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Mark S. Woodard

Eric D. Hart, President/CEO

TSA BOARD MEETING
AGENDA

4201 N. DALE MABRY HWY.

4:00 PM

DECEMBER 2, 2025

Welcome to a meeting with the Tampa Sports Authority. Your participation is appreciated. All meetings are open to the public and are generally held once a month.

PUBLIC COMMENT

The Board has set aside a 15-minute period for public comments. At its discretion, the Board may again hear public comments during the discussion of any agenda item. Public comments shall be limited to 3 minutes per individual, but the Chair may at its discretion, shorten or lengthen the time allowed. Anyone wishing to speak before the Board during the public comment section of the meeting should pre-register 24-hours prior to the meeting by e-mailing: meetings@tampasportsauthority.com or in-person, by filling out a comment card with TSA staff in the meeting room. If distributing materials, please have sufficient paper copies to include the Eleven (11) Board Members, the President/CEO, Staff and two copies for the Clerk (17 copies).

The Chair will call on speakers by name. When addressing the Board, please state your name, address, agenda item and speak clearly.

SPECIAL ACCOMODATIONS

Pursuant to provisions of the American with Disabilities Act, any person(s) requiring special accommodations to participate in these meetings is asked contact TSA at (813) 350-6500 or meetings@tampasportsauthority.com at least seven (7) days prior to the meeting.

NOTICES

In accordance with Florida Statue 286.0105, provides that if any person who decides to appeal any decision of the Tampa Sports Authority with respect to any matter considered at this public meeting will need a record of the proceedings and that, for such purpose, may need to hire a court reporter to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based.

For copies of the agenda or questions regarding this meeting, please contact the Tampa Sports Authority Office at (813) 350-6500, 4201 N. Dale Mabry Hwy., Tampa, FL 33607 or submit a request to: meetings@tampasportsauthority.com.

I. Call to Order and Roll Call

II. Welcome and Introduction

III. Approval of Minutes

1.	November 4, 2025 - Meeting Minutes	**Request for Approval**

IV. Public Comment

V. Consent Items for Approval

1.	RJS Financials - October 2025	**Request for Approval**
2.	Golf Course Financials - October 2025	**Request for Approval**
3.	SportsPlex Financials - October 2025	**Request for Approval**

VI. General Counsel

1.	General Counsel Report	**Informational**
2.	Legislative Update Report	**Informational**

VII. Committee Reports

VIII. Staff Reports

A. President/CEO

1. Strategic Plan Update	**Informational**
2. RJS - Best Practices Update	**Informational**
3. MOSI Fieldhouse Project Update	**Informational**
4. Rocky Point Driving Range/Top Tracer Update	**Informational**
5. Tenant Update	**Informational**
6. TSA Branding / Request for ADHOC Committee	**Informational**

B. VP of Stadium Operations

1. License Agreement Summaries	**Informational**
2. Event Updates	**Informational**
3. Schedule of Events	**Informational**

C.VP of Finance and Administration

1. Golf Budget Amendment (TSA Resolution #2025-02)	**Request for Approval**
2. SportsPlex Budget Amendment (TSA Resolution #2025-03)	**Request for Approval**

3. RJS Budget Amendment (TSA Resolution #2025-04) **Request for Approval**

D. VP of Golf Operations

1. Golf Course Updates **Informational**

E. VP of Marketing/Communications

1. Social Media Analytics - November 2025 **Informational**

F. VP of SportsPlex Operations

1. SportsPlex Update **Informational**

2. License Agreement Summaries **Informational**

3. Schedule of Events **Informational**

IX. TSA Meeting Schedule

1. 12/16/2025: Finance Committee Meeting @ 10:30am, TSA Boardroom **Informational**
2. 12/16/2025: Executive Committee Meeting @ follows Finance (if needed), TSA Boardroom **Informational**
3. 1/6/2026: TSA Board Meeting @ 4:00pm, TSA Boardroom **Informational**

X. Old Business

XI. New Business

XII. Adjournment

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	November 4, 2025 - Meeting Minutes
Summary:	Attached are the November 4, 2025, meeting minutes for your approval.
Background:	N/A
Strategic Plan:	

ATTACHMENTS:
Name:
12-2-2025 - TSA Board Meeting Minutes.pdf

TAMPA SPORTS AUTHORITY
REGULAR BOARD MEETING

MEETING MINUTES SUMMARY

Date: December 2, 2025 / Time: 4:00pm / Place: TSA Boardroom
4201 N. Dale Mabry Hwy., Tampa, FL 33607

The Tampa Sports Authority convened in a regular session at 4:00pm on this, the 2nd day of December 2025 with Patrick Manteiga, Chair, presiding.

Members present were: Chair – Patrick Manteiga, Vice-Chair – John Jaeb, Secretary/Treasurer – Andy Joe Scaglione, Dennis Carlton, Jr., Hon. Alan Clendenin, Don DeFosset (phone), Tony Muniz, Luciano Prida, Joseph W.J. Robinson P.E., Mark Woodard (phone)

Also in attendance: President/CEO – Eric Hart, VP of Stadium Operations – David Moss, VP of Finance and Administration – David Byrne, VP of Golf Operations – Jim Garrison, VP of Marketing and Communications – Bobby Silvest, VP of SportsPlex Operations – Stephen Reed (phone), Jeffrey Gibson – GrayRobinson, P.A., Tom Fesler – Hillsborough County (phone)

I. Call to order and Roll Call

Chairman Manteiga called the meeting to order at 4:00pm and roll was called.

II. Welcome and Introductions

Alex Villar / Housekeeping Manager
Byron Tremble / Technology Specialist
Heather Jones / Event Manager

III. Approval of Minutes

1. November 4, 2025 - Meeting Minutes

CHAIR MANTEIGA: *Approval of the minutes.*

MR. JAEB: *Move approval.*

MR. CARLTON: *Second.*

CHAIR MANTEIGA: *All those in favor?*

ALL: *Aye.*

IV. Public Comment

No public comment.

V. Consent Items for approval

1. **RJS Financials – October 2025**
2. **Golf Course Financials – October 2025**
3. **SportsPlex Financials – October 2025**

CHAIR MANTEIGA: *Consent agenda items. Does anybody want to remove anything from it?*

MR. ROBINSON: *I move the consent items for approval one through five.*

MR. PRIDA: *Second.*

CHAIR MANTEIGA: *All those in favor.*

ALL: *Aye.*

CHAIR MANTEIGA: *All those opposed? All right. Consent passes. General Counsel.*

VI. General Counsel

1. **General Counsel Report**

No Report

2. **Legislative Report**

MR. PIERCE: *Mr. Chairman, how you doing? Excuse my voice. I'm fighting a little laryngitis. But just very quickly from a time frame standpoint, we are wrapping up Committee week #5 in Tallahassee this week. We only have one additional committee week. It's going to be next week. Session starts on January the 13th. Couple things I'll bring to your attention. Number one is property tax reform. There are a number of bills that are filed in the House. They were having heard in the second committee of reference today. They'll be heard in this final committee reference next week. We'll probably be on the full House floor in the week of January the 13th. Governor in the Senate has not laid out anything yet. So House, the House bills are just a starting point. I only mentioned that because these bills could have an impact on local government and our two big partners with the City of Tampa and Hillsborough County. So, we're closely watching those. We do expect there to be some discussions around tourist development tax dollars again and again you bring that up because it could be, it could impact*

again our local partners with the city and the county as well. We do expect a guns bill to be filed. As it relates to with open carry now being constitutional, I think they're going to do something with regard to guns. We need to make sure there's not an impact on us from the stadium standpoint, which we don't think there will be, but we're going to monitor that. And at this point, there is no ticket bill. There's a couple of special district bills that are moving, but right now they don't have a direct impact on the Tampa Sports Authority. So, I'll stop there and I'm happy to answer any questions.

MR. CLENDENIN: *Hey, Ron, Alan here. The property tax bills, anything that you see that anyway, it's got traction that could go around whatever the governor's pushing or anybody's carrying the governor's water on it.*

MR. PIERCE: *At this point, we don't even know what the governor's water is going to be. So right now, the governor in the Senate has not come out with anything that if you look at the House bills, there's a wide range a little bit with exemptions. Doing a lot more would have a much bigger impact on local government. We think it's going to somewhere end up in the middle. I will tell you all this, we met with Senate leadership today on a number of issues, but property tax reform kept coming up. And I will tell you, I don't think anybody knows right now where they're going to land on this. They're going to probably land somewhere between some additional exemptions or do something with the current exemptions, or they do something that could impact local government. But maybe you put the implementation day down at like 20-30 or 32 to give local governments the ability to have the ability to be able to plan for it. I will tell you this, we know something's going to happen. Republicans have kind of painted themselves in a corner. Something is going to happen, happen in property tax reform. I think ultimately now what we're looking at is what's the impact going to be in local government? We think the governor's proposals are going to come out sometime between now and the end of the year.*

VII. Committee Reports

A. Executive Committee

No Report

B. Finance Committee

No Report

VIII. Staff Reports

A. President/CEO – Eric Hart

1. Strategic Plan Update

MR. HART: *Mr. Chair, first item on your agenda is an update on the strategic plan. As you're aware, the Chair did set up an AD HOC*

committee. We did meet with the committee. We started reviewing the plan. In front of you is a draft. We're not asking for your approval. Today we went through some of the key points within it. I will direct your attention to page 40, which is probably the most substantial change within the document. We've reduced the number of strategic objectives. We're trying to tighten these up and make them more broad. If you recall, I think we had eight before we're down to five. And you can see we've actually kind of put them in categories related to customer service, our employees, our operations and then future growth and our financial aspect. So, we've also tied new KPIs to these, this is for your review. And you can kind of go through it and see we're just taking the existing plan and trying to streamline it and make it a little bit more efficient, which is kind of what the goal was. And when we talked with the committee, Rob's done a lot of significant work on it. We've as the executive team, we've gone through it and these are going to be our recommendation to you, but I think it would be prudent for the Board to see it before we ask for your approval. This did come with changes and recommendations from the ad hoc committee, but basically the document has been narrowed down and we're really trying to be more pointed in our objectives. Any questions I can answer related to the update to the plan?

MR. ROBINSON: *Mr. Chair, what do we expect to vote on this?*

MR. HART: *January. So, you should have 30 days. And if, if the board wants additional time or would like to take, we can always move back. I mean, we're continuing in the current plan and we're continuing to gather data like we did before on our KPIs. This would be a little bit of a switch, but there's nothing pressing us to get this in place in the next.*

MR. ROBINSON: *And then once we voted in, when it, when it's become effective?*

MR. HART: *We would start implementing immediately as soon as we voted in. Yes, yes. So it's not a major, this is not a major program change for us. It's just kind of it's clarifying it and simplifying it and giving us a little bit more leeway.*

MR. MANTEIGA: *Any other questions?*

2. RJS – Best Practices Update

MR. HART: *All right, OK, next time I'm on your agenda. Just an update. We the NFL has been working with the team. I know the security committee is up to speed on some of the changes, but likelihood is the board will be seeing some changes when you enter the building in the coming year. Can't go through all of them as of yet. But this is just more*

of an update that if you go to come into the building and something is modified, it's going to probably feel a little bit more like the TSA is the way I would put it. Just to kind of mentally frame it. The changes will go through security committee and we'll make sure that they're up to speed on all that. But for us to remain in compliance with the NFL best practices, there will be some changes that have to happen with the building. And most of it's just policy will never require us having an increase in the amount of employees to there will be an increase, but those costs will be passed on to the team.

MR. ROBINSON: *OK, so is this during game day is like we're having a meeting today when I come in the parking lot, they're going to pop my trunk again and look for any weapons. That might be a regular meeting like today, where there's no event here. That day there was a soccer going on. But on a regular day like today, there's no event. We're going to have to go through this TSA type of thing.*

MR. HART: *Yes.*

MR. ROBINSON: *Even though there's no game here?*

MR. HART: *Yes.*

MR. ROBINSON: *Why?*

MR. HART: *Because to not go too far into it, there have been issues that have happened with NFL employees, with team employees and that the building does have employees within it that are represented by the league and we're kind of considered in some of that.*

MR. ROBINSON: *So that's part of well, I didn't know that.*

MR. HART: *So our employees we're not considered employees. Our employees are not considered for the legal. They're not, but the general public would can't see the difference in that.*

MR. ROBINSON: *Got it. So they were just to be safe.*

MR. HART: *Correct. It's all it's all NFL facilities and not just these facilities.*

MR. ROBINSON: *So that includes vehicle searches at the gate. Got it.*

MR. HART: *Yes. So it could be more coming.*

MR. CLENDENIN: *I'm going to request a pat down every time I come out.*

MR. ROBINSON: *You might get it.*

MR. HART: *So, I wanted to, I wanted to make sure I, we had we had kind of hinted that some of this was coming, but it's all starting to play and there's more there. There have to be there's potentially some redesign of our entry areas in a couple locations that we may have to do, but we don't know all the specifics as of yet. They're just starting to roll some of these out. So, I didn't want you all to be surprised and start asking questions. Today was probably the first part of it, but we were trying to get ahead of it.*

MR. MANTEIGA: *So, I assumed that, you know, if you got to check cars, you have to have more room to check cars. And there's not a whole lot between the gate.*

MR. HART: *And that's potentially just it; it slows things down. It's going to, it's going to have an impact on our speed and efficiency. But we'll work to try to address those OK questions.*

3. MOSI Fieldhouse Project Update

MR. HART: *OK, quick update on the MOSI Fieldhouse project. We've started our planning meetings. We are meeting with them with the architect regularly. The county is heavily involved. We're currently assessing the building and the current mechanics, all the MEP at the building, trying to look into spaces and we're some of the designs you initially saw, they're starting to change a little. We're starting to modify the footprint a little bit, move it a little closer to the road. So, there's things in play like that right now and there is communication starting to happen between the master developer and our team. One piece that will be coming that has to go to the city and the state, our liquor license, there's some issues currently with the with how it's wet zoned in that area and what existing licenses are there. So, there will be some significant work that'll have to happen in the next. It'll start once we have a design because we have to have the footprint first before we can make application. But it's going to take us about a year and it's going to be an expensive process. So, there's a lot of stuff we have to unwind and change. We'll have to go through the city process. We're estimating probably 10 to 12 months to get all the way through it. At that point, the building should be under construction, which then we can go for state approval. So just giving you a heads up that that's some of the background work that we've started already.*

MR. CLENDENIN: *Have you guys sat down with Abby? And it's kind of a paved way for this.*

MR. HART: *She's not aware of that one yet, but she will be. So, and we're what we talked about with Abby and there was a note that went out this morning, we're looking to set up a meeting with our architect and start doing planning meetings with permitting and inspections. So, the use, the current use of the building is not for public, it's not an assembly building, it's an education. So, there's going to be some code changes and there's a lot of exits that are going to probably have to be redesigned in a different way because we've got too many access points in and out of the building. So instead of us drawing it and trying to get it approved, we're going to actually try to sit with permitting and inspections first as we're designing it to get approvals before we go forward. Cause fire is going to be. That's going to be a significant part because we're going to still occupy the building with MOSI going to occupy the upper levels, which is going to, which is going to, we're going to have crossovers in code.*

MR. CLENDENIN: *And I realized MOSI was going to stay there. I thought MOSI going to keep…*

MR. HART: *They're going to keep the West building and then they'll keep offices and learning on the 3rd and 4th floor. So that will stay in that area. We will take down below that and then take down. The plan right now is to take down the entire East building from, you know, where the loading dock is. So, from the loading dock E should all disappear and then the building is designed to go in that space out to the easement. That's the current design and that's what we're working on, but we need to make sure that some of these pieces that have come up now we've got FDOT planning that's already starting to happen because the university's already started some on the other side. So, we've got to kind of get in those conversations.*

MR. CLENDENIN: *So, there's a lot of that happened on Fowler too.*

MR. HART: *So yeah. And a lot of that's working right now. So, so yeah.*

MR. CLENDENIN: *So JC, Abby and JC are, you know, if you need help with.*

MR. HART: *Yep, no, they've been, they've been good so far. And as you know, Abby helped in the selection process. So, she's aware of what's coming forward. the liquor license, that one we weren't, I started the application process and found the problems. So now we're addressing that, which is going to take a little work first, the floor plans and everything for you.*

MR. ROBINSON: *Mr. Chair, on that liquor license. So, we're not going to wet zone this site, just the building? Oh no, we're on that side of the building?*

MR. HART: *We're going to do the building and we're going to try to wet zone a portion outside of the site.*

MR. ROBINSON: *Yes, exterior of the building yes, OK, good.*

MR. CLENDENIN: *The more the better.*

CHAIR MANTEIGA: *Who…what individual's on the liquor license for this?*

MR. HART: *What individual? It goes…typically I sign it, I believe OK, so it's my it's my Social Security number yes, so they fingerprint you when they do that.*

CHAIR MANTEIGA: *I was just wondering…I mean…*

MR. HART: *Yes, it's usually me who has to do it and give my Social Security number. So, yes, so that we'll work our way through it. And this will be for this building based on usage and based on the location with MOSI, we're going to go for a full liquor license. We're not. If you recall, we only went for beer and wine at the Sportsplex because of the location in the use. This one has some potential more crossover for us to do indoor events. So we're going to go for the full thing.*

MR. CLENDENIN: *Yeah, with the university there.*

MR. HART: *Yeah, so, and when we see, when you see when we go through this budget process, there's going to be a request for funding before we have a building operating because some of these costs are not coming. We're going to need the, we're going to need the county to fund those as we go. Does that make sense? So in this next process, you'll see some staff members coming online and we'll be having some of those when we go through the budget process this year.*

MR. CLENDENIN: *Well, I haven't voted against a single liquor license since I've been on councils.*

MR. HART: *So this is just more we'll, we'll keep briefing you on this as we go. These are some of the things we've run into that we're we're anticipating some of this MEP is our next kind of hill that we want to climb, making sure that the physical plant, which we believe will hold all of it. We just now need to verify it with our engineers.*

MR. CLENDENIN: *So, MOSI was going to move completely, weren't they?*

MR. HART: *They were, but they're not moving now. So the intent right now in the discussions is to keep the offices on the third and four, keep the West building operating and then we'll have a shared space, which it actually makes a lot of sense because there's going to be a lot of crossover of our folks in the theory is that, and we see it at the Sportsplex is that mom and dad come with one kid and then mom takes the other kid and they go somewhere. And I can now go across the MOSI, which is right there along with some other stuff in the area. You got Busch Gardens right there.*

MR. MUNIZ: *Who funds MOSI?*

MR. HART: *Well, MOSI, I don't know the specifics of how it works. I know the county has given a significant amount of money to it, but I believe Mosey is a operating national kind of nonprofit. So, but I think the county now owns the building and it's had to provide funding to the building. So this should relieve some of that portion. And then our intent now is to try to get as much control that space. There's some other county has some other uses in there. And what you're also going to see is because of the structure of how it's being designed, we're going to push to try to get the same generator package that we have because it will be built as a full command. I mean, we're, we're looking to make this hardened for hurricanes and for the county to actually occupy like we do everywhere else where they'll come in and then occupy the space and it will be, it would be very usable for that on the emergency side of things. So, we want to make sure we've got the right fiber and data. That's all happening right now. We're having a lot of meetings to try to get that in line.*

MR. JAEB: *What kind of security considerations would make?*

MR. HART: *Which aspect?*

MR. JAEB: *Just in general people, so lots of people coming into a building?*

MR. HART: *That's part of the technology package that we're discussing right now is that we've already got our so reliant, which is our, our reliance is our data provider here and they do our computer support. We're going to have to extend our bubble, the RJS bubble like we've done everywhere, we'll have to extend it over it. So we'll be in pretty good shape there. And the discussions we're doing right now are about cameras because we're going to have a significant number of children. I I think we're probably going to bring MOSI into the, you know, frankly*

kind of bring them into the future, so to speak. As it relates that we're going to put a ton of cameras. I mean, our intent is to have this place covered because we don't want to have any issues, which is like we did the sports bikes, we got what, 40 or 50 cameras out there because we want enough coverage to make sure that if we've got a problem, we can find it quick. So, but that is the intent. I can't tell you exactly all of what it's going to be because we're still in this, in the, the, you know, the, that initial process, but it, it, there's some really great potential out there. It's going to be a nice building. I'm actually super excited.

MR. SCAGLIONE: *Eric, what is the current, what is the current attendance of, of MOSI?*

MR. HART: *Couldn't answer that question. OK, that's not my wheelhouse.*

MR. SCAGLIONE: *I know the aquarium. I know the aquarium's like a million. I was just comparing it to the aquarium.*

MR. HART: *It's not that I don't know what their official numbers are that probably we'd have to get that through the county.*

MR. SCAGLIONE: *OK, just curious. Thank you.*

MR. HART: *Any questions?*

4. Rocky Point Driving Range/Top Tracer Update

MR. HART: *OK, Next up is Rocky Point driving range at the Finance Committee. We had a pretty good conversation about this staff is currently working towards. I have a meeting with the city. We think they're going to help us with design for the Top Tracer piece and some of the funding based on your approval today. If we receive the budget amendments, we would be looking to move dollars from operating profits into the capital reserve account to start spending. Our intent is to try to move as much dirt from here as we can and start. So, it'll be a little unsightly around the property, but we want to start dropping dirt. Our intent is to try to move some power poles, get the tee boxes built and get the poles for the driving range done sometime in the early spring. So, we could get the new driving range designs and up and operating with the 10th hole without using outside sources. We would just use ABM and do like we've done on our other projects with the intent we think we have enough funding to get those projects done without going back to the city or getting the bulk of them with a budget request in April for the remaining dollars at Rogers Park along with the funding for Top Tracer. So, but we are moving forward with trying to get the driving range*

moved and get all those projects started. So, we think we're going to create enough dirt from here to get us a long ways towards the project. Plus, we have a lot of dirt that we stored out there for the last few years coming out of this stadium that we're going to use for those projects. But hopefully and we did meet with we'd only had one show up at our pre bid, but we'll have an architect. We'll have a concept to you by December. I think we'll have pricing and a conceptual idea of what we can do by the 12th I believe, which is next weekend, next week, I think. So we'll have an idea to come back to the board to show you what we're thinking with a with a real plan and program and with the final budget number.

MR. MUNIZ: *Eric, only one architect who showed up?*

MR. HART: *Of the four. Yes. And one said, oops, we missed the meeting. Can we still be included? And we said it was mandatory. So, if we were to take a design from we probably could, but we'd be in violation of what we stated.*

MR. MUNIZ: *Was it the people that did Rogers that showed up?*

MR. HART: *No, so this is the OSports is the only one that showed up. PBK was supposed to. They wrote us the day after and said we made a mistake. Can we can we still be considered? Our letter was pretty clear that you had to be at the meeting. Now we would like to go back and consider we can check with legal if it's legal, but we'd be probably pressing our luck a little. So, what we proposed to all of them, which we shared with them was that it's a pretty simple building, just like, just like Rocky Point. It's not super expensive. It's not a technical design. It's, it's a, it's a carport. You know, basically we're going to be looking to build a carport. So, it's not sexy. It's not a lot of fees. So, it's not surprising that we didn't have….*

MR. ROBINSON: *And we've learned from Rogers.*

MR. HART: *We've learned from Rogers. I mean, we're this one will be, we're not going to have the bar area. We've got some of the things we can do. So, there's, there's some possibilities here. We're a little concerned about power, but I think we can address that in a different way. So, lots to learn. Any questions on that?*

5. Tenant Update

MR. HART: *The tenant update, just this is more of an informational item that the city, the county's been working with, with the Lightning fully anticipate that in the next probably 30 to 45 days, they'll be something coming back to the board for an extension of our lease over there where*

the team will be extending five more years. That's about the extent of what it can go into right now. But I am just giving you a heads up that we'll be, we'll be looking to bring something back to the board in early January.

MR. ROBINSON: *When does that lease run out?*

MR. HART: *Current lease runs out in 37, so we'll be extending it out to 42.*

6. TSA Rebranding/Request for AD HOC Committee

MR. HART: *Next one is a request for the chair that we are requesting a ad hoc committee be developed for TSA branding. Part of our strategic plan is we've been our last few years looking at updating our logo, our branding and all that. So, we're looking now to have a committee. We've got concepts that we'd like to start presenting to come back to the board.*

MR. CLENDENIN: *When was the last time we did it?*

MR. HART: *We did it in 2013.*

CHAIR MANTEIGA: *Joe?*

MR. ROBINSON: *I would like to be on the AD HOC Committee.*

CHAIR MANTEIGA: *Yes, we'll use the executive committee and I will add Joe.*

MR. HART: *OK, so we'll set we'll get a meeting set up. We already have a significant number of concepts that we're we've as a staff zeroed in on that we think the board will like. But we want to sit down and walk through all those and get feedback and approval.*

MR. JAEB: *What do you what you're thinking in terms of update?*

MR. HART: *You know, most of what we see if you look at, if you look at our logo right now, remember our if, if those of you who've been more seasoned on this, our old logo used to look like Boston market, and it was red and black and it's had the same shape. And we, we changed that. We, we basically freshened that initial logo where we went in the new color scheme. We got rid of the Boston market feel, we extended it out. The problem we have, as you can see it on all of our merchandise, is that when you extend it out, it's hard to recreate. So, what we've done is a lot of research with other sports commissions, with sports authorities. What we see a lot is more of a round patch type logo that's easier reproduced, gives a little bit better picture of what we do. So*

those are some of the concepts that we're looking at because hats and shirts and, and our logo outside and all of our letterhead, everything is it's, it's not that it's bad, it's just, it's, it's probably dated. So, we're looking to look more modern. You see, you're seeing around the country, everybody's kind of going to more of a patch type, more of a circle. And if you look at other sports commissions and sports authorities, you can kind of see where the logos are. So that's where staff is kind of concentrating on our efforts. But we want to make sure the board would agree. If there's issues, we'll step back and we'll look at further redesign.

B. <u>VP of Stadium Operations – David Moss</u>

1. License Agreement Summaries

MR. MOSS: Thank you, Mr. Chair*, start with a few license agreement summaries to go through with you all. First one up is the annual Christmas tree sales that are taking place right now through in the next week and Lot 9. It's a $5000 rental fee for that space at the corner of Dale Mabry and Columbus with being on the South property is a revenue share with the Aviation Authority on that one.*

Next up is a commercial shoot we did with Fox Sports for their World Cup coverage that will start the summer and the US men's national team. So license use the production company called Park Pictures and the shoot took place on the 15th of November prior to the US men's soccer match against Uruguay on the 18th. It was a $25,000 license fee for the rental the space plus direct event related expenses and there were no other ancillaries on that event just the space rental.

Next one, is our annual game Day of Champions youth football event that we do each December with the Tampa Bay Sports Commission. This year's event is going to be held on Saturday, December 13th from 8:00 to 4:00. Just a $10 rental fee plus direct event related expenses. Revenues we'll receive will be from concessions and parking and our expenses. So that's it on that one.

And then the last one we have is the Reliaquest Bowl agreement for the game that will be held on New Year's Eve this year. License fee will be $450,000 with 42,000 and under projected crowd or $485,000 if we anticipate more than 42,000 fans in attendance. The authority will retain all the concession revenue, all the parking revenue and all the ticket convenience fees and we will allow the ball to retain the merchandise revenue. We will get our teams for both of our bowl games this Sunday. So, it may happen during the Bucs game. We may find out who are our, our, our teams are for both the Gasparilla and Reliaquest Bowl. So next week we'll have our planning meetings with the Bulls and the teams will come into town and do site visits. Any questions on license agreements?

