• Update on noise monitoring program presented to Council December 2017 • Council approved additional funds to continue noise monitoring services	• Administrative Citation issued for September 29 concert (paid in full)	Complete. Noise monitoring and City Code enforcement will continue
Non-NFL Marketing Plan KPIs *Annual Report Attachment 5*	• Multiple discussions to develop meaningful KPIs • SCSA staff provided template for reporting format that provides historical data, current and future projects, and methodology and data source of metrics. • ManCo's KPIs do not provide enough meaningful metrics to evaluate marketing of events • Letter to Stadium Manager requesting revised KPIs, with specific samples to include and use as reference in developing additional measures	• Review and respond to revised KPIs received Oct 25; work with new contact (Director of Special Events) provided by Stadium Manager to develop meaningful KPIs	• Present meaningful KPIs to Board, ETA March 2019

SCSA Work Effort	Recent/Completed Work Efforts	Current Status	Next Steps
NYU Projects	• Developed 2 projects for study by NYU in Fall 2018: Community Engagement and Financial Analysis of Large Events	• Working with project teams	• Report to Board
Parking: Consolidated Parking Plan	• Determined next steps: ○ City staff to provide permit information to Stadium Manager ○ Stadium Manager needs to incorporate all permitted lots in consolidated plan	• Work with City staff and Stadium Manager to prepare and document content and processes	• Finalize consolidated parking plan
Parking: Offsite Permitted Lots	• Code Enforcement inspected lots for November 1 game, a piloted effort to observe value-added	• Provide permit data to Stadium Manager for consolidated parking plan • Determine frequency needed for Code Enforcement to inspect lots	• Continue to deploy Code Enforcement staff on event days
Parking: Permit Fee for Private Parking Lots		• Fee study included in next Fee study effort by Finance Department	• Fee study to ensure appropriate cost recovery and review to ensure proper safety/ management processes are in place
Parking: Private Parking Agreements	• Letter to Stadium Manager Oct 18 regarding requirements to report on Private Parking Agreements		• Continue discussions with Stadium Manager
Public Safety Costs Threshold	• Scheduled good faith negotiations with StadCo • October 4 Meeting with StadCo	• Continue good faith negotiations • Review Nov 7 information request from StadCo and awaiting further response on StadCo's disposition	• Continue to bill 49ers for all actual costs

SCSA Work Effort	Recent/Completed Work Efforts	Current Status	Next Steps
Public Safety Service Model: Emergency Operations	• Reviewing as part of March 27, 2018 direction from Board	• Determined need to document proper organization chart, communications plans/procedures that clearly identify emergence roles • Reviewing our model to determine where appropriate to make updates and/or implement best practices	• Update documentation and implement
San Thomas Aquino Creek Trail		• Trail closed during events.	• Evaluate options for keeping trail open during events and/or providing alternate routes if trail is closed
SBL: Executive Director Signature	• Replaced previous process where SCSA Executive Director received email request for mass approval via stamp held by ManCo/StadCo with electronic processing (DocuSign)	• SCSA Executive Director sign, via DocuSign, all SBLs. • Signature authority no longer delegated.	Closed.
SBL: Field Level Season Tickets	• Staff level permit approval for temporary field level seats which, as permitted, are within authority of Tenant and have no associated SBLs	• 49ers offering season tickets for the on-field recliners at both the North and South end zones	• SCSA staff research needed to determine if this practice is compliant with Agreement
Fiscal Accountability	• Moved to accrual base for FY 2018/19 • Added Non-NFL Event information to 4th Quarter financial status reports, beginning with FY 2017/18 Q4 report	• Budget transformed and rehauled to provide greater transparency of SCSA fiscal practices and planned CIP expenditures	• Continue/complete fiscal review of past years
SCSA Audit Program	• Board appointed Linh Lam, Assistant Finance Director, as Stadium Authority Auditor	• Continue with ongoing specific Board direction, as well as ongoing needs, and develop an audit workplan	• Continue implementing an audit program

SCSA Work Effort	Recent/Completed Work Efforts	Current Status	Next Steps
SCSA Board Policy Manual	• Created manual, beginning with Governance and Budget policies	• Identify areas where policies are appropriate. • Draft policy for those already identified: financial reporting; flags flown at Levi's Stadium; Non-NFL events	• Develop additional policies and present to Board for inclusion in manual
SCSA Office Establishment at Stadium	• Converted existing SCSA space at Stadium from completely bare to working office space for SCSA staff	• SCSA staff regularly uses the offices to audit documents, meet with ManCo staff, and be present in the Stadium • The Office is used to successfully transfer documents from Stadium Manager to SCSA staff and to maintain SCSA related document	• Evaluating cost/options for usable and convenient parking for SCSA staff while at stadium.
Stadium Main Lot Use: Magnetometers *Annual Report Attachment 6*	• Reviewed Parking Agreement for StadCo's obligations regarding removal of equipment after event • ADA compliance implications	• Letter to StadCo requiring removal of all kiosks, other equipment from any marked accessible spaces and within 3 days following any event in which the magnetometers are in use	• Will require ongoing review/enforcement by City staff • ADA compliance implications
Stadium Main Lot Use: Storage *Annual Report Attachment 6*	• Reviewed Parking Agreement for StadCo's obligations regarding ManCo/StadCo storage on Main Lot • ADA compliance implications	• Letter to StadCo and Cedar Fair requiring removal of the storage corral and all items contained within it must be removed from the Main Lot	• Confirm removal and/or enforcement action • ADA compliance implications
Transportation Management and Operations Plan (TMOP)	• Confirmed per Stadium Operations Agreement that Stadium Manager shall deliver updates as part of budget process		• SCSA staff review and provide comments to Stadium Manager as part of budget process

Attachment 2: CFP Budget Estimate

1. Budget Estimate as of October 29, 2018

CFP 2019 National Championship City/SCSA Budget Estimate

Updated November 11, 2018

Budget Estimate

Department/Office	Hours	Budget
Expenses to date	**510**	**$107,325**
Anticipated Expenses		
City Manager	78	$19,260
City Attorney	11	$2,920
Community Development	10	$2,330
Finance	93	$16,490
Fire	358	$55,560
Information Technology	22	$3,080
Police	2,073	$267,470
Public Works	550	$63,670
Silicon Valley Power	30	$4,190
Anticipated Expenses Total	**3,225**	**$434,970**
Grand Total	**3,735**	**$542,295**

Payments to Date

	Amount Invoiced	Amount Paid	Amount Due	Amount Past Due
BAHC Payments to Stadium Authority	$107,325	($105,765)	**$1,560**	$0
Stadium Authority Payments to City	$99,884	$99,884	**$0**	$0

Note:
Invoices are process monthly, after the last payroll cycle of the month has been processed.
Invoices issues for all expenses through October 2018; payment due from BAHC November 16, 2018.
BAHC is invoiced for all City and Stadium Authority expenses.
Stadium Authority is invoiced for all City expenses.

Attachment 3: Levi's Stadium Community Room

1. August 31, 2018 SCSA Letter to Stadium Manager
2. September 12, 2018 StadCo Letter to SCSA

SCSA

Santa Clara Stadium Authority

August 31, 2018

Mr. Jim Mercurio, Stadium Manager
San Francisco Forty Niners Management Company
4900 Marie P. DeBartoloWay
Santa Clara, California95054

SUBJECT: Levi's Stadium Community Room

Dear Mr. Mercurio,

During the November 14, 2017 Santa Clara Stadium Authority (SCSA) meeting, the Board discussed the Community Room at Levi's Stadium, a facility stipulated in the Stadium Lease, as follows[1]:

> *Subject to the Scheduling priority for Stadium Events and Tenant Incidental Uses described in Paragraph 4.9 below, the Stadium Authority may Schedule not-for-profit civic or other community events in the Stadium ("Civic Events"), including provision of meeting space in the Community Room (as depicted on the Stadium Plans) for community groups and non-profits.*

The Board directed staff to return at the next meeting with options to improve the accessibility, both physical and economical, to the Community Room, and to find its original planned location.

During the December 12, 2017 SCSA meeting, which you attended, the Board discussed potential locations, including the space adjacent to the Bourbon Steak and Bourbon Pub restaurants (Proposed Community Room), and ultimately directed staff to return with information and options for the most viable Community Room location. They specifically included consideration of the Proposed Community Room, in part due to your statement at the meeting that it was a location that we could consider.

Based on direction from the Board, SCSA staff and ManCo discussed the viability and cost of the Proposed Community Room during regular monthly coordination meetings. ManCo then facilitated a January site visit where we walked through the space together and assessed use and construction issues. Throughout this period of time, San Francisco 49ers President, Mr. Al Guido, stated that this space could become the Community Room, even though it was currently a leased space, used for restaurant storage, and he would figure out a path forward.

Based on the cooperation and commitment from ManCo to make this space available, SCSA staff prepared an estimate for construction costs to convert it to a Community Room, and presented an update to the SCSA Board on January 30, 2018, citing the Proposed Community Room as the best location to accommodate public access. The SCSA Board then directed staff to include a cost estimate in the Fiscal Year 2018/19 Recommended SCSA Budget for costs associated with the build-out of a Community Room in Levi's Stadium.

Additionally, through our cooperative budget development effort, we proceeded by inserting a capital improvement budget allocation in the February 2018 proposed Fiscal Year 2018/19 SCSA Budget, described specifically as the "Community Room Build Out" for an "unfinished storage space in the stadium" in the Tenant's Exclusive Space, with Tenant approval still pending. There was no objection, nor comments made against this action by ManCo, and you were in attendance at the budget hearings. These

[1] Amended and Restated Stadium Lease by and between Santa Clara Stadium Authority and Forty Niners SC Stadium Company dated June 19, 2013, 4.7.2 Civic Events and the Community Room

actions illustrate how both SCSA and ManCo were actively working toward converting this space to a Community Room and that there was awareness of this commitment by the Board.

Our records show that I have asked Mr. Guido, and you, on several occasions over several months at our monthly meetings and via staff emails for details of the "path forward" to better understand the issues and timeline associated with moving the Community Room to this space:

- December 21, 2017 –SCSA/ManCo coordination meeting agenda item
- January 12, 2018 –SCSA/ManCo Levi's Stadium Community Room site visit
- January 17, 2018 –SCSA/ManCo coordination meeting agenda item
- February 7, 2018 –SCSA/ManCo coordination meeting agenda item
- March 1, 2018 – SCSA/ManCo coordination meeting agenda item
- March 27, 2018 – SCSA email requesting update
- April 26, 2018 – SCSA/ManCo coordination meeting agenda item
- June 5, 2018 – SCSA email requesting update
- July 6, 2018 – SCSA email requesting update
- August 23, 2018 – SCSA/ManCo coordination meeting agenda item

Additionally, after learning from Mr. Guido of the existing lease, I asked to receive a copy so that SCSA could conduct financial analysis related to taking over or terminating that lease. Mr. Guido, and you, responded to my request by asserting that the lease between the Forty Niners SC Stadium Company LLC (StadCo) and the lessee is somehow confidential in full and did not provide a copy. I then requested to receive the relevant information in the lease agreement so that SCSA staff could still complete our financial due diligence; information such as the lease term, the cost to buy or terminate the lease, and any other terms or costs that would inform SCSA's decision to proceed with the Proposed Community Room so that I could report to the Board. Despite several requests, I have never received even this limited information. I have again requested it as recently as during our August 23, 2018 monthly coordination meeting. In fact, it was you who asked me at our August 23, 2018 monthly meeting what the status of the Community Room reservation process was, to which I responded that the Board put that on hold because we needed to get the information that we had asked for on several occasions regarding "the path forward" for the build out of the Proposed Community Room.

