

D28A03
Maryland Stadium Authority

Operating Budget Data

(\$ in Thousands)

	FY 2002	FY 2003	FY 2004	FY 03 - 04	FY 03 - 04
	<u>Actual</u>	<u>Approp.</u>	<u>Allowance</u>	<u>Change</u>	<u>% Change</u>
General Funds	\$9,532	\$10,461	\$10,500	\$39	0.4%
FY 2003 Cost Containment	0	-513	0	513	
Adjusted General Funds	\$9,532	\$9,948	\$10,500	\$552	5.5%
Special Funds	27,230	21,949	22,000	51	0.2%
Nonbudgeted Funds	33,160	80,143	64,589	-15,553	-19.4%
Adjusted Grand Total	\$69,922	\$112,040	\$97,089	-\$14,950	-13.3%

- The general fund allowance includes \$796,153 for debt service costs on the bonds sold for the Hippodrome Performing Arts Center project.
- The Maryland Stadium Authority's (MSA) budget plan provides for the \$2.4 million payment to the Public School Construction Fund.

Personnel Data

	FY 02	FY 03	FY 04	
	<u>Actual</u>	<u>Working</u>	<u>Allowance</u>	<u>Change</u>
Regular Positions	79.50	83.50	83.50	0.00
Contractual FTEs	0.00	0.00	0.00	0.00
Total Personnel	79.50	83.50	83.50	0.00

Vacancy Data: Regular Positions

Budgeted Turnover: FY 04	0.00	0.00%
Positions Vacant as of 12/31/02	6.00	7.00%

Note: Numbers may not sum to total due to rounding.

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Analysis in Brief

Major Trends

MSA in Search of Project: At the close of fiscal 2004, the number of projects that MSA is participating in is expected to decline. **MSA is advised to brief the committees concerning its efforts to find new projects.**

Seating Bowl and Catered Events: MSA seeks to increase the use of the Camden Sports Complex through nonprofessional sporting and catered events. The revenue figures for seating bowl events were dramatically reduced. **The Department of Legislative Services (DLS) recommends the MSA comment on these revenues.**

Reimbursable Funds Should Be Identified: MSA receives fees for work provided on local government projects. **MSA should report these revenues annually.**

Use of Parity Suit Funds: MSA deposited \$10 million into a capital improvement account provided for under the Orioles Baseball Team lease. **MSA should annually report on the use of these funds.**

Issues

Lottery Proceeds and Cash Flow Analysis for the Maryland Stadium Authority Financing Fund: Revenues obtained from the lease with the Orioles and Ravens Football Team and lease revenue generated from the Warehouse will not cover MSA's expected Camden Yards operating costs. **DLS recommends that MSA discuss how it can reduce its costs to be more in line with revenues.**

Convention Center Operating Deficit Support Impacted Cost Containment: MSA's budget annually provides general funds to assist the Baltimore City and Ocean City convention centers. Cost containment has impacted the ability of MSA to meet these obligations. Furthermore, the revenue and expenditure trends for the Baltimore City convention center portend the need for additional State support. **DLS recommends that MSA brief the committees concerning the declining performance of the Baltimore City Convention Center.**

MSA Proposes Development of Camden Station: MSA has provided the Legislative Policy Committee with a proposal to develop Camden Station using MSA lease revenue bonds. **DLS recommends approval of the MSA proposal.**

Recommended Actions

1. Concur with Governor's allowance.

Updates

Current MSA Project Update: This update summarizes some of the projects that MSA is currently working on during fiscal 2003 and 2004.

Convention Center Expansion: This update summarizes the performance of the Baltimore City Convention Center and recent proposals to build a connecting hotel.

D28A03 - Maryland Stadium Authority

D28A03
Maryland Stadium Authority

Operating Budget Analysis

Program Description

The Maryland Stadium Authority (MSA) was established as an independent unit in the Executive Department to be responsible for the construction, operation, and maintenance of facilities for use by professional baseball and/or football teams. In 1992, legislation was enacted which assigned to the authority the responsibility for expansion of the Baltimore City Convention Center (BCCC). The authority's responsibility was further extended in 1995 when legislation was enacted to have the authority participate in and manage construction of an expansion of the Ocean City Convention Center (OCCC). Legislation enacted in 1996 authorized the authority to participate with Montgomery County in the construction of a conference center. Legislation enacted in 2000 authorized the authority to participate in the construction of the Hippodrome Performing Arts Center. Authorizing language in the capital budget bill of 1998 allows MSA to contract with local governments and State agencies to manage construction projects, provided that the contracting agency can fund the project and the budget committees have 30 days to review and comment on the proposed work.

Performance Analysis: Managing for Results

Exhibit 1 provides selected performance measures included in MSA's fiscal 2004 Managing for Results (MFR) submission.

Exhibit 1

Program Measurement Data Maryland Stadium Authority Fiscal 2000 through 2004

	<u>Actual</u> <u>2000</u>	<u>Actual</u> <u>2001</u>	<u>Est.</u> <u>2002</u>	<u>Actual</u> <u>2002</u>	<u>Est.</u> <u>2003</u>	<u>Est.</u> <u>2004</u>	<u>Ann.</u> <u>Chg.</u> <u>00-02</u>	<u>Ann.</u> <u>Chg.</u> <u>02-04</u>
Projects completed	0	0	3	3	2	1	n/a	-42.3%
Warehouse rental income (\$ in millions)	\$2.70	\$2.90	\$2.95	\$3.00	\$3.10	\$3.25	5.4%	4.1%
Avg. sq.ft. cost of warehouse rental space	\$16.88	18.13	\$18.44	\$18.42	\$19.38	\$20.31	4.5%	5.0%
Number of seating bowl events	4	5	5	3	6	4	-13.4%	15.5%
Revenue from seating bowl events (\$ in thousands)	\$250	\$200	\$200	\$38	\$200	\$200	-61.0%	129.4%
Number of catered events	225	210	230	230	230	230	1.1%	0.0%
Revenue from catered events (\$ in thousands)	\$350	\$400	\$425	\$515	\$425	\$425	21.3%	-9.2%