2. Event Updates

MR. MOSS: *Next thing, I have just two event estimates for the two most recent events in November, the USF versus UTSA football game that was on November 6th, we had an attendance of 14,490, which was just slightly under our budgeted attendance of 15,000. As you can see, our revenues and expenses were right pretty much in line with what we had budgeted with the crowd being very similar. So, we are projecting to beat budget by $344 dollars.*

The other next event estimate is the US Men's National Team match against Uruguay. This was an unbudgeted event, so we've beat Budget for this one. We had the attendance of just under 23 or sorry, just over 23,500. So, we made approximately $222,000 in concessions, $145,000 in parking. So, a total budget win of $427,000 estimated. And you can see now our current 2,000,000 is sitting at $11.3 million.

We've got the final USF game where we're getting numbers on from this past weekend and then our bowl games will finalize our $2 million revenue. So hopefully if we'll get some good teams and do all our bowls and go strong for the $2 million, it's very possible.

3. Schedule of Events

***MR. MOSS**: And then last for me, it's just a schedule of events for the stadium and the arena. We do have our Zach Bryan concert pre-sale starts tomorrow, presales tomorrow and Thursday and then the public on sales Friday. They've shared with us that our pre-registration numbers are really, really strong. So, we do expect that that show is going to sell really well this week. That show will be.*

***MR. HART:** So, the board knows too. Those are in the round. So, capacity 70,000 so great. Based on our numbers, we can anticipate that we may have more than one show.*

C. <u>VP of Finance and Administration – David Byrne</u>

1. Golf Budget Amendment (TSA Resolution #2025-02)

MR. BYRNE: *Thank you Mr. Chair. I'll start with…I have a three different budget amendments. So, I'll start with TSA Resolution 2025-02 for the golf courses. Expenses for fiscal year 2025 for the golf courses were over budget by 7% or $428,000. We are seeking a budget amendment for that overage as well as an additional 2 1/2% of expenses as these are unaudited financials. Overall, we finished 17% or over*

$1,000,000 ahead of our revenue budget while being only 7% or $28,000 over our expense budget. The main driver here was the deferment of the scheduled Greens replacement at Rogers Park, where in terms of budgeting we scaled both the revenues and expenses through that anticipated construction. So, Rogers alone constituted 97% of the expense overage.

Additionally, staff is requesting to allocate $553,320 of golf course operating funds to the golf course reinvestment fund as Eric referenced earlier. And this allocation is based upon the strength of the last two fiscal years' performance. We're looking to allocate more of those back into the courses.

So overall, staff is requesting your approval to amend the fiscal year 2025 golf course budget in the amount of $590,641 as submitted and to approve the allocation of $553,328.00 towards the Reinvestment Fund.

MR. ROBINSON: *Mr. Chair, yes, I move for approval of the golf budget amendment, TSA Resolution 2025-02.*

MR. PRIDA: *I second it.*

CHAIR MANTEIGA: *Any other discussion? All those in favour?*

ALL: *Aye.*

CHAIR MANTEIGA: *All those opposed? It passes.*

2. SportsPlex Budget Amendment (TSA Resolution #2025-03)

MR. BYRNE: *All right, think Sportsplex next. OK, so for Sportsplex for, for those of you on the Finance Committee, I've been foreshadowing this for some time. Resolution 2025-03 is a budget amendment for financials for the Sportsplex. For fiscal year 2025 expenses, we're over the expense budget by $282,000 or 16%. We're again seeking a budget amendment for that amount plus an additional 2 1/2% of the overall expenses.*

The same sort of crux search I'll see at the stadium. Overall, we're able to manage a 32% revenue budget beat which counts to $388,000 with 282,000 or 16% expense budget overage. When I, when I go through to isolate where the overages are it, it really is all revenue base expenses and they total $351,000 versus an overall $282,000 expense. Overage items like event expenses, maintenance of fields were kind of a the major categories that that were impactful here. So, looking for approval for TSA resolution 2025-03.

MR. JAEB: *Move approval.*

MR. ROBINSON: *Second.*

CHAIR MANTEIGA: *Any discussion? All those in favor?*

ALL: *Aye.*

CHAIR MANTEIGA: *All those opposed? Motion passes.*

3. Stadium Budget Amendment (TSA Resolution #2025-04)

MR. BYRNE: *And last but not least on the stadium, another good budget amendment to be requesting here. We're presenting legislation 2025-04. Expenses for fiscal year 25 at the stadium were over budget by $7,114,000 or 23%. We're seeking a budget amendment for that overage as well as an additional 2 1/2% of the total expense figure. We don't anticipate any meaningful changes from the auditors, but we do like to keep that bearance in here.*

There's the going through the final audit. We're still closing out a handful of events and then we're still waiting for our pension obligation figure from that will come down from the state. Just to put everything in perspective because a $7,000,000 expense overage seems not a good thing. But overall, we're able to manage an amazing $20,441,000 for 65% gross revenue budget beat with that $7 million or 23% expense budget overage. And if you look in the support and the expense overage is really just isolated in event expenses, that category showing 7 million by $668,000, which actually exceeds the overall expense over by over a half, $1,000,000. And this is really just the impact of all the concerts that came through Morgan Wallen, ACDC, Metallica for two nights, Chris Brown and My Chemical Romance above and beyond what we had identified or we're looking at it originally in terms of both revenues and expenses. Additionally, be hosted a Savannah bananas game and enter Miami soccer match, a Buccaneers playoff game and a multi-day Country Thunder concert.

MR. PRIDA*: So, I make a motion.*

MR. ROBINSON: *Second.*

CHAIR MANTEIGA: *Any discussion all those in favor?*

ALL: *Aye.*

CHAIR MANTEIGA: *All those opposed? Motion passes.*

D. VP of Golf Operations – Jim Garrison

1. Golf Course Updates

MR. GARRISON: *Thank you Mr. Chair. This year definitely started out much better than last year. At the end of last October, we were still cleaning up from two storms, our P&L was showing a loss of $92k and we were just over $100k down to budget. This year our P&L starts with a profit of $15k and we are $54k ahead of budget. November revenue numbers were very good as well, so we should see our profits continuing. All margins are also in line as we start the new fiscal year.*

At Rocky Point, the renovation project is complete (with a few touch-ups still happening in the grill this week), and we are looking forward to our new clubhouse preview on Wednesday, December 17th from 6pm-8pm. The new railing along the front of the building is complete, along with the extension on the south side to give the front a more balanced look. The golf course is in good shape, and we are starting to see a resurgence of play out there.

At Rogers both courses remain in great shape. Our winter overseed is down on the greens, tees, and natural grass range. All should be grown in and ready for the upcoming season. The Tiff Eagle practice putting green near Top Tracer is back open and also in good shape. The overflow parking lot has been a great help to them on crowded days. We have determined that painting the wheel stops is not feasible due to the continued maintenance. We would have to repaint them and pressure wash prior to repainting almost annually. We will work on getting them clean and keeping them relatively clean, so they stand out more. We have also completed the tree removal and trimming work at Rogers Park.

Over to Babe Zaharias, the City came out and planted rows of Crepe Myrtles along holes 10 & 11. They also installed gator bags on each tree and will monitor the watering for the first 90 days. More plantings will be upcoming in the near future. Overall, the course is in much better shape than it was a few months ago (especially the greens), and we look forward to a great season. Babe Day is fast approaching on Saturday, December 13th. We are excited for another great event as this tournament has been sold out for over a month. The following day (December 14th), the FHNA will hold their annual Jingle Carts parade. That's all I have. Any questions?

E. VP of Marketing and Communications – Bobby Silvest

1. Social Media Analytics – October 2025

MR. SILVEST: *Thank you Mr. Chairman. The time period here, we had one event outside of our normal football events, the US Soccer event and which was success, a lot of energy if anybody all came to that event and that really took up all of our highlights for social media during that time period. Jim touched on the preview event. I sent out a calendar invite, so everyone had it up. I am doing a reminder here, within the next week we will have name tags for every for all board members coming. So, if you can't make it, let me know or I'll have it made-up anyway. So, they'll be ready to go, and it should be a turn out is going to be great. We think at least for the feedback we're getting. All the area and neighborhood associates have been contacted and the feedback is really very good.*

MR. HART: *Every and everybody's aware of what we're doing here, correct? think we've OK. So, on the 17th we're, we are just doing an open house to some of our to our players and then to the local neighborhoods. So, the old Rocky Point does not look like the old Rocky Point. So, the reality is that we want a lot of those neighborhoods would not use it on a regular basis based on the condition of the venue. This is pretty much our attempt right now to show them that they can come up there and based on the way that we've set it up, it is truly set up to be operating outside of golf hours. It's a beautiful…They've done a really good job inside. We've got some touch up things that are still going on. We're still refining as Jim said, a few things. But you can see from that picture that's right there. That's just the bar area that doesn't show the rest of the room. It doesn't show the restrooms, doesn't show that the pro shop it. It's a much different looking building and it's got a much better feel.*

CHAIR MANTEIGA: *Where's the Joe Robinson bench at the bar?*

MR. ROBINSON: *Hey, that's already there in the left corner over here and they're going to have another six TV and that away. Ohio State had 30 people come out there this weekend and watch the game. They weren't playing no golf. That's how bad it is. So it's it's in in our intent was to try to increase and no, they weren't watching it this year.*

MR. HART: *One piece that the good part of this is, is that we've seen the initial what week and a half, two weeks we've been open. We're seeing our numbers climb and our goal is to try to offset the losses on the on the driving range until we get the whole thing done. So we're hopeful that it's another, it's not, you're not going to see much impact in our financial performance because the driving range is really limited. Now at this point, we're not seeing our numbers like we used to because it's limited flight and there's really not much you can do there. So, but we'd like to see you all there. Our neighborhoods are very excited and we've been getting good feedback so far.*

F. VP of SportsPlex Operations – Stephen Reed

1. SportsPlex Updates

MR. REED: *Thank you. Mr. Chairman, first item I have just a quick update on the SportsPlex itself. We've been through 4 soccer tournaments, a lacrosse tournament and our fields are holding up great. So, all the work we were able to do over the summer is definitely help. So, looking good out there. The fields are looking good. Any questions on any other questions about the Sportsplex in general?*

2. License Agreement Summaries

MR. REED: *If not, the next item is our license agreement summaries. First one up is Monster Mash which is our Co pro event. This year we made $65,219 that was our split, after all the revenues and expenses were calculated. So that is an increase of about $17,000 from what we did last year on this event. So, it's becoming a very successful event for us.*

The next event we have up is the Tampa Bay Super Cup Juniors. We got $19,125 plus all the direct event related expenses. I did $15,322 in concessions, $12,862 in vendor fees and $13,500 in in parking for that event. So, we had two very successful events in October. That's all I have for the events.

3. Schedule of Events

MR. REED: *And my final item is just our schedule and coming up in the month of December. We have a lacrosse tournament this weekend, then we follow that up with a 5-day soccer tournament and then we have a large clinic at the end of December to round out the year. And that's all I have. Any questions?*

MR. ROBINSON: *What was that 10,000 people for football in January?*

MR. HART: *That's in that's January or January 14th through 18th.*

MR. ROBINSON: *What what is football?*

MR. HART: *That's flag football.*

MR. ROBINSON: *You got that many people playing out there.*

MR. HART: *Yeah. That's the event that causes all of our all of our issues. So that's going to bring all those hotel rooms. But there's 10,000 football player or 18,000, whatever the number is, but it's a big number and it's like 450 teams and that's where all the damage comes from. Everything that we grow and build upon is that event. So, it's so important economically. But you can kind of now see the hole, and I know Steve's not here, but the hole after January 18th, that hole is in there for a reason because we're going to try to repair. There'll be some small events, but we don't have a big event there right now. We're going to try to repair as much as we can because those soccer events were complaining so much after that event, but we have to do that event. It's just too important for a second.*

IX. TSA Meeting Schedule

CHAIR MANTEIGA: *Our next Finance Committee meeting will be on 12/16 at 10:30. If we need, we will have a executive committee meeting after that and then our next regular board meeting will be next year, January 6th, 2026.*

X. Old Business

CHAIR MANTEIGA: *Do we have any old business?*

XI. New Business

CHAIR MANTEIGA: *Any new business?*

MR. ROBINSON: *I just want to say it's been a great year, great comeback from the hurricane season, great comeback on a golf course and on all our facilities. And I just want to say Merry Christmas, Feliz Navidad, happy Hanukkah and Happy New Year to everybody.*

CHAIR MANTEIGA: *With that, we adjourn.*

XII. Adjournment

There being no further business to come before the Board, Chair Manteiga adjourned said meeting at 4:46pm on this 2nd day of December 2025.

DISCLAIMER

The attached minutes are transcribed using computer software and edited to reflect a verbatim record. Every effort has been made to ensure the accuracy of information, statements and decisions recorded within.

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Upon request, copies of the agenda and recordings are available by contacting the Tampa Sports Authority Office. You may submit a request by e-mail to: publicrecords@tampasportsauthority.com, by phone: (813) 350-6500, by mail: 4201 N. Dale Mabry Hwy., Tampa, FL 33607.

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	RJS Financials - October 2025
Summary:	Attached are the October 2025 Stadium Financials. Staff is requesting the Board receive and accept the October 2025 RJS Financials as submitted.
Background:	N/A
Strategic Plan:	Protect public assets while safeguarding our customers and their personally identifiable information

ATTACHMENTS:
Name:
RJS Packet - 1.pdf

Raymond James Stadium - Combined Financial Summary October - FY 2026

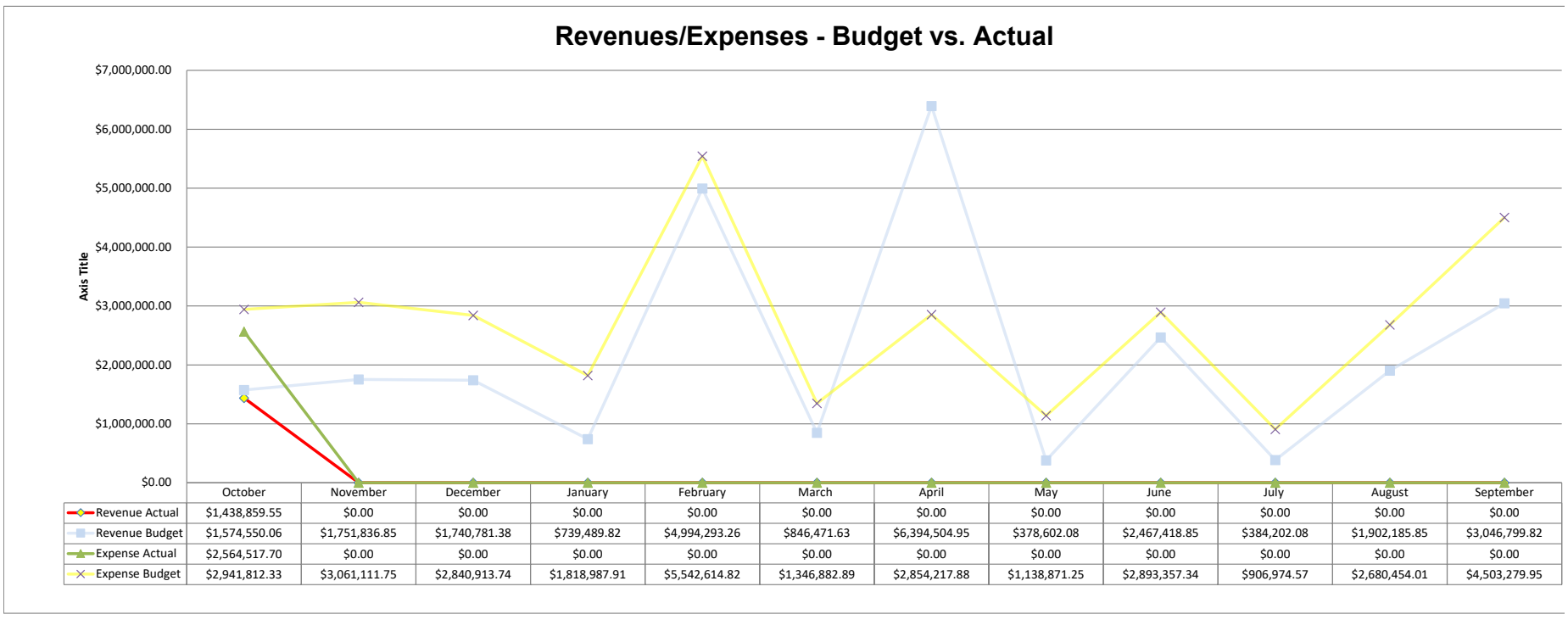
	Month to Date - October 2025			Year to Date -October 2025		
	Actual	Budget	Difference	Actual	Budget	Difference
Revenues	$ 1,438,859.55	$ 1,574,550.06	$ (135,690.51)	$ 1,438,859.55	$ 1,574,550.06	$ (135,690.51)
Expenses	$ 2,564,517.70	$ 2,941,812.33	$ (377,294.63)	$ 2,564,517.70	$ 2,941,812.33	$ (377,294.62)
Sub Total	$ (1,125,658.15)	$ (1,367,262.27)	$ 241,604.12	$ (1,125,658.15)	$ (1,367,262.27)	$ 241,604.11
Less Depreciation	$ 29,451.38	$ 29,538.13	$ (86.75)	$ 29,451.38	$ 29,538.13	$ (86.75)
Sub Total	$ (1,096,206.77)	$ (1,337,724.14)	$ 241,517.37	$ (1,096,206.77)	$ (1,337,724.14)	$ 241,517.36
Add Interest	$ 14,544.07	$ 8,333.33	$ 6,210.74	$ 14,544.07	$ 8,333.33	$ 6,210.74
Total	$ (1,081,662.70)	$ (1,329,390.81)	$ 247,728.10	$ (1,081,662.70)	$ (1,329,390.81)	$ 247,728.10
Add Subsidy	$ 2,319,324.86	$ 2,319,324.86	$ -	$ 2,319,324.86	$ 2,319,324.86	$ -
Ahead/(Behind) Budget	$ 1,237,662.16	$ 989,934.05	$ 247,728.10	$ 1,237,662.16	$ 989,934.05	**$ 247,728.10**
Funds Carried Forward				$ -	$ -	$ -
				$ 1,237,662.16	$ 989,934.05	**$ 247,728.10**

Comments:

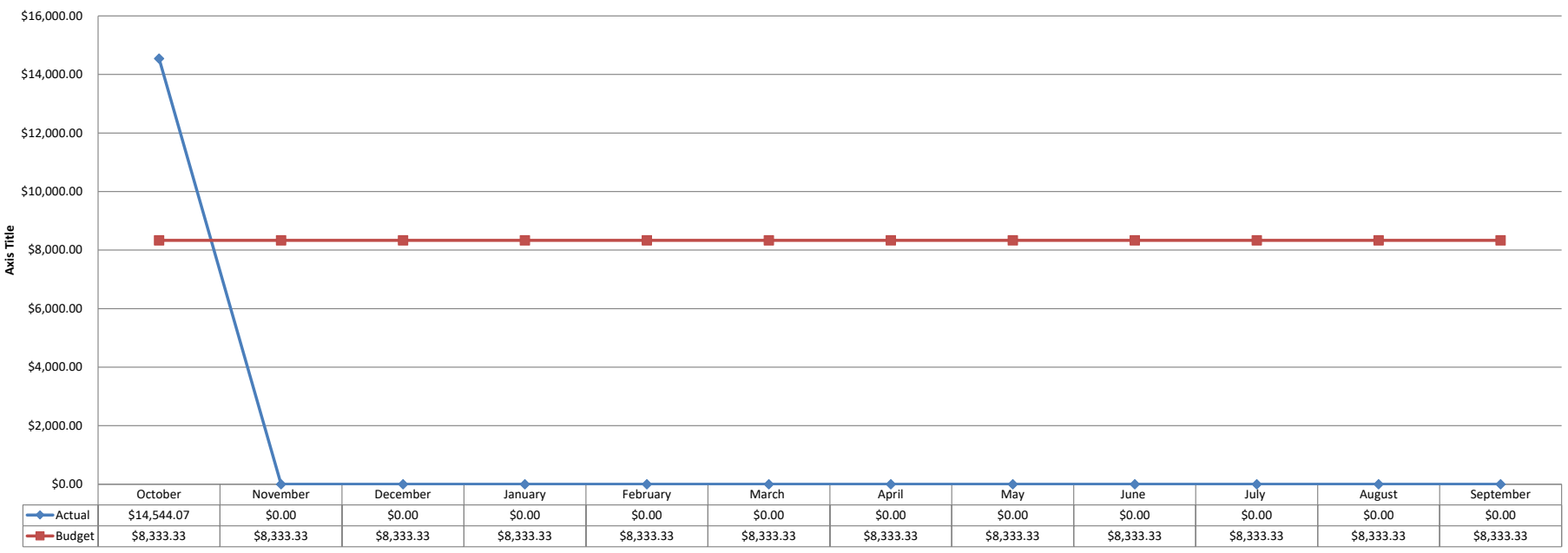
Due to timing, the positive variance is decreased from 247,728.10 to being on budget.

Raymond James Stadium Financial Performance Measures - As Reported Each Month

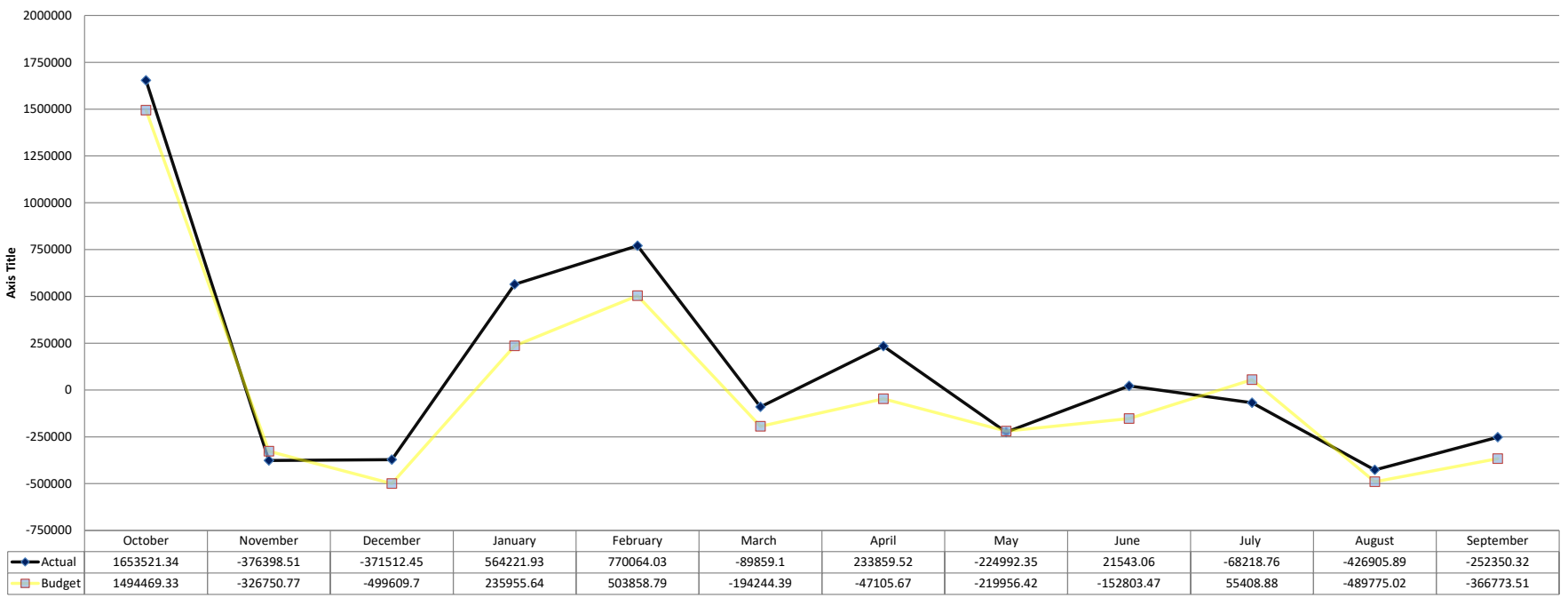
	Revenues			Expenses			Interest Earnings			YTD Actual Performance vs. Budget		
	Actual	Budget	Difference	Actual	Budget	Difference	Actual	Budget	Difference	Actual	Budget	Difference
October	$1,438,859.55	$1,574,550.06	($135,690.51)	$2,564,517.70	$2,941,812.33	($377,294.63)	$14,544.07	$8,333.33	$6,210.74	$1,237,662.16	$989,934.05	$247,728.11
November	$0.00	$1,751,836.85	($1,751,836.85)	$0.00	$3,061,111.75	($3,061,111.75)	$0.00	$8,333.33	($8,333.33)	$0.00	($799,251.15)	$799,251.15
December	$0.00	$1,740,781.38	($1,740,781.38)	$0.00	$2,840,913.74	($2,840,913.74)	$0.00	$8,333.33	($8,333.33)	$0.00	($1,062,260.90)	$1,062,260.90
January	$0.00	$739,489.82	($739,489.82)	$0.00	$1,818,987.91	($1,818,987.91)	$0.00	$8,333.33	($8,333.33)	$0.00	($806,705.21)	$806,705.21
February	$0.00	$4,994,293.26	($4,994,293.26)	$0.00	$5,542,614.82	($5,542,614.82)	$0.00	$8,333.33	($8,333.33)	$0.00	($510,450.10)	$510,450.10
March	$0.00	$846,471.63	($846,471.63)	$0.00	$1,346,882.89	($1,346,882.89)	$0.00	$8,333.33	($8,333.33)	$0.00	($462,539.80)	$462,539.80
April	$0.00	$6,394,504.95	($6,394,504.95)	$0.00	$2,854,217.88	($2,854,217.88)	$0.00	$8,333.33	($8,333.33)	$0.00	$3,813,079.95	($3,813,079.95)
May	$0.00	$378,602.08	($378,602.08)	$0.00	$1,138,871.25	($1,138,871.25)	$0.00	$8,333.33	($8,333.33)	$0.00	($722,397.71)	$722,397.71
June	$0.00	$2,467,418.85	($2,467,418.85)	$0.00	$2,893,357.34	($2,893,357.34)	$0.00	$8,333.33	($8,333.33)	$0.00	($388,067.03)	$388,067.03
July	$0.00	$384,202.08	($384,202.08)	$0.00	$906,974.57	($906,974.57)	$0.00	$8,333.33	($8,333.33)	$0.00	($249,979.61)	$249,979.61
August	$0.00	$1,902,185.85	($1,902,185.85)	$0.00	$2,680,454.01	($2,680,454.01)	$0.00	$8,333.33	($8,333.33)	$0.00	($740,396.70)	$740,396.70
September	$0.00	$3,046,799.82	($3,046,799.82)	$0.00	$4,503,279.95	($4,503,279.95)	$0.00	$8,333.33	($8,333.33)	$0.00	($1,418,608.67)	$1,418,608.67
Total	$1,438,859.55	$1,574,550.06	($135,690.51)	$2,564,517.70	$2,941,812.33	($377,294.63)	$14,544.07	$8,333.33	$6,210.74	$1,237,662.16	$989,934.05	$247,728.11



	October	November	December	January	February	March	April	May	June	July	August	September
Revenue Actual	$1,438,859.55	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Revenue Budget	$1,574,550.06	$1,751,836.85	$1,740,781.38	$739,489.82	$4,994,293.26	$846,471.63	$6,394,504.95	$378,602.08	$2,467,418.85	$384,202.08	$1,902,185.85	$3,046,799.82
Expense Actual	$2,564,517.70	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Expense Budget	$2,941,812.33	$3,061,111.75	$2,840,913.74	$1,818,987.91	$5,542,614.82	$1,346,882.89	$2,854,217.88	$1,138,871.25	$2,893,357.34	$906,974.57	$2,680,454.01	$4,503,279.95