I will be bringing the issue of the Community Room to the SCSA Board to seek their direction, and will report SCSA's due diligence, and a failure on ManCo's part to follow through with our multiple requests, regarding providing the Santa Clara community with the adequate space in their publicly owned stadium as agreed to in the Stadium Lease.

The next SCSA meeting is October 2, 2018; I hope to report out on an update of receipt of the information that I have requested over several months; but, if you fail to provide any, I will have to advise the Board. Kindly advise how you plan to proceed on this matter as we are now approaching nearly a year in seeking this information.

Sincerely,

Deanna Santana

Deanna J. Santana
Executive Director

CC: Santa Clara Stadium Authority Board
Walter C. Rossmann, Chief Operating Officer
Brian Doyle, Stadium Authority Counsel

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FORTY NINERS
SC STADIUM
COMPANY LLC

September 12, 2018

VIA ELECTRONIC MAIL

Deanna Santana
Executive Director
Santa Clara Stadium Authority
1500 Warburton Avenue
Santa Clara, CA 95050

Ms. Santana,

Mr. Mercurio provided me with a copy of your letter dated August 31, 2018 regarding the Tenant Exclusive Area that the SCSA expressed interest in. Tenant is using the space and is not going to convert the Tenant Exclusive Area to another use.

I know that Mr. Mercurio will be meeting with you tomorrow to address, among other topics, any characterizations of the past, as well as any operational issues to assist with ease of use of the Community Room and the other spaces that have been offered to community groups who would like to book space.

Sincerely,

DocuSigned by:
0B36ED2B93AA45B...
Hannah Gordon
Chief Administrative Officer and General Counsel

Cc:
Jim Mercurio, Forty Niners Stadium Management Company
Brian Doyle, Santa Clara Stadium Authority

Attachment 4: Worker Retention Efforts Related to Transition of Concessionaire at Levi's Stadium

1. September 8, 2018 SCSA Letter to Stadium Manager
2. September 20, 2018 SCSA Letter to Stadium Manager
3. September 27, 2018 Levy Letter to ManCo

SCSA

Santa Clara Stadium Authority

September 8, 2018

Mr. Jim Mercurio, Stadium Manager
San Francisco Forty Niners Management Company
4900 Marie P. De Bartolo Way
Santa Clara, California95054

SUBJECT: Worker Retention Efforts Related to Transition of Concessionaire at Levi's Stadium

Dear Mr. Mercurio,

Thank you for transmitting the memo from the Levi's Stadium Concessionaire, Levy Premium Food Service Limited Partnership (Levy), regarding their worker retention efforts, received via email August 29, 2108 and attached for your reference. During the February 27, 2018, Stadium Authority meeting, when the Stadium Authority Board (Board) authorized the Concessions Operations Agreement with Levy, they gave specific direction on what information to include when reporting back on worker retention efforts:

- How many employees were retained
- How many were released and for what reasons (not expected to provide specifically by employee)
- Efforts to hire/retain local and minority business partners
- Possibility of Levy to employ existing Levi's workers at other local venues
- Efforts to partner with local hospitality programs (Mission College, Wilcox High School)

The Stadium Authority Board noted their expectation to receive a detailed and thorough report of efforts by Levy to protect and retain employees employed by the previous concessionaire at Levi's Stadium, as well as additional information regarding Levy's effort to partner with the local businesses and schools. The Board also noted that this is the first implementation of the City of Santa Clara Work Retention Ordinance at Levi's Stadium, and their interest in worker retention during this transition.

Please work with Levy to revise or supplement their memo to meet the reporting expectations of the Board, and provide to me by September 17, 2018, so that we may proceed with agenda packet production for the next SCSA meeting on October 2, 2018.

Sincerely,

Deanna Santana

Deanna J. Santana
Executive Director

Attachment

CC: Santa Clara Stadium Authority Board
Walter C. Rossmann, Chief Operating Officer
Brian Doyle, Stadium Authority Counsel

Received via email
August 29, 2018
from Stadium Manager

Levy

Jim,

I wanted to provide an update regarding staffing levels at Levi's Stadium since our last update in June. While Levy continues to make progress hiring an 'in house" or consistent event-based workforce, we are still facing challenges.

As stated in the last update, we had on boarded about 475 from the original list of almost 600 employees that was provided by Unite Here, Local 19. In terms of progress from our last update, we have hired an additional 250 new employees for a grand total of 725. However, for past three events (two soccer games and our first preseason 49ers game), we averaged a total of 400 in-house. This suggests that a large number of employees have since found alternative work. The hospitality industry's high turnover rate and the local markets tight job market is certainly a contributing factor. That said, we are hopeful that the regular season will draw a large number of team members back to the fold.

Levy continues to devote a significant amount of time and effort to recruiting locally in the Santa Clara community. We have seen a boost in the number of applicants after we recently started an "employee referral bonus" program. This not only yields quality candidates and helps support our current employee base. We continue to partner with Mission College and its local sister schools. We have also created partnerships with local culinary schools via an outreach program that includes in-person presentations, site for visits, and hosting orientations at the schools.

Levy enjoys a close working relationship Unite Here Local 19 team. We continue to work with Local 19's leadership to better understand how to improve channels of communications with their employee base. We would also be interested in exploring what other avenues we can partner on to recruit employees. This may entail hosting an open house or additional off-site locations to make ourselves more accessible for prospective employees.

We remain positive that we will overcome the staffing deficit via a strong partnership with Local 19 HERE and are committed to ensuring the stadium is staffed with a best-in-class workforce.

Sincerely,

Nina M. Vasquez

SCSA

Santa Clara Stadium Authority

September 20, 2018

Mr. Jim Mercurio, Stadium Manager
San Francisco Forty Niners Management Company
4900 Marie P. De Bartolo Way
Santa Clara, California 95054

SUBJECT: Worker Retention Efforts Related to Transition of Concessionaire at Levi's Stadium

Dear Mr. Mercurio:

Thank you for transmitting the memo from the Levi's Stadium Concessionaire, Levy Premium Food Service Limited Partnership (Levy), regarding their worker retention efforts, received via email September 18, 2108 and attached for your reference. Please provide additional information regarding efforts to hire/retain local and minority business partners, and to partner with Wilcox High School. If you recall, these were specifically requested by the Stadium Authority Board (Board) during the February 27, 2018, Stadium Authority meeting when they authorized the Concessions Operations Agreement with Levy.

Additionally, please work with Levy to provide any relevant statistics that support their efforts to employ existing Levi's workers at other local venues, and the outcome of their described efforts to partner with Mission College. While the information provided by Levy is encouraging regarding their efforts to retain workers, without statistics, it is difficult to ascertain the success of these efforts.

As stated in my September 8, 2018 letter to you, the Board noted their expectation to receive a detailed and thorough report of efforts by Levy to protect and retain employees employed by the previous concessionaire at Levi's Stadium, as well as additional information regarding Levy's effort to partner with the local businesses and schools. While the information received September 18 is more comprehensive than the memo received in August, it does not completely address the Board's direction.

Please work with Levy to revise or supplement their memo to meet the reporting expectations of the Board, and provide to me by September 27, 2018, so that we may proceed with agenda packet production for the next SCSA meeting on October 2, 2018.

Sincerely,

Deanna J. Santana
Executive Director

Attachment

CC: Santa Clara Stadium Authority Board
Walter C. Rossmann, Chief Operating Officer
Brian Doyle, Stadium Authority Counsel

Levy

September 18, 2019

Jim,

We are in receipt of the memo from the Santa Clara Stadium Authority Board and are happy to provide additional detail on the items requested.

As stated previously, Levy strongly believes that the worker retention ordinance is essential for protecting workers and creating stability during transitional periods. Thus, Levy was pleased to be in receipt of a list that contained a little over 600 names and contact information for employees from Unite Here Local 19. Levy sent all employees on the list welcome letters and information for on boarding with Levy. Levy held approximately, ten on boarding orientations during the first couple transition months in order to meet the various schedules of employees. A total of 475 employees from this list was were on boarded with Levy.

Roughly, six employees have been released due to job abandonment and another forty employees have since resigned with the majority being offered a full time position that conflicted with the schedule at Levi's Stadium. We currently have about 40 employees, who since being on boarded with Levy, have been non-responsive to schedule requests and have not responded to the teams multiple efforts to make contact.

Levy continues to partner with other Compass accounts, whether it be at Oracle Arena in Oakland or at Chartwell's new partner at San Jose State University and employees have taken advantage of the opportunity to work at multiple accounts. We will continue to make sure employees are aware that these opportunities are available to them.

Levy has devoted and continues to devote much time and recruiting efforts to recruiting locally in the surrounding area of Levi's Stadium, introducing over 150 new team members from the surrounding area. In addition to having regular job postings up on Mission College's job board we have also attended job fairs at the College and their sister college, West Valley College. Levy has also set up an employer table in a high traffic area at the Mission College campus in an effort to recruit students and we plan to do this again this fall. We also plan to partner very closely with the culinary instructors at Mission College, and are looking to discuss other ways to partner this particular group.

Sincerely,

Nina M. Vasquez

September 27, 2018

Jim,

We are in receipt of the memo from the Santa Clara Stadium Authority Board and are happy to provide additional detail on the items requested.

As stated previously, Levy strongly believes that the worker retention ordinance is essential for protecting workers and creating stability during transitional periods. Thus, Levy was pleased to be in receipt of a list that contained a little over 600 names and contact information for employees from Unite Here Local 19. Welcome letters and information for on boarding were mailed to everyone on the list. Levy held approximately, 10 onboarding orientations during the first couple transition months in order to meet the various schedules of employees. 80% of the 600 employees from this list were successfully on boarded with Levy.

Roughly, 46 employees have since been separated or resigned with the majority being offered a full time position that conflicted with the schedule at Levi's Stadium. We currently have about 40 employees, who since being on boarded with Levy have been non-responsive to schedule requests and have not responded to the team's multiple efforts to make contact.

Levy has prioritized working with local minority business partners. Levy works with over six business partners, all from the local region, showcasing various cuisine. Levy has developed a great partnership with the Minority Business Consortium, which works exclusively with minority businesses, from the Santa Clara area. Levy has added partnership with the following Minority Business Consortium and is currently in place at the stadium; Con Sabor, Copita, Barbacco, Curry Roots and 3 Food Trucks for each game.