Source: Maryland Stadium Authority

- **MSA in Search of Projects:** MSA has recently completed, or will be completing before the close of fiscal 2003, a number of projects. These include the University of Maryland Comcast Center, University of Maryland Baltimore County University Commons, Towson University Sports Complex, Ripken Stadium, and the Veterans' Memorial. The performance data shown in Exhibit 1 indicates the MSA will complete one project during fiscal 2004, that being the Hippodrome Performing Arts Center. Once the Hippodrome is completed, MSA's current schedule of projects includes the Montgomery County Conference Center, Special Olympics of Maryland project, McIntosh Run, and the recently proposed renovation of Camden Station. **DLS recommends that MSA comment on its continued efforts to find construction projects. It is further recommended that the authority comment on how it manages its administrative costs to accurately reflect the number of projects that MSA is participating in for any given year.**
- **Seating Bowl and Catered Events:** In order to increase the use of the Camden Sports Complex and generate additional revenues, MSA attempts to book non-professional sporting events and catered events at the Camden Yards site. In each of fiscal 2000 and 2001, MSA booked between four and five seating bowl events generating between \$200,000 and \$250,000 in net revenues. However, for fiscal 2002, MSA booked three seating bowl events that netted only \$38,000 in revenues. **DLS recommends that MSA brief the committees concerning the low amount of fiscal 2002 revenues.** Revenues from catered events increased in each of fiscals 2000 through 2002. MSA is estimating revenues from these events in each of fiscal 2003 and 2004 to approximate the fiscal 2001 figures.
- **Reimbursable Funds Should Be Identified:** Uncodified language in the 1998 capital budget bill authorizes MSA to assist local governments in managing construction projects upon notification of the

D28A03 - Maryland Stadium Authority

budget committees. It further provided that funding be provided entirely by the agency or local government requesting assistance unless funding is specifically provided in the budget for the project. The authority's MFR does not currently identify the amount of funds received by the authority for this work. To the extent these funds are used to offset MSA's administrative budget, they should be identified on an annual basis.

- **Use of \$10 Million Parity Suit Fund:** MSA was required to deposit \$10 million into a capital improvement account provided for under the lease with the Orioles. The authority's MFR should include a list of projects and related costs for projects it expects to undertake in the upcoming fiscal year.

Fiscal 2003 Actions

Impact of Cost Containment

MSA's fiscal 2003 cost containment measures consists of a \$513,000 reduction in the general fund appropriation in the authority's contribution to the annual operating deficit support for Baltimore City Convention Center. The Department of Budget and Management (DBM) reduced the appropriation to approximately the fiscal 2002 actual expenditure for this statutorily required contribution.

Governor's Proposed Budget

Major changes to MSA's activities for fiscal 2004 are presented in **Exhibit 2**. The authority's activities are supported by a combination of general, special, and nonbudgeted funds. The total allowance for fiscal 2004 is \$97,089,303, consisting of \$10,500,031 in general funds, \$22.0 million in special funds, and \$64,589,272 in nonbudgeted funds. Due to the manner in which lottery proceeds are credited to the Maryland Stadium Authority Financing Fund (MSAFF) as special funds and then expended from MSAFF as nonbudgeted funds (State Finance and Procurement Article, Section 7-312 and Financial Institutions Article, Section 13-715), the special fund lottery proceeds are double-counted in the authority's consolidated accounting activities. Adjusting for this double-count, MSA's total fiscal 2004 allowance is \$75,089,303 and represents a \$15.0 million decrease, or 16.6% below the fiscal 2003 adjusted working appropriation of \$90,090,628. Adjustments to MSA's nonbudgeted expenditure activities for fiscal 2004 accounts for virtually all of the \$15.0 million decrease. Funding changes in the individual fund categories are discussed below:

Exhibit 2

**Governor's Proposed Budget
Maryland Stadium Authority
(\$ in Thousands)**

	FY2002	FY2003	FY2004	FY03 - 04	FY03 - 04
	<u>Actual</u>	<u>Approp.</u>	<u>Allowance</u>	<u>Change</u>	<u>% Change</u>
General Funds	\$9,532	\$10,461	\$10,500	\$39	0.4%
FY 2003 Cost Containment	0	-513	0	513	-100.0%
Adjusted General Funds	\$9,532	\$9,948	\$10,500	\$552	5.5%
Special Funds	27,230	21,949	22,000	51	0.2%
Nonbudgeted Funds	33,160	80,143	64,589	-15,553	-19.4%
Adjusted Grand Total	\$69,922	\$112,040	\$97,089	-\$14,950	-13.3%

Where It Goes:

General Funds

BCCC operating support.....	\$125
BCCC debt service	-3
OSCC operating support.....	-370
OSCC debt service.....	4
Debt service of Hippodrome Bonds	796

Special Funds

Lottery proceeds – applied to debt service on Camden Yards Complex bonds	51
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Nonbudgeted Fund

MSA general administration budget	98
Capital programs – baseball/football.....	-7,493
Facilities Management.....	-1,710
Capital Improvement Account	-2,000
Montgomery County Conference Center – bond proceed expenditure.....	15,492

Where It Goes:

D28A03 - Maryland Stadium Authority

Hippodrome Performing Arts Center – bond proceed expenditure	-19,940
Total	-\$14,950

BCCC = Baltimore City Convention Center

OCCC = Ocean City Convention Center

Note: Numbers may not sum to total due to rounding.

General Funds

The allowance for general funds is \$10.5 million which is an increase of \$552,000 below the adjusted fiscal 2003 working appropriation. General funds support the State’s contribution to the operating deficits for the BCCC and OCCC, as well as the debt service on the bonds issued by MSA for those projects. The fiscal 2004 allowance also provides, for the first time, funds to support the debt service on the MSA revenue bonds sold to support the construction of the Hippodrome Performing Arts Center.

- **Baltimore City Convention Center:** Section 13-712.1 of the Financial Institutions Article requires that MSA contribute two-thirds towards the annual operating deficit of the BCCC through the fiscal 2008 budget. The fiscal 2004 general fund allowance for MSA’s contribution to the BCCC operating deficit is \$1,987,000 which is a \$125,401 increase over the adjusted fiscal 2003 working appropriation. The increase is attributable to the \$513,000 reduction in the original fiscal 2003 appropriation for this expense resulting from fiscal 2003 cost containment measures. The reduction was made to adjust the appropriation to the actual fiscal 2002 expenditures. The fiscal 2004 allowance also represents a funding level consistent with actual fiscal 2002 expenditures. Debt service costs for the authority’s revenue bonds issued for the BCCC construction accounts for \$4,888,394 in general funds. The allowance also provides \$200,000 for MSA’s statutorily required contribution to a BCCC capital improvement fund.
- **Ocean City Convention Center:** MSA is also required under Section 13-712.1 of the Financial Institutions Article to contribute one-half of the annual operating deficit of the OCCC through fiscal 2008. The allowance provides \$1.0 million for this expenditure, which is a \$370,359 reduction from the fiscal 2003 adjusted working appropriation. The reduced level of funding provided in the allowance is meant to more closely reflect the fiscal 2002 actual expenditure for the OCCC debt service contribution which amounted to \$912,670. Debt service costs for the authority’s revenue bonds issued for the OCCC construction accounts for \$1,484,262 in general funds. An additional \$50,000 is provided for MSA’s statutorily required contribution to the OCCC capital improvement fund.