	October	November	December	January	February	March	April	May	June	July	August	September
Actual	$14,544.07	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Budget	$8,333.33	$8,333.33	$8,333.33	$8,333.33	$8,333.33	$8,333.33	$8,333.33	$8,333.33	$8,333.33	$8,333.33	$8,333.33	$8,333.33



	October	November	December	January	February	March	April	May	June	July	August	September
Actual	1653521.34	-376398.51	-371512.45	564221.93	770064.03	-89859.1	233859.52	-224992.35	21543.06	-68218.76	-426905.89	-252350.32
Budget	1494469.33	-326750.77	-499609.7	235955.64	503858.79	-194244.39	-47105.67	-219956.42	-152803.47	55408.88	-489775.02	-366773.51

Tampa Sports Authority
Sports Facilities operations - Actual to Budget
Statement of Revenue and Expenses - Comparative

Tampa Sports Authority

Sports Facilities Operations - Actual to Budget
Statement of Revenue and Expenses - Comparative
For the period ended October 31, 2025

	2025 MTD Actual	2025 MTD Budget	Var	2025 YTD Actual	2025 YTD Budget	Var	Comments
Operating Revenue							
Buc's							
License fees	$ 291,666.67	$ 291,666.67	$ -	$ 291,666.67	$ 291,666.67	$ -	
Ticket Surcharge	139,812.50	250,000.00	(110,187.50)	139,812.50	250,000.00	(110,187.50)	**Timing**
Parking	-	-	-	-	-	-	
Total Buc's	431,479.17	541,666.67	(110,187.50)	431,479.17	541,666.67	(110,187.50)	
College Football							
License fees	890,000.00	888,300.00	1,700.00	890,000.00	888,300.00	1,700.00	
Ticket Surcharge	68,901.12	49,500.00	19,401.12	68,901.12	49,500.00	19,401.12	
Concessions	492,290.00	288,000.00	204,290.00	492,290.00	288,000.00	204,290.00	
Parking	198,000.00	62,766.00	135,234.00	198,000.00	62,766.00	135,234.00	
Total College Football	1,649,191.12	1,288,566.00	360,625.12	1,649,191.12	1,288,566.00	360,625.12	
Concerts & Motorsports							
License fees	-	-	-	-	-	-	
Ticket Surcharge	-	-	-	-	-	-	
Concessions	-	-	-	-	-	-	
Parking	-	-	-	-	-	-	
Total Concerts & Motorsports	-	-	-	-	-	-	
Excess Revenue over $2,000,000	-	-	-	-	-	-	
Advalorem & Intangible Taxes	-	-	-	-	-	-	
Other							
License fees	45,345.46	106,989.00	(61,643.54)	45,345.46	106,989.00	(61,643.54)	
Ticket Surcharge	-	-	-	-	-	-	
Concessions/BEOs	-	29,166.67	(29,166.67)	-	29,166.67	(29,166.67)	
Parking	-	-	-	-	-	-	
Parking - offsite	800.00	11,317.73	(10,517.73)	800.00	11,317.73	(10,517.73)	
Rent	32,181.12	33,435.42	(1,254.30)	32,181.12	33,435.42	(1,254.30)	
Miscellaneous/other	15,500.48	19,666.66	(4,166.18)	15,500.48	19,666.66	(4,166.18)	
Total Other	93,827.06	200,575.48	(106,748.42)	93,827.06	200,575.48	(106,748.42)	

Tampa Sports Authority

Sports Facilities operations - Actual to Budget

Statement of Revenue and Expenses - Comparative

Tampa Sports Authority

Sports Facilities Operations - Actual to Budget

Statement of Revenue and Expenses - Comparative

For the period ended October 31, 2025

	2025 MTD Actual	2025 MTD Budget	Var	2025 YTD Actual	2025 YTD Budget	Var	Comments
Total gross operating revenues	2,174,497.35	2,030,808.15	143,689.20	2,174,497.35	2,030,808.15	143,689.20	
Less: Revenue Splits	(735,637.80)	(456,258.09)	(279,379.71)	(735,637.80)	(456,258.09)	(279,379.71)	
Total net operating revenues	1,438,859.55	1,574,550.06	(135,690.51)	1,438,859.55	1,574,550.06	(135,690.51)	
Operating Expenses							
Salaries & Wages	351,826.78	341,111.69	10,715.09	351,826.78	341,111.69	10,715.09	
Salaries & Wages Reimbursement	(82,557.62)	(95,430.88)	12,873.26	(82,557.62)	(95,430.88)	12,873.26	
Fringes/Related Costs	169,135.28	159,441.12	9,694.16	169,135.28	159,441.12	9,694.16	
Computer Expenses	4,023.68	7,000.00	(2,976.32)	4,023.68	7,000.00	(2,976.32)	**Timing**
Licenses, Dues & Permits	1,276.53	4,416.67	(3,140.14)	1,276.53	4,416.67	(3,140.14)	**Timing**
Marketing & Advertising	11,804.00	17,916.66	(6,112.66)	11,804.00	17,916.66	(6,112.66)	**Timing**
Maint & Supplies - Building & Field	(17,600.55)	27,533.34	(45,133.89)	(17,600.55)	27,533.34	(45,133.89)	**Timing**
Maint - Contractual	73,080.23	124,583.33	(51,503.10)	73,080.23	124,583.33	(51,503.10)	**Timing**
Insurance/bonding	121,893.96	132,847.29	(10,953.33)	121,893.96	132,847.29	(10,953.33)	**Timing**
Event - Buccaneers	558,475.88	920,988.57	(362,512.69)	558,475.88	920,988.57	(362,512.69)	**Timing**
Event - Direct Costs	902,144.55	898,352.68	3,791.87	902,144.55	898,352.68	3,791.87	
Event - Other Costs	(79,603.37)	(4,166.67)	(75,436.70)	(79,603.37)	(4,166.67)	(75,436.70)	**Timing**
Event - Offsite parking	-	2,147.97	(2,147.97)	-	2,147.97	(2,147.97)	**Timing**
Professional Services	2,952.93	26,916.67	(23,963.74)	2,952.93	26,916.67	(23,963.74)	**Timing**
HCAA & Condo Rents	279,699.10	279,699.10	-	279,699.10	279,699.10	-	
Real estate taxes	-	-	-	-	-	-	
Supplies, Postage & Shipping	6,926.52	3,833.34	3,093.18	6,926.52	3,833.34	3,093.18	**Timing**
Utilities & Telephone	230,611.39	59,083.32	171,528.07	230,611.39	59,083.32	171,528.07	**Timing**
Training & Education	2,753.35	2,000.00	753.35	2,753.35	2,000.00	753.35	
Pension Expenses	-	-	-	-	-	-	
Miscellaneous other	(1,776.32)	4,000.00	(5,776.32)	(1,776.32)	4,000.00	(5,776.32)	
Depreciation and amortization	29,451.38	29,538.13	(86.75)	29,451.38	29,538.13	(86.75)	
Total operating expenses	2,564,517.70	2,941,812.33	(377,294.63)	2,564,517.70	2,941,812.33	(377,294.63)	
Non-operating revenues(expenses)							
Contributed Operating Revenue	2,319,324.86	2,319,324.86	-	2,319,324.86	2,319,324.86	-	
Investment income	50,952.15	45,416.66	5,535.49	50,952.15	45,416.66	5,535.49	
Bond grants and contributions	1,194,765.31	1,075,866.67	118,898.64	1,194,765.31	1,075,866.67	118,898.64	

Tampa Sports Authority

Sports Facilities Operations - Actual to Budget

Statement of Revenue and Expenses - Comparative

For the period ended October 31, 2025

	2025 MTD Actual	2025 MTD Budget	Var	2025 YTD Actual	2025 YTD Budget	Var	Comments
Practice Facility-Contributions	-	-	-	-	-	-	
Amortization of bond issue costs	-	-	-	-	-	-	
Amortization of leasehold interest	(2,672,762.94)	(2,468,957.67)	(203,805.27)	(2,672,762.94)	(2,468,957.67)	(203,805.27)	
Forgiveness of debt	-	-	-	-	-	-	
Interest exp. and amort. of bond	(68,940.67)	(2,576.52)	(66,364.15)	(68,940.67)	(2,576.52)	(66,364.15)	
Loss on disposal of assets	-	-	-	-	-	-	
Capital grants and contributions	-	-	-	-	-	-	
Total non-operating revenues	823,338.71	969,074.00	(145,735.29)	823,338.71	969,074.00	(145,735.29)	
Excess Revenues over Expenses	(302,319.44)	(398,188.27)	95,868.83	(302,319.44)	(398,188.27)	95,868.83	

Tampa Sports Authority
Sports Facilities Operations
Statement of Net Position

October 31, 2025
(With comparative totals for 2025)

	2026 Sports Facilities Operations	2025 Sports Facilities Operations	Var Sports Facilities Operations
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	$ 22,070,972	$ 28,475,070	$ (6,404,098)
Accounts receivable	12,210,579	13,800,826	$ (1,590,247)
Accounts receivable (Lease)	16,568,195	16,568,195	$ -
Due from Golf Courses/Complex	164,701	413,025	$ (248,324)
Prepaid expenses and deposits	871,801	1,161,891	$ (290,090)
Inventory	-	-	$ -
Total current assets	51,886,248	60,419,007	(8,532,759)
NON-CURRENT ASSETS			
Investments	3,398,674	2,464,726	$ 933,948
Practice Facility Funds Receivable	-	-	$ -
Capital assets, net of depreciation	4,629,560	8,360,972	$ (3,731,412)
Unamortized leashold interest	97,681,412	121,843,951	$ (24,162,539)
Unamortized portion of bond issuance costs	-	-	$ -
Deferred costs of advance refunding	35,290	65,539	$ (30,249)
Pension Related Outflows	1,805,024	1,805,024	$ -
Total non-current assets	107,549,960	134,540,212	(26,990,252)
TOTAL ASSETS	$ 159,436,208	$ 194,959,219	$ (35,523,010)
LIABILITIES			
CURRENT LIABILITIES			
Long-term debt due within one year	$ 13,055,000	$ 13,055,000	$ -
Accounts payable and accrued liabilities	364,413	10,533,109	$ (10,168,696)
Accrued liabilities (Lease)	4,751,889	4,751,889	$ -
Accrued interest payable	1,263,330	720,395	$ 542,935
Due to Component Government Unit	1,990	-	$ 1,990
Deferred revenue	10,902,221	4,909,137	$ 5,993,085
Total current liabilities	30,338,843	33,969,530	(3,630,687)
NON-CURRENT LIABILITIES			
Pension Liability	6,637,000	6,637,000	$ -
Pension Realted Inflows	16,841,588	16,841,588	$ -
Bond and loan payable	18,908,370	31,817,885	$ (12,909,515)
Total Non-current liabilities	42,386,958	55,296,473	(12,909,515)
TOTAL LIABILITIES	72,725,801	89,266,003	(16,540,202)
NET POSITION			
Invested in Capital Assets and Unamortized Leasehold Interest, net of related debt	70,347,601	85,332,037	$ (14,984,436)
Restricted for Capital Projects	5,474,379	6,237,792	$ (763,413)
Restricted for Debt Service	6,492,372	4,023,085	$ 2,469,287
Unrestricted	4,396,054	10,100,301	$ (5,704,247)
Total Net Position	86,710,407	105,693,216	(18,982,809)
TOTAL LIABILITIES & NET POSITION	$ 159,436,208	$ 194,959,219	$ (35,523,010)

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	Golf Course Financials - October 2025
Summary:	Attached are the October 2025 Golf Course Financials. Staff is requesting the Board receive and accept the October 2025 Golf Course Financials as submitted.
Background:	N/A
Strategic Plan:	Protect public assets while safeguarding our customers and their personally identifiable information

ATTACHMENTS:
Name:
Golf Course Packet - 1.pdf

Tampa Sports Authority
Financial Statement Summary
October, 2025

Golf Courses

Statement of Revenues and Expenses – Comparative – October, 2025

1. Net by Course (excluding depreciation and prior to City Contribution):

Course	October Actual	October Budget	Difference		YTD Actual	YTD Budget	YTD Net to Budget
Babe Zaharias	(17,706)	(33,900)	16,194		(17,706)	(33,900)	16,194
Rocky Point	19,534	9,937	9,596		19,534	9,937	9,596
Rogers Park	13,419	(15,016)	28,435		13,419	(15,016)	28,435
Profit/(Loss)	15,247	(38,979)	54,226		15,247	(38,979)	54,226

2. Merchandise

a. MTD Combined Gross Margins

Description	Gross Margins Actual	Gross Margins Target	Difference
Balls	29%	20%	9%
Gloves	25%	30%	-5%
Headwear	35%	30%	5%
Clubs	24%	15%	9%
Bags	10%	15%	-5%
Apparel	41%	35%	6%
Shoes	21%	30%	-9%
Misc Merch	42%	35%	7%

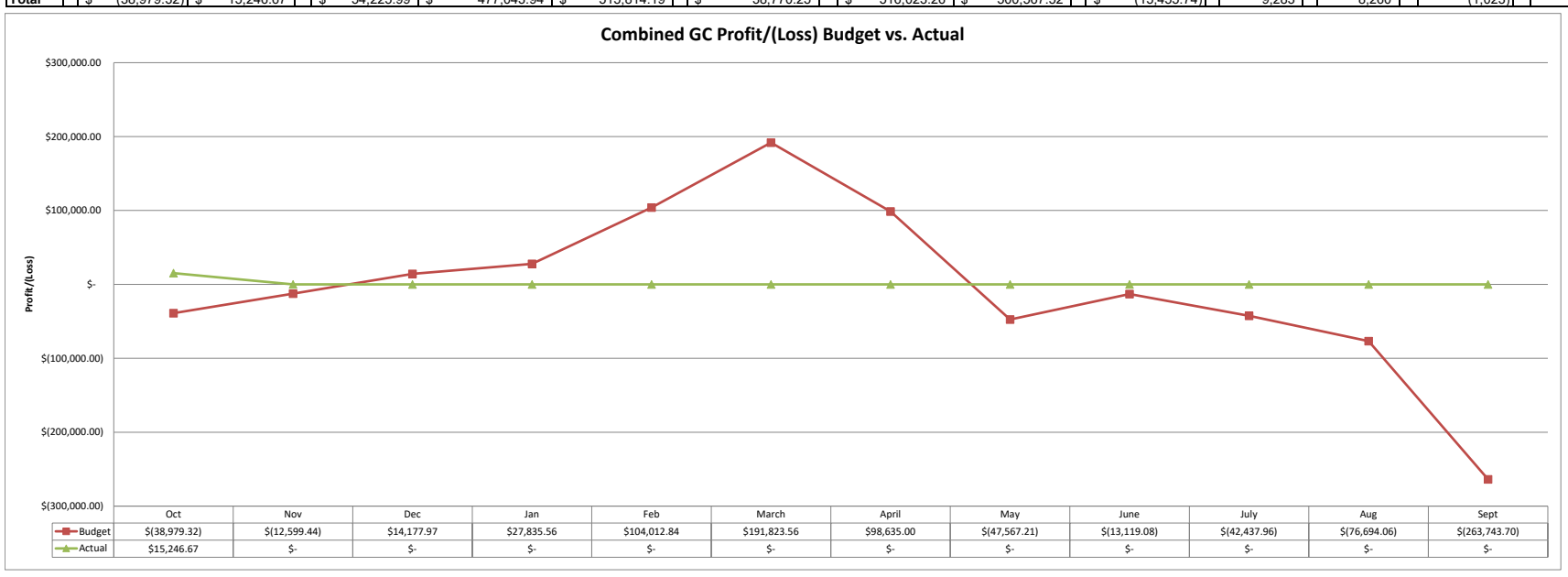
3. Food and Beverage

a. MTD Combined F&B gross margins are as follows:

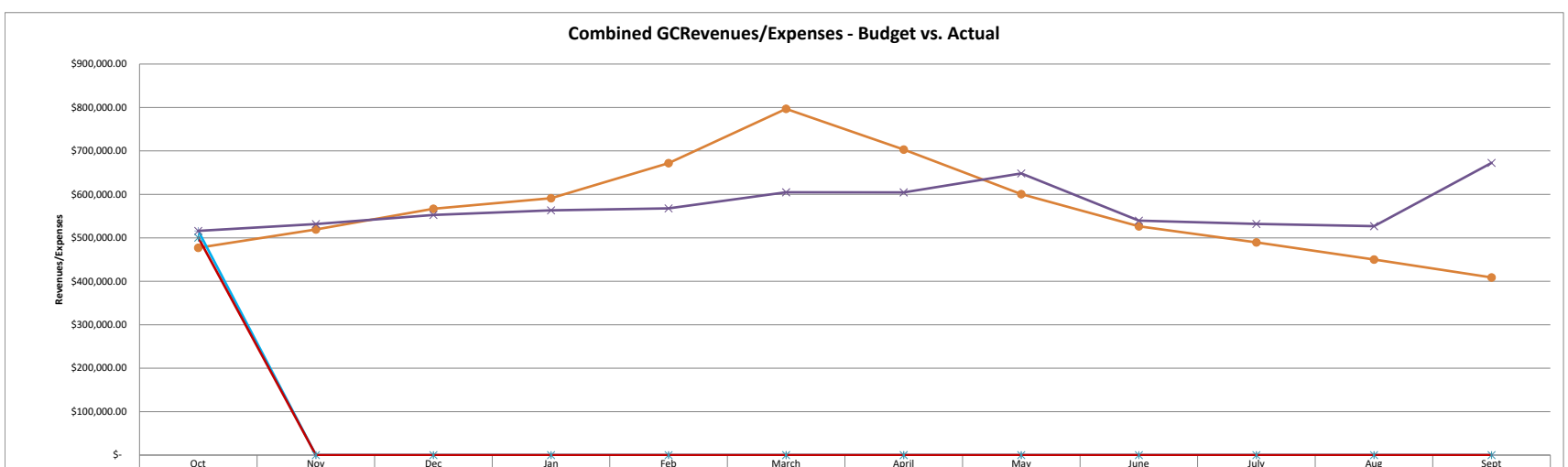
Description	Actual	Target	Difference
Prepared Food	66%	65%	1%
Packaged Food	65%	60%	5%
Syrup Drinks	58%	70%	-12%
Can Drinks	74%	70%	4%
Draft Beer	52%	50%	2%
Regular Beer	76%	70%	6%
Well Liquor	66%	65%	1%

Combined Performance Measures Rollup - FY 2026

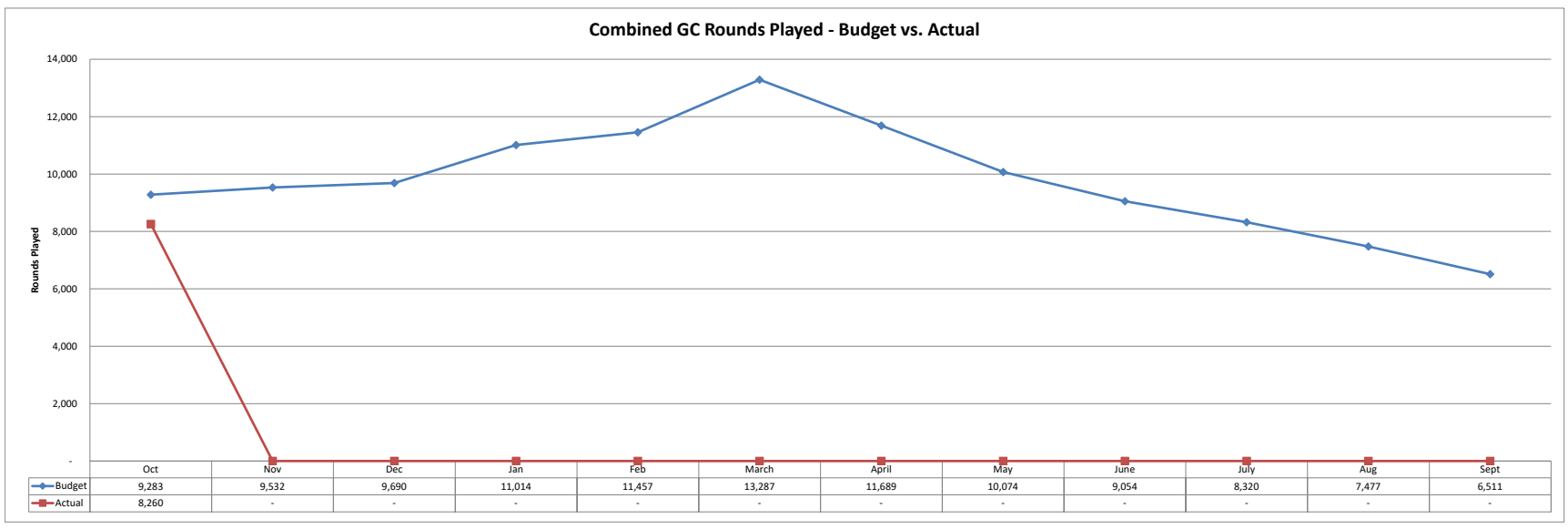
	Profit/(Loss)			Revenues			Expenses			Rounds Played			Revenue per Round played		
	Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual	Difference
Oct	$ (38,979.32)	$ 15,246.67	$ 54,225.99	$ 477,043.94	$ 515,814.19	$ 38,770.25	$ 516,023.26	$ 500,567.52	$ (15,455.74)	9,283	8,260	(1,023)	$ 45.23	$ 54.41	$ 9.18
Nov	$ (12,599.44)	$ -	$ 12,599.44	$ 519,180.12	$ -	$ (519,180.12)	$ 531,779.56	$ -	$ (531,779.56)	9,532	-	(9,532)	$ 48.16	#DIV/0!	#DIV/0!
Dec	$ 14,177.97	$ -	$ (14,177.97)	$ 566,892.39	$ -	$ (566,892.39)	$ 552,714.42	$ -	$ (552,714.42)	9,690	-	(9,690)	$ 51.68	#DIV/0!	#DIV/0!
Jan	$ 27,835.56	$ -	$ (27,835.56)	$ 591,207.97	$ -	$ (591,207.97)	$ 563,372.41	$ -	$ (563,372.41)	11,014	-	(11,014)	$ 47.31	#DIV/0!	#DIV/0!
Feb	$ 104,012.84	$ -	$ (104,012.84)	$ 671,977.33	$ -	$ (671,977.33)	$ 567,964.49	$ -	$ (567,964.49)	11,457	-	(11,457)	$ 52.19	#DIV/0!	#DIV/0!
March	$ 191,823.56	$ -	$ (191,823.56)	$ 796,807.59	$ -	$ (796,807.59)	$ 604,984.03	$ -	$ (604,984.03)	13,287	-	(13,287)	$ 53.96	#DIV/0!	#DIV/0!
April	$ 98,635.00	$ -	$ (98,635.00)	$ 703,169.29	$ -	$ (703,169.29)	$ 604,534.29	$ -	$ (604,534.29)	11,689	-	(11,689)	$ 53.19	#DIV/0!	#DIV/0!
May	$ (47,567.21)	$ -	$ 47,567.21	$ 600,581.78	$ -	$ (600,581.78)	$ 648,148.99	$ -	$ (648,148.99)	10,074	-	(10,074)	$ 52.13	#DIV/0!	#DIV/0!
June	$ (13,119.08)	$ -	$ 13,119.08	$ 526,590.82	$ -	$ (526,590.82)	$ 539,709.90	$ -	$ (539,709.90)	9,054	-	(9,054)	$ 50.44	#DIV/0!	#DIV/0!
July	$ (42,437.96)	$ -	$ 42,437.96	$ 489,562.43	$ -	$ (489,562.43)	$ 532,000.39	$ -	$ (532,000.39)	8,320	-	(8,320)	$ 50.80	#DIV/0!	#DIV/0!
Aug	$ (76,694.06)	$ -	$ 76,694.06	$ 450,103.27	$ -	$ (450,103.27)	$ 526,797.33	$ -	$ (526,797.33)	7,477	-	(7,477)	$ 51.72	#DIV/0!	#DIV/0!
Sept	$ (263,743.70)	$ -	$ 263,743.70	$ 408,823.04	$ -	$ (408,823.04)	$ 672,566.74	$ -	$ (672,566.74)	6,511	-	(6,511)	$ 53.51	#DIV/0!	#DIV/0!
Total	$ (38,979.32)	$ 15,246.67	$ 54,225.99	$ 477,043.94	$ 515,814.19	$ 38,770.25	$ 516,023.26	$ 500,567.52	$ (15,455.74)	9,283	8,260	(1,023)	45.23	54.41	$ 9.18



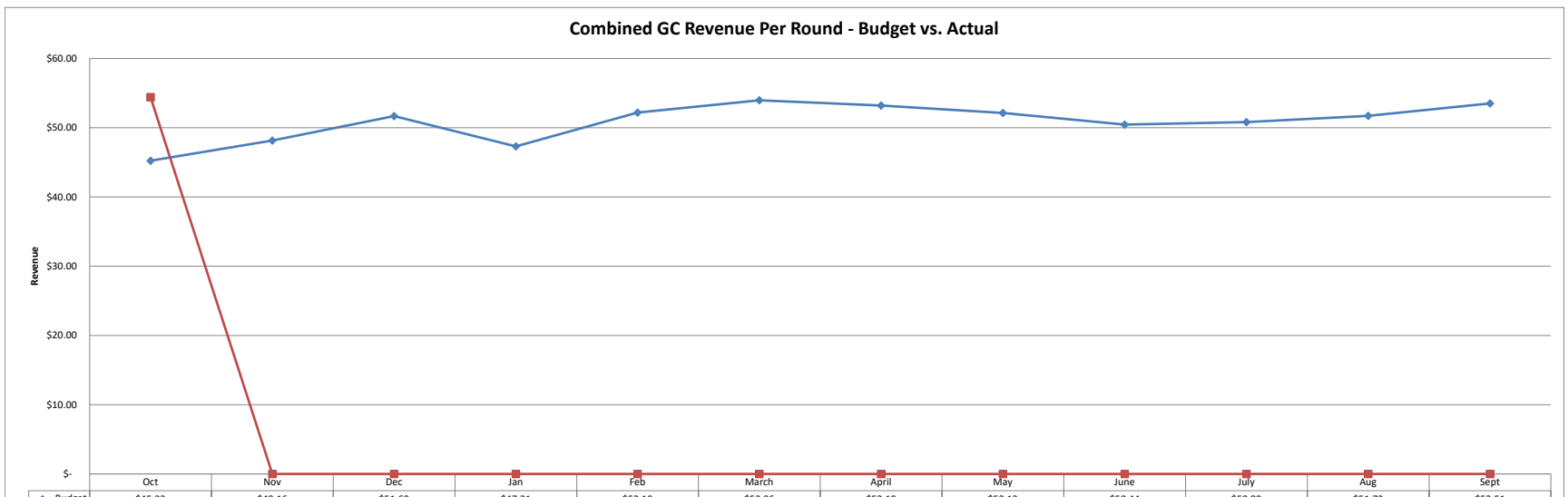
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Budget	$(38,979.32)	$(12,599.44)	$14,177.97	$27,835.56	$104,012.84	$191,823.56	$98,635.00	$(47,567.21)	$(13,119.08)	$(42,437.96)	$(76,694.06)	$(263,743.70)
Actual	$15,246.67	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-



	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Revenues Budget	$477,043.94	$519,180.12	$566,892.39	$591,207.97	$671,977.33	$796,807.59	$703,169.29	$600,581.78	$526,590.82	$489,562.43	$450,103.27	$408,823.04
Revenues Actual	$515,814.19	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-
Expenses Budget	$516,023.26	$531,779.56	$552,714.42	$563,372.41	$567,964.49	$604,984.03	$604,534.29	$648,148.99	$539,709.90	$532,000.39	$526,797.33	$672,566.74
Expenses Actual	$500,567.52	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-