Levy continues to partner with all Compass accounts, whether it be at Oracle Arena in Oakland or at Chartwell's, the new partner at San Jose State University and employees have taken advantage of the opportunity to work at multiple accounts. This opportunity has allowed Levy staff to work over 100 hours collectively at other Compass venues. We will continue to make sure employees are aware that these opportunities are available to them.

Levy has devoted and continues to devote much time and recruiting efforts to recruiting locally in the surrounding area of Levi's Stadium, introducing over 150 new team members from the surrounding area. In addition to having regular job postings up on Mission College's job board we have also attended job fairs at the College and their sister college, West Valley College. Levy has also set up an employer table in a high traffic area at the Mission College campus in an effort to recruit students and we plan to do this again this fall. We also plan to partner very closely with the culinary instructors at Mission College, and will be looking for various ways to particular with this group at Mission College. Levy has also reached out to the Athletic Director, PTA and parent booster clubs at Wilcox High School for potential partnership for non-profit opportunities.

In addition to the above efforts, Levy is happy to report that we now have on boarded 24 non-profit groups. With a total of 375 volunteers, an increase of 1025% from the 60 volunteers at the first event. Groups ranging from local parent boosters clubs to Future Farmers of America and Marines looking to raise money for their groups.

Regards,

Nina M. Vasquez

Nina M. Vasquez

Non-profit Groups	Location	Average
*Athletic Edge	Hayward	10
*Bay Area Spirit Enthusiasts (BASE)	San Jose	15
*Branham Sports Boosters	San Jose	10
*Campbell Future Farmers of America	San Jose	10
*Delta Chi-CSUEB	Hayward	10
*Dreamscape	Hayward	10
*Empire Baseball	Fremont	10
*Fancy Dancers	Milpitas	10
*Gilroy High PTA	Gilroy	10
*James Logan Band Boosters	Union City	10
*Kantuta	San Leandro	10
*Lambda Theta Phi CSUEB	Hayward	10
*Samoan Community Church	San Jose	10
*Willow Glen Athletic Boosters	San Jose	10
Amador Valley Band Boosters	Pleasanton	10
Dreams Affordable for Futbolers	Livermore	10
Dynasty	Sacramento	10
Essence	Modesto	10
Lambda Theta Phi CAS4 UC Davis	Davis	10
Miyagi Gymnastics	Elk Grove	10
Modesto Schools Inc.	Modesto	10
NAS Lemoore CPOA	Lemoore	50
Nor Cal Student Athletes	Elk Grove	10
NRDSF_FCPOA	San Francisco	15
Nights Watch	Beale AFB	25
Remembrance Tabernacle	Fresno	50
Step 2 This	Oakley	15

Note per Stadium Mgr 10/03/2018:
Average = Average # of Employees per Non-Profit Group per Event

Minority Business Partner	Location	Average
Con Sabor	Bay Area	15
Copita	Bay Area	5
Barbacco	Bay Area	5
Curry Roots	Bay Area	5
Minority Business Consortium	Bay Area	3 Food trucks
Chairman	Bay Area	5
Sandi's Cobbler Cups	Bay Area	5

Note per Stadium Mgr 10/03/2018:
Average = Average # of Employees per Minority Business Partner per Event

Attachment 5: Key Performance Indicators for Levi's Stadium 2018 Non-NFL Events Marketing & Business Plan

1. October 4, 2018 SCSA Letter to Stadium Manager
2. October 25, 2018 Revised KPIs from ManCo

SCSA

Santa Clara Stadium Authority

October 4, 2018

Mr. Jim Mercurio, Stadium Manager
San Francisco Forty Niners Management Company
4900 Marie P. De Bartolo Way
Santa Clara, California 95054

SUBJECT: Key Performance Indicators for Levi's Stadium 2018 Non-NFL Events Marketing & Business Plan

Dear Mr. Mercurio,

Per the terms of the Stadium Management Agreement[1]:

> *the Stadium Operation and Maintenance Plan shall include a marketing plan setting forth in reasonable detail the Stadium Manager's plans to develop, implement and monitor marketing, booking, advertising and promotion of Non-NFL Events for the Stadium, which marketing plan shall be mutually agreed upon by the Stadium Manager and the Stadium Authority (the "Marketing Plan").*

On March 13, 2018 the Santa Clara Stadium Authority (SCSA) Board held a Study Session to discuss and provide input on the Levi's Stadium's 2018 Non-NFL Events Marketing & Business Plan (Marketing Plan). ManCo and SCSA staff reported that the strategic initiatives proposed in the Marketing Plan would provide a solid foundation to improve the use of data analytics/metrics for desired performance outcomes. Further, we stated that we would work collaboratively to develop key performance indicators (KPIs) that will be used to both evaluate the effectiveness of the Marketing Plan, as well as inform the decision making process for the next annual Marketing Plan.

During the last six months, ManCo and SCSA staff efforts to develop meaningful, useful, and sustainable KPIs have not significantly advanced. Despite multiple meetings and discussions regarding a KPI framework and potential measures, including a sample framework provided by SCSA staff (Attachment 1), the most recent draft of KPIs provided by ManCo (Attachment 2) is only partially responsive to our numerous discussions (Attachment 3). Although the submitted draft KPIs include important metrics, such as client satisfaction as measured through in-depth interviews and number of repeat clients year over year, the KPIs do not provide enough statistical information to evaluate the effectiveness of the Marketing Plan or inform the decision making process for the next annual Marketing Plan. Without knowing the data and methodology, it is very difficult to improve the outcome. For example, while knowing the number of repeat clients year over year is useful, without knowing the total number of clients the performance metric is incomplete. Further, as discussed with Walter C. Rossmann, Chief Operating Officer, during the July 17 meeting, for each KPI, you agreed to document the data source and methodology for data collection.

As we have discussed, the KPIs are of great interest to SCSA, both for policy decisions and oversight, and to inform our ability to attract events and continue to remain a modern facility offering event attractions that will continue to keep Levi's Stadium competitive and financially beneficial. Proposed KPIs are provided in Attachment 4 that measure both workload and performance indicators. These are not intended to be the full list of KPIs, rather a sample to help further our work efforts.

---

[1] 4.10 Marketing Plan

You repeatedly stated during the October 2, 2018, City Council and Authorities Concurrent Meeting the positive working relationship we have been developing over the last year. I trust you will reflect your sincere commitment to our partnership by providing a full set of proposed KPIs reflective of marketing and sales activities, client satisfaction, and any other activities which inform the development of the annual Marketing Plan to me by October 25. As you know, the Board is eager to receive an update on our progress, as directed when the Marking Plan was approved. I would like to report that we are working with a comprehensive set of KPIs that will inform the 2019/2020 draft Marketing Plan submitted by you early next year.

Sincerely,

Deanna Santana

Deanna J. Santana
Executive Director

Attachments
1. SCSA Staff Proposed Template for Reporting KPIs for 2018 Marketing Plan
2. ManCo Proposed KPIs for 2018 Marketing Plan
3. Timeline of KPIs Development
4. Sample Proposed KPIs

CC: Santa Clara Stadium Authority Board
Walter C. Rossmann, Chief Operating Officer
Brian Doyle, Stadium Authority Counsel

Attachment 1 - SCSA Staff Proposed Template for Reporting KPIs for 2018 Marketing Plan

SCSA
SANTA CLARA STADIUM AUTHORITY

Levi's Stadium's 2018 Non-NFL Events Marketing & Business Plan: Template for Reporting Key Performance Indicators

Purpose

Provide a template to Stadium Manager for Reporting Key Performance Indicators

Template

All text in italics is for reference only and does not need to be included in reporting/documenting of KPIs.

Performance Category: <<Insert Category Name>>

These need to be developed by ManCo; examples of potential categories based on Marketing/Business Plan as provided July 16, 2018:

- *Client Satisfaction*
- *Leveraging Partnerships*
  - *Includes efforts at NLF events outlined in plan*
  - *Includes efforts to make new partnerships*
- *Leveraging Past Event Statistics*
  - *Includes financials*
- *Engagement*
  - *Includes social media and branding efforts*

Indicator and Performance

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY Projected	Current FY YTD Actual	FY + 1 Projected
Describe the performance indicator	*Prior year information – will add as becomes available*	*Prior year information – will add as becomes available*	*Prior year information – will add as becomes available*	*Current target/ desired outcome*	*Current YTD*	*Future performance goal*

Methodology and Data Source(s):

- *Document process for calculating KPI.*
- *List data source(s)*

Attachment 2 -ManCo Proposed KPIs for 2018 Marketing Plan

Part 1 Received June 20, 2018 for Levi's Stadium Concessionaire

DRAFT

Dear Deanna,

This memo details the proposed evaluation criteria in determining whether or not Levy will be eligible for a financial bonus at the end of fiscal year 2018 based on service and quality standards for Non-NFL events at Levi's® Stadium. If attained, the performance bonus amount will be paid to Levy by the 49ers, with no impact to SCSA.

In considering the thresholds for performance, we considered past scores and balanced setting a high bar for quality standards with setting attainable goals. The bonus for Non-NFL events will be awarded if Levy scores above 70 points (out of a possible 100) in the following areas. More detail on each of the surveys and data collection methods follow the below summary chart.

Area of Evaluation	Total Possible Points
Special Events In-Depth Interviews	50
Post Event Survey	30
Secret Shopper Survey	10
Happy or Not Survey	10
Total	**100**

The criteria focuses heavily on guest feedback, which Levi's® Stadium has been collecting since opening in 2014. In the future, we will consider adding operational- and sales-related key performance indicators such as speed-of-service, increase in per-capita spend, number of transactions over a certain period, etc. We will use transitional Year One (2018-2019) to set fair baselines and determine accurate data collection methods before including these in the performance bonus criteria.

In an effort to keep increasing quality and service standards at Levi's® Stadium, the criteria and score thresholds will be subject to reevaluation after each fiscal year (with final metrics to be mutually agreed upon in collaboration with Levi's® Stadium, SCSA and Levy).

Special Events In-Depth Interviews

Clients that have hosted a Special Event at Levi's® Stadium (holiday parties, conferences, seminars, etc) are invited to complete a post-event feedback in-depth interview/survey on various elements of their event experience (staff planning and execution, food and beverage, etc). The responses are recorded on a scale from 0 to 5.

Levy will have the opportunity to earn 50 total points in this area. This area is weighted the heaviest, as special events take place in the stadium all-year round, and the food and beverage experience is a key component to sustaining event business in Levi's® Stadium and Santa Clara. Partial points will be awarded based on the following scores:

Score	Points
4.0+	50

3.5 ≤ Score < 4.0	35
3.0 ≤ Score < 3.5	20
<3.0	0

Post-Event Surveys

This is a survey designed by Levi's® Stadium that is sent out to ticketholders after each large-scale event. The survey covers all aspects of the guest experience (parking, security screening, game day entertainment, concessions, retail, egress, etc). Survey responders are asked to rate the Quality, Variety, Speed of Service, Staff, Value, Availability and their Overall concessions experience on a range from Excellent, Good, Average, Below Average, and Poor.