D28A03 - Maryland Stadium Authority

- ***Hippodrome Performing Arts Center:*** The allowance provides \$796,153 to fund the fiscal 2004 debt financing costs for MSA revenue bonds sold to fund a portion of the Hippodrome construction project.

The general fund allowance also includes \$94,220 to support MSA's administrative oversight of the Montgomery County Convention Center (MCCC) expansion project.

Special Funds

The fiscal 2004 allowance for special funds is \$22.0 million representing a \$51,000 increase over the adjusted fiscal 2003 working appropriation. MSA receives an annual appropriation of special funds from the State Lottery Agency to fund the financing costs of any elements of the Camden Yards facilities.

Nonbudgeted Funds

The allowance for nonbudgeted funds, after accounting for the double-counting of lottery proceeds explained above, is \$44,589,272, or \$15,604,277 less than the fiscal 2003 appropriation. Adjustments in MSA's nonbudgeted fund expenditures reflect the varying construction schedules for projects funded in part with MSA revenue bonds, as well as the other source revenues. Adjustments include:

Hippodrome Performing Arts Center: MSA is expected to utilize \$15.6 million in funds from the Hippodrome Performing Arts Center Fund, a special revolving fund that receives the State, local, and private source proceeds for the Hippodrome construction, during fiscal 2004. This represents a \$19.9 million reduction from the \$35.5 million drawn from the fund for fiscal 2003 construction costs. The estimated cost of the Hippodrome project is \$60 million excluding capitalized interest expenses. Funding for the project is provided by the State, Baltimore City, Baltimore County, Stadium Authority revenue bonds, historic preservation tax credits, private contributions, and the performing arts center's operator. **Exhibit 3** shows a breakdown of the sources of funding for the Hippodrome project.

Exhibit 3

Hippodrome Performing Arts Center Funding Sources

<u>Sources</u>	<u>(\$ in Millions)</u>
Maryland Stadium Authority Revenue Bonds	\$17.4
State General Fund PAYGO	16.5
Theatre Operator Contribution	8.0
Private Contributions	6.9
City of Baltimore	6.0
Historic Tax Credits	<u>5.2</u>
Total	\$60.0

Source: Maryland Stadium Authority: Hippodrome Project – Financing Plan for the Maryland Stadium Authority Series 2002 Taxable Bonds – May 17, 2002

On July 10, 2002, the Stadium Authority issued \$20.25 million in taxable lease revenue bonds for a portion of the proceeds that will be used to renovate the Hippodrome Performing Arts Center. According to the Comprehensive Plan of Financing, required under Section 13-701 of the Financial Institutions Article, the bonds were issued with an average taxable coupon rate of 7.66% for a term of 20.43 years. MSA will utilize \$17.4 million of the bond proceeds to pay for capital construction associated with the development of the project. Other than issuance and underwriting costs, the remaining bond proceeds will be used to pay capitalized interest. The capitalized interest period is 1.43 years, consequently the State will be required to make a general fund appropriation to pay the annual debt service averaged at \$2.1 million annually for the term of the bonds beginning in fiscal 2004. As discussed above, the fiscal 2004 allowance provides \$796,153 in general funds representing approximately one-half of the annual debt service requirement after deducting for estimated ticket surcharge revenues. The legislation authorizing the project requires the theatre operator to collect a \$2.0 ticket surcharge on each ticket sold for events held at the Hippodrome. These revenues, estimated at \$690,000 for fiscal 2004 and increasing to approximately \$825,000 by fiscal 2008, will fund a portion of the annual debt service requirement.

Montgomery County Conference Center: MSA expects to utilize \$22.3 million in nonbudgeted funds during fiscal 2004 for the construction of the Montgomery County Conference Center. This is approximately \$15.5 million more than MSA expects to utilize during fiscal 2003. The project is currently projected to cost \$34.0 million excluding the cost of capitalized interest, issuance, and underwriting costs. At the December 18, 2002 meeting of the Board of Public Works, MSA was authorized to issue \$23.185 million of tax supported debt of the State of Maryland for the project. Of this amount, \$20.3 million constitutes the State's contribution to the construction costs. Montgomery County is contributing \$13.7 million for construction and another \$2.25 million for project related enhancements. Debt service payments beginning on June 15, 2003, and through December 15, 2004, consists entirely of interest payments funded

D28A03 - Maryland Stadium Authority

by the capitalized interest account established as part of the financing plan. Payments from June 15, 2005, and continuing through June 15, 2024, will be paid from funds subject to appropriation by the State. Construction is estimated to begin in January 2003, and will be completed in November 2004.

Other adjustments to the authority's nonbudgeted fund allowance include the following:

- MSA has budgeted \$1.0 million from the Capital Improvements Fund established under the Orioles lease to fund renovations to the club level section at Orioles Park at Camden Yards. This is a reduction of \$2.0 million from the \$3.0 million proposed for fiscal 2003. The funds proposed for fiscal 2003 represent a portion of the \$10 million deposited into the improvements account resulting from an arbitration panel ruling concerning a contract dispute between MSA and the Baltimore Orioles. **DLS recommends that MSA brief the budget committees on the short- and long-term proposed uses for these funds and how these funds can be used to provide upgrades to the baseball stadium and support MSA's lease requirement to maintain the stadium within the top 25% of baseball stadiums nationally.**
- MSA's fiscal 2004 budget plan includes the \$2.4 million payment to the Public School Construction Fund which was not included in the fiscal 2003 budget. However, an adjustment to reflect the deposit of bond proceeds to settle the parity suit ruling results in a reduction of \$7.5 million in nonbudgeted funds.
- MSA's fiscal 2004 budget for Camden Sports Complex facilities management reduces the amount of nonbudgeted funds by \$1.7 million below the fiscal 2003 level of funding.