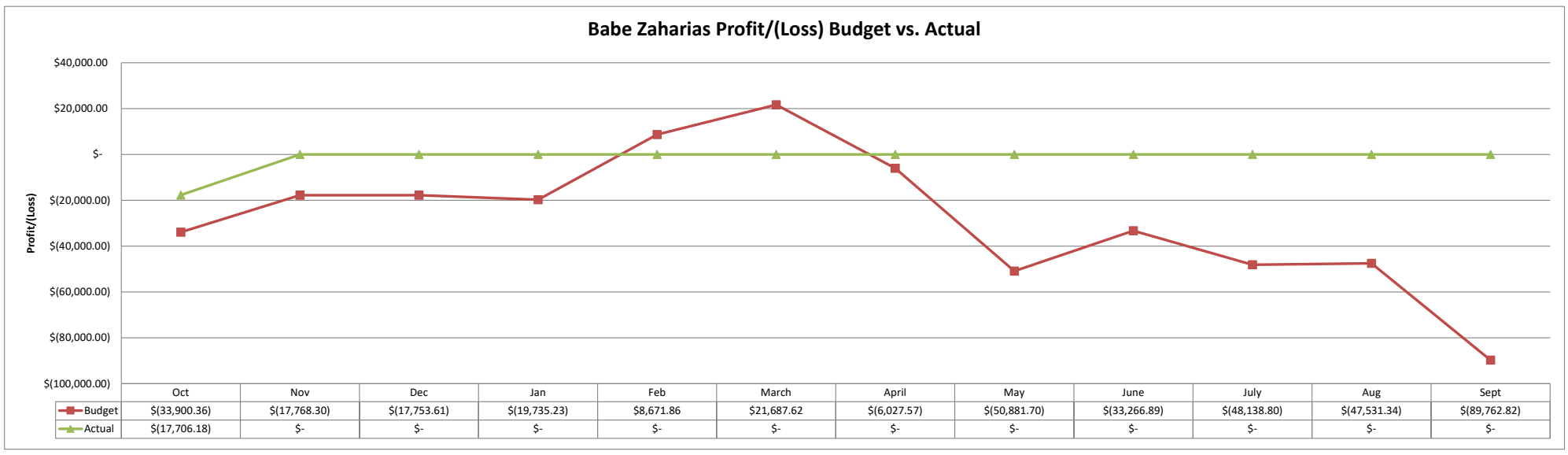
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Budget	9,283	9,532	9,690	11,014	11,457	13,287	11,689	10,074	9,054	8,320	7,477	6,511
Actual	8,260	-	-	-	-	-	-	-	-	-	-	-



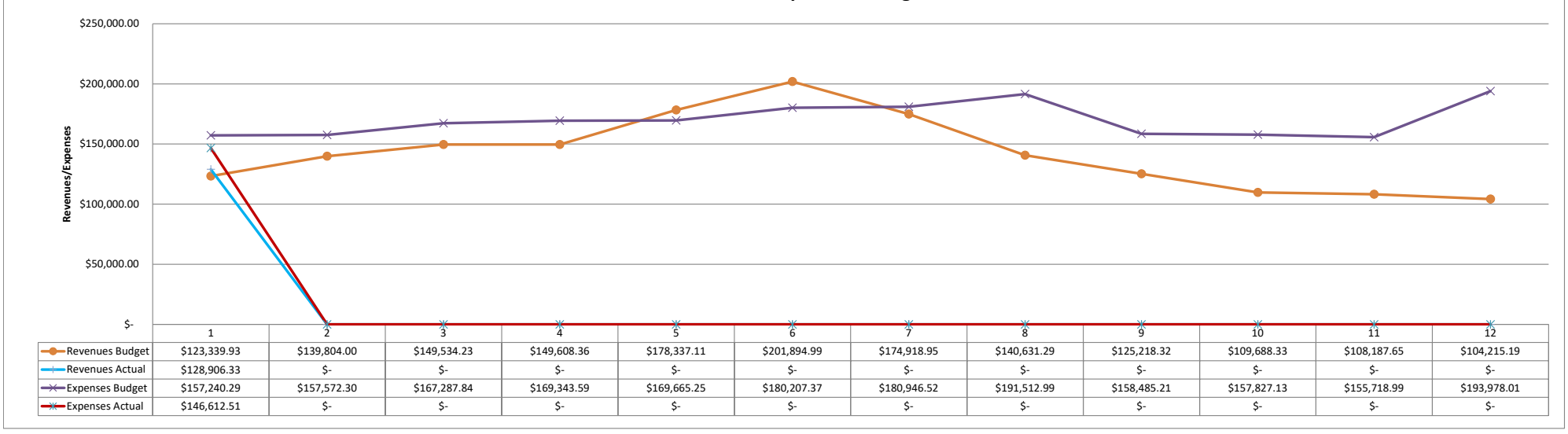
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Budget	$45.23	$48.16	$51.68	$47.31	$52.19	$53.96	$53.19	$52.13	$50.44	$50.80	$51.72	$53.51
Actual	$54.41	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-

Babe Zaharias Performance Measures Rollup - FY 2026

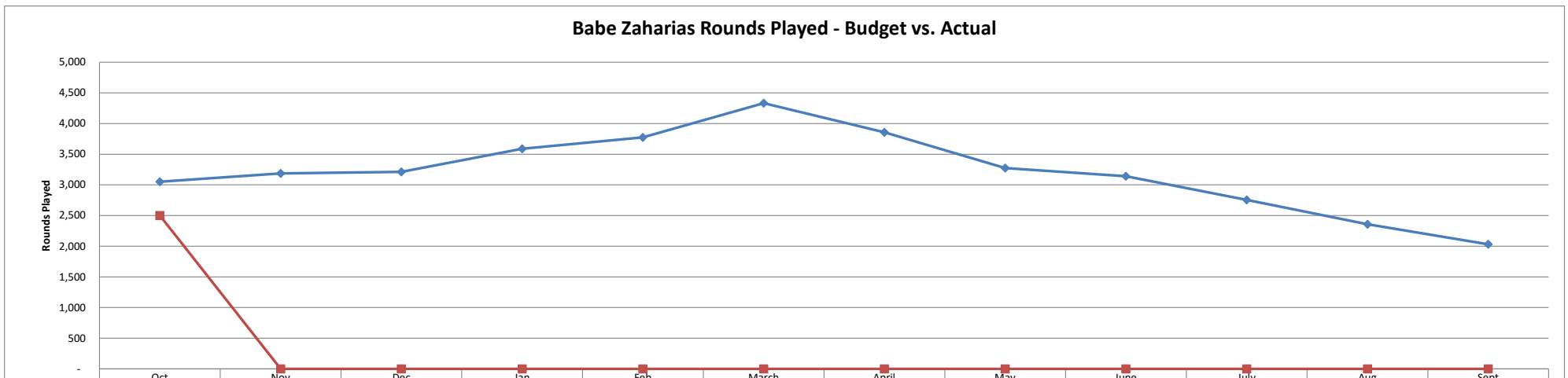
	Profit/(Loss)			Revenues			Expenses			Rounds Played			Revenue per Round played		
	Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual	Difference
Oct	$ (33,900.36)	$ (17,706.18)	$ 16,194.18	$ 123,339.93	$ 128,906.33	$ 5,566.40	$ 157,240.29	$ 146,612.51	$ (10,627.78)	3,051	2,501	(550)	$ 40.43	$ 51.54	$ 11.12
Nov	$ (17,768.30)	$ -	$ 17,768.30	$ 139,804.00	$ -	$ (139,804.00)	$ 157,572.30	$ -	$ (157,572.30)	3,186	-	(3,186)	$ 43.88	#DIV/0!	#DIV/0!
Dec	$ (17,753.61)	$ -	$ 17,753.61	$ 149,534.23	$ -	$ (149,534.23)	$ 167,287.84	$ -	$ (167,287.84)	3,213	-	(3,213)	$ 46.54	#DIV/0!	#DIV/0!
Jan	$ (19,735.23)	$ -	$ 19,735.23	$ 149,608.36	$ -	$ (149,608.36)	$ 169,343.59	$ -	$ (169,343.59)	3,589	-	(3,589)	$ 41.69	#DIV/0!	#DIV/0!
Feb	$ 8,671.86	$ -	$ (8,671.86)	$ 178,337.11	$ -	$ (178,337.11)	$ 169,665.25	$ -	$ (169,665.25)	3,774	-	(3,774)	$ 47.25	#DIV/0!	#DIV/0!
March	$ 21,687.62	$ -	$ (21,687.62)	$ 201,894.99	$ -	$ (201,894.99)	$ 180,207.37	$ -	$ (180,207.37)	4,332	-	(4,332)	$ 46.61	#DIV/0!	#DIV/0!
April	$ (6,027.57)	$ -	$ 6,027.57	$ 174,918.95	$ -	$ (174,918.95)	$ 180,946.52	$ -	$ (180,946.52)	3,858	-	(3,858)	$ 45.34	#DIV/0!	#DIV/0!
May	$ (50,881.70)	$ -	$ 50,881.70	$ 140,631.29	$ -	$ (140,631.29)	$ 191,512.99	$ -	$ (191,512.99)	3,274	-	(3,274)	$ 42.95	#DIV/0!	#DIV/0!
June	$ (33,266.89)	$ -	$ 33,266.89	$ 125,218.32	$ -	$ (125,218.32)	$ 158,485.21	$ -	$ (158,485.21)	3,142	-	(3,142)	$ 39.85	#DIV/0!	#DIV/0!
July	$ (48,138.80)	$ -	$ 48,138.80	$ 109,688.33	$ -	$ (109,688.33)	$ 157,827.13	$ -	$ (157,827.13)	2,755	-	(2,755)	$ 39.81	#DIV/0!	#DIV/0!
Aug	$ (47,531.34)	$ -	$ 47,531.34	$ 108,187.65	$ -	$ (108,187.65)	$ 155,718.99	$ -	$ (155,718.99)	2,357	-	(2,357)	$ 45.90	#DIV/0!	#DIV/0!
Sept	$ (89,762.82)	$ -	$ 89,762.82	$ 104,215.19	$ -	$ (104,215.19)	$ 193,978.01	$ -	$ (193,978.01)	2,031	-	(2,031)	$ 51.31	#DIV/0!	#DIV/0!
Total	$ (33,900.36)	$ (17,706.18)	$ 16,194.18	$ 123,339.93	$ 128,906.33	$ 5,566.40	$ 157,240.29	$ 146,612.51	$ (10,627.78)	3,051	2,501	(550)	40.43	$ 51.54	11.12



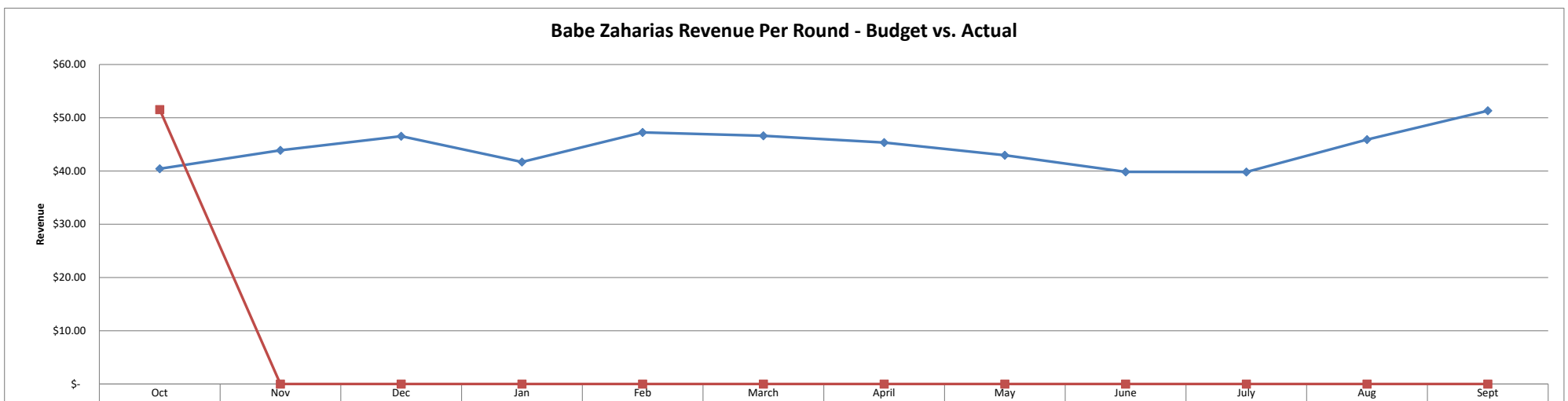
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Budget	$(33,900.36)	$(17,768.30)	$(17,753.61)	$(19,735.23)	$8,671.86	$21,687.62	$(6,027.57)	$(50,881.70)	$(33,266.89)	$(48,138.80)	$(47,531.34)	$(89,762.82)
Actual	$(17,706.18)	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-



	1	2	3	4	5	6	7	8	9	10	11	12
Revenues Budget	$123,339.93	$139,804.00	$149,534.23	$149,608.36	$178,337.11	$201,894.99	$174,918.95	$140,631.29	$125,218.32	$109,688.33	$108,187.65	$104,215.19
Revenues Actual	$128,906.33	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-
Expenses Budget	$157,240.29	$157,572.30	$167,287.84	$169,343.59	$169,665.25	$180,207.37	$180,946.52	$191,512.99	$158,485.21	$157,827.13	$155,718.99	$193,978.01
Expenses Actual	$146,612.51	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-



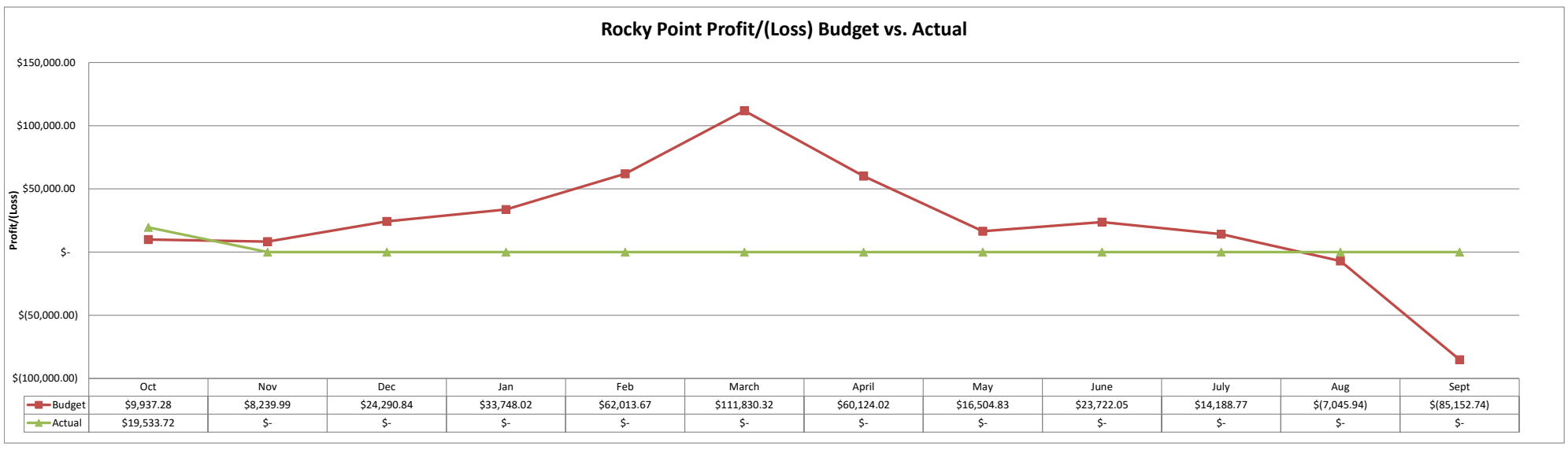
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Budget	3,051	3,186	3,213	3,589	3,774	4,332	3,858	3,274	3,142	2,755	2,357	2,031
Actual	2,501	-	-	-	-	-	-	-	-	-	-	-



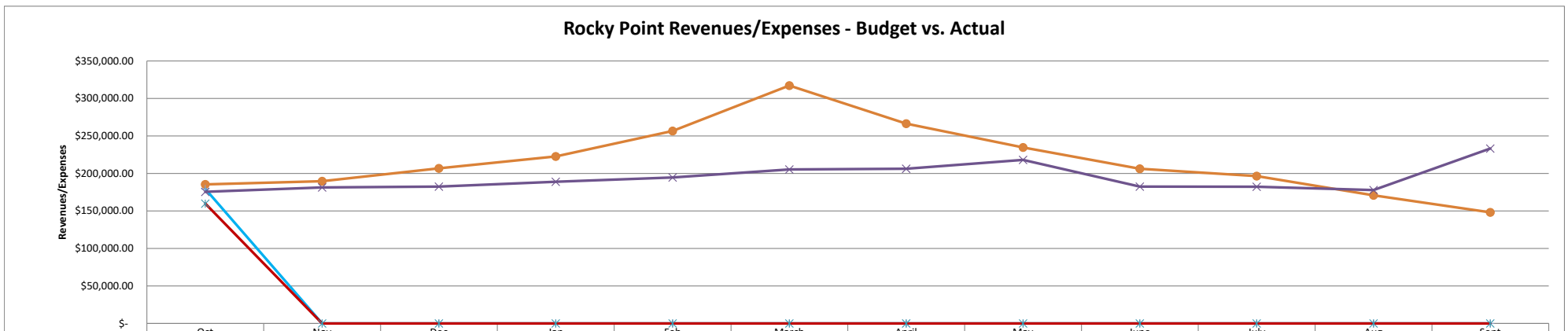
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Budget	$40.43	$43.88	$46.54	$41.69	$47.25	$46.61	$45.34	$42.95	$39.85	$39.81	$45.90	$51.31
Actual	$51.54	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-

Rocky Point Performance Measures Rollup - FY 2026

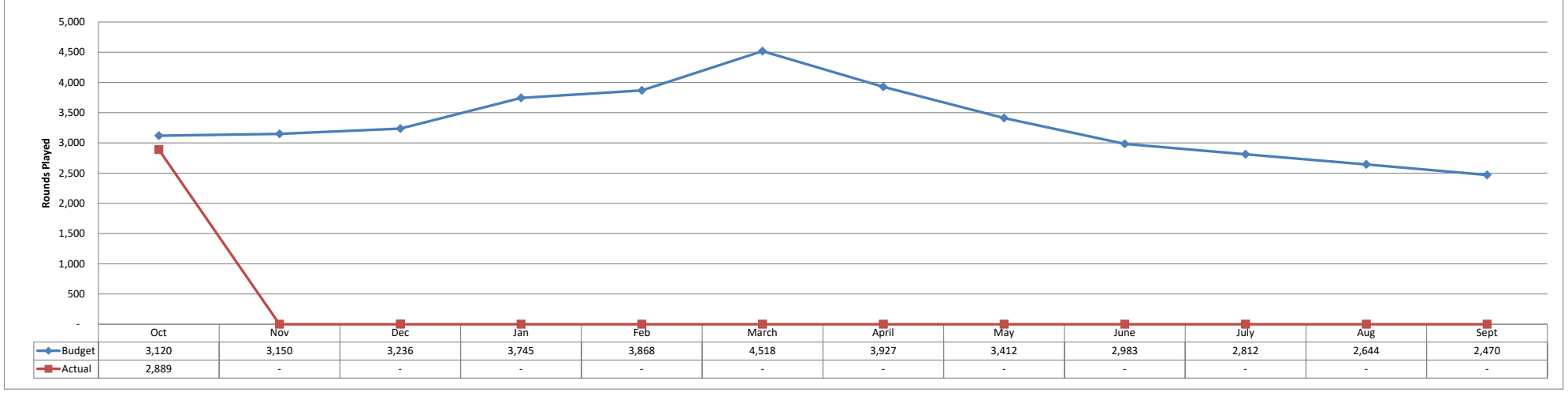
	Profit/(Loss)			Revenues			Expenses			Rounds Played			Revenue per Round played		
	Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual	Difference
Oct	$ 9,937.28	$ 19,533.72	$ 9,596.44	$ 185,463.98	$ 179,409.33	$ (6,054.65)	$ 175,526.70	$ 159,875.61	$ (15,651.09)	3,120	2,889	(231)	$ 59.44	$ 62.10	$ 2.66
Nov	$ 8,239.99	$ -	$ (8,239.99)	$ 189,645.91	$ -	$ (189,645.91)	$ 181,405.92	$ -	$ (181,405.92)	3,150	-	(3,150)	$ 60.21	#DIV/0!	#DIV/0!
Dec	$ 24,290.84	$ -	$ (24,290.84)	$ 206,811.82	$ -	$ (206,811.82)	$ 182,520.98	$ -	$ (182,520.98)	3,236	-	(3,236)	$ 63.91	#DIV/0!	#DIV/0!
Jan	$ 33,748.02	$ -	$ (33,748.02)	$ 222,712.25	$ -	$ (222,712.25)	$ 188,964.23	$ -	$ (188,964.23)	3,745	-	(3,745)	$ 59.47	#DIV/0!	#DIV/0!
Feb	$ 62,013.67	$ -	$ (62,013.67)	$ 256,617.53	$ -	$ (256,617.53)	$ 194,603.86	$ -	$ (194,603.86)	3,868	-	(3,868)	$ 66.34	#DIV/0!	#DIV/0!
March	$ 111,830.32	$ -	$ (111,830.32)	$ 317,210.98	$ -	$ (317,210.98)	$ 205,380.66	$ -	$ (205,380.66)	4,518	-	(4,518)	$ 70.21	#DIV/0!	#DIV/0!
April	$ 60,124.02	$ -	$ (60,124.02)	$ 266,393.70	$ -	$ (266,393.70)	$ 206,269.68	$ -	$ (206,269.68)	3,927	-	(3,927)	$ 67.84	#DIV/0!	#DIV/0!
May	$ 16,504.83	$ -	$ (16,504.83)	$ 234,621.34	$ -	$ (234,621.34)	$ 218,116.51	$ -	$ (218,116.51)	3,412	-	(3,412)	$ 68.76	#DIV/0!	#DIV/0!
June	$ 23,722.05	$ -	$ (23,722.05)	$ 206,241.14	$ -	$ (206,241.14)	$ 182,519.09	$ -	$ (182,519.09)	2,983	-	(2,983)	$ 69.14	#DIV/0!	#DIV/0!
July	$ 14,188.77	$ -	$ (14,188.77)	$ 196,559.42	$ -	$ (196,559.42)	$ 182,370.65	$ -	$ (182,370.65)	2,812	-	(2,812)	$ 69.90	#DIV/0!	#DIV/0!
Aug	$ (7,045.94)	$ -	$ 7,045.94	$ 170,777.73	$ -	$ (170,777.73)	$ 177,823.67	$ -	$ (177,823.67)	2,644	-	(2,644)	$ 64.59	#DIV/0!	#DIV/0!
Sept	$ (85,152.74)	$ -	$ 85,152.74	$ 148,133.45	$ -	$ (148,133.45)	$ 233,286.19	$ -	$ (233,286.19)	2,470	-	(2,470)	$ 59.97	#DIV/0!	#DIV/0!
Total	$ 9,937.28	$ 19,533.72	$ 9,596.44	$ 185,463.98	$ 179,409.33	$ (6,054.65)	# $ 175,526.70	$ 159,875.61	$ (15,651.09)	3,120	2,889	(231)	5.40	62.10	2.66



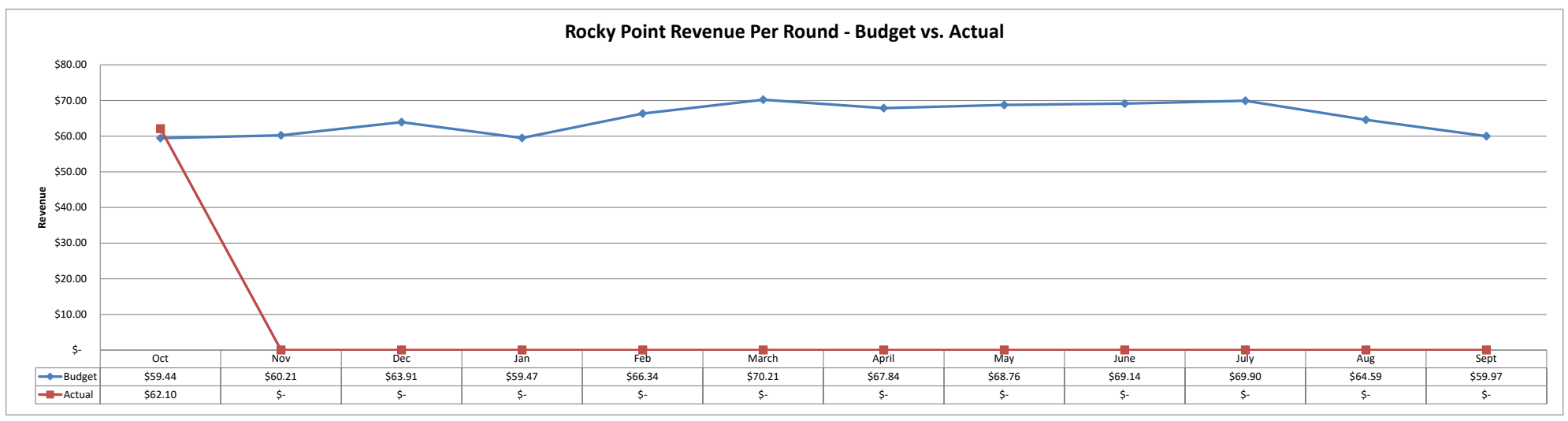
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Budget	$9,937.28	$8,239.99	$24,290.84	$33,748.02	$62,013.67	$111,830.32	$60,124.02	$16,504.83	$23,722.05	$14,188.77	$(7,045.94)	$(85,152.74)
Actual	$19,533.72	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-



	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Revenue Budget	$185,463.98	$189,645.91	$206,811.82	$222,712.25	$256,617.53	$317,210.98	$266,393.70	$234,621.34	$206,241.14	$196,559.42	$170,777.73	$148,133.45
Revenue Acutal	$179,409.33	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-
Expense Budget	$175,526.70	$181,405.92	$182,520.98	$188,964.23	$194,603.86	$205,380.66	$206,269.68	$218,116.51	$182,519.09	$182,370.65	$177,823.67	$233,286.19
Expense Actual	$159,875.61	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-