Scores are calculated on the percentage of "Excellent" and "Good" responses on a scale of 0%-100%.

Levy will have the opportunity to earn 30 total points in this area, with partial points awarded based on the following scores:

Score	Points
65+	30
55 ≤ Score < 65	20
45 ≤ Score < 55	10
<45	0

Secret Shopper

Our Guest Services program coordinates a secret shopper program that covers all aspects of the guest experience (parking, security screening, game day entertainment, concessions, retail, egress, etc). The Food and Beverage section asks about specifics such as whether or not the staff member said 'thank you', whether or the order was accurate, what was the overall food quality and value, etc. These areas are evaluated on a score from 0 to 5.

Levy will have the opportunity to earn 10 total points in this area, with partial points awarded based on the following scores:

Score	Points
4.0+	10
3.0 ≤ Score < 4.0	5
<3.0	0

Happy Or Not

Happy Or Not terminals are stationed around our stadium and collect feedback on guest satisfaction through four easy buttons—two happy faces and two frowning faces. These terminals are located in restrooms, guest services desks, concessions, suites, etc.

A “Happiness Index” is calculated based on the number of happy-face or frowning-face votes within a certain time period, and will be calculated for all concession areas. This index is calculated on a range from 0 to 100.

Levy will have the opportunity to earn 10 total points in this area, with partial points awarded based on the following scores:

Score	Points
60+	10
50 ≤ Score < 60	5
<50	0

Levi's Stadium's 2018 Non-NFL Events Marketing & Business Plan: Template for Reporting Key Performance Indicators

Performance Category: **Client Satisfaction**

Indicator and Performance

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY Projected	Current FY YTD Actual	FY + 1 Projected
Post Event Client Survey (In-Depth-Interview, IDI)	N/A	97% Client Satisfaction	97% Client Satisfaction	98% Client Satisfaction	100% client satisfaction	99% Client Satisfaction

Methodology and Data Source(s):

From the sales process to event execution and settlement, we are interested in feedback throughout the entire process. We track our client satisfaction through a post event survey generated by TurnKey (data source). The survey is sent to the client via e-mail within 48 hours after the event.

Performance Category: **Client Relationships**

Indicator and Performance

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY Projected	Current FY YTD Actual	FY + 1 Projected
Number of repeat clients year over year	N/A	36% repeat clients	42% repeat clients	45% repeat clients	42% repeat clients	50% repeat clients

Methodology and Data Source(s):

Much of our business depends on the relationships with keep with our clients and the guest experience. A repeat client indicates that we are doing our job to retain business and build strong, lasting relationships with our clients. Since opening the stadium in 2014, 50% of total booked events have been hosted by a repeat client. The data source used for this KPI is Ungerboeck.

Performance Category: **Partnerships**

Indicator and Performance

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY Projected	Current FY YTD Actual	FY + 1 Projected
Number of NFL partnership events held each year	N/A	17% of booked events	16% of booked events	16% of booked events	13% of booked events	N/A

Methodology and Data Source(s):

In addition to outbound sales efforts and continuing our relationships with repeat clients, we also work closely with the NFL partners to bring their events to Levi's Stadium. Many of the NFL partners are prominent brands that typically source creative venues for their live events and Levi's Stadium has become one of those venues. The data source used for this KPI is Excel.

Performance Category: **Community Engagement**

Indicator and Performance

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY YTD Actual	FY + 1 Projected
Success of social media posts & website traffic	N/A	**(13) Social media posts**: average of 12,553 impressions, 520 engagements, 3.9% click rate, 487 likes per post, - **Website Traffic**: 26,790 page views, average time on page 1:17, form lead submissions N/A	**(30) Social media posts:** average of 9,292 impressions, 330 engagements, 3.11% click rate, 273 likes per post - **Website Traffic:** 61,200 page views, average time on page 2:13, form lead submissions 222	**(5) social media posts**: average 12,235 impressions, 193 engagements, 1.96% click rate, 126 likes per post - **Website Traffic:** 124,304 page views, average time on page 2:00, form lead submissions 478	**(48) Social Media Posts (weekly)**

Methodology and Data Source(s):

We understand the importance of not only reaching the digital audience, but engaging with them so they understand Levi's Stadium is not just a football stadium. We have leveraged the Levi's® Stadium social media accounts to push out content to over 100K followers, ranging from wedding receptions to corporate events. We link our website, e-mail address and phone number to these posts so clients are able to access an event inquiry form or reach out directly to our Sales team. The data source used to track this KPI is Spreadfast for social media and Google Analytics for website data.

Performance Category: **Understanding key audiences using previous event statistics**

Indicator and Performance

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY YTD Actual	FY + 1 Projected
Success of targeted social media and e-mail campaigns based on "lookalike" data	N/A	**(3) E-mail Campaign**s: 26,910 e-mails delivered, average of 35% open rate, 5.4% click to open rate	**Holiday Events E-mail Campaign**: 3,562 e-mails delivered, 667 e-mails opened, average 37% open rate, 3.2% click to open rate	**(3) Campaigns - New Year Social Media Campaign,** Google Paid Search drove 108,774 impressions, and 949 clicks; Paid display delivered 14,152,511 impressions and 61,326 clicks; Facebook Lead Generation created 121,459 impressions & 43 leads filled out; **Summer Block Party Campaign**: 2,515 e-mails delivered, 826 e-mails opened, 56% open rate, 30% click to open rate; **NRG Solar Terrace Campaign**: 4,194 e-mails delivered, 551 e-mails opened, 34% open rate, 12% click to open rate	**(4) Campaigns, sent out quarterly**

Methodology and Data Source(s):

We have developed a client profile focusing on location (proximity to the stadium), company type, company size, budget, and title of the decision maker or event planner. This profile is based on past buyers and those who book with us most often. Although we are constantly working to bring in new clients and businesses, we use this information to guide our targeted campaigns and outreach efforts. The data source for this KPI is Spreadfast for social media and Marketo and Campaign Monitor for e-mail.

Attachment 3 – Timeline of KPIs Development

At our following monthly coordination meetings in April and June we discussed the next steps to develop meaningful KPIs as being ManCo preparing draft metrics that provide the data important to the SCSA Board to receive and make policy decisions, and to perform their oversight duties. We also discussed specific information of interest to the Boards, such as providing customer satisfaction by event. For your reference, here is our record of the timeline of events:

- April 26 Monthly Meeting: ManCo establishes draft KPIs to SCSA staff by May 11; ManCo/SCSA staff dates in May/June to review
- June 20 Email: Draft KPIs for Levi's Stadium Concessionaire transmitted from Stadium Manager
- June 21 Monthly Meeting: Discussed KPIs scope; ManCo to establish draft KPIs to SCSA staff by July 1.
- June 26 Email: SCSA staff requested meeting to review draft KPIs in July
- June 27 Email: SCSA staff responding to draft KPIs sent June 20; reminder to provide additional KPIs (not related to Concessionaire)
- July 17 Email: ManCo transmitted draft KPIs to SCSA staff
- July 19 Meeting: ManCo and SCSA staff review draft KPIs; SCSA staff provided feedback and agreed to provide template for displaying KPIs. Agreement for ManCo to provide revise KPIs and provide to SCSA by August 16, with plans to review at our August 23 monthly meeting.
- July 29 Email: SCSA staff provided draft template for recording KPIs with potential performance categories based on the Marketing Plan
- August 17 Email: ManCo transmitted draft KPIs to SCSA staff

At the July 17 meeting, SCSA staff reiterated the need for the KPIs to provide meaningful data to evaluate the effectiveness of the Marketing Plan as well as inform the decision making process for the next annual Marketing Plan, as well as the importance of the KPIs to the SCSA Board in making policy decisions and performing their oversight duties. Specifically, Chief Operating Officer Walter Rossmann provided input on:

Framework for recording KPIs	• Description • Outcome • Methodology – document process for calculating metric, and list data sources • Prior Year Actuals (3 FYs, eventually) • Current Year Projection • Current Year Actuals • Future Year Projection (Goal)

Determining what to measure	• Marketing – quantify success in converting from different contract stages (Prospect, Under Contract, Final)
	• Repeat Business
	• Special Events – quantify success of sales team (e.g. Event Planners also encouraged to sell)
	• Operationally Useful – solely determined by ManCo
	• Data from in depth interviews
	• Review existing system to see ability to produce data such as % contracts that went from prospect to contract; prospect to final; contract to final
	• Check to see if there are stats on who does not select Levi's Stadium for events
	• May vary based on event type
	  o Catered events very conducive to this process - large events are not
	  o How do we measure impact between large scale and catered
	  o Review existing system to see ability to produce data such as % contracts that went from prospect to contract; prospect to final; contract to final
	• Check to see if there are stats on who does not select Levi's

Attachment 4 – Proposed KPIs

Performance Category: Event Attraction and Contract

Indicator and Performance: Number of Sales Leads and Percent Converted to Executed Contract

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY Projected	Current FY YTD Actual	FY + 1 Projected
Number of sales leads for Non-NFL Events				#		
Number for ticketed Non-NFL Events				#		
Number for ticketed Non-NFL Events with projected attendance of 25,000 or greater				#		
Number for non-ticketed Non-NFL Events				#		
Number for non-ticketed Non-NFL Events with projected attendance of 25,000 or greater				#		
Number of contracts under negotiation.				#		
Number for ticketed Non-NFL Events				#		
Number for ticketed Non-NFL Events with projected attendance of 25,000 or greater				#		
Number for non-ticketed Non-NFL Events				#		
Number for non-ticketed Non-NFL Events with projected attendance of 25,000 or greater				#		
Number of contracts executed.				#		
Number for ticketed Non-NFL Events				#		
Number for ticketed Non-NFL Events with projected attendance of 25,000 or greater				#		
Number for non-ticketed Non-NFL Events				#		
Number for non-ticketed Non-NFL Events with projected attendance of 25,000 or greater				#		
Percent of sales leads resulting in contract being negotiated.				%		
Percent for ticketed Non-NFL Events				%		
Percent for ticketed Non-NFL Events with projected attendance of 25,000 or greater				%		
Percent for non-ticketed Non-NFL Events				%		
Percent for non-ticketed Non-NFL Events with projected attendance of 25,000 or greater				%		
Percent of sales leads resulting in contract execution.				%		
Percent for ticketed Non-NFL Events				%		
Percent for ticketed Non-NFL Events with projected attendance of 25,000 or greater				%		
Percent for non-ticketed Non-NFL Events				%		
Percent for non-ticketed Non-NFL Events with projected attendance of 25,000 or greater				%		

Methodology and Data Source(s):

- Percent of sales leads result in contract being pursue resulting in contract being negotiated = total number of contracts in some form of negotiation / total number of sales leads.
- Percent executed to completion = total number of contracted events / total number of sales leads.
- Data Source: Sales Team tracking software or tool (update as appropriate)