Impact of Cost Containment (if applicable)

MSA, exempt from the provisions of the State Personnel and Pensions Article that govern the State Personnel Management System, administers its own personnel system. Consequently, the reduction to the matching employee deferred compensation contribution included in the Governor's budget plan and contingent upon enactment of a provision in the Budget Reconciliation and Financing Act of 2003, does not apply to MSA. MSA's budget plan for administration includes \$10,000 for the deferred compensation match which is funded with nonbudgeted funds. **As an equity issue, the DLS recommends that the MSA voluntarily comply with any reduction in the State's funding for the deferred compensation match for fiscal 2004 that may result from the actions of the General Assembly.**

Issues

1. Lottery Proceeds and Cash Flow Analysis for the Maryland Stadium Authority Financing Fund

Maryland Stadium Authority Financing Fund (MSAFF) receives all revenues associated with Camden Yards – bond proceeds, lottery revenues, admissions taxes, rent payments from the Baltimore Orioles and tenants in the warehouse, parking fees, maintenance payments from the Baltimore Ravens, and the annual \$1 million payment from Baltimore City. All the expenses associated with the general administration of the authority and the operation of the facilities at Camden Yards are paid from this nonbudgeted fund account. The cash flow analysis provided in **Appendix 4** presents MSA's actual fiscal 2002 and estimated fiscal 2003 through 2005 revenues and expenditures.

Analysis of Revenue and Expenditure Trends

Based upon the \$22 million in lottery proceeds included in the fiscal 2004 allowance, estimated revenues generated at the Camden Sports Complex of \$23.1 million, Baltimore City's annual \$1 million contribution, combined MSA administrative costs and Camden Yards facilities operating costs of \$21.6 million, estimated capital project costs of \$1.4 million, debt service costs of \$22.3 million, and the statutorily required \$2.4 million payment to the Public School Construction Fund (PSCF), MSA is projecting a fund balance in the MSAFF of \$860,000 at the close of fiscal 2004. DLS makes the following observations.

- ***Camden Yards Operating Costs Exceed Rent and Lease Revenues:*** As shown in **Exhibit 4**, the revenues derived from the leases with the Orioles and Ravens and the lease revenue generated at the Warehouse are projected to be less than what MSA estimates it will spend for operations in each of fiscal 2003 through 2005.

Exhibit 4

Lease Revenues and Camden Facilities Operations Expenditures
Fiscal 2002 through 2005
(\$ in Thousands)

	Fiscal 2002 <u>Actual</u>	Fiscal 2003 <u>Est.</u>	Fiscal 2004 <u>Est.</u>	Fiscal 2005 <u>Est.</u>
Baseball Rent	\$ 6,510	\$ 5,900	\$ 6,250	\$ 6,250
Football Lease	6,581	6,074	6,035	6,185
Warehouse Rent	2,994	2,975	3,000	3,025
Total Baseball/Football/Warehouse Revenues	\$ 16,085	\$ 14,949	\$ 15,285	\$ 15,460
Total Camden Operations	\$ 15,113	\$ 18,385	\$ 18,326	\$ 18,900
Total Variance	\$ 972	\$ - 3,436	\$ -3,041	\$ -3,441

Source: Maryland Stadium Authority

MSA's Camden Yards operations budget plan includes significant increased expenditures for utilities, maintenance and repairs, security, and personnel costs which account for the overall increase in estimated expenditures. However, these additional costs are not being matched by additional lease revenues. Consequently, MSA must apply admissions tax receipts to make up the difference, which precludes their use for other projects like the proposed renovation of Camden Station or for MSA's school construction funding requirement. **DLS recommends that MSA be held more closely accountable to the General Assembly for its nonbudgeted spending patterns given MSA's history of reliance on lottery proceeds over what is needed for debt service and the authority's inability to provide its statutorily required payment to the PSCF. DLS recommends that MSA brief the committees concerning the increased Camden Yards operations costs and provide a plan for reducing those costs to more accurately reflect the attainment of revenues.**

- **Administrative Costs:** MSA reduced its administrative costs to \$2.1 million in fiscal 2002 from the planned level of \$3.0 million. For fiscal 2003 through 2005, MSA once again expects its administrative costs to increase from \$2.7 to \$2.9 million. The authority has indicated that it was able to reduce its booked administrative costs through the application of reimbursable funds derived from fees obtained for MSA's work on local government projects. This raises the question of why these funds are not shown as revenues in the cash flow statement if they are going to be applied to support MSA's administrative costs. **DLS recommends that MSA elaborate further concerning how it managed to reduce its administrative costs so dramatically in fiscal 2002 and why this reduced spending is not reflected in MSA's fiscal 2003 through 2005 administrative budget. DLS**

further recommends that MSA disclose all reimbursable fund revenues in its annual MFR submission and include any reimbursable revenues used to support administrative expenses in the annual cash flow statement.

Cashflow Analysis Indicates Ability to Meet Fiscal 2003 Obligation to Public School Construction Fund – Fiscal 2004 Funding Budgeted but Questionable

Pursuant to Section 13-715.2 of the Financial Institutions Article, MSA is required to make annual payments of \$2.4 million to the PSCF from fiscal 2001 through 2010. When signed into law as Chapter 327, Acts of 1996, MSA was expected to be able to generate sufficient revenues in excess of expenditures from its operation of the Camden Sports Complex to make the annual payments. However, as **Exhibit 5** shows, MSA has never actually made the payment from its own source revenues in either fiscal 2001 or 2002, and the requirement to make the payment in fiscal 2003 is predicated upon MSA's estimated fiscal 2003 cash flow analysis holding true.

Exhibit 5

**Summary of Maryland Stadium Authority's Payment Obligation
to the Public School Construction Fund (PSCF)**

<u>Fiscal Year</u>	<u>Payment Amount</u>	<u>Status</u>
2001	\$2,400,000	MSA made the \$2.4 million payment. However, the authority booked a negative closing fund balance in excess of \$7.0 million in the MSAFF. The General Assembly provided MSA with additional lottery proceeds in the fiscal 2002 budget to eliminate the negative fund balance and restore the MSAFF to a positive cash position. Consequently, the State effectively paid MSA's fiscal 2001 obligation with additional lottery proceeds appropriated in fiscal 2002.
2002	0	Budget language attached to a supplemental budget item adding \$10 million to the PSCF directed that \$2.4 million of the additional \$10 million appropriated to the PSCF shall be used in lieu of MSA's fiscal 2002 statutory obligation to the PSCF.
2003	To be determined	Budget language adopted by the General Assembly in the fiscal 2003 budget requires MSA to transfer up to \$2.4 million to the PSCF by June 30, 2003, to the extent that the amount transferred does not result in a negative fund balance in the MSAFF at the close of fiscal 2003. MSA's current cash flow analysis indicates that the authority will be able to make the full \$2.4 million payment, however, the projected revenues and expenditures are subject to revision prior to the close of the fiscal year.
2004	\$2,400,000 budgeted	MSA's current cash flow analysis budgets for the \$2.4 million obligation. However, the projected ability to make the payment is predicated upon not making a payment during fiscal 2003. Since MSA is required by budget language to make a payment of up to \$2.4 million in fiscal 2003 to the extent it does not cause a negative fund balance, this obligation would, according to MSA estimates, preclude the authority's ability to make a full payment in fiscal 2004. Based on the cash flow analysis MSA would only have approximately \$800,000 available for payment and would have to incur a deficit fund balance. These are assumptions and MSA's revenue and expenditure picture could improve over what is projected, making the full payment possible.