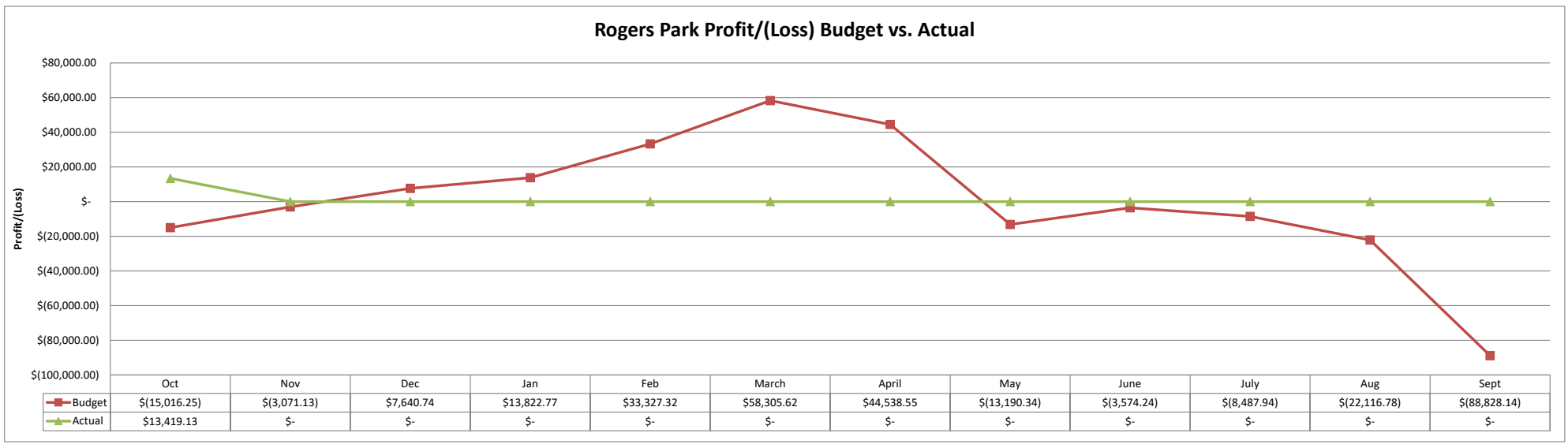
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Budget	3,120	3,150	3,236	3,745	3,868	4,518	3,927	3,412	2,983	2,812	2,644	2,470
Actual	2,889	-	-	-	-	-	-	-	-	-	-	-



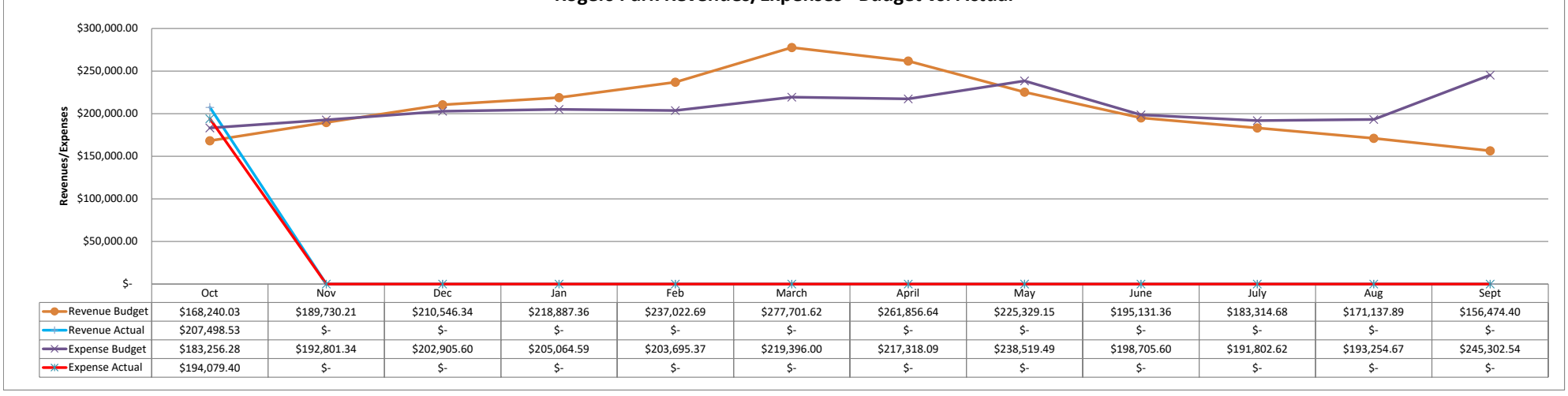
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Budget	$59.44	$60.21	$63.91	$59.47	$66.34	$70.21	$67.84	$68.76	$69.14	$69.90	$64.59	$59.97
Actual	$62.10	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-

Rogers Park Performance Measures Rollup - FY 2026

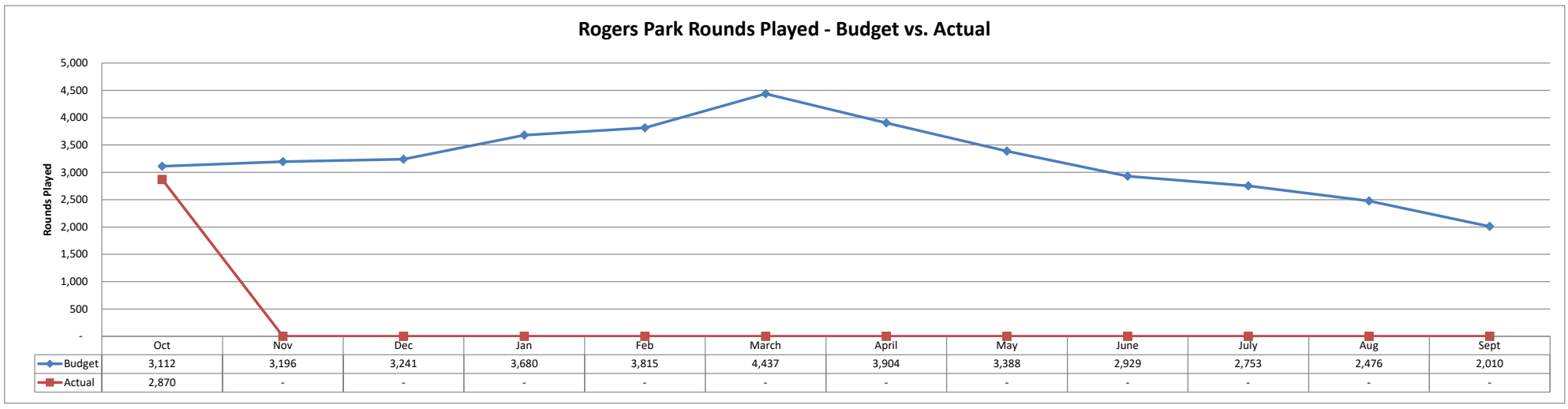
	Profit/(Loss)			Revenues			Expenses			Rounds Played			Revenue per Round played		
	Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual	Difference	Budget	Actual	Difference
Oct	$ (15,016.25)	$ 13,419.13	$ 28,435.38	$ 168,240.03	$ 207,498.53	$ 39,258.50	$ 183,256.28	$ 194,079.40	$ 10,823.12	3,112	2,870	(242)	$ 54.06	$ 72.30	$ 18.24
Nov	$ (3,071.13)	$ -	$ 3,071.13	$ 189,730.21	$ -	$ (189,730.21)	$ 192,801.34	$ -	$ (192,801.34)	3,196	-	(3,196)	$ 59.36	#DIV/0!	#DIV/0!
Dec	$ 7,640.74	$ -	$ (7,640.74)	$ 210,546.34	$ -	$ (210,546.34)	$ 202,905.60	$ -	$ (202,905.60)	3,241	-	(3,241)	$ 64.96	#DIV/0!	#DIV/0!
Jan	$ 13,822.77	$ -	$ (13,822.77)	$ 218,887.36	$ -	$ (218,887.36)	$ 205,064.59	$ -	$ (205,064.59)	3,680	-	(3,680)	$ 59.48	#DIV/0!	#DIV/0!
Feb	$ 33,327.32	$ -	$ (33,327.32)	$ 237,022.69	$ -	$ (237,022.69)	$ 203,695.37	$ -	$ (203,695.37)	3,815	-	(3,815)	$ 62.13	#DIV/0!	#DIV/0!
March	$ 58,305.62	$ -	$ (58,305.62)	$ 277,701.62	$ -	$ (277,701.62)	$ 219,396.00	$ -	$ (219,396.00)	4,437	-	(4,437)	$ 62.59	#DIV/0!	#DIV/0!
April	$ 44,538.55	$ -	$ (44,538.55)	$ 261,856.64	$ -	$ (261,856.64)	$ 217,318.09	$ -	$ (217,318.09)	3,904	-	(3,904)	$ 67.07	#DIV/0!	#DIV/0!
May	$ (13,190.34)	$ -	$ 13,190.34	$ 225,329.15	$ -	$ (225,329.15)	$ 238,519.49	$ -	$ (238,519.49)	3,388	-	(3,388)	$ 66.51	#DIV/0!	#DIV/0!
June	$ (3,574.24)	$ -	$ 3,574.24	$ 195,131.36	$ -	$ (195,131.36)	$ 198,705.60	$ -	$ (198,705.60)	2,929	-	(2,929)	$ 66.62	#DIV/0!	#DIV/0!
July	$ (8,487.94)	$ -	$ 8,487.94	$ 183,314.68	$ -	$ (183,314.68)	$ 191,802.62	$ -	$ (191,802.62)	2,753	-	(2,753)	$ 66.59	#DIV/0!	#DIV/0!
Aug	$ (22,116.78)	$ -	$ 22,116.78	$ 171,137.89	$ -	$ (171,137.89)	$ 193,254.67	$ -	$ (193,254.67)	2,476	-	(2,476)	$ 69.12	#DIV/0!	#DIV/0!
Sept	$ (88,828.14)	$ -	$ 88,828.14	$ 156,474.40	$ -	$ (156,474.40)	$ 245,302.54	$ -	$ (245,302.54)	2,010	-	(2,010)	$ 77.85	#DIV/0!	#DIV/0!
Total	$ (15,016.25)	$ 13,419.13	$ 28,435.38	$ 168,240.03	$ 207,498.53	$ 39,258.50	$ 183,256.28	$ 194,079.40	$ 10,823.12	3,112	2,870	(242)	54.06	72.30	18.24



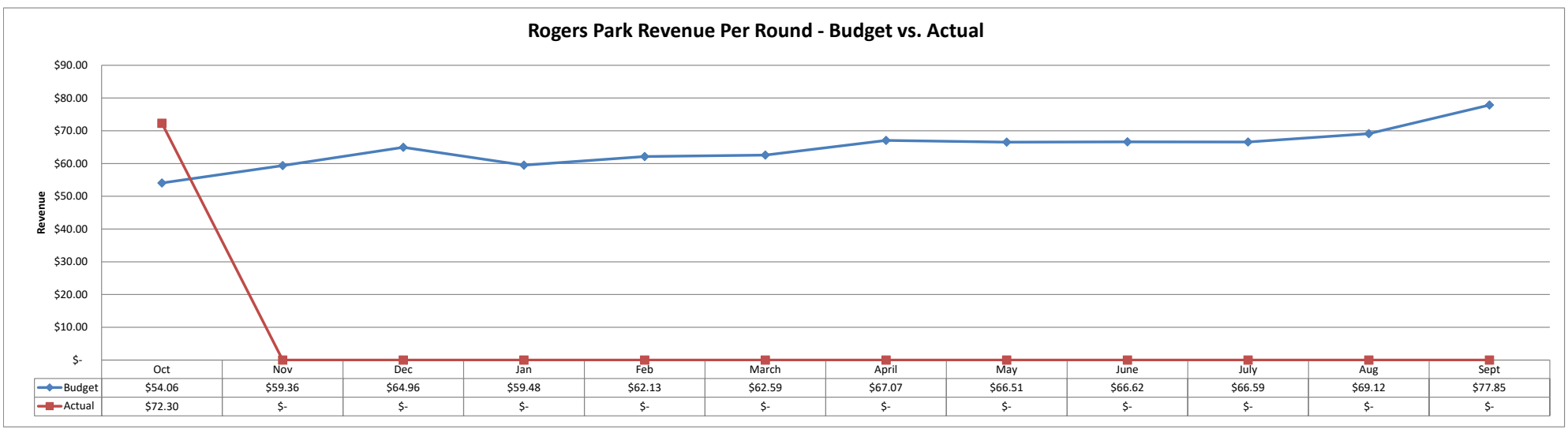
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Budget	$(15,016.25)	$(3,071.13)	$7,640.74	$13,822.77	$33,327.32	$58,305.62	$44,538.55	$(13,190.34)	$(3,574.24)	$(8,487.94)	$(22,116.78)	$(88,828.14)
Actual	$13,419.13	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-



	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Revenue Budget	$168,240.03	$189,730.21	$210,546.34	$218,887.36	$237,022.69	$277,701.62	$261,856.64	$225,329.15	$195,131.36	$183,314.68	$171,137.89	$156,474.40
Revenue Actual	$207,498.53	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-
Expense Budget	$183,256.28	$192,801.34	$202,905.60	$205,064.59	$203,695.37	$219,396.00	$217,318.09	$238,519.49	$198,705.60	$191,802.62	$193,254.67	$245,302.54
Expense Actual	$194,079.40	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-



	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Budget	3,112	3,196	3,241	3,680	3,815	4,437	3,904	3,388	2,929	2,753	2,476	2,010
Actual	2,870	-	-	-	-	-	-	-	-	-	-	-



	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Budget	$54.06	$59.36	$64.96	$59.48	$62.13	$62.59	$67.07	$66.51	$66.62	$66.59	$69.12	$77.85
Actual	$72.30	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-

Tampa Sports Authority
Sports Facilities
STATEMENT OF REVENUE AND EXPENSES COMPARED TO BUDGET
For the Period Ending October 31, 2025

	Babe Zaharias			Rocky Point			Rogers Park					
	Monthly Activity			Monthly Activity			Monthly Activity			MonthlyTotal	MonthlyBudget	Variance
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	2025	2025	Budget to Actual
Operating Revenue												
Golf fees	$ 94,824	$ 89,203	$ 5,621	$ 122,649	$ 125,632	$ (2,983)	$ 117,481	$ 97,047	$ 20,434	$ 334,954	$ 311,882	$ 23,072
Merchandise	11,075	10,050	1,025	15,221	14,518	703	14,773	8,826	5,946	$ 41,069	$ 33,394	$ 7,674
Food & Beverage	21,646	22,737	(1,091)	30,483	31,714	(1,230)	21,264	20,167	1,098	$ 73,394	$ 74,618	$ (1,224)
Events	-	-	-	-	-	-	-	-	-	$ -	$ -	$ -
Memberships	1,361	1,350	11	2,594	3,100	(506)	2,074	2,200	(126)	$ 6,029	$ 6,650	$ (621)
Driving range	-	-	-	8,462	10,500	(2,038)	51,906	40,000	11,906	$ 60,368	$ 50,500	$ 9,868
Total operating revenues	128,906	123,340	5,566	179,409	185,464	(6,055)	207,499	168,240	39,259	515,814	477,044	$ 38,770
Operating Expenses												
Cost of merchandise sold	7,540	7,580	(40)	10,402	10,728	(325)	10,517	6,532	3,985	$ 28,459	$ 24,840	3,620
Cost of Food & Beverage	8,035	9,972	(1,937)	11,655	13,586	(1,931)	9,073	8,703	371	$ 28,763	$ 32,260	(3,498)
Cost of Events	-	-	-	-	-	-	-	-	-	$ -	$ -	-
Clubhouse operatons	49,106	54,577	(5,472)	51,719	60,909	(9,190)	80,747	68,344	12,403	$ 181,572	$ 183,830	(2,258)
Course maintenance	58,939	61,163	(2,225)	55,752	59,583	(3,831)	58,970	67,611	(8,640)	$ 173,661	$ 188,357	(14,696)
General and administrative	22,993	23,948	(954)	30,348	28,221	2,126	23,679	23,768	(88)	$ 77,020	$ 75,937	1,083
Driving range	-	-	-	-	2,500	(2,500)	11,093	8,300	2,793	$ 11,093	$ 10,800	293
Depreciation and amortization												
Total operating expenses	146,613	157,240	(10,628)	159,876	175,527	(15,651)	194,079	183,256	10,823	500,568	516,023	(15,456)
Total Operating Gain(Loss)	(17,706)	(33,900)	16,194	19,534	9,937	9,596	13,419	(15,016)	28,435	15,247	(38,979)	54,226
Non-operating revenues(expenses)												
Investment income	-	-	-	-	-	-	-	-	-	$ -	$ -	-
Interest expense	-	-	-	-	-	-	-	-	-	$ -	$ -	-
Forgiveness of debt	-	-	-	-	-	-	-	-	-	$ -	$ -	-
Loss on disposal of assets/Settlements	-	-	-	-	-	-	-	-	-	$ -	$ -	-
Total non-operating revenues	-	-	-	-	-	-	-	-	-	-	-	-
Change in net assets before capital grants and contributions	(17,706)	(33,900)	16,194	19,534	9,937	9,596	13,419	(15,016)	28,435	15,247	(38,979)	54,226
Capital grants and contributions	-	-	-	-	-	-	-	-	-	$ -	$ -	-
Change in net assets	$ (17,706)	$ (33,900)	$ 16,194	$ 19,534	$ 9,937	$ 9,596	$ 13,419	$ (15,016)	$ 28,435	$ 15,247	$ (38,979)	$ 54,226

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Tampa Sports Authority
GOLF COURSE OPERATIONS COMPONENT UNIT
MANAGEMENT REPORT - STATEMENT OF NET POSITION

October 31, 2025
With Comparative Total for Fiscal Year 2025

	Babe Zaharias Course	Rocky Point Course	Rogers Park Course	Total 2026	Total 2025
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	$ 30,799	$ 682,524	$ 1,361,874	$ 2,075,198	$ 2,547,156
Accounts receivable	7,429	351,245	13,945	372,618	45,770
Due from other funds	13,984	89,655	9,057	112,695	57,852
Prepaid expenses and deposits	1,300	1,400	1,400	4,100	4,100
Inventory	62,925	119,912	158,234	341,071	322,607
Total current assets	116,437	1,244,736	1,544,510	2,905,682	2,977,485
NON-CURRENT ASSETS					
Capital assets, net of depreciation	3,187,389	1,874,914	2,944,371	8,006,674	6,712,160
Total non-current assets	3,187,389	1,874,914	2,944,371	8,006,674	6,712,160
TOTAL ASSETS	$ 3,303,825	$ 3,119,649	$ 4,488,881	$ 10,912,356	$ 9,689,645
LIABILITIES					
CURRENT LIABILITIES					
Long-term debt due within one year	-	-	-	-	-
Accounts payable and accrued liabilities	6,534	45,601	39,240	91,375	185,475
Accrued interest payable	-	-	-	-	-
Due to Stadium	29,058	32,992	26,263	88,313	88,428
Due to other funds	10,272	-	5,254	15,527	66,677
Deferred revenue	32,784	30,517	36,866	100,167	96,268
Total current liabilities	78,648	109,110	107,623	295,381	436,849
NON-CURRENT LIABILITIES					
Bond and loan payable	-	-	-	-	-
TOTAL LIABILITIES	78,648	109,110	107,623	295,381	436,849
NET POSITION					
Invested in Capital Assets and Unamortized Leasehold Interest, net of related debt	3,187,389	1,874,914	2,944,371	8,006,674	6,712,160
Unrestricted	49,402	1,136,429	1,470,498	2,656,329	2,540,636
TOTAL NET POSITION	3,236,791	3,011,343	4,414,869	10,663,003	9,252,796
TOTAL LIABILITIES & NET POSITION	$ 3,315,439	$ 3,120,453	$ 4,522,492	$ 10,958,384	$ 9,689,645

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	SportsPlex Financials - October 2025
Summary:	Attached are the October 2025 SportsPlex Financials. Staff is requesting the Board receive and accept the October 2025 SportsPlex Financials as submitted.
Background:	N/A
Strategic Plan:	Protect public assets while safeguarding our customers and their personally identifiable information

ATTACHMENTS:
Name:
Tournament Complex Packet - 1.pdf

Tampa Sports Authority
Financial Statement Summary
October-25

TSA - Tournament Sports Complex

Statement of Revenues and Expenses – Comparative – Oct, 2025

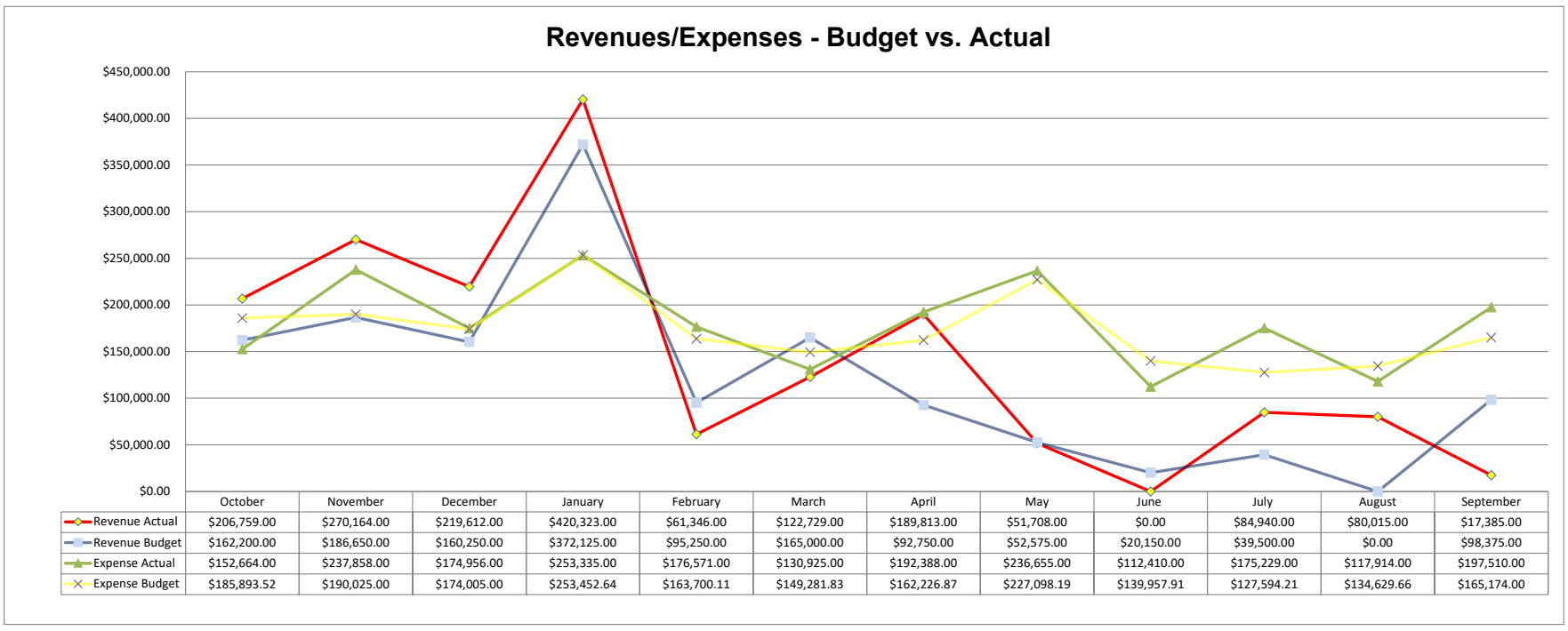
Operating Results

Tourn Complex	October Actual	October Budget	Difference		YTD Actual	YTD Budget	YTD Net to Budget
Revenue	206,759	162,200	44,559		206,759	162,200	44,559
Expenses	152,664	185,894	(33,229)		152,664	185,894	(33,229)
Profit/(Loss)	54,095	(23,694)	77,789		54,095	(23,694)	77,789

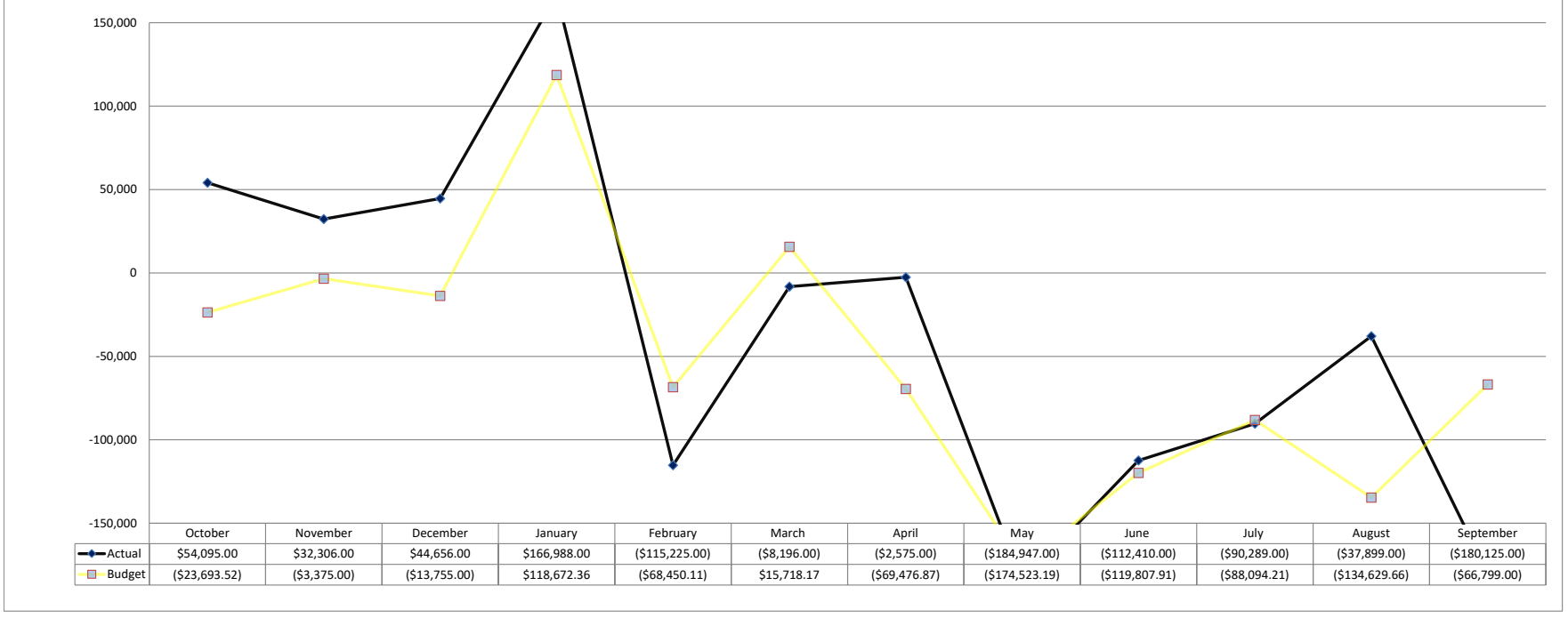
2. Food and Beverage

Description	Actual	Target	Difference
Prepared Food	62%	65%	-3%
Packaged Food	76%	55%	21%
Syrup Drinks	93%	75%	18%
Can Drinks	67%	65%	2%
Canned Beer	74%	70%	4%

	Revenues			Expenses			Non-Operating Expense/Revenue			YTD Actual Performance vs. Budget		
	Actual	Budget	Difference	Actual	Budget	Difference	Actual	Budget	Difference	Actual	Budget	Difference
October	$206,759.00	$162,200.00	$44,559.00	$152,664.00	$185,893.52	($33,229.52)	$0.00	$0.00	$0.00	$54,095.00	($23,693.52)	$77,788.52
November	$270,164.00	$186,650.00	$83,514.00	$237,858.00	$190,025.00	$47,833.00	$0.00	$0.00	$0.00	$32,306.00	($3,375.00)	$35,681.00
December	$219,612.00	$160,250.00	$59,362.00	$174,956.00	$174,005.00	$951.00	$0.00	$0.00	$0.00	$44,656.00	($13,755.00)	$58,411.00
January	$420,323.00	$372,125.00	$48,198.00	$253,335.00	$253,452.64	($117.64)	$0.00	$0.00	$0.00	$166,988.00	$118,672.36	$48,315.64
February	$61,346.00	$95,250.00	($33,904.00)	$176,571.00	$163,700.11	$12,870.89	$0.00	$0.00	$0.00	($115,225.00)	($68,450.11)	($46,774.89)
March	$122,729.00	$165,000.00	($42,271.00)	$130,925.00	$149,281.83	($18,356.83)	$0.00	$0.00	$0.00	($8,196.00)	$15,718.17	($23,914.17)
April	$189,813.00	$92,750.00	$97,063.00	$192,388.00	$162,226.87	$30,161.13	$0.00	$0.00	$0.00	($2,575.00)	($69,476.87)	$66,901.87
May	$51,708.00	$52,575.00	($867.00)	$236,655.00	$227,098.19	$9,556.81	$0.00	$0.00	$0.00	($184,947.00)	($174,523.19)	($10,423.81)
June	$0.00	$20,150.00	($20,150.00)	$112,410.00	$139,957.91	($27,547.91)	$0.00	$0.00	$0.00	($112,410.00)	($119,807.91)	$7,397.91
July	$84,940.00	$39,500.00	$45,440.00	$175,229.00	$127,594.21	$47,634.79	$0.00	$0.00	$0.00	($90,289.00)	($88,094.21)	($2,194.79)
August	$80,015.00	$0.00	$80,015.00	$117,914.00	$134,629.66	($16,715.66)	$0.00	$0.00	$0.00	($37,899.00)	($134,629.66)	$96,730.66
September	$17,385.00	$98,375.00	($80,990.00)	$197,510.00	$165,174.00	$32,336.00	$0.00	$0.00	$0.00	($180,125.00)	($66,799.00)	($113,326.00)
Total	$206,759.00	$162,200.00	$44,559.00	$152,664.00	$185,893.52	($33,229.52)	$0.00	$0.00	$0.00	$54,095.00	($23,693.52)	$77,788.52