Performance Category: Event Attraction and Contract

Indicator and Performance: Number of Days Facility Available and Percent of Days Facility in Use

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY Projected	Current FY YTD Actual	FY + 1 Projected
Number of days available to host ticketed events				#		
Percent of days available where ticketed event held				%		
Number of days available to host non-ticketed events				#		
Percent of days available where non-ticketed event held				%		

Methodology and Data Source(s):

ManCo to complete/update

Continues on next page

Performance Category: Financial Performance

Indicator and Performance: Net Revenue by Event Type

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY Projected	Current FY YTD Actual	FY + 1 Projected
Number of concerts				#		
Number of football games (Non-NFL)				#		
Number of soccer games				#		
Number of all other ticketed events				#		
Number of all non-ticketed events				#		
Net Revenue				$		
Percent of net revenue from concerts				%		
Percent of net revenue from football games (Non-NFL)				%		
Percent of net revenue from soccer games				%		
Percent of net revenue from all other ticketed events				%		
Percent of net revenue from non-ticketed events				%		
Percent of events where net revenue earned from Non-NFL Events where net revenue exceeds $				%		
Percent of concerts where net revenue exceeds $0				%		
Percent of football games (Non-NFL) where net revenue exceeds $0				%		
Percent of soccer games where net revenue exceeds $0				%		
Percent of all other ticketed Non-NFL where net revenue exceeds $0				%		
Percent of all non-ticketed Non-NFL Events where net revenue exceeds $0				%		

Methodology and Data Source(s):

- Percent of net revenue from [EVENT TYPE] = EVENT TYPE Net revenue / Total Net Revenue
- Percent of events where net revenue exceeds $0
  = Count of events where net revenue > $0 / Total # of Events
- Percent of [EVENT TYPE] where net revenue exceeds $0
  = Count of [EVENT TYPE]where net revenue > $0 / Total # of [EVENT TYPE]
- Data Source: per Manco

Other Potential KPIs

- *Event Attendance*
  - *Total attendees*
  - *Number of loacal*
- *Gross Revenue*
- *Operating Costs*
- *Estimated Economic Impact*
- *Return on Investment*

Received October 25: ManCo Proposed KPIs for 2018 Marketing Plan

SCSA
SANTA CLARA STADIUM AUTHORITY

Levi's Stadium's 2018 Non-NFL Events Marketing & Business Plan: Template for Reporting Key Performance Indicators

Performance Category: **Client Satisfaction**

Indicator and Performance: Percentage of satisfied clients, number of surveys completed and average post-event client survey scores based on a scale of 1-5 (1 being very unsatisfied and 5 being very satisfied)

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY Projected	Current FY YTD Actual	FY + 1 Projected
Percent of client satisfaction	N/A	97% Client Satisfaction	97% Client Satisfaction	98% Client Satisfaction	100% client satisfaction	99% Client Satisfaction
Number of IDIs completed	N/A	68	68	78 (10% increase)	33	90 (10% increase)
Booking Score	N/A	4.76	4.72	4.75	4.75	4.80
AV Functionality Score	N/A	4.57	4.67	4.50	4.46	4.55
AV Service Score	N/A	4.59	4.50	4.75	4.75	4.80
Planning Score	N/A	4.45	4.21	4.55	4.55	4.60
Execution Score	N/A	4.76	4.39	4.88	4.88	4.90
F&B Quality Score	N/A	4.41	4.37	4.50	4.28	4.60
F&B Service Score	N/A	4.73	4.71	4.75	4.72	4.80
Overall Score	N/A	4.55	4.24	4.70	4.69	4.80

Methodology and Data Source(s):

- Percent of client satisfaction = number of clients who scored a 4 or above/total number of clients who completed the survey
- Number of IDIs completed = number of clients who received an IDI survey and completed the survey
- Event category scores = average score per category on a scale of 1-5
- Data Source: We track our client satisfaction through a post event survey generated by TurnKey. The survey is sent to the client via e-mail within 48 hours post event.

Notes:

- This feedback is not only used to measure how successful our team is but also where we can improve processes and guest experience to elevate the business and compete with other venues.
- Our client survey scores have increased in most categories between FY2017 and FY2018, with the event execution score increasing by 11%
- Although the F&B quality score is .09 points lower than FY2017, the FY2018 YTD score includes low scores given by clients who worked with our previous concessionaire. We look forward to continued high F&B scores as we close out the year, which we feel will raise the average F&B score.

Performance Category: **Client Retention**

Indicator and Performance: Number of repeat events and percentage of events booked by repeat clients.

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY Projected	Current FY YTD Actual	FY + 1 Projected
Number of repeat events	37	41	44	45	34	50
Percentage of repeat events	20%	36%	42%	37%	40%	38%

Methodology and Data Source(s):

- Number of repeat events = number of events booked by a client who has hosted 1 or more event in the past
- Percentage of repeat events = number of repeat events/total number of booked events
- Data Source: Ungerboeck

Notes:

- A repeat client indicates that we are doing our job to retain business and build strong, lasting relationships with our clients.
- We rely on repeat business to build a consistent pipeline year over year and focus efforts on how to bring in new clients to add to the repeat business.
- Since opening the stadium in 2014, 50% of total booked events have been hosted by a repeat client.

Performance Category: **Leveraging Partnerships**

Indicator and Performance: Number of NFL Partnership events booked and percentage of NFL Partnership events booked.

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY Projected	Current FY YTD Actual	FY + 1 Projected
Number of NFL Partnership events	17	19	16	20	14	23
Percentage of NFL Partnership events	9%	17%	16%	16%	16%	17%

Methodology and Data Source(s):

- Number of NFL partnership events = total number of events booked by an NFL partner
- Percentage of NFL Partnership events = number of NFL partnership events/total number of booked events
- Data Source: Ungerboeck & Excel

Notes:

- Booking partner events provides exposure to large corporations and international brands, creating opportunities to host future events with these companies
- In addition to outbound sales efforts and continuing our relationships with repeat clients, we also work closely with the NFL partners to bring their events to Levi's Stadium.
- Many of the NFL partners are prominent brands that typically source creative venues for their live events, and Levi's Stadium has become one of those venues.

Performance Category: **Community engagement through social media and website**

Indicator and Performance: Number of impressions, engagements and click rate for social media posts, number of page views on website & number of lead submission forms through website.

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY YTD Actual	FY + 1 Projected
Number of impressions, engagements and click rate linked to social media posts	N/A	**(13) Social media posts**: average of 12,553 impressions, 520 engagements, 3.9% click rate, 487 likes per post	**(30) Social media posts:** average of 9,292 impressions, 330 engagements, 3.11% click rate, 273 likes per post	**(5) social media posts**: average 12,235 impressions, 193 engagements, 1.96% click rate, 126 likes per post	(48) Social Media Posts (weekly): average 15,000 impressions, 350 engagements, 3.0% click rate, 300 likes per post
Number of website page views	N/A	26,790 page views, average time on page 1:17	61,200 page views, average time on page 2:13	124,304 page views, average time on page 2:00	250,000 page views, average time on page 2:00
Number of lead form submissions	N/A	N/A	**222**	**478**	**800**

Methodology and Data Source(s):

- Impressions = the number of times content is displayed
- Engagements = the number of times the content is clicked, liked or commented on
- Click Rate = the percentage of people who clicked on a hyperlink within the content
- Likes per post = the number of likes per social media post
- Page views = the number of times a user visited our website
- Number of lead form submissions = the number of times we received a lead form completed from the website
- Data Source: Spreadfast for social media and Google Analytics for website data.

Notes:

- Community engagement equates to brand awareness and exposure to the local and national marketplace, driving interest in the stadium outside of gameday.
- We understand the importance of not only reaching the digital audience, but engaging with that audience so they understand Levi's® Stadium is not just a football stadium. We have leveraged the Levi's® Stadium social media accounts to push out content to over 100K followers, ranging from wedding receptions to corporate events.
- We link our website, e-mail address and phone number to these posts so clients are able to access an event inquiry form or reach out directly to our Sales team.

Performance Category: **Effectiveness of target marketing**

Indicator and Performance: Number of e-mails delivered and opened and the average click to open rate

Description	3 Prior FY Actual	2 Prior FY Actual	Prior FY Actual	Current FY YTD Actual	FY + 1 Projected
Number of campaigns	N/A	(3) e-mail campaigns	(1) e-mail campaign	(1) paid social campaign & (2) e-mail campaigns	(4) e-mail campaigns & (4) paid social media campaigns
Number of impressions & clicks	N/A	N/A	N/A	(1)Paid social campaign:14,382,744 impressions; 62,275 clicks	
Number of e-mails delivered	N/A	17,353; 1,986 & 7,571	3,562	(2) e-mail campaigns: 2,515 & 4,194	
Percent open rate	N/A	48%; 34% & 24%	37%	(2) e-mail campaigns: 56% & 34%	
Percent click to open rate	N/A	1.7%; 5.9% & 8.7%	3.2%	(2) e-mail campaigns: 30% & 12%	

Methodology and Data Source(s):

- Number of campaigns = total number of social media and e-mail campaigns launch
- Number of impressions & clicks = total number of times the content is displayed and how often the user clicked a hyperlink
- Number of e-mails delivered = total number of e-mails delivered to clients and prospects
- Percent open rate = the number of e-mails opened/the total number of e-mails delivered
- Percent click to open rate = the number of people who clicked a link in the e-mail/the total number of people who opened the e-mail
- Data Source: Spreadfast for social media and Marketo and Campaign Monitor for e-mail.

Notes:

- We have developed a client profile focusing on location (proximity to the stadium), company type, company size, budget, and title of the decision maker or event planner. This profile is based on past buyers and those who book with us most often.
- We can use this data to understand which posts and e-mails produce the most interest in our product
- Although we are constantly working to bring in new clients and businesses, we use this information to guide our targeted campaigns and outreach efforts.

Attachment 6: Stadium Lease and Agreements Compliance

1. October 1,2018 Letter to Stadium Manager
2. August 31,2018 Letter to Stadium Manager
3. October 18,2018 Letter to Executive Director
4. November 7,2018 Parking Agreement

   Letter to Forty Niners SC Stadium Company LLC

SCSA

Santa Clara Stadium Authority

October 1, 2018

Mr. Jim Mercurio, Stadium Manager
San Francisco Forty Niners Management Company
4900 Marie P. De Bartolo Way
Santa Clara, California 95054

SUBJECT: Management Agreement 3.3

Dear Mr. Mercurio:

Over our past monthly meetings, I have advised of the need for your compliance with Stadium Management Agreement Section 3.3.[1] In addition to the other compliance matters that we have discussed, I am reminding you that per the terms of the Stadium Management Agreement.