Clearly MSA has been unable to make the annual payment to the PSCF from its own source revenues in each of fiscal 2001 and 2002. MSA's cash flow analysis indicates that it should be able to make a payment for fiscal 2003, perhaps the entire \$2.4 million. However, this could impact MSA's ability to

make the payment in fiscal 2004 as is shown on the cash flow statement. **DLS recommends that MSA brief the committees concerning the status of the fiscal 2003 obligation and discuss what measures MSA might take to reduce expenditures during fiscal 2004 to ensure that the payment is made in fiscal 2004. DLS further suggest that the General Assembly give consideration to amending Section 13-715.2 of the Financial Institutions Article to relieve MSA of its obligation since it has been unable to make the required payment with own source revenues.**

2. Convention Center Operating Deficit Support Impacted Cost Containment

Exhibit 6 shows the annual revenues and expenditures and the level of State operating deficit support budgeted from fiscal 1999 through the fiscal 2004 allowance for BCCC and OCCC. The revenues, expenditures, and State’s contribution towards annual operating deficits are discussed below.

Exhibit 6

Convention Center Operating Deficit Support (\$ in Thousands)

	<u>FY 1999</u>	<u>FY2000</u>	<u>FY2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>Ann. %</u>	<u>Ann. %</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Est.</u>	<u>Est.</u>	<u>99-02</u>	<u>02 - 04</u>
Baltimore City								
<u>Convention Center</u>								
Revenues	7,450	8,339	9,941	11,063	10,613	9,935	14.1%	-5.2%
Operating Expenses	11,431	12,282	12,699	13,432	15,596	15,207	5.5%	6.4%
Operating Deficit	-3,981	-3,943	-2,758	-2,369	-4,983	-5,272		
State’s Share (two-thirds)	2,655	2,629	1,838	1,579	3,322	3,515		
Budgeted by MSA	3,519	3,566	3,811	2,502	1,862	1,987		
Ocean City								
<u>Convention Center</u>								
Revenues	1,203	1,162	1,352	1,305	1,468	1,497	2.7%	7.1%
Operating Expenses	2,774	3,116	3,454	3,451	3,764	3,746	7.5%	4.2%
Operating Deficit	-1,570	-1,954	-2,102	-2,146	-2,296	-2,249		
State’s Share (one-half)	785	997	1,051	1,073	1,148	1,125		
Budgeted by MSA	808	956	943	898	1,370	1,000		

Source: Maryland Stadium Authority

Baltimore City Convention Center

D28A03 - Maryland Stadium Authority

Section 13-712.1 of the State Finance and Procurement Article requires MSA to contribute two-thirds towards the annual operating deficit for BCCC. The City of Baltimore is responsible for the remaining one-third share. As shown in Exhibit 6, State operating deficit support for BCCC was consistently overbudgeted in each of fiscal 1999 through 2002. Over this period, convention revenue increased at an annual rate of 14.1% compared to annual growth in expenses of 5.5%. While still operating at a deficit (convention centers by nature operate at a loss), the disparity between revenues and expenditures shrank. This reduced the total annual operating deficit and the State's annual contribution declined accordingly. However, the estimated data for fiscals 2003 and 2004 show a reversal in this trend. Revenues are expected to decline at an annual rate of 5.2% and expenditures increase at an annual rate of 6.4% from fiscal 2002 through 2004. Consequently, the total operating deficit is expected to increase rapidly from just \$2.4 million in fiscal 2002 to almost \$5.3 million for fiscal 2004. If these estimates hold true, MSA's fiscal 2004 allowance of \$1.99 million will fall far short of fulfilling the estimated \$3.32 million State statutory contribution. This is also true for fiscal 2003 where the cost containment reduction of \$513,000 reduced the fiscal 2003 appropriation to just \$1.86 million, and the State's share is now estimated at \$3.52 million. To the extent the estimates come to fruition, deficiency appropriations will be needed to satisfy the State's contribution requirement. **DLS recommends that MSA brief the committees concerning the declining economic performance of the Baltimore City Convention Center, and the reliability of the revenue and expenditure estimates for fiscal 2003 and 2004.**

For an update on the economic condition of the Baltimore City Convention Center please see the second update of this analysis.

Ocean City Convention Center

Section 13-712.1 of the State Finance and Procurement Article also requires MSA to contribute one-half towards the annual operating deficit for OCCC. The fiscal 2004 allowance provides \$1.0 million to support the State's one-half share of OCCC's operating deficit. Unlike the funds budgeted for BCCC support, the amount budgeted for support of OCCC operating deficit has been consistently under budgeted. MSA usually makes up for this underbudgeting by requesting additional funds in the following year, as was the case in fiscal 2003 where additional appropriated funds made up for a shortfall experienced during fiscal 2002. For fiscal 2004, the \$1.0 million general fund allowance is estimated to be approximately \$124,000 short of the State's one-half share. DLS recommends that MSA brief the committees concerning the estimated fiscal 2004 revenues and expenditures for the OCCC. MSA should also discuss any facts and findings from their Ocean City Convention Center Expansion Study.

3. MSA Proposes Development of Camden Station

Over the past three months, MSA has submitted three separate proposals to the LPC for the development of Camden Station at Camden Yards. The first two proposals, submitted in November and December 2002, respectively, requested the use of lottery proceeds as well as the sale of MSA lease revenue bonds to finance the project. During the January 14, 2003 meeting of the LPC, MSA advised the committee that it was once again revising its proposal to only utilize lease revenue bonds. The most recent

D28A03 - Maryland Stadium Authority

proposal is analyzed below.

MSA's request is made in accordance with Section 13-708.1 of the Financial Institutions Article that authorizes the authority to develop any portion of Camden Yards for the purpose of generating incidental revenues for the benefit of the authority subject to approval by BPW and LPC.