	October	November	December	January	February	March	April	May	June	July	August	September
Revenue Actual	$206,759.00	$270,164.00	$219,612.00	$420,323.00	$61,346.00	$122,729.00	$189,813.00	$51,708.00	$0.00	$84,940.00	$80,015.00	$17,385.00
Revenue Budget	$162,200.00	$186,650.00	$160,250.00	$372,125.00	$95,250.00	$165,000.00	$92,750.00	$52,575.00	$20,150.00	$39,500.00	$0.00	$98,375.00
Expense Actual	$152,664.00	$237,858.00	$174,956.00	$253,335.00	$176,571.00	$130,925.00	$192,388.00	$236,655.00	$112,410.00	$175,229.00	$117,914.00	$197,510.00
Expense Budget	$185,893.52	$190,025.00	$174,005.00	$253,452.64	$163,700.11	$149,281.83	$162,226.87	$227,098.19	$139,957.91	$127,594.21	$134,629.66	$165,174.00



	October	November	December	January	February	March	April	May	June	July	August	September
Actual	$54,095.00	$32,306.00	$44,656.00	$166,988.00	($115,225.00)	($8,196.00)	($2,575.00)	($184,947.00)	($112,410.00)	($90,289.00)	($37,899.00)	($180,125.00)
Budget	($23,693.52)	($3,375.00)	($13,755.00)	$118,672.36	($68,450.11)	$15,718.17	($69,476.87)	($174,523.19)	($119,807.91)	($88,094.21)	($134,629.66)	($66,799.00)

Tampa Sports Authority
TSA-TOURNAMENT SPORTS COMPLEX OPERATIONS COMPONENT UNIT
MANAGEMENT REPORT- STATEMENT OF NET POSITIONS

October 31, 2025

	Tourn Sports Complex		
	Oct 2025	Oct 2024	Variance
ASSETS			
CURRENT ASSETS			
Cash and Cash Equivalents	1,506,129.97	2,719,291.90	(1,213,161.93)
Accounts receivable	855,107.69	1,895,500.81	(1,040,393.12)
Due from other funds	-	-	-
Prepaid expenses and deposits	5,657.69	5,657.69	-
Inventory	15,991.67	11,799.34	4,192.33
Total current assets	2,382,887.02	4,632,249.74	(2,249,362.72)
NON-CURRENT ASSETS			
Capital assets, net of depreciation	-	-	-
Total non-current assets	-	-	-
TOTAL ASSETS	2,382,887.02	4,632,249.74	(2,249,362.72)
LIABILITIES			
CURRENT LIABILITES			
Long-term debt due within on year	-	-	-
Accounts payable and accrued liabilites	211,442.05	104,953.22	106,488.83
Accrued interest payable	-	-	-
Due to Stadium	57,920.01	42,846.01	15,074.00
Due to other funds	-	-	-
Deferred revenue	16,641.38	27,159.78	(10,518.40)
Total current liabilites	286,003.44	174,959.01	111,044.43
NON-CURRENT ASSETS			
Bond and loan payable	-	-	-
TOTAL LIABILITES	286,003.44	174,959.01	111,044.43
NET POSITION			
Invested in Capital Assets and Unamortized Leasehold Interest, net of related debt	-	-	-
Unrestricted	870,840.94	2,762,965.73	(1,892,124.79)
			-
TOTAL NET POSITION	870,840.94	2,762,965.73	(1,892,124.79)
			-
TOTAL LIABILITIES & NET POSITION	1,156,844.38	2,937,924.74	(1,781,080.36)

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	General Counsel Report
Summary:	The Authority's General Counsel will provide an update on any new litigation or items affecting the Tampa Sports Authority.
Background:	N/A
Strategic Plan:	

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	Legislative Update Report
Summary:	RSA Consulting will provide an update on state legislative matters affecting the Authority.
Background:	N/A
Strategic Plan:	

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	1. Strategic Plan Update
Summary:	The President/CEO will provide an update on the Strategic Plan. The Ad Hoc Strategic Planning Committee met and reviewed the proposed updated Strategic Plan with recommendations for updating KPI's and Strategic Goals. Staff has incorporated all of the Committee's suggestion into the document and received a recommendation for presentation to the Board. A draft copy of the updated plan is being provided for your review. Staff will provide an overview of the work and ask that the Board review the draft plan for future review and discussion for approval at the January Board meeting. This is an informational item for the Board.
Background:	N/A
Strategic Plan:	

ATTACHMENTS:
Name:
TSA 2026-29 Strategic Plan_DRAFT_Version0.2.pdf



Three-Year Strategic Plan

(2026 – 2029)

Version 0.2 – **DRAFT**

November 2025

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1. Introduction

Thank you for your interest in the Tampa Sports Authority and our 2026 - 2029 Strategic Plan, a document that represents a refinement of the plan we completed in 2022. Applying lessons learned over this period, we worked with our Board of Directors to condense our previous eight strategic objectives into five – one per strategic category – to help us focus our efforts and report our performance more effectively. We removed detailed improvement initiatives in favor of broad improvement strategies to afford us the flexibility to adapt to changing circumstances while keeping our board informed about the specifics of key projects as they are planned and launched. And lastly, we updated all sections of this plan to account for our progress and developments since 2022.

Board-Approved Strategic Objectives

Category	Strategic Objective
Financial	Reduce reliance on County and City operating subsidies.
Customers	Facilitate great customer experiences.
Employees	Make the Authority a great place to work.
Operations	Maintain public assets while safeguarding customers.
Growth / Innovation	Capitalize on sports and entertainment opportunities while fostering regional economic prosperity.

Our Strategic Plan remains structured as before, with three primary sections. The first describes our structure, history, organizational functions, strengths, and weaknesses. The second addresses the business environment in which we operate, covering opportunities, challenges, threats and industry trends. The final section is a forward-looking "success framework" comprised of our mission, vision, five Board-approved strategic objectives, measures to gauge progress, and improvement strategies to direct our efforts over the next three years.

We thank our Board of Directors for supporting this process; through an early survey, they suggested strategic objectives, after which we conducted a Board workshop to refine those objectives and identify performance measures, challenges, and improvement approaches. Additionally, a Board Strategic Planning subcommittee worked with my team to review and revise this version you are reading, before ultimate approval by the full Board.

We are proud of our achievements these last three years: obtaining County approval for a new indoor sports Field House facility, rapidly resuming operations after the devastating hurricanes of 2025 (including hosting 81 Tampa Bay Rays baseball games after these hurricanes destroyed the Tropicana Field roof), being a trailblazer as the first NFL stadium to host a Banana Ball event – all while operating at or under budget in an environment of increased demand for sports and entertainment events caused by our region's continued population growth.

As before, our gaze is fixed toward the future and my team and I remain energized to position the Tampa Sports Authority for long-term success as we continue to provide sports and entertainment to the Tampa Bay area, stimulate our region's economy and improve our residents' quality of life.

Sincerely,

Eric D. Hart

Eric Hart, President & Chief Executive Officer, Tampa Sports Authority

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2. About the Tampa Sports Authority



The Tampa Sports Authority is a public agency that brings sports, recreation and entertainment to the region through the management of Raymond James Stadium, three City of Tampa golf courses and the Hillsborough County Tournament SportsPlex and by serving as a landlord for George M. Steinbrenner Field and Benchmark International Arena on behalf of Hillsborough County. Additionally, on October 15, 2025, Hillsborough County approved the Tampa Sports Authority to begin development of an Indoor Sports Fieldhouse on the MOSI property near the University of South Florida.

As an Independent Special District, the Authority is exempt from Federal and State Income Taxes under provisions of the Internal Revenue Code and Florida Income Tax Code. And although the Authority operates as a commercial enterprise in that it strives for increased revenues and bottom-line growth, any projected shortfalls are covered via grants received annually from Hillsborough County and the City of Tampa pursuant to cooperative interlocal agreements (and the Authority refunds unexpended appropriations annually two years after the close of the corresponding fiscal year). As part of the interlocal agreement with the City of Tampa, the City provides funding for all capital improvements and operating losses at the golf courses. Similarly, as part of the interlocal agreement with Hillsborough County, the County provides for all capital improvements and covers operating losses at the Tournament SportsPlex.

The Authority manages an annual budget of approximately $44.2 million and has 67 full-time and 3,000 part-time employees on payroll. The President and Chief Executive Officer leads the Authority and reports to a 11-person Board of Directors. Among board members, four are appointed by the Board of County Commissioners, four by the Mayor of the City of Tampa, one by the Governor, and there is a sitting County Commissioner and City Councilmember.

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History

On May 28, 1965, Governor Hayden Burns, through an enabling act of the Florida Legislature, created the Tampa Sports Authority as a public agency for the purpose of planning, developing and maintaining a comprehensive complex of sports and recreational facilities for the Tampa Bay area. The Authority's enabling act also provided standards in relation to the issuance of revenue bonds and refunding bonds to carry out the purpose of this act and for the rights and remedies of bondholders, providing sources of revenues including appropriations from the City of Tampa and the Hillsborough County Board of County Commissioners to the Authority, and providing for competitive bidding of certain contracts.

In 1967, the City of Tampa donated land for the Authority to construct Tampa Stadium with financial assistance from Hillsborough County and the City of Tampa. Since then, the Authority has operated the stadium, the former Al Lopez Field, a baseball training complex for the Cincinnati Reds and subsequently the New York Yankees, and miscellaneous other adjacent facilities and properties located on a 134-acre site.

As part of the initiative to obtain an expansion National Football League franchise and upon granting of the Tampa Bay Buccaneers franchise, the Authority pursued and completed significant stadium improvements in 1977. Between 1974 and 1978, the Authority entered an Interlocal Agreement with the City of Tampa for the operations and management of three City owned golf courses, Babe Zaharias, Rogers Park and Rocky Point. All three courses have received significant capital improvements under the management of the Authority over the course of the Interlocal Agreement. Rogers Park has seen the significant additions of a 9-hole short course in 2023 and a TopTracer Range in 2024. The Rocky Point Clubhouse was extensively renovated in 2025. Due to the overwhelming success of these additions, more amenities are being considered for the three courses.

The Authority has hosted five NFL Super Bowls. Tampa Stadium was host to Super Bowl XVIII in 1984 and Super Bowl XXV in 1991. Raymond James Stadium hosted Super Bowl XXXV in 2001, Super Bowl XLIII in 2009 and Super Bowl LV in 2021 during the pandemic in which the Buccaneers were victorious over the Kansas City Chiefs, the first time an NFL team played a Super Bowl in its home stadium.

The Tampa Sports Authority and the stadium have hosted numerous sports and entertainment events and activities over the years, including the USFL Tampa Bay Bandits (1983-1985), the USFL championship in 1984, the Tampa Bay Rowdies (1975-1993), the NFL Pro Bowl in 1978, the International Indian Film Academy (IIFA) awards in 2014, the College Football Playoff National Championship in 2017 and WrestleMania 37 in 2021. In addition, the stadium has hosted countless other sporting and community events as well as major concerts such as the Eagles, the Who, Led Zeppelin, Paul McCartney, U2, the Rolling Stones, Kenny Chesney, Taylor Swift, Beyoncé, Ed Sheeran, Metallica, AC/DC and George Strait. The stadium also hosted a Major League Soccer franchise, the Tampa Bay Mutiny, and an XFL franchise, the Tampa Bay Vipers. The Authority was instrumental in bringing both franchises to the Tampa Bay area and creating the Tampa Bay Sports Commission and Hall of Fame Bowl. In addition, the stadium serves as home field for the University of South Florida football program, the

Reliaquest Bowl, the Union Mortgage Gasparilla Bowl, Monster Jam truck events and various annual major community events.

Future events at Raymond James Stadium include NHL Stadium Series outdoor hockey on February 1, 2026, the annual Florida/Georgia college football game in November 2027 and the second College Football Playoff National Championship in January 2029.

In 1991, the Tampa Bay area was awarded a National Hockey League Franchise, the Tampa Bay Lightning. After a lengthy process, the team chose to build a new arena in downtown Tampa. The Authority played an important role in facilitating the construction of this arena by serving as a conduit for the public financing portion of the facility.

The Authority owned the St. Pete Times Forum until Dec. 30, 2004, when it conveyed ownership to Hillsborough County. After the execution of the Conveyance Agreement, the County leased the building to the Authority via a Prime Lease Agreement whereas the County acts as the landlord and the Authority as the tenant. The Authority leased the building to the Lightning via a Sublease Agreement between the Authority and the Tampa Bay Arena dated December 30, 2004 whereas the Authority acts as the landlord and the Lightning as the tenant (manages and operates the facility). Since 2004, the County and Authority have entered multiple renovation agreements for improvements to the venue. The Sublease Agreement was scheduled to expire on June 30, 2027. In 2018, the Tampa Bay Arena, L.P. exercised their extension rights of the Sublease agreement and extended the agreement for two (2) extension periods of five (5) years until June 30, 2037.

In 1994, the Tampa Sports Authority contracted for the design/build and construction management of the New York Yankees training facility and related facilities, located directly across Dale Mabry Highway from the stadium. The design/build process was administered through a tri-party agreement with the Authority, Yankees and Hillsborough County. Legends Field (later named George Steinbrenner Field) and associated spring training facilities opened in 1996 and serve as a training facility and playing field for the New York Yankees and its minor league affiliates. The Authority is the lessor under the January 19, 1994 License Agreement with the Authority, Yankees and County. The lease term is 30 years, commencing January 1, 1996, with two five-year options by the Yankees. In 2006, the County approved $7.5 million in 4th Cent TDT funding for improvements and repairs to Steinbrenner field. In 2016, the County, Authority and Yankees executed a Facility Renovation Agreement for improvements and upgrades to Steinbrenner field and the Himes Player Development Complex. The total cost of the renovation project totaled $46,806,301 with funding being provided by the State of Florida (34%), Hillsborough County (34%) and the Yankees (32%). As part of the Facility Renovation Agreement terms, the Yankees executed new License Agreements beginning in 2016 and expiring on December 31, 2046. In 2025, The Yankees completed approximately $40 million in improvements to the venue and requested additional funding from Hillsborough County for further improvements to Steinbrenner field. Due to this large investment by the Yankees, the Board of County Commissioners approved additional funding of $17,955,000 for repairs and improvements to Steinbrenner Field in October 2025. This funding included improvements for new scoreboards, security upgrades, sound system upgrades, repaving of parking areas and various other fan amenity improvements.

The Tampa Bay Buccaneers were sold in early 1995 and new ownership expressed the necessity for a new stadium. The Authority played an active role in developing and a primary role managing the design and construction of the new Raymond James Stadium to ensure that the Buccaneers remained in the Tampa Bay area. The Authority constructed Raymond James Stadium at a cost of $168.5 million. Funding for the construction was provided by the Authority's disposition of property, debt service coverage from the Community Investment Tax (CIT) and operational and capital improvement costs by the City and County on a 1/3, 2/3 basis. The Authority has managed the new stadium following its opening on Sept. 20, 1998, under the terms of the Stadium Agreement by and between the Authority and Buccaneers Stadium Limited Partnership dated August 28, 1996. The initial term of the Stadium Agreement expires on January 31, 2028. The Buccaneers have the right to extend the term for four (4) extension periods of five (5) years each. In 2015, the Authority and Buccaneers executed a Stadium Renovation Agreement providing at least $86,501,925 in improvements to Raymond James Stadium, of which the Authority provided $28,833,975. The renovation project ultimately cost approximately $150 million with the Buccaneers providing the funding for project overages.

In 2018, the Authority and Hillsborough County entered into an Interlocal Agreement to assist in the development and to operate and maintain the Hillsborough County Tournament SportsPlex, a multi-purpose venue with 15 natural grass soccer fields (the first complex in the County to be fully LED-lighted), concessions, a large gathering plaza, restrooms, and a viewing tower for host organizations. The County initially invested approximately $18 million for the construction of the complex and has provided capital funding for the LED lighting, locker rooms, restrooms and parking improvements. The Interlocal Agreement remains in effect unless otherwise terminated by either the County or the Authority.

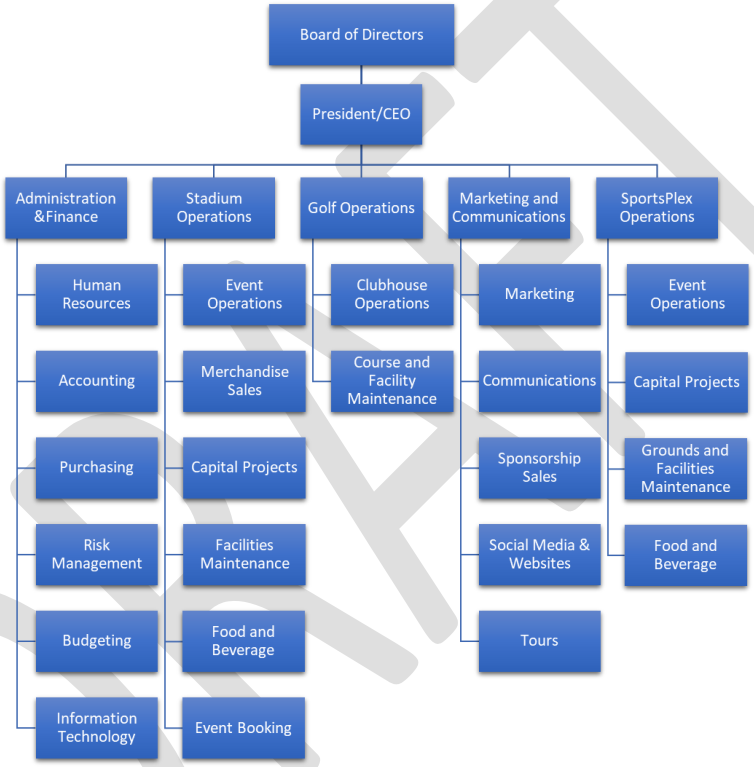
On October 15, 2025, Hillsborough County approved the Tampa Sports Authority to begin development of an Indoor Sports Fieldhouse on the MOSI property near the University of South Florida.

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Organization & Functions

The Authority's 67 full-time and 3,000 part-time employees are organized into five functions, all reporting to the President and Chief Executive Officer, who in turn reports to the Authority's Board of Directors.

The organization and functions below are current as of the date of this Strategic Plan. With the addition of the new Indoor Field House and potentially the management of other local sports venues, the Authority will adjust to account for this expanded scope by reorganizing and adding senior administrative and support staff to fill key roles.



Executive Leadership (President/CEO)

The President/Chief Executive Officer (CEO) has overall responsibility to plan, develop, promote, and operate the Authority and its physical assets, including sports and recreational facilities. This role includes performance and management oversight of all aspects of the administrative, financial, and planning functions appropriate and necessary for the daily operation of the Authority, its projects and programs – including the landlord function for Benchmark International Arena and George M. Steinbrenner field on behalf of Hillsborough County. The President/CEO oversees all Authority business units in coordination with and under the direction of the Board of Directors and is responsible for interacting with community partners and key County and City officials.

Finance & Administration

This business line oversees all human resource and financial functions for Raymond James Stadium, the SportsPlex, and the municipal golf courses.

- **Human Resources** – Oversees and manages recruiting, onboarding, career/ performance management, and benefits administration.
- **Accounting** – Manages debt via the six public debt outstanding bond issues for Raymond James Stadium, George M. Steinbrenner Field and Benchmark International Arena; processes payroll, performs day-to-day financial functions, including vendor payment processing, revenue collection and invoicing; performs financial planning and reporting; and oversees cash handling.
- **Purchasing** - Conducts purchasing activities and oversees bids and requests for proposals to comply with the Authority's enabling act.
- **Risk Management** - Oversees insurance programs and monitors the Authority's safety related incidents.
- **Budgeting** – Develops and tracks budgets for all business lines.
- **Information Technology** – Third-party Responsive Technology Partners manages the Authority's technology capability, including hardware and software, desktop support, and cyber security.

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Stadium Operations

This function oversees all aspects of operating Raymond James Stadium to ensure our clients and customers enjoy positive experiences and are fully satisfied with our services.

- **Event Operations** – Plans and coordinates all stadium and parking lot events and ensures our clients and guests receive the highest level of service from the time they enter the parking lot until they leave the facility after an event.
- **Merchandise Sales** – Sells and services merchandise (covered via the contractor Fanatics for Buccaneers games and via the contractor Tampa Bay Merchandise at other stadium events).
- **Capital Projects** – Plans and implements all stadium capital repair and replacement projects to maintain facility conditions to industry upkeep standards.
- **Facility Maintenance** - Manages the daily and long-term facility maintenance needs of the stadium and parking lots and ensures facilities are at the highest level of finish and operation for our clients and guests.
- **Food and Beverage** - Oversees the production and sales of food and beverage products to guests at stadium and banquet events; coordinated by the Authority with Legends Catering as the contracted service providers for Buccaneers games and events inside of the stadium, respectively; also oversees the coordination with third-party vendors for catered events outside of the stadium that are not produced by the Buccaneers.
- **Event Booking** - Manages the sales and booking of events at the stadium including sporting events, concerts, parking lot events, festivals, and banquet events.

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Golf Operations

This function oversees club house and maintenance operations, generates revenues through merchandise, equipment and golf-related sales, and ensures overall customer satisfaction at Babe Zaharias Golf Course, Rocky Point Golf Course and Rogers Park Golf Course.

- **Club House Operations** - Includes pro shop operations (selling golf rounds, merchandise and apparel as our retail outlet), tournaments, club house rentals (coordinating special events at each golf course in and around the club houses), golfer education (training and developing new and existing golfers), TopTracer operations at Roger's Park, and food and beverage operations (overseeing the sales and service of food and beverages).
- **Course and Facility Maintenance** – Includes course and facility maintenance currently subcontracted to ABM, the vendor that ensures golf courses are optimally maintained to lower operating costs, satisfy our customers and maximize golf revenues.

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Marketing & Communications

This function is responsible for expanding awareness, generating sponsorship revenue, and communicating with our customers, tenants, clients and the media.

- **Marketing** - Plans, implements and manages comprehensive marketing programs and initiatives; develops and places marketing materials and advertisements with regional media partners; creates, delivers and implements ideas that have value for customers, clients and partners; handles customer complaints (aside from tenant complaints that are channeled to the appropriate operations team); and twice-yearly surveys golf customers for their feedback.
- **Communications** - Develops, plans and directs communications strategies creating a favorable public image and increasing awareness of new and existing programs, events and initiatives. Addresses media inquiries and customer complaints; oversees the collection of customer surveys through ticket sales along with Buccaneers and USF customer service evaluations.
- **Social Media & Websites** - Develops, plans and monitors all social media communications for Authority business units. Maintains all Authority business unit websites.
- **Sponsorship Sales** - Maximizes revenues at the SportsPlex and the municipal golf courses by securing sponsorships.
- **Tours** – Schedules, sells, promotes and performs tours of Raymond James Stadium.

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SportsPlex Operations

This function operates the SportsPlex to ensure players, clients and out-of-town spectators enjoy positive experiences and are fully satisfied with our services.

- **Event Operations** - Plans and coordinates events and ensures our clients, players and spectators receive the highest level of service from the moment they enter the parking lot until they leave the facility after an event (note that the Tampa Sports Commission is responsible for booking national events outside of one year).
- **Capital Projects** – Plans and implements all SportsPlex capital repair and replacement projects to maintain optimal facility and playing field conditions.
- **Grounds & Facility Management** - Manages the daily and long-term facility maintenance needs of the playing fields, buildings and parking lots to ensure the facilities are at the highest level of finish and operation for our players, clients, and spectators.
- **Food & Beverage** – Provides concessions-based food and beverages and outsources overflow food and beverage needs for large events through food trucks (between two and six depending on the size of the event).

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Summary of Financials

This section provides a three-year financial summary across the Authority's three major functions: Raymond James Stadium, the three golf courses, and the Tournament SportsPlex.