> *Stadium Manager shall furnish the Executive Director, within 45 days of each Non-NFL Event with attendance projected to exceed 25,000 and on a quarterly basis for all other events, such written revenue or other reports relating to Non-NFL Events as the Parties may agree from time to time.*

To date, I have not received any written reports as required by the foregoing provision. Our records show that the Stadium Authority Executive Director has never received such reports since Stadium Management Company (ManCo) began operations at the Stadium. ManCo will remain out of compliance with the Stadium Management Agreement, **unless it provides within 30 calendar days all of the past due required quarterly written reports** in accordance with the Stadium Management Agreement that contain the following information for all Non-NFL Events:

- Brief Event Narrative (overview report on event highlights)
- Event Contract
- Event Pro-Forma
- Profit & Loss Statement detailing all revenue and expense items, including all Non-NFL Event Revenue as defined in the Amended and Restated Stadium Lease[2]
- Statistical Event Data such as number of tickets sold, number of tickets scanned, total number of cars parked (main lot and offsite lots), etc.

For the Non-NFL Events with attendance not projected to exceed 25,000, **please provide quarterly reports as outlined above in accordance with the Stadium Authority fiscal year calendar: by March 31, June 30, August 31 and December 31**. Additionally, according to the Levi's Stadium events calendar, the last Non-NFL Event was the 2018 International Champions Cup on August 4, an event with attendance projected to exceed 25,000. I expect to receive the written report, as detailed

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[1] Section 3.3 (Quarterly Status Meeting) of First Amendment to Stadium Management Agreement made and entered into as of November 13, 2012 by and between the Santa Clara Stadium Authority, Forty Niners Stadium Management Company LLC, and Forty Niners SC Stadium Company

[2] Section 12.8 Non-NFL Event Revenue

above, for this event within a week of this letter and for the upcoming concert within the time frame established by the Management Agreement.

These written reports do not replace the existing staff-level administrative processes of ManCo providing data for each Non-NFL Event to Santa Clara Stadium Authority (SCSA) as it becomes available. ManCo should continue providing ticket and parking data by email to SCSA Treasurer or her delegate and load data on the shared laptop in the SCSA Stadium office.

Thank you in advance for your compliance with the Stadium Management Agreement. If you have records indicating that Stadium Authority Executive Director received the required information according to the Stadium Management Agreement terms, please provide me with those records.

Sincerely,

Deanna Santana

Deanna J. Santana
Executive Director

cc: Stadium Authority Board
Walter C. Rossmann, Chief Operating Officer
Brian Doyle, Stadium Authority Counsel

SCSA

Santa Clara Stadium Authority

August 31, 2018

Mr. Jim Mercurio, Stadium Manager
San Francisco Forty Niners Management Company
4900 Marie P. DeBartoloWay
Santa Clara, California 95054

SUBJECT: Stadium Management Agreement 3.3

Dear Mr. Mercurio,

The purpose of this letter is to memorialize our many discussions over several months, most recently on June 21 and August 23, where we specifically reviewed Stadium Management Agreement (Management Agreement) Section 3.3[1], regarding the Stadium Management Company's (ManCo's) requirement to coordinate the scheduling of Non-NFL events and activities. Advanced communication of any potential Non-NFL Event at Levi's Stadium is contractually required and necessary for me to fulfill my obligation as Executive Director/City Manager in ensuring the City of Santa Clara is able to adequately staff and support public services throughout Santa Clara, including – but not limed to – events held at Levi's Stadium. As I stated at our last two meetings, the Management Agreement specifically states:

> *The Stadium Manager and the Executive Director shall, at the request of the Executive Director, at a mutually convenient time, meet and confer no less often than quarterly during the Term of the Management Agreement to report on the status of the Stadium Manager's activities pursuant to Paragraph 3.2 above and the then approved Marketing Plan, including, without limitation, the status of Stadium Manager's marketing and promotional efforts, the status of any ongoing negotiations with respect to Non-NFL Events, financial performance and other matters relating to past Non-NFL Events, development of the Marketing Plan for the succeeding fiscal year, and such other similar or other topics as the Stadium Authority may request.*

On August 23, I brought to your attention several Non-NFL events that ManCo scheduled without prior coordination with me (and in some cases without the Police Department) as required, and which either conflict with other community events or pose staffing challenges. I also brought to your attention a weekday NFL Event about which I have been hearing concerns about staffing coverage. Since that meeting only one week ago, another Non-NFL Event – complete with fireworks – has taken place with no advance communication to me. In fact, you provided an incomplete list of booked stadium events during our meeting and it did not include this event (Attachment 1).

ManCo's lack of communication related to these events demonstrates that there is a significant gap in ManCo's application of this Management Agreement requirement; detail of each instance is attached (Attachment 2).

At our June meeting, we discussed the Management Agreement coordination requirements and the need to schedule formal meetings to achieve compliance with this provision, and I have repeatedly stated I am always available to communicate about Non-NFL events by phone, text, email, etc. before they are publicly announced. It is clear that this has not happened and we have lost important opportunities to proactively

[1] First Amendment to Stadium Management Agreement made and entered into as of November 13, 2012 by and between the Santa Clara Stadium Authority, Forty Niners Stadium Management Company LLC, and Forty Niners SC Stadium Company.

communicate with our residents and your business neighbors. We have also been disadvantaged in working with our community on scheduling highly-valued, traditional community events outside of Non-NFL Events that might have competing needs for public safety and other City support. Additionally, through our routine agenda development process for our monthly meetings, we previously agreed that the August 23, 2018 meeting would serve as a Quarterly Status Meeting that is required under Section 3.3 of Management Agreement. At that meeting you were not prepared to discuss any ongoing planning for events during that meeting or disclose the purpose or impact of calendar holds that conflict with community events (e.g., March 23). As I already stated, the document that you provided to me is incomplete and does not comply with the disclosure requirements of Section 3.3.

My duties as the Executive Director for the SCSA and City Manager for the City of Santa Clara require advanced coordination of any potential events at Levi's Stadium so that the City can adequately provide our public services throughout the City, each and every day of the year. It is your obligation, per the above referenced agreement, to provide this information to me in full regardless of whether you have communicated partial information to City department staff.

The Management Agreement was entered into as public private partnership to provide the patrons of the Stadium and the Santa Clara community with above average services and protection. The Stadium Authority and the City cannot adequately provide their services without ManCo's complete cooperation and coordination of Stadium activities in accordance with the provisions of the Management Agreement. I look forward to a substantial improvement on ManCo's part to comply with its obligations.

Sincerely,

Deanna J. Santana
Executive Director

Attachments
1. ManCo's List of Booked Stadium Events
2. List of Stadium Events Not Communicated by ManCo

CC: Santa Clara Stadium Authority Board
Walter C. Rossmann, Chief Operating Officer
Brian Doyle, Stadium Authority Counsel

Attachment 2

Booked Stadium Events as of 8/22/2018 3/31/2019

Description	Status	Start Date	Attendance	Booked Spaces
49ers v LA Chargers	Booked (30)	08/30/18	68,500	Levi's Stadium
49ERS V LIONS	Booked (30)	09/16/18	68,500	Levi's Stadium
Jay Z and Beyonce Concert	Booked (30)	09/29/18	55,000	Levi's Stadium
49ERS V CARDINALS	Booked (30)	10/07/18	68,500	Levi's Stadium
SJSU Vs Army	Booked (30)	10/12/18	20,000	Levi's Stadium
49ERS V RAMS	Booked (30)	10/21/18	68,500	Levi's Stadium
49ERS V RAIDERS	Booked (30)	11/01/18	68,500	Levi's Stadium
49ERS V GIANTS	Booked (30)	11/12/18	68,500	Levi's Stadium
Golden Heart 4.9K	Booked (30)	11/18/18	1,000	Levi's Stadium
Pac-12 Championship Game	Booked (30)	11/30/18	40,000	Levi's Stadium
49ERS V BRONCOS	Booked (30)	12/09/18	68,500	Levi's Stadium
49ERS V SEAHAWKS	Booked (30)	12/16/18	68,500	Levi's Stadium
49ERS V BEARS	Booked (30)	12/23/18	68,500	Levi's Stadium
SF Bowl Game	Booked (30)	12/31/18	40,000	Levi's Stadium
College Football Playoff National Championship Game	Booked (30)	01/07/19	70,000	Levi's Stadium

Attachment 2 – Levi's Stadium Events Not Communicated by ManCo

- **The Heart & Soles Run (Silicon Valley Leadership Group); March 23, 2019 -** Ruth Shikada contacted ManCo in July to confirm there were no tentative events planned or being pursued on the proposed date, with the express intent of giving SVLG the go-ahead to start their sponsorship solicitation and advertising. You confirmed on July 24, 2018 there were no objections to the date; however, SVLG notified SCSA staff on August 16 of a stadium hold for a currently un- announced event during the weekend of the race. After learning about the potential conflict, I inquired about the purpose of the hold but you would not confirm the event nor disclose the purpose of the hold, even though the provision requires that you communicate with me without limitation any events under negotiations and, most certainly, already under contract. I literally read Section 3.3 out loud at the meeting and, yet, there was no compliance on ManCo's part to share required information. Given the conflict that surfaced in March 2018, where in order to accommodate both a Stadium event and the Heart & Soles Run, the City was forced to enter into an agreement with the City of San Jose to authorize their police department to provide law enforcement in Santa Clara. This is not a desirable outcome and is completely avoidable with your compliance with Section 3.3 of the Management Agreement. **Due to the lack of advance coordination by ManCo, the City will prioritize public safety services for the Heart & Soles Run over any Levi's Stadium event conflicts during this time.**

- **College football: SJSU vs. Army West Point; October 13, 2018 -** I learned of this event by email from Emily Lucas on August 13 advising me of the press release, and Santa Clara Police Department (SCPD) reported that they, too, had not been advised of this event. As such, public safety coverage for the event needs to be arranged without any consideration of our own community events, staff schedules, etc. At our August 23 meeting, you also mentioned that it was a surprise to you, as Stadium Manager. This means that neither of us were in a position to comply with our Agreement duties.

- **College football: Cal vs UNC; September 1, 2018 -** I learned of this event from SCPD, who relayed they learned of this potential event when ManCo informed them that the event was not ultimately booked and would not take place at Levi's Stadium. SCPD is not the source of your compliance with Section 3.3, nor should ManCo depend on communication with them as our acknowledgement of compliance, as the provision requires disclosure at the time of contract negotiation.

- **High School Football Series; September 21, 2018 -** I learned of this event by email from Emily Lucas on August 13 advising me of the press release, and SCPD reported they, too, had not been advised of this event. Like the October 13 Non-NFL Event, public safety coverage needs to be arranged without any consideration of our own community events, staff schedules, etc. Receipt of a press release does not comply with Section 3.3, as the provision requires disclosure at the time of contract negotiation.

- **NFL Game: 49ers vs. Oakland Raiders; November 1, 2018** – I have been hearing from SCPD that there may be staffing issues for this event, particularly due to it falling on a weekday and requiring higher security than other games, but I have received no communication from ManCo regarding the scheduling or coordination of public safety services. I can confirm, though, for some time staff has been seeking SCPD sign-ups for overtime, as it is doing with all other events.