Proposed Project

The exterior of Camden Station was stabilized during the construction of Oriole Park at Camden Yards during the early 1990s. However, because the building is in a deteriorating state, additional emergency exterior work to stabilize the building for future commercial use is currently underway utilizing \$1.0 million of fiscal 2002 appropriation. The interior, however, is a gutted building. The authority is proposing to renovate Camden Station's interior to accommodate two tenants: The Babe Ruth Museum will rent approximately 23,805 square feet of space, and an as yet to be determined commercial tenant will rent approximately 16,000 square feet of space. The authority's proposal for Camden Station is consistent with the LPC's previously approved use of the facility. In June 1995, the LPC approved the authority's proposal to renovate the interior of Camden Station to allow the building to be occupied by the Babe Ruth Museum and a restaurant. Proposals to include a restaurant have been scrapped and replaced with commercial office space.

The authority contracted with Henry International, Inc. (construction manager) to prepare a conceptual cost estimate to bring the building to shell level. The cost estimate submitted by the Stadium Authority is approximately \$8.5 million and is comprised as follows:

Cost Estimate for Renovation of Camden Station

Interior core and shell	\$ 6,294,920
Historical restoration	382,667
Commercial office fit-out	480,000
Escalation at 6%	429,455
Architectural and Engineering fee at 8%	682,833
Maryland Stadium Authority fee	150,000
Reimbursables	
	<u>50,000</u>
Total	\$ 8,469,875

Source: Maryland Stadium Authority

To finance the project, the authority has proposed the use of \$8.73 million in 20-year taxable lease revenue bonds. The financing includes capitalization of the first two years of debt service during the construction phase of the project. The Authority anticipates a two-year construction schedule that would likely begin sometime between April and June 2003 to coincide with the bond issuance.

The authority expects to pay the annual debt service on the bonds from commercial lease and parking

D28A03 - Maryland Stadium Authority

revenues generated at the renovated Camden Station. Revenue projections provided by the authority indicate annual revenues of approximately \$935,000 beginning in fiscal 2006 and increasing at an annual rate of 3% thereafter. Annual expenditures are calculated at approximately \$1.1 million beginning in fiscal 2006 and increasing at an annual rate of 1% thereafter. These expenses include approximately \$300,000 for authority-related operating expenses and \$765,000 for annual debt service costs through the 20-year term of the bonds. The cash flow analysis for the project indicates that during the first six years of operation the rental income may be less than the total operating expenses in the cumulative amount of \$342,000. Of course, this is predicated upon MSA obtaining the revenues projected from the rental and parking income. To the extent that costs exceed revenues as projected during the first six years of operation, MSA could make up this difference from revenues from the MSAFF.

The decision to renovate Camden Station for commercial use may be appropriate in the long-term for achieving greater financial stability for the authority, or at the very least result in the utilization of a significant State historic structure. **In as much as the current proposal does not include the use of lottery revenues, DLS recommends that LPC approve MSA's current financing proposal. In addition, in as much as the Governor's budget already includes \$1.5 million in general obligation (GO) bonds to support this project, DLS recommends these funds be deleted from the budget. A formal recommendation to delete the \$1.5 million in GO bonds will be made in the capital budget analysis for the Camden Station renovation project.**

Recommended Actions

1. Concur with Governor's allowance.

D28A03
Maryland Stadium Authority

Updates

1. Current MSA Project Update

MSA is currently engaged in a number of construction projects. Those not already discussed in this analysis are highlighted.

- ***Veterans Memorial:*** MSA is overseeing the construction of the veterans' memorial at the Sports Complex at Camden Yards. The authority is using \$1.0 million of unexpended prior year general fund PAYGO appropriations remaining from the Memorial Stadium demolition project, and \$200,000 in GO bond funds provided in the Maryland Capital Bond Loan of 2002 to complete the project. Construction began in September 2002 and is scheduled for completion in the spring of 2003.
- ***Special Olympics of Maryland:*** MSA is partnering with the State Special Olympics and Anne Arundel County for the construction of a new State Special Olympic headquarters building special Olympic training facility. In the Maryland Consolidated Capital Bond Loan of 2002, the General Assembly authorized the use of \$500,000 of fiscal 2002 appropriations made to the Department of Natural Resources Community Parks and Playground Program to support the construction of an indoor pool and training facility. The facility will also be available for public use when a completed time-table has been finalized.
- ***McIntosh Run:*** This project is a private/public partnership that includes the construction of a conference center, hotel, golf course, and residential development. At the request of the Maryland Economic Development Corporation (MEDCO), MSA is acting as the owner's representative and construction manager for the project. MEDCO is assisting the City of Leonardtown with the development of the public portion of the project comprised of the golf course and hotel/conference center. A private developer will be responsible the residential portion of the project. State funds of \$5.5 million, consisting of \$3.0 million from the Maryland Industrial and Commercial Redevelopment Fund (consolidated into the Maryland Economic Development Assistance Fund in accordance with Chapter 305, Acts of 2000) and \$2.5 million from Program Open Space, are committed to the \$74 million project. St. Mary's County and the City of Leonardtown will each invest a total of \$3.0 million to the project, bringing the total government commitment to project to \$11.5 million. The bulk of the project funding will be raised by revenue bonds issued by MEDCO.
- ***Ocean City Convention Center Expansion Study:*** MSA is overseeing a study to determine the feasibility of expanding the Ocean City Convention Center. The study, scheduled for completion in late 2002 or early 2003, will ascertain costs associated with adding 12 meeting rooms and expansion of the exhibit hall.

2. Convention Center Expansion

Legislation enacted in 1993 outlined the agreement between Baltimore City and the State for the joint effort to expand and renovate the Baltimore City Convention Center. In general, the State was to contribute two-thirds of the capital cost of construction and the city one-third. MSA was authorized to manage the construction and issue revenue bonds in support of construction costs. Expansion of the convention center was completed in 1996 at a total cost of \$178.4 million. The State's financial contribution to the project totaled \$109 million, which included \$58 million in general obligation bonds and \$51 million in MSA lease-revenue bonds. If interest payments over the life of all the bonds and the capitalized interest on the revenue bonds are fully included, the State's contribution will amount to \$175 million.