Raymond James Stadium

	2022 YTD Actual *	2023 YTD Actual *	2024 YTD Actual *
Operating Revenue			
Buc's	4,408,417	4,814,834	3,653,379
College Football	5,598,199	5,893,331	5,561,190
Concerts & Motorsports	10,346,654	32,814,863	19,609,068
Other	4,453,618	4,888,921	3,852,713
Excess Revenue over $2,000,000	2,149,912	2,920,000	8,310,704
Advalorem & Intangible Taxes	230,293	254,977	280,853
Total Gross Operating Revenues	27,187,092	51,586,925	41,267,908
Less: Revenue Splits	(9,553,647)	(18,744,384)	(12,788,807)
Total Net Operating Revenues	17,633,445	32,842,540	28,479,101
Operating Expenses			
Salaries/Wages/Fringe	3,321,630	3,764,702	4,445,114
Insurance/bonding	781,216	848,305	1,090,789
Event Expenses	12,505,467	26,536,038	18,612,589
Utilities & Telephone	427,377	686,222	472,958
Pension **	204,880	1,320,254	65,630
Other Expenses	2,856,903	3,560,894	3,280,694
Depreciation and amortization **	345,582	367,738	335,070
Total Operating Expenses	20,443,055	37,084,154	28,302,844
Total Operating Expenses (less Non-Cash)	19,892,593	35,396,162	27,902,144
Profit (Loss) (excluding Non-Cash)	(2,259,147)	(2,553,621)	576,958

* Excludes lease accounting and non-operating entries.
** Non-cash

Golf Courses

For the Period Ending September 30, 2022

	Babe Zaharias	Rocky Point	Rogers Park	Total
Operating Revenue				
Golf fees	1,126,419.77	1,530,365.20	1,068,371.10	3,725,156.07
Merchandise	88,851.81	200,284.46	147,906.98	437,043.25
Food & Beverage	220,482.52	315,625.59	142,026.37	678,134.48
Memberships	22,281.05	56,916.21	37,269.44	116,466.70
Other Revenues	-	161,330.07	144,474.37	305,804.44
Total Operating Revenues	1,458,035.15	2,264,521.53	1,540,048.26	5,262,604.94
Operating Expenses				
Cost of merchandise sold	67,723.12	151,102.17	106,825.95	325,651.24
Cost of Food & Beverage	94,704.90	129,072.13	71,808.23	295,585.26
Clubhouse operatons	469,969.79	544,786.71	532,640.03	1,547,396.53
Course maintenance	565,084.04	580,810.74	577,050.46	1,722,945.24
General and administrative	245,785.14	288,049.83	236,425.61	770,260.58
Other Expenses	-	11,957.00	23,562.52	35,519.52
Total Operating Expenses	1,443,266.99	1,705,778.58	1,548,312.80	4,697,358.37
Total Operating Profit (Loss)	14,768.16	558,742.95	(8,264.54)	565,246.57

For the Period Ending September 30, 2023

	Babe Zaharias	Rocky Point	Rogers Park	Total
Operating Revenue				
Golf fees	1,290,772.65	1,772,782.30	1,185,448.51	4,249,003.46
Merchandise	141,287.01	270,522.67	189,703.16	601,512.84
Food & Beverage	302,454.71	486,814.30	205,703.86	994,972.87
Memberships	16,507.70	49,322.90	29,148.35	94,978.95
Other Revenues	-	176,390.78	197,127.73	373,518.51
Total Operating Revenues	1,751,022.07	2,755,832.95	1,807,131.61	6,313,986.63
Operating Expenses				
Cost of merchandise sold	100,954.68	186,307.62	143,550.57	430,812.87
Cost of Food & Beverage	115,189.92	164,972.37	91,420.44	371,582.73
Clubhouse operatons	583,775.01	689,214.45	636,745.03	1,909,734.49
Course maintenance	680,230.31	681,821.41	702,262.49	2,064,314.21
General and administrative	272,067.31	351,338.64	270,670.28	894,076.23
Other Expenses	-	15,253.25	14,094.42	29,347.67
Total Operating Expenses	1,752,217.23	2,088,907.74	1,858,743.23	5,699,868.20
Total Operating Profit (Loss)	(1,195.16)	666,925.21	(51,611.62)	614,118.43

For the Period Ending September 30, 2024

	Babe Zaharias	Rocky Point	Rogers Park	Total
Operating Revenue				
Golf fees	1,043,443.22	1,712,109.30	1,500,858.35	4,256,410.87
Merchandise	108,275.20	231,308.82	178,595.37	518,179.39
Food & Beverage	252,069.67	467,543.15	239,693.42	959,306.24
Memberships	16,421.35	44,477.40	30,936.40	91,835.15
Other Revenues	-	166,645.93	272,680.02	439,325.95
Total Operating Revenues	1,420,209.44	2,622,084.60	2,222,763.56	6,265,057.60
Operating Expenses				
Cost of merchandise sold	79,746.23	154,410.68	128,578.78	362,735.69
Cost of Food & Beverage	113,628.24	177,116.10	108,937.57	399,681.91
Clubhouse operatons	600,302.74	770,545.59	808,896.83	2,179,745.16
Course maintenance	689,326.24	680,885.99	714,604.87	2,084,817.10
General and administrative	290,262.27	357,660.10	320,558.26	968,480.63
Other Expenses	-	8,489.35	39,252.12	47,741.47
Total Operating Expenses	1,773,265.72	2,149,107.81	2,120,828.43	6,043,201.96
Total Operating Profit (Loss)	(353,056.28)	472,976.79	101,935.13	221,855.64

Tournament Sportsplex

	September 30, 2022	September 30, 2023	September 30, 2024
Operating Revenue			
Event Fees	747,214	1,014,768	1,114,791
Food & Beverage	249,999	286,320	295,738
Total Operating Revenues	997,213	1,301,088	1,410,529
Operating Expenses			
Cost of Food & Beverage	70,397	80,488	75,154
Field maintenance	780,095	1,014,430	1,046,216
General and administrative	538,710	736,509	888,650
Total Operating Expenses	1,389,202	1,831,427	2,010,019
Total Operating Profit(Loss)	(391,989)	(530,339)	(599,491)

Strengths

Strengths refer to the Authority's demonstrably positive characteristics directly or indirectly within the Authority's control. Strengths serve as a foundation for the Authority to achieve its strategic objectives.

- **Positive reputation as a sports and entertainment leader** – The Authority consistently holds marquee events at its world-class facilities and enjoys top-tier longstanding tenants, including the Tampa Bay Buccaneers, New York Yankees, Tampa Bay Lightning, University of South Florida Bulls football, US Soccer, Live Nation, AEG/MTG, the Reliaquest Bowl, Gasparilla Bowl, Feld Entertainment, and various national outdoor music festivals.
- **Cohesive, effective, and business-oriented leadership team** – The Authority's President/CEO and his leadership team operate in a professional, business-oriented manner; embrace an entrepreneurial v. bureaucratic approach with full board support; are aligned behind organizational priorities; work together to create a high-performance, welcoming 'can-do' empowering culture; possess a clear vision for the organization; and consistently perform at a measurably high level.
- **Productive and collaborative alliances and relationships** – The Authority has developed and maintains collaborative and productive relationships with local municipality leaders, professional sports teams, event businesses, the Tampa Bay Sports Commission, Visit Tampa Bay, promoters and tournament organizers, and destination and marketing groups.
- **Wide range of sports and entertainment offerings delivered through a growing set of diverse, flexible facilities** – Through its diverse facilities and the flexible way they are designed and configured, the Authority provides and can accommodate a wide range of sports and entertainment events, programs, and experiences for our community and regional visitors to enjoy. And the Authority is expanding its facilities through the planned indoor sports Field House due to open in 2028.
- **Strong contract vendors** – The Authority partners with reliable and high-performing contract vendors providing food and beverages, merchandise, security, heating and air conditioning, sod replacement, golf course maintenance, facility design and other key services.
- **Entrepreneurial approach** – Though technically a government entity partially funded by Hillsborough County and the City of Tampa, the Authority operates like a private sector organization committed to strong financial performance, expanded offerings and events, and an overall commitment to bottom-line growth. Authority management has created new programs, promoted events at all venues, and taken risks as part of their daily functions.
- **Local government support** – Hillsborough County and the City of Tampa support the Authority by funding operating deficits and capital improvements, but beyond that they

assist with attracting large events, provide planning support, and provide emergency management services during crises – to name a few examples.

- **Financial stability** – By virtue of Hillsborough County and the City of Tampa funding operating deficits and capital improvements, the Authority enjoys a measure of financial stability (note, however, that the Authority wishes to reduce this reliance and the accompanying public scrutiny that can sometimes prove challenging).
- **Customer service focus** – From the Board of Directors down to line managers, providing enjoyable customer and client experiences is in the Authority's cultural DNA. New hires and stadium staff receive customer service training; the culture is one defined by "yes" versus "no"; and great service extends beyond event attendees to teams, promoters, and others.
- **Experienced and knowledgeable staff in key roles** – The Authority has deep skills in key areas such as contract negotiations, bonds, venue management, golf operations, sports management, facilities maintenance, and international events management e.g., college football playoffs, Super Bowls, major concerts.
- **Fun place to work** – The Authority's recruitments typically draw a large crop of candidates who are excited by the prospect of working for the organization and current employees enjoy perks such as playing golf and attending various events.
- **Competitive HR policies and benefits** – As a public agency, the Authority provides excellent benefits and healthcare on par with the County's, including FRS pension programs, deferred compensation plans, vacation payouts, and even bonus pay opportunities. Additionally, the Authority is considering a personal time off leave program and allows employees to bank overtime hours for use as sick time or leave versus depleting either bank of hours.
- **Contribute to economic growth with key partners** – The Authority is aligned with Visit Tampa Bay and the Tampa Bay Sports Commission to drive economic growth and tourism across the region. Raymond James Stadium, Benchmark International Arena and George M. Steinbrenner Field contribute significant room nights to the local economy annually. Additionally, SportsPlex events contribute to regional hotel room occupancy of an estimated 90,000 room nights in 2025 alone.
- **Low turnover of key positions** – Amongst the leadership team and within the various lines of business, there are long-term employees in key positions with tenures of between five and 35 years.
- **Regular and transparent public communications** – The Authority is constantly communicating or making information readily available beyond what is required by law. The Authority discusses issues with local neighborhoods and shares a variety of information online, such as board meeting minutes and materials, records requests, budgets and more. Furthermore, the Authority provides an email link on its website to make it easy for the public to voice concerns or provide feedback directly to the CEO.

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- **Quick to adapt** – The Authority has shown its quickness to adapt through numerous examples: rescheduling the abruptly cancelled Morgan Wallen concert, hosting 81 Tampa Bay Rays games due to Tropicana Field being damaged by hurricane Milton, rapidly opening golf courses and replacing a damaged cart fleet after hurricanes Helene and Milton, and expeditiously securing an architect for the Field House development at MOSI.
- **Known for operating with integrity** – The Authority has earned the trust of our community by honoring estimates and contracts, returning funds if justified, showing commitment to partnerships, being fully transparent with financials, staffing based on need, meeting budget estimates, and always representing the County's and City's best interests.
- **Provide value at a reasonable cost** – Service costs by the Authority are comparable or less than many major markets in the nation. Additionally, customers, promoters and show organizers continue to view Authority rates as generally reasonable. The University of South Florida enjoys a rent-free use of the stadium (and pays only for expenses), the Sportsplex is priced competitively against Wide World of Sports, and other golf courses typically use the Authority's rates as their basis for pricing – rates that typically reflect the best value in the market.
- **Taxpayer dollars well-spent** – The Authority leverages County and City subsidies to good effect. Raymond James Stadium was constructed for $168.5 million – a fraction of what similar stadiums have cost – and the SportsPlex was estimated to cost $26 million but came in at approximately $18 million. Benchmark International Arena, George M. Steinbrenner Field and the Himes Player Development Complex are additional examples of highly rated venues that were constructed and operated for the benefit of the taxpayers.
- **Capitalize on being in a high-tourism destination market** – Through partnerships and its relationship with the City and County, the Authority regularly works to leverage our region's heavy tourism, favorable weather, and other amenities and events to attract clients and customers.

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Weaknesses

Weaknesses refer to the Authority's demonstrably negative characteristics or liabilities directly or indirectly within the Authority's control. Weaknesses, if left unaddressed, will likely hamper the Authority's achievement of strategic objectives.

- **Aging facilities** – Aside from the SportsPlex, built in 2019, the Authority's other facilities are all over 25 years old. As a result, maintaining these facilities or modifying them to accommodate existing and new events becomes more difficult and costly every year, and sometimes prohibitively so.
- **Operationally overwhelmed management staff** – Although the Authority has a 'can-do' attitude and successfully completes any project it tackles, management staff are overwhelmed with the combination of tenant agreement negotiations, booking events and running operations while completing renovation projects, designing and constructing new facilities, and negotiating additional contractor/vendor agreements. As a result, management is limited in its ability to amply attend to other priorities, such as managing large contract renegotiations, and there is a very real risk of losing key employees.
- **Limited workforce candidate pool** – The Authority aims for its employees to reflect the community and guests it serves, but this is made challenging by labor shortages and, in some cases, a lack of qualified applicants.
- **Need to continue improving manager-level leadership skills** – Many of the Authority's managers are tactical and focused on their own operations, which can lead to a reluctance to delegate and collaborate across organizational siloes.
- **Lack of Board term limits** – Not having term limits impedes the Board's ability to refresh its ranks and attract new members with fresh ideas and perspectives.
- **Challenged to capitalize on revenue-generating sources** – The Authority has worked to innovatively generate revenue, e.g. TopTracer golf, dynamic pricing, and distributed antenna / 5G systems, but there is limited capital investment to develop new programs (and these capital investments must be approved by the Board of County Commissioners).
- **Restrictive budgeting** – Because there is a sensitivity to showing losses offset by County and City taxpayer subsidies (versus paid for with a dedicated funding source), the Authority must justify every expense and is encouraged to develop a best-case, restrictive budget. As a result, the team must "do more with less" and the budget often omits often-predictable events that hurt financial performance, e.g., hosting NFL playoff games at a loss up to $425K per game. Master planning for long-range initiatives such as constructing new sports venues or attracting major events are forgone in recognition of the financial commitments by the City and County's general funds.

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- **Limited opportunities to reward employees in real time** – Although the Authority pays for a cost-of-living adjustment and compensates employees based on merit (as part of salary raises) and one-time performance bonuses, state law prohibits leadership from paying employees for their extraordinary contributions, e.g., running the Super Bowl, converting the Stadium and the SportsPlex to provide hurricane response and relief services, or bringing the golf courses online after hurricanes.
- **Deferred golf course maintenance** – The Authority, under the guidance of the City of Tampa, has deferred major capital course improvements for the past 20+ years. While the Authority has previously deferred maintenance, they have developed a reinvestment program from current profits, increasing capital improvement spending and addressing deferred maintenance using cash reserves from recently increased revenues. Should this level of demand continue, the Authority will continue to revisit pricing or use other means to regulate play and course usage to allow for capital improvements and increased maintenance.

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3. Business Environment

Challenges

Challenges make the Authority's success more difficult to achieve. Some challenges are out of the Authority's control, while the Authority may partially influence other challenges. Unlike threats, challenges exist today.

- **Public misperception of the Authority** – A sizable segment of the public does not understand what the Authority is or does, often confusing it with the Tampa Sports Commission or the former Sports Authority retail store. There is a misperception that tax dollars are being used to subsidize wealthy sports team owners – versus being used to drive economic growth and improve the quality of life in the region. This can make it difficult to build public support for the Authority's mission and diffuse any negative public feedback. Additionally, tenants often view the Authority's diligent economic practices as unnecessarily onerous.
- **Income-limiting Tampa Bay Buccaneers contract** – The Buccaneers agreement limits the Authority's ability to retain profits. Stadium rent cannot be increased over the first 30 years of the agreement; as a result, margins for the Authority have decreased over the past 23 years as its expenses have continued to increase. Additionally, the Authority receives no revenues from hosting Buccaneer football games, exacerbating financial losses. Should the Buccaneers reach the playoffs, the Authority must cover added expenses with no added rent. For non-Buccaneers-related events at the stadium, the Authority must forfeit the first two million in profits to the team, one third of profits of between $2M to $3.5M, and half of profits above $3.5M. As an example, for the 2025 lease year, the Authority earned $14.8M in profits from non-Buccaneer stadium events. Using the formula above, this resulted in the Authority retaining $6.7M – just 45% of total profits generated, with the balance ($8.1M, 55%) going to the Buccaneers.
- **Intensifying competition for events –** Competition for events has increased. Cities like Jacksonville and Orlando – among others – are more actively vying for major events and have revenue sources that allow greater flexibility in negotiating deals. Additionally, college stadiums such as the University of Florida are starting to host major events such as concerts, and there has been an increased desire from artists to play these venues.
- **Lack of revenue-generating local corporate headquarters** - Despite having three major sports franchises, our region has very few large companies headquartered locally, limiting the Authority's and its tenants' ability to generate revenue through event participation and major sponsorships.
- **Skilled labor shortages** – Despite raising wages, the Authority has staffing shortages at all venues and challenges attracting and hiring skilled trade professionals especially (HVAC technicians, plumbers, etc.). Beyond wage raises, the Authority has used creative recruitment strategies, increased event labor rates, rotated and combined work roles, and nonprofit groups for staff augmentation.

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- **Lack of dedicated, recurring funding sources** – Without a recurring funding source – such as an entertainment tax - the Authority must drive revenue growth and rely on the City of Tampa and Hillsborough County's publicly scrutinized general fund subsidies when there is a shortage. Additionally, the Authority maintained large cash reserves that were designed to reduce or eliminate the burden to the County and City general funds at the completion of the stadium. Those reserves were unexpectedly depleted when the Authority became subject to ad valorem taxation in the early 2000s. This combination of depleted reserves and an annual ad-valorem burden has required a larger than anticipated contribution by the City and County.
- **SportsPlex profit-generation limitations** – The SportsPlex was conceived and developed with one purpose: to increase local tourism as quantified and monetized by hotel bookings. For this reason, the Tampa Sports Commission attracts and books marquee tourism-generating events, most of which are locked in more than one year in advance. For shorter-term bookings, the Authority has the latitude to book events, but it too must attract events that primarily drive tourism – as opposed to generate profits. For example, booking tournaments for local sports teams would likely prove lucrative for the Authority, but would do little to increase hotel bookings, so these types of events are not pursued. Additionally, since tourism is the goal, the Authority often extends discounts and incentives to land prospective events. To counter this effect, the Authority is pursuing profit-sharing opportunities like premium parking fees, but these limitations prove challenging when it comes to improving financial performance and reducing the reliance on City and County subsidies.
- **Restrictive procurement policy** – By state law, the Authority's enabling act requires management to obtain board approval for purchases above $50,000. Authority staff is limited by the level of purchasing restrictions and additional time required during the procurement process, e.g. purchases over $1,000 require a full bid vs. obtaining quotes. Additionally, the Authority as a public agency has adopted public procurement policies and procedures that limit its responsiveness by virtue of the extra time it takes to perform competitive bidding.
- **Rising costs** – The Authority's costs are rising because of inflation, government incentives, health care, minimum wage increases, Authority vendor requirements, and the need to adopt environmentally friendly but typically more expensive products and practices, affecting net income and requiring extra effort to source alternative products and services.
- **Large calls for City and County services during major events** – The Authority relies on the City and County for medical, traffic control and law enforcement services, which can be extensive and challenging to provide.
- **Increasing effort to address public issues and counter public misinformation** – The Authority must spend considerable time and effort contending with complaints by residents who live near our facilities. For example, when residents miscategorized the nature of pesticides being used on the Authority's golf courses, the Authority needed to send explanatory mailers to over 2,000 households.

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- **Effort and expense to leverage County and City-mandated services** - Although the Authority appreciates the County's and City's financial support, their requirements of the Authority – for example, recycling practices, emergency services, golf-course maintenance practices, and traffic management requirements – typically require additional effort and expense to implement.
- **Enhanced fan security policies** - Security threats across the globe continue to escalate and evolve, requiring the Authority to continuously implement new guest safety security policies. Maintaining those policies while balancing the guest service experience can be extremely challenging.
- **Increasingly time-consuming contracts management** – Today, the Authority spends an estimated 30% - 40% more time and effort negotiating and drafting tenant and vendor contracts than it did five years ago. While most contracts then were largely boilerplate, today most tenant contracts require negotiations with multiple provisions and last-minute legal changes, especially concerning event settlements, insurance, and pandemic indemnification clauses.
- **Evolving political environment** – As a public agency funded by elected officials serving state and local governments (Florida, Hillsborough County and City of Tampa), the Authority must navigate an evolving political climate that directly or indirectly affects priorities, key operational decisions, and the future direction of the organization.
- **Restrictive maintenance requirements** – Because the Authority is a tax-payer-funded entity, it must be sensitive to public opinion and often cannot adopt commercially acceptable practices. For example, the Authority's golf courses cannot use standard pesticides and chemicals, requiring more expensive and less effective alternatives.
- **High cost and effort to maintain natural surfaces.** Grass fields at the Stadium and SportsPlex are difficult and expensive to maintain and require periods of downtime to recover from usage – downtime that limits the utilization of both venues. The same applies to the Stadium's grass parking lots that are regularly damaged during large parking-lot-based events.
- **Limited sponsorship opportunities** – Contracts prevent the Authority from securing sponsors for Raymond James Stadium, Benchmark International Arena and George M. Steinbrenner Field. Additionally, the Stadium Agreement has restrictions that limit international sporting events and major concerts from sponsorship opportunities within the stadium. In terms of the SportsPlex, it is challenging to secure a main sponsor for a community asset that is used to attract out-of-region visitors, and the volume of visitors would not entice a national sponsor. The 110,000 rounds of golf played at the Authority's courses represents relatively few golfers, thereby undercutting a potential sponsor's return on investment.
- **Difficult to manage confidential event deals and information as a public agency** – Negotiating deals is made more challenging by virtue of the Authority being a public agency that must share updates, agreements and details with the Authority's Board members, requiring eleven confidential one-on-one meetings with board members to solicit input and direction between board meetings. As a public record, the information

discussed is available to the Authority's competitors. Competing arenas and stadiums in other metro regions have far greater latitude and flexibility in this regard and can move more quickly than the Authority to secure their deals. Additionally, in most major media markets, the media abides by a professional standard to not interfere with the negotiations for these important projects – a standard to which Tampa's media outlets do not always adhere.

- **Effort and cost to secure data and information –** Though crucial, cybersecurity is a complex and expensive capability. As a result, it has taxed existing staff, required significant expenditures, and is expected to require additional expenditures in the future.
- **Insufficient office space for Stadium administrative staff** – A lack of administrative office space will require the Authority to repurpose other parts of the Stadium, relocate staff to the SportsPlex, and, after 2028, leverage new offices at the Field House.

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Sports & Entertainment Trends

- **There is a move from traditional to non-traditional sports.** Over the last couple of years, traditional sports such as football, baseball, hockey and soccer have seen steady declines in participation rates. This mainly has to do with demographic changes. To generalize, Generation Z is less interested in traditional sports that take up too much of their time, bore most of them and do not sufficiently reflect their identity. Hence, non-traditional sports, such as adventure sports, e-sports and spin-offs of existing sports are currently growing faster than traditional ones.
- **Some stadiums are reducing seating capacity to make room for new services.** Trends point to stadium owners moving toward lower volumes and higher margins. In fact, some stadiums have already started to reduce seating capacity to offer fans a better customer experience. Today's fans prefer to meander the stadiums, watch the game from various angles in the stadium, meet up with friends, enjoy the food they like, play games, and more. A wider array of services will increase fans' average spending, but it will be at the expense of capacity. The future points to fewer fans spending more in stadiums while fans outside the stadium use alternative technology to watch games.
- **Globalization has begun and is only increasing.** The world of sports is rapidly globalizing. The champions league, Formula One, golf, and most major sports have turned global. Even stardom is global nowadays: think Max Verstappen or Lionel Messi. Further, viewers want to watch sports from anywhere and clubs and teams are reaching out to acquire new fans abroad. The consumer, media, rights holders, and sponsors are all going global. This trend has extended to the NFL. The NFL is continuing to increase the number and different locations of international games. In 2025, there were seven games held overseas in five different countries. There have been reports that the league is hoping to have 16 regular season international games within the next few years, meaning every team would have an international game every season
- **Real-time live betting will enter arenas and stadiums.** With fans looking for more entertainment and the arrival of 5G cellular networks, real-time live betting is upon us and will provide an enhanced fan experience. Fans will be able to place a wide range of wagers; for example, two friends at an NFL game will be able to place bets against each other on the mileage a wide receiver runs through the first quarter of a game – and they will be able to track that mileage online and know immediately who won that wager. In the future, fans will be able to fabricate their own bets.
- **Fans will expect more choices and personalized experiences.** With consumers enjoying greater choice and variety in everything from food to travel to on-demand entertainment, people are increasingly expecting and demanding events that more closely match their passions and pursuits. The festivals and consumer events industry reflects this drive for greater variety and a specialized focus. Aided by the far-reaching adoption of social media, fan communities easily spring up around unique, shared interests. Events like the San Antonio Cocktail Conference, the Celebrity Impersonators Expo, the Annual Psychic Fair and Witchcraft Expo, and the Oakland Internet Cat Video Festival can all find devoted and enthusiastic fan bases. Lately, many promoters and

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event directors have been generating bigger audiences and extra revenue by offering one or more levels of VIP packages, season passes to a set of local events, and a variety of á la carte options. Speedy admission, behind-the-scenes access, premium food and beverages, and even VIP restrooms can help meet a growing demand for greater convenience and premium experiences. It is estimated that VIP experiences account for 10% of ticket sales and generate approximately 25% of revenue, a large opportunity and growing trend.

- **Hybridization will attract bigger audiences and bring in more revenue.** As niche passions and hobbies spur new types of festivals and shows, another emerging trend is to broaden an event's appeal by adding complementary activities and attractions. Within the industry, this is called "hybridization." For instance, the Rocky Mountain Cigar Festival casts a wider net by incorporating complementary lifestyle vendors and attractions such as craft beer, wine and spirits, exotic cars, food, and live music. In North Carolina, local restaurants create craft beer and cuisine pairings for Brew Durham, a benefit event for a local nonprofit. Seattle's Bumbershoot festival has grown from a local music and arts event to a three-day carnival of world-class musical acts performing alongside more eclectic offerings such as the Bumbernationals Soapbox Derby, poetry slams, and the Grand Kabuki Theater of Japan. Hybridization can grow festivals and consumer events even in a down economy. Events that include a wide range of activities offer ways for people to spend their dollars wisely and have a good time without traveling too far from home. With more things to see and do, attendees are more likely to come with a larger group of friends and family, stay longer, spend more, and mark their calendars for your next event.

- **Online ticketing will unlock powerful data and insights like never before.** Metrics gathered during online sales can be invaluable in helping venues make better decisions about when to staff up, what to expect in terms of attendee flow, and how to avoid shortfalls in planning and logistics. And when venues open their gates, online ticketing data integrated with the latest check-in technology can help to quickly address bottlenecks and keep the lines flowing. Data from online ticketing can also tell venues how effective their marketing efforts are and create new streams of revenue development. That's because it's possible now to directly link a ticket transaction with the referral source, such as emails, online ads, search engines, and other websites. With this information, coupled with the available geographic data, venues can make smarter marketing decisions as they plan and tweak their marketing roadmap leading up to an event. And once the event is over, online ticketing and check-in data provides powerful historical data. Venues can evaluate successes, see what could use improvement, and ultimately be better informed to plan and promote the next event. Gathering this valuable feedback and then acting upon it can great goodwill and establish long-term loyalty from fans. As a bonus, online ticketing creates the possibility to further develop revenue streams via convenience fees, service charges and other ticket-related fees that are assumed by the ticket purchaser.

- **Mobile technology will dramatically improve the overall attendee experience.** New mobile technology is changing the landscape of how onsite logistics is managed. When equipped with smartphones and tablets armed with barcode scanners and

check-in apps, event staff can instantly verify tickets right at the gate, allowing for shorter lines and quicker entry. Fraudulent behavior is also virtually eliminated, and real-time entry data helps gate staff make on-the-spot decisions to manage bottlenecks. Once the event is over, this information helps organizers plan for next year's crowds. With a simple credit card reader attachment, in-field mobile devices can also serve as mobile cash registers. Mobile apps can also help attendees get the most out of an event. Event attendees can receive up-to-the-minute festival and event guides and be directed to e-commerce opportunities.

- **Dynamic pricing will allow venues to maximize revenues.** Dynamic pricing (also sometimes referred to as time-based pricing, surge pricing, or demand pricing) consists of factoring in market conditions and customer needs when setting price points to maximize revenue. What traditionally determines demand for a sporting event is (1) consumer preferences; (2) macro-economic factors; (3) quality of viewing; (4) characteristics of the match; and (5) supply capacity. Sports entities tend to set their matchday ticket prices months ahead of time based on these factors yet remain poorly suited to adjust to current conditions during a season or an ongoing competition. On the contrary, a dynamic pricing system in sports relies on several current and fluctuating factors that influence demand for a match. Therefore, dynamic pricing represents a more consumer-centric approach that accounts for varying customer motivations to attend a match, as well as a more efficient means of revenue management for sports clubs. Ticketing is an important revenue stream in any sport, despite a steady decline as a percentage of total revenues for sports entities. In this context, dynamic pricing allows sports teams to maximize ticketing revenue, while optimizing stadium attendance. The San Francisco Giants introduced dynamic pricing to the Sports industry in 2009. Financial results were soon impressive and in the following season they priced all stadium seats dynamically, which resulted in a ticket revenue increase of 7 percent. Consequently, more teams in the 2011 MLB season opted for this model, leading the rest of the professional sports teams in the US to recognize the windfall potential in dynamic pricing. The move by sports teams to get more spectators into stadiums by adopting a dynamic pricing system also helps them in the long run with the sustainability of their overall business. In an era of ever-increasing expenses related to player salaries, transfer fees, and stadium maintenance costs, teams have the financial incentive to optimize every revenue source. Similarly, dynamic pricing also allows sports clubs to take ownership of their entire ticket sales process and not lose precious dollars to the secondary market. By cutting out the middleman, sports clubs can harness the full potential and knowledge of the actual value of their tickets, and in turn communicate this to their fans.
- **RFID technology and smart cards will add value once inside an event.** Aside from mobile phones and tablets, "wearable" technology is the trending tool used by festivalgoers. This new technology not only enhances a fan's experience, but it can also spur more spending and greater marketing awareness and allows you to better know your audience. Radio Frequency Identification (RFID) built into wristbands worn by festivalgoers allows for ticketless entry and cashless in-festival purchases. Additionally, RFID bracelets can be synchronized with the wearer's social networks. This turns your participants into promoters as the bracelet performs automatic check-ins and status

updates. Pre-paid smart cards carried by attendees are another new trend. These cards provide rapid entry, and can reduce lines at vendor stands, and simplify merchandise transactions. With pre-loaded funds or a linked bank account, there's no need for cash to change hands. Festival attendees can make in-event purchases with the tap of the smart card, which generates more sales. Research shows that smart card bearers spend upward of 40% more when they're not opening their purses and wallets to pay for food and merchandise. The data generated by RFID bracelets and smart cards gives access to up-to-the-minute revenue totals and the ability to track hot-selling merchandise and top-performing vendors. This knowledge is invaluable when you plan your layout and product mix for future events. It can also help identify opportunities for increased sponsorship dollars and higher-performing vendor locations. "On-person" technology also gives vendors the added benefits of cashless transactions and granular sales data, as well as an opportunity to offer interested customers special marketing offers.