- **Players for a Purpose (49ers Foundation Dinner); August 28, 2018** – I learned of the fireworks for this event via NextDoor when residents' complaints regarding the unannounced noise were relayed to me. However, on August 23, you provided a list of booked events at Levi's Stadium for the period of August 22, 2018 through March 31, 2019 (Attachment 1) and this event was not listed, nor did ManCo provide any other notification to me. While the event was properly permitted and staffed, ManCo is required to disclose events per Section 3.3 and, particularly, this would have been an opportunity to proactively communicate with our residents of the fireworks in advance.

FORTY NINERS STADIUM MANAGEMENT COMPANY

October 18, 2018

VIA ELECTRONIC MAIL

Deanna Santana
Executive Director
Santa Clara Stadium Authority
1500 Warburton Avenue
Santa Clara, CA 95050

Ms. Santana,

Please find the attached spreadsheet containing a list of upcoming Non-NFL events scheduled at Levi's® Stadium for the next 12 months. This list will be updated monthly and also includes events that may affect community and public safety requirements or significantly impact the neighborhood surrounding Levi's® Stadium.

Sincerely,

Jim Mercurio
Forty Niners Stadium Managment
Company LLC

4900 Marie P. DeBartolo Way | Santa Clara, CA 95054

October 18, 2018

FORTY NINERS STADIUM MANAGEMENT COMPANY

Levi's Stadium Event Notification

Affects Neighborhoods, Community and/or Public Safety

Date	Day	Event	Event Hours	Expected Attendance	Hold Pending Booked	Public Safety	Pyro	Street Closure	Amplified Sound
9/12/2018 - 9/13/2018	Wednesday - Thursday	Private Event	7:30 AM to 10:00 PM	250 each day	Booked	No	No	No	No
9/16/2018	Sunday	49ers vs Lions	10:00 AM to 6:00 PM	69,000	Booked	Yes	Yes	Yes	Yes
9/20/2018	Thursday	Private Event	5:00 PM to 8:00 PM	100	Booked	No	No	No	No
9/21/2018	Friday	High School Football	5:00 PM to 11:00 PM	4500	Booked	Yes	No	No	Yes
9/22/2018	Saturday	Private Event	5:30 PM to 9:30 PM	200	Booked	No	No	No	No
9/22/2018	Saturday	Private Event	6:30 PM to 11:00 PM	160	Booked	No	No	No	No
9/22/2018	Saturday	Private Event	6:00 PM to 10:00 PM	40	Booked	No	No	No	No
9/26/2018 - 9/28/2018	Wednesday - Friday	Private Event	8:00 AM to 9:30 PM	125 each day	Booked	No	No	No	No
9/24/2018 - 9/28/2018	Monday - Friday	OTR II Load in	6:00 AM to 10:00 PM	Load in days	Booked	No	No	No	No
9/29/2018	Saturday	OTR II Concert	5:30 PM to 11 PM	49,000	Booked	Yes	Yes	Yes	Yes
9/29/2018 - 10/2/2018	Saturday - Monday	OTR II Load out	24 hours	Load out	Booked	No	No	No	No
10/2/2018	Tuesday	Private Event	5:30 PM to 7:30 PM	150	Booked	No	No	No	No
10/3/2018	Wednesday	Private Event	9:00 AM to 3:00 PM	150	Booked	No	No	No	No
10/3/2018	Wednesday	Private Event	6:00 PM to 10:00 PM	50	Booked	No	No	No	No
10/4/2018	Thursday	Private Event	11:00 AM to 3:00 PM	500	Booked	No	No	No	No
10/4/2018	Thursday	Private Event	6:30 PM to 9:30 PM	30	Hold	No	No	No	No
10/5/2018	Friday	Private Event	6:00 PM to 10:00 PM	450	Booked	No	No	No	No
10/7/2018	Sunday	49ers vs Cardinals	10:00 AM to 6:00 PM	69,000	Booked	Yes	Yes	Yes	Yes
10/8/2018	Monday	Private Event	3:00 PM to 8:00 PM	75	Booked	No	No	No	No
10/10/2018	Wednesday	Private Event	9:00 AM to 2:00 PM	90	Booked	No	No	No	No
10/10/2018	Wednesday	Private Event	9:30 AM to 3:30 PM	125	Booked	No	No	No	No
10/11/2018	Thursday	Private Event	4:00 PM to 8:00 PM	500	Booked	No	No	No	No
10/13/2018	Saturday	College Football	9:00 AM to 5:00 PM	20,000	Booked	Yes	No	No	Yes
10/14/2018	Sunday	Private Event	8:00 AM to 1:00 PM	1,500	Booked	No	No	No	Yes
10/16/2018	Tuesday	Private Event	5:00 PM to 9:00 PM	100	Booked	No	No	No	No
10/17/2018	Wednesday	Private Event	10:00 AM to 5:00 PM	50	Booked	No	No	No	No

October 18, 2018

FORTY NINERS STADIUM MANAGEMENT COMPANY

Levi's Stadium Event Notification

Affects Neighborhoods, Community and/or Public Safety

Date	Day	Event	Event Hours	Expected Attendance	Hold Pending Booked	Public Safety	Pyro	Traffic Street Closure	Amplified Sound
10/18/2018	Thursday	Private Event	8:00 AM to 6:00 PM	150	Booked	No	No	No	No
10/18/2018	Thursday	Private Event	9:30 AM to 3:30 PM	300	Booked	No	No	No	No
10/20/2018	Saturday	Private Event	5:00 PM to 3:00 PM	150	Booked	No	No	No	No
10/21/2018	Sunday	49ers vs. Rams	10:00 AM to 6:00 PM	69,000	Booked	Yes	Yes	Yes	Yes
10/23/2018	Tuesday	Private Event	10:00 AM to 2:00 PM	250	Booked	No	No	No	No
10/23/2018	Tuesday	Private Event	5:00 PM to 9:00 PM	450	Booked	No	No	No	No
10/24/2018	Wednesday	Private Event	2: 00 PM to 4:30 PM	250	Booked	No	No	No	No
10/25/2018	Thursday	Private Event	6:00 PM to 10:00 PM	400	Booked	No	No	No	No
10/25/2018	Thursday	Private Event	12:00 PM to 4:00 PM	50	Booked	No	No	No	No
10/26/2018	Friday	Private Event	6:30 PM to 1:30 AM	30	Pending	No	No	No	No
10/27/2018	Saturday	Private Event	06:00 AM to 5:00PM	600	Hold	No	No	No	Yes
10/30/2018	Tuesday	Private Event	6:00 PM to 8:00 PM	250	Booked	No	No	No	No
11/1/2018	Thursday	49ers vs. Raiders	2:00 PM to 10:00 PM	69,000	Booked	Yes	Yes	Yes	Yes
11/3/2018	Saturday	Private Event	10:00 AM to 2:00 PM	400	Booked	Np	No	No	No
11/3/2018	Saturday	Private Event	7:00 PM to 11:00 PM	900	Booked	No	No	No	No
11/7/2018	Wednesday	Private Event	5:30 PM to 11:30 PM	250	Booked	No	No	No	No
11/7/2018	Wednesday	Private Event	6:00 PM to 10:00 PM	100	Booked	No	No	No	No
11/7/2018	Wednesday	Private Event	TBD	200	Hold	No	No	No	No
11/8/2018	Thursday	Private Event	6:00 PM to 8:30 PM	70	Booked	No	No	No	No
11/10/2018	Saturday	Private Event	6:00 PM to 10:00 PM	150	Booked	No	No	No	No
11/10/2018	Saturday	Private Event	7:00 PM to 10:00 PM	250	Booked	No	No	No	No
11/12/2018	Monday	49ers vs. Giants	2:00 PM to 10:00 PM	69,000	Booked	Yes	Yes	Yes	Yes
11/13/2018	Tuesday	Private Event	5:00 PM to 8:00 PM	100	Booked	No	No	No	No
11/14/2018	Wednesday	Private Event	10:00 AM to 3:00 PM	250	Booked	No	No	No	No
11/14/2018	Wednesday	Private Event	6:00 PM to 8:00 PM	100	Booked	No	No	No	No
11/14/2018	Wednesday	Private Event	7:00 PM to 9:30 PM	100	Booked	No	No	No	No

October 18, 2018

FORTY NINERS STADIUM MANAGEMENT COMPANY

Levi's Stadium Event Notification

Affects Neighborhoods, Community and/or Public Safety

Date	Day	Event	Event Hours	Expected Attendance	Hold Pending Booked	Public Safety	Pyro	Traffic Street Closure	Amplified Sound
11/15/2018	Thursday	Private Event	6:00 PM to 9:00 PM	200	Booked	No	No	No	No
11/18/2018	Sunday	Private Event	8:00 PM to 3:00 PM	1,000	Booked	No	No	No	Yes
11/28/2018	Wednesday	Private Event	3:30 PM to 7:30 PM	150	Booked	No	No	No	No
11/29/2018	Thursday	Private Event	7:00 PM to 10:00 PM	100	Booked	No	No	No	No
11/30/2018	Friday	Pac-12 Championship Game	3:00 PM to 10:00 PM	40,000	Booked	Yes	Yes	Yes	Yes
12/4/2018	Tuesday	Private Event	TBD	1,000	Hold	No	No	No	No
12/5/2018	Wednesday	Private Event	12:00 PM to 4:00 PM	150	Booked	No	No	No	No
12/5/2018	Wednesday	Private Event	6:00 PM to 9:00 PM	40	Booked	No	No	No	No
12/7/2018	Friday	Private Event	4:00 PM to 12:00 AM	2,000	Booked	No	No	No	No
12/7/2018	Friday	Private Event	6:30 PM to 10:30 PM	350	Booked	No	No	No	No
12/7/2018	Friday	Private Event	7:00 PM to 11:00 PM	900	Booked	No	No	No	No
12/8/2018	Saturday	Private Event	6:00 PM to 11:59 PM	150	Booked	No	No	No	No
12/8/2018	Saturday	Private Event	6:00 PM to 11:00 PM	400	Booked	No	No	No	No
12/8/2018	Saturday	Private Event	6:00 PM to 10:00 PM	70	Booked	No	No	No	No
12/8/2018	Saturday	Private Event	6:00 PM to 10:00 PM	200	Booked	No	No	No	No
12/9/2018	Sunday	49ers vs.Broncos	10:00 AM to 6:00 PM	69,000	Booked	Yes	Yes	Yes	Yes
12/12/2018	Wednesday	Private Event	6:00 PM to 9:00 PM	1,000	Pending	No	No	No	No
12/13/2018	Thursday	Private Event	4:00 PM to 8:00 PM	300	Booked	No	No	No	No
12/13/2018	Thursday	Private Event	2:00 PM to 7:30 PM	200	Pending	No	No	No	No
12/14/2018	Friday	Private Event	11:00 AM to 3:00 PM	500	Booked	No	No	No	No
12/14/2018	Friday	Private Event	6:00 PM to 11:00 PM	750	Booked	No	No	No	No
12/14/2018	Friday	Private Event	6:00 PM to 10:00 PM	350	Booked	No	No	No	No
12/14/2018	Friday	Private Event	6:00 PM to 10:00 PM	160	Booked	No	No	No	No