Convention Center Performance

Several economic impact studies were conducted prior to legislative approval of the State's participation in the expansion of the Baltimore City Convention Center. Economics Research Associates (ERA) completed the last of these pre-construction economic impact studies in 1993 for the MSA. This study concluded that by 2000, the first year of stable operations for the expanded convention center, the convention center would host 70 events (50 conventions and 20 trade shows) and average 330,000 attendees annually. Based on the convention bookings and attendance projections, it was estimated that the project would add \$175 million in direct spending to the economy and 4,446 net jobs. Significant State and local tax revenue increases were also projected, with an increase of \$10 million in State tax revenues and \$5.3 million in city tax revenues annually by 2000. Many of the economic estimates and assumptions included in ERA's economic impact analysis were questioned by the then Department of Fiscal Services' analysis of the impact study.

An examination of the last four annual reports shows that the projected number of convention and trade shows and annual attendee figures have not materialized. Although the convention center has attracted 20 or more trade shows in all but one year since the 1996 expansion, the high-water mark for booked conventions was 41 in fiscal 1998 and was as few as 26 in fiscal 2000. Further, the combined attendance for conventions and trade shows has ranged from 192,625 in fiscal 1999 to 254,554 in fiscal 2001.

Elected officials and business representatives have cited several factors that they believe have contributed to the convention center's failure to produce the economic impact projected in ERA's 1993 analysis. These include the lack of a large hotel connected or adjacent to the convention center, the need to expand the facility further to attract even larger conventions, and the need to increase the Baltimore Area Convention and Visitors Association (BACVA) marketing budget. BACVA is the organization responsible for marketing and booking conventions and trade shows for the Baltimore City Convention Center.

Proposal for a Convention Center Hotel

Prior to and during the construction of the convention center, many key city and State officials expressed concerns that the convention center would not be as successful as projected absent a headquarters hotel located adjacent to or in close proximity to the center. ERA's analysis, however, concluded that the city's current hotel accommodations servicing the proximate area surrounding the convention center were adequate to support the number of hotel bookings that would result from the convention center's expansion. When the city solicited proposals for a new downtown hotel in 1996, the proposal selected what is now known as the Baltimore Marriott Waterfront Hotel, a 750-room hotel located one mile from the convention center. This site was chosen over two other proposals to build hotels approximately one-half a mile from the convention center, and an unofficial third proposal to build a hotel adjacent to the center.

The center's failure to attain the projected economic impact has revived discussion of the need for a large hotel connected or adjacent to the convention center. BACVA's president has recently stated publicly that, to be competitive, a headquarters hotel would need to be located as near as possible to the convention center. In fact, city officials recently accepted a proposal from RJJ Development and Quadrangle Development, Inc. to construct a 750-room Hilton hotel on a four-acre lot adjacent to the convention center.

It is likely that the cost of building the proposed hotel will require substantial State and local financial participation. A recent analysis by C.H. Johnson Consulting, Inc. shows that the cost of building convention center hotels has increasingly fallen to the public sector. According to an analysis of 21 convention hotels built in recent years, almost half the development funding was provided by the public sector. In four cities, the public sector provided 100 percent of the cost of the hotels.

Proposal for Additional Convention Center Expansion

In addition to building a hotel, BACVA's president has also endorsed the idea of expanding the convention center. As with the first expansion, any expansion proposal is likely to involve a significant financial contribution from both the State and Baltimore City.

Financing of Increased Marketing Efforts

To help finance improved marketing of the convention center, Chapters 611 and 612 of 1997 directed that 40% of Baltimore City's hotel and motel tax be diverted to BACVA for promotion of the convention center and tourism in Baltimore City. Chapter 387, Acts of 2001 extended these requirements through fiscal 2007. As a result, BACVA annually receives approximately \$6.5 million in dedicated tax revenues for marketing purposes to supplement the organization's operating budget.

D28A03 – Maryland Stadium Authority

It is likely that any review of the convention center's operations will include an examination of BACVA's operations and marketing funding requirements.

Comprehensive Examination of Convention Center Requested

The inability to attract an adequate number of conventions and convention attendees to support the assumptions in the pre-expansion economic impact studies has led BACVA to undertake a comprehensive examination of the convention center's performance. A prominent tourism expert has been hired to lead an evaluation steering committee. The purpose of the analysis is to provide the information necessary to formulate a plan for implementing overall improvements in critical areas affecting the convention center's performance. A consulting firm has been hired to do the actual evaluation. The report, which was expected to be available by December 2002, is not being released to the public by BACVA at this time.

Current and Prior Year Budgets

Current and Prior Year Budgets Maryland Stadium Authority (\$ in Thousands)

	<u>General Fund</u>	<u>Special Fund</u>	<u>Federal Fund</u>	<u>Reimb. Fund</u>	<u>Total</u>
Fiscal 2002					
Legislative Appropriation	\$11,070	\$28,400	\$0	\$0	\$39,470
Deficiency Appropriation	0	0	0	0	0
Budget Amendments	0	0	0	0	0
Reversions and Cancellations	-1,538	-1,170	0	0	-2,708
Actual Expenditures	\$9,532	\$27,230	\$0	\$0	\$36,762
Fiscal 2003					
Legislative Appropriation	\$10,461	\$21,949	\$0	\$0	\$32,410
Budget Amendments	-513	0	0	0	- 513
Working Appropriation	\$9,948	\$21,949	\$0	\$0	\$31,897

Note: Numbers may not sum to total due to rounding.

Fiscal 2002

MSA finished fiscal 2002 approximately \$2.7 million below its original legislative appropriation. The general fund expenditure was reduced by \$1,537,139 representing the reversion of funds provided for the operating deficit support for the BCCC. Special fund adjustments include the embargo of \$170,000 in special fund lottery proceeds for cost containment purposes and the cancellation of \$1.0 million to reflect the reduction in funds needed for emergency repairs to Camden Station.

Fiscal 2003

Fiscal 2003 cost containment actions include a \$513,000 reduction to the general fund appropriation made to fund MSA's operating deficit support contribution to BCCC.