October 18, 2018

FORTY NINERS STADIUM MANAGEMENT COMPANY

Levi's Stadium Event Notification

Affects Neighborhoods, Community and/or Public Safety

Date	Day	Event	Event Hours	Expected Attendance	Hold Pending Booked	Public Safety	Pyro	Traffic Street Closure	Amplified Sound
12/15/2018	Saturday	Private Event	6:00 PM to 10:00 PM	2,800	Booked	No	No	No	No
12/15/2018	Saturday	Private Event	TBD	1,300	Booked	No	No	No	No
12/16/2018	Sunday	49ers vs. Seahawks	2:00 PM to 10:00 PM	69,000	Booked	Yes	Yes	Yes	Yes
12/18/2018	Tuesday	Private Event	TBD	1,000	Hold	No	No	No	No
12/21/2018	Friday	Private Event	7:00 PM to 11:00 PM	600	Booked	No	No	No	No
12/21/2018	Friday	Private Event	12:00 PM to 4:00 PM	120	Pending	No	No	No	No
12/23/2018	Sunday	49ers vs. Bears	10:00 AM to 6:00 PM	69,000	Booked	Yes	Yes	Yes	Yes
12/31/2018	Monday	RedBox Bowl	3:00 PM - 10:00 PM	40,000	Booked	Yes	Yes	No	Yes
1/7/2019	Monday	College Football Playoff National Championship Game	10:00 AM - 10:00 PM	70,000	Booked	Yes	Yes	Yes	Yes
1/13/2019	Sunday	Private Event	7:00 PM to 11:00 PM	250	Booked	No	No	No	No
1/14/2019	Monday	Private Event	9:00 AM to 6:00 PM	100	Booked	No	No	No	No
1/15/2019	Tuesday	Private Event	6:00 PM to 10:00 PM	100	Pending	No	No	No	No
1/16/2018	Tuesday	Private Event	6:00 to 9:00 PM	1,100	Pending	No	No	No	No
1/17/2019	Thursday	Private Event	8:00 AM to 11:00 PM	1,000	Booked	No	No	No	No
1/25/2019	Friday	Private Event	TBD	2,500	Hold	Yes	No	No	No
1/26/2019	Saturday	Private Event	TBD	200	Hold	No	No	No	No
1/31/2019	Thursday	Private Event	6:39 PM to 10:30 PM	700	Pending	No	No	No	No
2/1/2019	Friday	Private Event	7:00 PM to 11:00 PM	425	Booked	No	No	No	No
2/2/2019	Saturday	Private Event	6:30 PM to 10:30 PM	500	Booked	No	No	No	No
2/21/2019	Thursday	Private Event	6:30 PM to 10:30 PM	700	Pending	No	No	No	No
3/7/2019	Thursday	Private Event	TBD	400	Booked	No	No	No	No
3/7/2019	Thursday	Private Event	5:00 PM to 9:00 PM	400	Booked	No	No	No	No
3/22/2019	Friday	MNT Soccer	TBD	50,000	Hold	Yes	Yes	Yes	Yes
3/26/2019	Tuesday	MNT Soccer	TBD	50,000	Hold	Yes	Yes	Yes	Yes
3/28/2019	Thursday	Private Event	11:00 AM to 3:00 PM	500	Booked	No	No	No	No

October 18, 2018

FORTY NINERS STADIUM MANAGEMENT COMPANY

Levi's Stadium Event Notification

Affects Neighborhoods, Community and/or Public Safety

Date	Day	Event	Event Hours	Expected Attendance	Hold Pending Booked	Public Safety	Pyro	Traffic Street Closure	Amplified Sound
3/30/2019	Saturday	Bacon and Beer Classic	10:00 AM to 10:00 PM	3,000	Hold	Yes	No	No	Yes
4/5/2019	Friday	Private Event	7:00 PM to 11:00 PM	350	Booked	No	No	No	No
4/13/2019	Saturday	Monster Jam	2:00 PM to 10:00 PM	50,000	Booked	Yes	Yes	Yes	Yes
4/21/2019	Sunday	Private Event	12:00 PM to 4:00 PM	1,000	Booked	No	No	No	No
4/23/2019	Tuesday	Private Event	TBD	4,500	Pending	No	No	No	No
4/27/2019	Saturday	Private Event	5:00 PM to 11:00 PM	100	Booked	No	No	No	No
4/27/2019	Saturday	Private Event	7:30 PM to 11:30 PM	900	Booked	No	No	No	No
4/27/2019	Saturday	Private Event	7:00 PM to 11:00 PM	550	Hold	No	No	No	No
5/4/2019	Saturday	Private Event	7:00 PM to 11:00 PM	550	Booked	No	No	No	No
5/12/2019	Sunday	U.S. Women's Soccer	TBD	TBD	Pending	Yes	No	Yes	Yes
5/13/2019 - 5/21/2019	Monday - Tuesday	Concert Hold	TBD	TBD	Pending	Yes	Yes	Yes	Yes
5/18/2019	Saturday	Private Event	8:00 PM to 11:59 PM	500	Pending	No	No	No	No
5/19/2019	Sunday	Private Event	5:00 PM to 9:00 PM	200	Hold	No	No	No	No
5/23/2019 - 6/13/2019	Thursday - Thursday	Concert Hold	TBD	40,000	Hold	Yes	Yes	Yes	Yes
5/24/2019	Friday	Private Event	8:00 PM to 11:59 PM	450	Booked	No	No	No	No
6/1/2019	Saturday	Private Event	12:00 PM to 4:00 PM	2,000	Pending	No	No	No	No
6/7/2019	Friday	MNT Soccer	TBD	50,000	Hold	Yes	Yes	Yes	Yes
6/11/2019	Tuesday	MNT Soccer	TBD	50,000	Hold	Yes	Yes	Yes	Yes
6/14/2019 - 6/30/2019	Friday - Sunday	Concert Hold	TBD	TBD	Hold	Yes	Yes	Yes	Yes
6/28/2019	Friday	Private Event	6:00 PM to 10:00 PM	50	Pending	No	No	No	No
7/20/2019 - 8/11/2019	Saturday - Sunday	ICC - Soccer	TBD	TBD	Pending	Yes		Yes	Yes
8/9/2019 - 8/30/2019	Friday - Friday	Concert	TBD	TBD	Hold	Yes	Yes	Yes	Yes
9/1/2019	Sunday	College Football	TBD	50,000	Hold	Yes	Yes	Yes	Yes
9/8/2019	Sunday	MNT Soccer	TBD	50,000	Hold	Yes	Yes	Yes	Yes
10/26/2019	Saturday	Private Event	6:00 PM to 10:00 PM	150	Booked	No	No	No	No

SCSA

Santa Clara Stadium Authority

November 7, 2018

Mr. Al Guido, President
Forty Niners SC Stadium Company, LLC
4949 Centennial Boulevard
Santa Clara, CA 95054

SUBJECT: Stadium Use of the Main Lot

Dear Mr. Guido:

Following recent claims asserted against the Santa Clara Stadium Authority (SCSA) under the Americans with Disabilities Act (ADA), SCSA staff reviewed the Parking Agreement dated January 1, 2012 among SCSA, Forty Niners Stadium, LLC (StadCo) Cedar Fair Southwest, Inc. (GA Tenant), and the City of Santa Clara (City). In addition to the review, staff also visited the site on October 25, 2018. The site visit confirmed the unauthorized use by StadCo of the Stadium's Main Lot in a manner contrary to ADA requirements and the Parking Agreement.

The Parking Agreement clearly limits StadCo's use of the Stadium's Main Lot for concession stands and kiosks, signs advertising and other promotional uses to a reasonable time period after the events that have occurred[1]:

> *SCSA or Stadium Company, as applicable, will have the right to use the Main Lot as parking for patrons of the Stadium as set forth in this Section 2. SCSA or Stadium Company, as applicable, shall also have the right to use the Main Lot (exclusive of those portions of the Main Lot used as the GA Reserved Spaces during any Dual Use Event) for uses ancillary to the operation of the Stadium, including without limitation;(i) the right to sell advertising and space for promotional displays and activities in the Main Lot during, and for a reasonable period before and after, any NFL football game ("NFL Games") or any other Dual Use Event or any Stadium Only Event, including, without limitation, concession stands and kiosks, signs, advertising and other promotional uses;* ***provided that such promotional displays will be removed by SCSA or Stadium Company within a reasonable time following such event*** *and will not be located on GA Reserved Spaces during any Dual Use Event (as defined in and (ii) ingress to and egress from the Stadium over and across the Main Lot. It is acknowledged that GA Tenant has the right to operate the Theme Park, including, but not limited to, concession stands/carts, picnic pavilion and related amenities, rides and other attractions and promotional uses, all within the "Premises" (as defined in the Amended Lease) and, to the extent authorized in the Amended Lease, in the GA Reserved Spaces, during and for a reasonable period before and after NFL Games and, subject to the approval of the Stadium Parties, which approval may only be withheld if the GA Tenant's planned use would unreasonably interfere with a previously planned event, during and for a reasonable period before and after Stadium Only Events.*

In addition, the Parking Agreement does not permit long term storage of any equipment on the Main Lot. Further, per ADA regulation, parking spaces closest to the Stadium must be available for accessible parking spaces use when the Stadium is in use. This means that for small events when the magnetometers are not in use, the kiosks, storage units, and other supplies and equipment that are on top of the marked accessible parking spaces must be removed.

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[1] Section 2.1 Stadium Use of the Main Lot

It also appears that StadCo has placed a storage corral on the Main Lot that is not permitted under the Parking Agreement. The corral as well as all of the supplies and equipment stored there must be removed permanently.

The attached image visually identifies the areas referenced in this letter.

In order to come into compliance with your obligations regarding use of the Main Lot the following actions must be taken at StadCo's expense:

1. Within 3 days following any event in which the magnetometers are in use for admission to an event all kiosks and other equipment must be removed from any marked accessible spaces and stored elsewhere other than on the Main Lot.
2. Within 15 days of the date of this letter the storage corral and all items contained within it must be removed from the Main Lot.

Please let me know if you have any questions with regard to this letter.

Sincerely,

Deanna J. Santana
Executive Director

Attachment

CC: Santa Clara Stadium Authority Board (as part of November 27, 2018 Executive Director Report)
Walter C. Rossmann, Chief Operating Officer
Brian Doyle, Stadium Authority Counsel
Jim Mercurio, Stadium Manager, Forty Niners Stadium Management Company LLC
Duffield Milkie, Cedar Fair Entertainment Company Executive Vice President, General Counsel

Attachment: Levi's Stadium Main Lot Compliance Issues