D28A03 - Maryland Stadium Authority

Appendix 2

Object/Fund Difference Report
Maryland Stadium Authority

Object/Fund	FY02	FY03	FY04	FY03 - FY04	Percent Change
	<u>Actual</u>	<u>Working Appropriation</u>	<u>Allowance</u>	<u>Amount Change</u>	
Positions					
01 Permanent	79.50	83.50	83.50	0	0%
Total Positions	79.50	83.50	83.50	0	0%
Objects					
01 Salaries and Wages	\$ 4,609,263	\$ 5,262,297	\$ 5,262,297	\$ 0	0%
02 Technical & Spec Fees	751,264	799,606	818,384	18,778	2.3%
03 Communication	101,130	91,700	93,386	1,686	1.8%
04 Travel	32,566	38,900	41,092	2,192	5.6%
06 Fuel & Utilities	4,986,132	6,476,636	6,802,158	325,522	5.0%
07 Motor Vehicles	67,428	68,899	70,726	1,827	2.7%
08 Contractual Services	15,120,296	16,685,124	11,402,541	-5,282,583	-31.7%
09 Supplies & Materials	580,132	518,209	532,367	14,158	2.7%
10 Equip - Replacement	0	0	1,000,000	1,000,000	N/A
11 Equip - Additional	82,515	86,308	102,680	16,372	19.0%
12 Grants,Subsidies,Contr	30,054,531	25,693,958	24,987,000	-706,958	-2.8%
13 Fixed Charges	6,473,224	17,934,733	9,536,681	-8,398,052	-46.8%
14 Land & Structures	7,063,310	38,896,258	36,439,991	-2,456,267	-6.3%
Total Objects	\$ 69,921,791	\$ 112,552,628	\$ 97,089,303	-\$ 15,463,325	-13.7%
Funds					
01 General Fund	\$ 9,531,957	\$ 10,461,079	\$ 10,500,031	\$ 38,952	0.4%
03 Special Fund	27,230,000	21,949,000	22,000,000	51,000	0.2%
07 Non-budgeted Fund	33,159,834	80,142,549	64,589,272	-15,553,277	-19.4%
Total Funds	\$ 69,921,791	\$ 112,552,628	\$ 97,089,303	-\$ 15,463,325	-13.7%

Note: Fiscal 2003 appropriations and fiscal 2004 allowance do not include cost containment and contingent reductions.

Fiscal Summary
Maryland Stadium Authority

<u>Unit/Program</u>	<u>FY02 Actual</u>	<u>FY03 Legislative Appropriation</u>	<u>FY03 Working Appropriation</u>	<u>FY02 - FY03 % Change</u>	<u>FY04 Allowance</u>	<u>FY03 - FY04 % Change</u>
02 Maryland Stadium Facilities Fund	\$ 27,230,000	\$ 21,949,000	\$ 21,949,000	-19.4%	\$ 22,000,000	0.2%
41 General Administration	2,619,583	3,064,611	2,839,961	8.4%	2,937,739	3.4%
42 Capital Programs-Baseball/Football Pre-Constructio	0	26,697,599	10,144,663		2,651,481	-73.9%
44 Facilities Management	23,417,037	19,584,185	21,835,391	-6.8%	20,125,676	-7.8%
48 Facilities Management	0	13,000,000	3,000,000		1,000,000	-66.7%
55 Baltimore Convention Center	7,003,927	7,465,756	7,465,756	6.6%	7,075,394	-5.2%
58 Ocean City Convention Center	2,448,214	2,901,103	2,901,103	18.5%	2,534,264	-12.6%
59 Montgomery County Conference Center	94,220	23,888,220	6,876,980	7198.9%	22,368,454	225.3%
60 Hippodrome Performing Arts Center-Capital Appropri	7,108,810	27,726,394	35,539,774	399.9%	16,396,295	-53.9%
Total Expenditures	\$ 69,921,791	\$ 146,276,868	\$ 112,552,628	61.0%	\$ 97,089,303	-13.7%
General Fund	\$ 9,531,957	\$ 10,461,079	\$ 10,461,079	9.7%	\$ 10,500,031	0.4%
Special Fund	27,230,000	21,949,000	21,949,000	-19.4%	22,000,000	0.2%
Non-budgeted Fund	33,159,834	113,866,789	80,142,549	141.7%	64,589,272	-19.4%
Total Appropriations	\$ 69,921,791	\$ 146,276,868	\$ 112,552,628	61.0%	\$ 97,089,303	-13.7%

Note: Fiscal 2003 appropriations and fiscal 2004 allowance do not include cost containment and contingent reductions.

Maryland Stadium Authority Financing Fund

	<u>FY 2002 Planned</u>	<u>FY 2002 Actual</u>	<u>FY 2003 Est.</u>	<u>FY 2004 Est.</u>	<u>FY 2005 Est.</u>
Beginning Balance	-\$4,164	-\$4,164	\$3,261	\$2,362	\$860
<u>Lottery Proceeds</u>					
Lottery Proceeds	27,230	27,230	21,949	22,000	22,000
Net Bond Proceeds	<u>10,000</u>	<u>10,250</u>	<u>10,250</u>	<u>0</u>	<u>0</u>
Subtotal: Lottery/Bond	37,230	37,480	32,199	22,000	22,000
<u>Revenues</u>					
Misc. Income	100	-235	100	120	122
Catering Events	425	515	425	440	455
Baseball Admission Tax	4,000	4,313	3,850	4,000	4,425
Baseball Rent	5,900	6,510	5,900	6,250	6,250
Baseball Suite Amortization	924	992	922	860	830
Football Admission Tax	1,850	2,000	2,000	2,150	2,150
Football Operations	7,037	6,581	6,074	6,035	6,186
Seating Bowl Events	279	0	250	250	300
Parking	0	0	0	0	0
Warehouse Lease	2,950	2,994	2,975	3,000	3,025
Ravens Payment	1,210	1,109	0	0	0
City of Baltimore	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
Total Revenues	\$25,675	\$25,779	\$23,496	\$24,105	\$24,743
Total Funds Available	\$58,741	\$59,095	\$58,956	\$48,467	\$47,663
<u>Disbursements</u>					
MSA Administration	\$3,005	\$2,099	\$2,665	\$2,830	\$2,915
Camden Yards Operations	15,556	15,113	18,385	18,326	18,900
Subtotal MSA/Camden	18,561	17,212	21,050	21,156	21,815
Equipment Leases	7,904	7,904	3,050	0	0
Capital Imp. Funds	10,400	10,400	400	400	400
Camden Station Project	1,000	5	1,000	0	0
Baseball Suite Renovate	0	0	0	1,000	0
Replacement of PAT	415	0	0	0	0
Total Subtotal MSA/Camden	\$38,280	\$35,521	\$25,500	\$22,556	\$22,615
Debt service and financing	20,269	20,313	31,094	22,251	21,855
School Construction	0	0	0	2,400	2,400
Total Uses	\$58,549	\$55,834	\$56,594	\$47,607	\$46,870
Ending Balance	\$192	\$3,261	\$2,362	\$860	\$793

Source: Maryland Stadium Authority