- **Social media will continue to provide hard cash benefits to event organizers.** While technology has changed the face of planning and operating a festival and created better experiences for attendees, social media has had a tangible impact on marketing awareness and revenue. Social media has grown to be a major component in driving attendance at festivals and consumer events. Festivalgoers can find one another quickly, and build communities around common interests and passions before, during, and after the show. Successful festivals use social media platforms such as Facebook, Twitter, Instagram, and Storify to generate excitement, encourage conversation and sharing, and build a following that can be promoted to year after year. When people "Like" a festival or post a photo, video, or update to your feed, they become instant promoters, driving more visits to your event page and ultimately more ticket sales. And the impact can be significant: Facebook shares worth up to $4.15 in future ticket sales and Twitter shares worth up to $2.18 in future ticket sales. Internationally recognized festivals and events can have substantial followings. The Vans Warped Tour has more than 1 million Facebook "Likes" and more than 400,000 Twitter followers. The San Diego Comic-Con International has garnered more than 350,000 Likes and 300,000 Twitter followers. Even local and regional festivals such as the NYC Governors Ball and the Gilroy Garlic Festival have built respectable followings (65,000+ and 25,000+ Facebook Likes, respectively) that give them incredible visibility and promotional power. Having your fans share your event on your behalf is truly an incredible asset.
- **Digital and physical hybrid concerts will reinvent the economics of touring.** Since March 2020, the level of viewership of livestreamed video has seen record-breaking engagement. For instance, Amazon-owned Twitch topped three billion hours watched over the first quarter of 2020 (January to March). Since March, Twitch has outperformed every estimate around its growth, growing its overall platform userbase to over 3.8 million unique broadcasters daily. This growth isn't just unique to Twitch but was seen across every major livestreaming platform from Instagram, Facebook, YouTube, and even Twitter. So, what do these record-breaking numbers across various styles of livestreams mean for the live concert business? It's clear that livestreaming is here to stay and that the model of physical-only concerts will likely be a thing of the past. The benefits of streaming are clear. For smaller cap venues, livestreaming can take a 500-cap room and allow it to touch every corner of the globe, increasing its earnings

potential to unimaginable heights. For massive festivals and arena concerts, it means an additional revenue stream to monetize shows to reach consumers in secondary or third tier markets. Outside the benefits financially, virtual touring also offers a way for artists to tour and build hard ticket values without the need to hit the road. This is an important development, as many artists who go on the road for their first few tours tend to lose money. This model could be significant, especially for artists without labels, who can provide some level of financial assistance to support going on the road.

- **Biometric screening technology will expedite customer convenience.** Given that long wait times adversely affect the fan experience, biometric screening has been adopted at certain stadiums and airports for an expedited, painless way of gaining entry. With the simple touch of a finger to a screen, the technology can turn a slow, arduous process into something much different. At Raymond James Stadium, this technology has been used for "Express Entry" lanes at Buccaneers games. Safeco Field, home of the Seattle Mariners, offers "fast lanes" around the ballpark. All it takes is a one-time enrollment at a nearby kiosk to bring about a frictionless and personalized experience to ticketing and concessions.
- **Fans will enjoy immersive augmented virtual reality experiences.** Since professional sports became so popular, people have asked questions like, "what would it be like to hit a 100 mile-per-hour fastball?" or "what would it be like to throw a touchdown in the NFL?" Among other franchises, the Boston Red Sox are helping fans answer questions like these through virtual or augmented reality immersive experience technologies. In 2017, the Red Sox began offering a "Virtual Reality Home Run Challenge" and using augmented reality to enhance Fenway Park tours. Thanks to a resoundingly positive fan response, the team plans on launching more virtual and augmented reality experiences – like their Jackie Bradley Jr. bobblehead promotion that involved a scannable code leading to digital experiences within the MLB Ballpark mobile app.
- **Implementation of 5G (or just Wi-Fi upgrades) will enhance fan experiences.** As teams and leagues implement more advanced mobile activations, venues must ensure that network bandwidth is up to the test. This is where the implementation of 5G (short for fifth generation) networks comes into play. 5G allows for a greater data capacity and faster download speeds –roughly 100 times faster than the typical 4G network, with lower latency, meaning fans can stream, download apps like FanFood and much more – all while sharing a network with thousands of others. The NFL and Verizon reached a two-year agreement just this year to bring 5G to many of the league's stadiums. While nationwide use of 5G is still a few years away, Verizon will be testing its network by bringing fans specialized mobile games and VR experiences as well as in-stadium video feeds and multi-angle camera positions for home viewers. Fans' in-stadium expectations will only continue to heighten as stadiums continue with this mobile revolution.

- **Tracking fans via Smart Stadiums will help improve their experiences**. Some venues – like the Sacramento Kings' Golden 1 Center – are using software to see whether their season ticketholders are consistently attending games. If, for example,

the software detects a string of absences, it can notify the ticketing office, and they can then reach out to the fan to see if there is reasoning behind it. If there is, and it's a simple fix, then the Kings have done a better job of pleasing and retaining another customer. The tracking can go much deeper, however. "We collect data on every part of the fan experience," said Kings' owner, Vivek Ranadivé, to CNBC. "We have a room called mission control that has a whole number of screens with people from all parts of the business – guest services, security, local police. We control everything, including traffic flow, to minimize the time to get to the arena." At the Buffalo Sabres' KeyBank Center, their "One Buffalo" app provides wait times on both restrooms and concession lines based on sensors placed above the entrances to bathrooms and concessions, gauging the crowd volume. By giving this information to the fan, the Sabres can self-regulate wait times, thus allowing fans to spend the most time where they want to be, i.e. watching the game, participating in AR/VR experiences, etc.

- **Technological Innovations in Food & Beverage.** Many modern venues are leveraging technology to increase or enhance their food & beverage program. New programs like Amazon's "Just Walk Out" technology streamline food and beverage access, reduce wait times and enhance convenience.
- **Sustainability is becoming an important element to touring artists.** Many artists are now integrating sustainability practices into their concert tours. For example, Coldplay aims to cut tour emissions by at least 50% compared to previous tours. They also committed to planting a tree for every ticket sold. Billie Eilish set up an "Eco-Action Village" at each of her tour stops where fans could learn about climate solutions and get a free refillable water bottle. Dave Matthews Band runs a "zero-waste" program at their shows, eliminating single-use plastics and providing free water refill stations. Harry Styles implemented a "RockNRefill" program to eliminate tens of thousands of single-use plastic bottles.
- **The evolution of stadiums into broader entertainment districts.** Many new and redeveloped stadiums have incorporated mixed-use development around the stadium. Places like The Battery in Atlanta have generated rave reviews and have become the model for others to follow. Just recently here locally the new owners of the Tampa Bay Rays expressed their desire for a new stadium site with at least 100 acres to make a mixed-use development around their new stadium possible.

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Golf Trends

- **Technology will continue to reshape the sport of golf.** Like many other sports, technology is reshaping the sport of golf and offering opportunities for golfers to improve their game. The effects of technology on golf can be seen in the design of the golf clubs, the use of global positioning system devices for measuring the distance to the hole, and swing analysis which can correct errors in the swing. TopTracer – currently deployed to Roger's Park and planned for additional locations – is a training system that records measurements such as impact, distance, direction, curvature, and clubhead speed, and thereby allows golfers to correct their swing, appealing especially to younger segments of the population who are more acquainted with data analytics and swing technology.
- **There has been a dramatic rise of younger and female golfers.** About a third of all golfers in the U.S. are now millennials, which could be a shock to the golfing community given its traditional appeal to middle-aged and older crowds. Younger golfers are influencing the food and beverages offered at local courses (healthier options and more variety overall) and have been the biggest fans of using technology to improve their golfing experience. Another noteworthy demographic shift is the increasing interest in golf from women. Women now comprise about a quarter of all golfers, and surveys found that their presence in the key beginners' and juniors' segments of golfers has grown. They are especially interested in off-course golf experiences, including golfing ranges, comprising up to 40% of all off-course golfers.
- **There is increasing attention to environmental impacts.** The golfing community is looking to become a model in areas such as water management, conservation, and biodiversity. Additionally, the concept of carbon positive courses is expected to gain more traction. Given that the younger population is more conscious of the dangers of climate change and many are already starting to see its impacts, there will be pressure on clubs and the PGA to manage their properties in ways that minimize environmental impacts.
- **More golfers will want to play shorter courses and events.** One of the more noticeable trends in golf is that there is a bigger push to move to short events, playing only nine holes instead of a full round. More people are being drawn to shorter courses and the opportunity to play fewer holes because of work and family requirements. Golfers can expect more nine-hole courses to complement traditional golf courses.

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Opportunities

The following represent opportunities for the Authority to succeed – market conditions, regional trends, emerging capabilities and more.

- **Satisfy increased demand fueled by strong population growth –** Between 2021 and 2024, Hillsborough County's population increased by nearly 100,000 residents, creating increased demand for events and entertainment that the Authority has met through expanded offerings across its facilities.
- **Attract golfers whose local courses have closed.** Quail Hollow, Pebble Creek, East Bay, Walden Lakes, Terrace Hill, USF and the Tides golf courses in the Tampa Bay region have closed over the past eight years. Combined with a general surge in golf's popularity, regional population growth, new offerings like TopTracer, and neighborhood rejuvenations, this represents an opportunity to cash in on increased demand by attracting and retaining golfers.
- **Market to Tampa Bay tourists and visitors.** Over 20 million people visit Hillsborough County and the Tampa Bay area annually – for the weather, beaches, and other attractions. Reaching these visitors as potential customers or clients is an opportunity for the Authority. For example, groups who visit the region for football games may be interested in golf packages. Additionally, targeted marketing provides an opportunity to augment weaker revenues during slower periods.
- **Meet regional demand for more sports venues.** As is being done through the development of the Indoor Field House, the Authority can continue to capitalize on regional demand for additional sports venues by converting unused or underused real estate into outdoor and indoor facilities that support pickleball, tennis, basketball, volleyball, swimming, hockey and even Major League Baseball through a new Tampa Bay Rays stadium.
- **Restructure the Tampa Bay Buccaneers lease**. The Buccaneers lease is particularly restrictive in three ways: first, the Authority receives a flat rental rate as part of the lease with no annual CPI adjustments despite rising Buccaneers game day costs to operate and maintain the facility; second, the Authority must forfeit the bulk of its profits for non-Buccaneers events; and third, the Authority is precluded from generating any additional promotional revenues at the stadium. Loosening any of these provisions would be a major opportunity for the Authority to increase its profits and reduce its reliance on County and City subsidies.
- **Attract and host more major events and concerts at Raymond James Stadium.** Attracting more events is an opportunity, but with the stadium being over 50% utilized by Buccaneers games, other football games, and major events like the Monster Jam, concerts, major festivals, and banquet events, there is limited capacity to host additional major events requiring a stadium (exacerbated by holds, and event preparation days). In short, achieving 100% utilization is infeasible.

- **Position the SportsPlex to compete head-to-head against Orlando's Wide World of Sports.** Though Orlando's tourism budget is tenfold that of Tampa Bay's, there is an opportunity to position the SportsPlex as a value option with many of same amenities and local attractions and to grow the SportsPlex brand through more extensive marketing outreach. For example, increasing large self-promoted tournaments would generate up to 10,000 room nights of economic impact.
- **Embrace technology to accelerate performance.** Technology has become a game-changer in the sports and entertainment business. Applied correctly, technology can radically improve financial performance and the customer experience. Real-time sports gambling, simplified buying, electronic ticket distribution, targeted marketing via an understanding of customer behaviors and preferences, smart mowers, and robotic painters some notable examples. Key for the Authority will be seamlessly integrating these capabilities and leveraging artificial intelligence while securing customer data and information.
- **Adopt real-time mobile sports gambling.** Not only would gambling generate revenue for the Authority, but it would also offer fans an improved experience if thoughtfully implemented. Gambling legislation in Florida has experienced several legal challenges and the Authority will need to continue to monitor legislation and court rulings to determine a long-range strategy for participating in this possible revenue stream.
- **Enhance the Authority's public image.** The Authority's community contribution in conjunction with the skills and dedication of its employees makes for a compellingly positive story, but it too often gets lost in translation as politically charged narratives dominate the news cycle. Also, the Buccaneer's deal has skewed the public's opinion of the Authority as a bureaucracy, obfuscating the Authority's many successes.
- **Find innovative ways to grow revenue.** The Authority faces challenges in this area as notated above, but there is also an opportunity to explore new ideas: sports gambling, new partnerships, enhanced fan experiences, the use of data analytics to more effectively cross-market and up-sell, and more.
- **Invest in an inexperienced workforce.** An advantage of hiring less experienced employees is the opportunity to train and develop them – and foster their career growth – in a manner that reflects the Authority's priorities, values, and culture.
- **Invest in Board training and development**. Effective boards embrace opportunities to build their knowledge, skills and abilities in service of the organizations they lead; for example, understanding this strategic plan and the factors involved in its implementation.
- **Maximize value from securing named venue sponsors**. The Authority will be able to secure an Indoor Field House named sponsor that will result in increased revenues for the Authority; the success of this arrangement may pave the way for more named sponsors.

Threats

Threats are risks to the Authority's performance and overall success. Unlike challenges, threats have not occurred yet. A threat's severity is a factor of its potential impact and probability of its occurrence, either or both of which the Authority may mitigate.

Threat	Probability	Impact	Mitigating Actions
Losing key organizational talent, e.g. key managerial staff who are nearing retirement, e.g., Payroll Coordinator, Purchasing Manager, Human Resources Manager, CEO	High	Medium	Continue focusing on making the Authority a great place to work; begin recruiting efforts early; ensure existing staff remain to train their successors for a suitable amount of time; leverage employee referrals; plan and budget for position overlap with successors to ensure seamless transitions.
Political change among state and local governments – leading to new or changed fiscal policies, eroded relationships, or a curtailing or retraction of funding	High	High	Reduce or eliminate reliance on County and City subsidies; market the Authority's positive impact on the region; educate new Board members, the City of Tampa Mayor, County commissioners and City Council members; continue to build and foster productive partnerships.
Potential for the development of one or more of the golf courses	Medium	Medium	Continue to provide excellent services and customer experiences; leverage Board and County/City relationships; maximize revenues and therefore reduce financial reliance on the City.
Domestic or international terrorist attack (including active shooter and mob violence) at Authority venues	Medium	Very High	Continue to maintain a comprehensive emergency and security plan, augmented by County and City emergency plans for the stadium, Benchmark International Arena, George M. Steinbrenner Field, Sportsplex and golf clubs; continue to maintain 24-hour security at the stadium, golf courses, and the SportsPlex; continue to perform terrorism tabletop scenarios as part of County-wide emergency operations; continue to conduct annual employee training that supports these efforts; provide public messaging during events.

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Threat	Probability	Impact	Mitigating Actions
Cybersecurity attack (affecting data and information, but also physical access control) (Note; the probability of this threat occurring is increased due to the amount of information the Authority must post online as required by the Sunshine Law)	High	Very High	Continue to perform annual cybersecurity audits and remediations (meeting more stringent NFL standards); continue to implement NFL cybersecurity best practices covering firewall and access point protections; continue to audit subcontractors; continue to conduct monthly cybersecurity training for all employees who use computers.
Bad weather events, natural or manmade disasters	Medium / High	Medium / High	Maintain effective emergency and business continuity plans; continue to train employees; schedule around high-potential weather events (or re-schedule as necessary).
New pandemics / infectious diseases	Medium	Medium/ High	Leverage prior highly effective protocols and procedures; implement additional safety measures during virus surges; review business environment, staffing, etc. to address risk through innovation.
Future entitlement programs that reduce labor availability	Low	High	Continue focusing on making the Authority a great place to work, thereby reducing unwanted attrition and the need to fill vacancies from a limited labor pool.
Concerns about immigration raids dissuading some legal job applicants from applying or causing some legal-status employees to leave	Low	Low	Continue focusing on making the Authority a great place to work; continue effective recruiting practices.
Construction of a USF long-term campus stadium that the Authority does not operate, resulting in USF games not being held at Raymond James Stadium	Medium	Medium	Provide stellar service at reasonable rates; leverage Board and County/City relationships; backfill with other major events or concerts.
Residents choosing to spend their money elsewhere	Low/ Medium	Medium	Continue attracting major shows; continuously improve customer experiences; expand marketing and outreach efforts; expand offerings
Bad publicity	High	Low/ Medium	Proactively message; continue to build positive community relationships; continue to foster a culture of integrity and ownership.

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Threat	Probability	Impact	Mitigating Actions
Sports teams relocating out of the region	Medium	High	Continue to provide excellent services and customer experiences; build community support for retaining our region's professional teams; leverage Board and County/City relationships; engage team owners early; continue to maintain the stadium to high standards; continue to act as a partner vested in teams' successes; continue being a good community partner and fostering personal relationships.
Inadequate funding to replace the stadium and Benchmark International Arena when they reach end-of-life - estimated to be $1.5 billion for the stadium and $750 million for Benchmark International Arena, resulting in an annual debt service of up to 25X today's rate ($250 million v. $10 million)	Medium / High	Very High	Secure new recurring non ad-valorem funding sources; leverage all available CIT funds; adopt a broader regional funding approach to include funding from surrounding counties; continue to advocate for hosting professional sports teams in our region, tout the benefits that stem from winning championships.
The County or City (or third party) taking over management of Authority venues	Low	Medium / High	Continue providing services at unmatched value; leverage Board and County/City relationships; continue to provide cost-effective venue management best practices.
Buccaneers contract renegotiation results in the Authority losing management oversight over the stadium	Low	High	Continue providing services at unmatched value; leverage Board and County/City relationships; continue to provide cost-effective venue management best practices; continue to be a cooperative partner supporting the team's success.
Buccaneers opting out of a contract renewal	Low	High	Continue to provide excellent services and customer experiences; build community support for retaining our region's professional teams; engage team ownership early; continue to maintain the stadium to high standards; continue to act as a partner vested in the team's success.
State and local governments not working with the Authority to find and work toward positive outcomes	Medium / High	Medium	Engage key partners; maintain productive relationships; continue to engage with City/County stakeholders and local neighborhoods.

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Threat	Probability	Impact	Mitigating Actions
Losing current key events, tournaments and/or concerts to Orlando, Miami or Jacksonville, including collegiate venues	High	High	Continue providing competitive deal points; continue providing cost-effective services at unmatched value for promoters and organizers; lock in major events early; extensively market to drive strong attendance for existing events; evaluate when to utilize the Event Development fund to attract events expected to generate a positive return on investment.
Increased insurance claims given expanded facility marketing by local personal injury law firms	High	Medium	Work with tenants to discuss impacts and heightened liability risk; explore alternative facility marketing.

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4. Success Framework

Mission

The Authority's mission is, "To plan, develop, promote and maintain a comprehensive complex of sports and recreation facilities for the use and enjoyment of the citizens of Tampa and Hillsborough County."

This mission statement was established by the Authority's Enabling Act and can only be modified by a State of Florida legislative change.

Vision

The Authority's vision is, "To stimulate economic vitality and improve the quality of life in Tampa Bay through compelling sports and entertainment offerings held at world-class venues."

Marketing Slogan

The Authority's marketing slogan is, "Providing sports and entertainment to Tampa Bay."

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Strategic Objectives

The Authority will focus on achieving five strategic objectives over the next three years, listed below and resulting from a September 9, 2025, strategic planning workshop with the Board of Directors. These five goals represent a refinement of the previous goals and an opportunity to develop a more impactful set of key performance indicators (KPIs).

Category	Strategic Objective
Financial	**Reduce reliance on County and City operating subsidies.**
Customers	**Facilitate great customer experiences.**
Employees	**Make TSA a great place to work.**
Operations	**Maintain public assets while safeguarding customers.**
Growth / Innovation	**Capitalize on sports and entertainment opportunities while fostering regional economic prosperity.**

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Success Measures

Success measures help the CEO, his leadership team, the Board of Directors, and other key stakeholders answer one crucial question: Is the Authority succeeding?

Since 2022, the Authority has used a Success Scorecard to track and report performance. That scorecard will be modified to account for the refined strategic objectives and key performance indicators listed below.

Goal	Key Performance Indicator	Data Collection Approach
Reduce reliance on County and City operating subsidies	**Net Income Performance to Budget** Measures whether and to what extent fiscal year net income misses, meets or exceeds budget projections overall and across each of the Authority's primary business functions (Raymond James Stadium, Tournament SportsPlex and golf courses).	Via the Authority's financial management systems.
	Projected v. Actual Operating Subsidies Measures whether required operating subsidies exceeded or came in under budgeted amounts.	Via the Authority's financial management systems.
Facilitate great customer experiences.	**Customer Net Promoter Score (NPS)** Measures the likelihood someone would recommend attending or participating in an Authority event or using an Authority venue; respondents answer on a scale of 1 – 10 and the final NPS score is expressed as a number between 1 and 100 based on an NPS calculation.	• Stadium (non-Bucs events) – Surveys emailed to attendees via Vinik Sports Group; results shared with Authority • SportsPlex – Surveys administered in-person at all events • Golf Courses – Surveys emailed to golfers post-round via EzLink golf scheduling platform
	Positive Google Ratings Measures the % of 4 and 5-star Google reviews over a specific period.	Via an application that harvests and generates reports based on Google ratings (for the Stadium, SportsPlex and golf courses.)

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Goal	Key Performance Indicator	Data Collection Approach
Make TSA a great place to work.	**Employee Net Promoter Score (eNPS)** Measures employee satisfaction and loyalty by way of understanding the extent to which employees would recommend the Authority's offerings and/or services to others; expressed as a number between 1 and 100 based on a standard NPS calculation.	Via an annual employee survey administered in October/ November.
	Employee Satisfaction Index Score (ESI) Provides a composite measurement ranging from 0 – 100 based on three questions employees answer on a 1-10 scale: 1. How satisfied are you with your current workplace? 2. How well does your current workplace meet your expectations? 3. How close is your current workplace to the ideal one? ESI = [((question mean value ÷ 3) – 1) ÷9]*100.	Via an annual employee survey administered in October/ November.
Capitalize on sports and entertainment opportunities while fostering regional economic prosperity.	**Net New Events** Measures the number of net new Authority events, with "new" meaning an act or event that has not been hosted previously, e.g. a concert by a new artist or a new type of sporting event	Via management's sports and entertainment event tracking.
	Hotel Room Nights Measures the number of hotel room nights generated by the Authority's sports and entertainment events.	• SportsPlex – The Sports Commission provides event registration rebate data; a multiplier is applied to calculate revenue and hotel bed taxes. • Stadium (non-Bucs events) – Vinek Sports Group provides a zip code report; a conservative formula is used to estimate room nights and then a multiplier is applied to calculate revenue and hotel bed taxes.

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Goal	Key Performance Indicator	Data Collection Approach
Maintain public assets while safeguarding customers.	**Facility Quality Rating** Measures how users of the Authority's venues perceive its facilities across three dimensions: cleanliness, attractiveness, and ease of use.	• Stadium (non-Bucs events) – Surveys emailed to attendees via Vinik Sports Group; results shared with Authority • Stadium (Bucs) – Data extracted from the Bucs survey issued to attendees • SportsPlex – Surveys administered in-person at all events • Golf Courses – Surveys emailed to golfers post-round via EzLink golf scheduling platform
	NFL Security Rating Measures physical and cybersecurity compliance with NFL best practices; note that some review areas are not within the Authority's control (e.g. some practices belong exclusively to the Buccaneers).	Receive annual letter and report from the NFL; every three years, receive a comprehensive cybersecurity report

Improvement Strategies

The Authority will pursue the improvement strategies below to achieve its five strategic objectives – as well as other strategies that arise over the next three years. Each improvement strategy will directly impact at least one objective (shown by "**X**") and will typically impact several other objectives (shown by "x").

The Authority's CEO and leadership team – supported by all levels of the organization – will use these improvement strategies to select, plan, and implement specific projects and initiatives, each of which will be shared as part of status reporting to the Board of Directors.

	Impacted Strategic Objectives				
Improvement Strategies	Reduce reliance on County and City operating subsidies	Facilitate great customer experiences	Make TSA a great place to work	Capitalize on sports and entertainment opportunities while fostering regional economic prosperity	Maintain public assets while safeguarding customers
Attract new types of sports and entertainment events to the Stadium, i.e., outdoor hockey and college football playoffs	x	x		**X**	

Improvement Strategies	Impacted Strategic Objectives				
	Reduce reliance on County and City operating subsidies	Facilitate great customer experiences	Make TSA a great place to work	Capitalize on sports and entertainment opportunities while fostering regional economic prosperity	Maintain public assets while safeguarding customers
Expand TopTracer to other golf courses – while exploring additional revenue-producing golf attractions and amenities	x	x		**X**	
Identify and implement new or enhanced revenue-generating measures, e.g. dynamic pricing, premium experiences, remote golf food and beverage ordering, sports gambling	**X**				
Leverage new and existing venue sponsor naming rights to generate revenue	**X**				
Improve traffic flow to/from the Stadium		**X**			x
Renegotiate a more favorable lease with the Buccaneers (in which the Authority captures more revenue)	**X**				
Continue to leverage annual employee survey feedback to tailor employee improvement programs and initiatives.		x	**X**		
Complete the design and construction of the new Indoor Field House at MOSI, and begin booking events	x	x		**X**	
Continue investing in physical and cyber security upgrades and solutions across all facilities					**X**
Secure CIT funding for development and Authority venue maintenance and upgrades		x			**X**
Capitalize on opportunities to manage and operate other sports and entertainment venues	**X**			x	

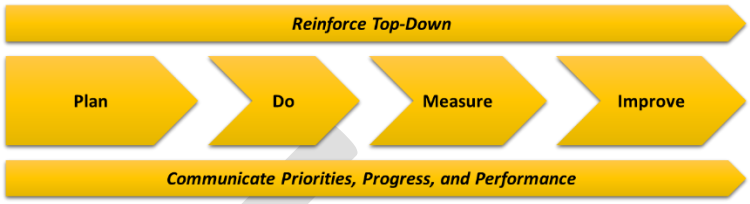
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Improvement Strategies	Impacted Strategic Objectives				
	Reduce reliance on County and City operating subsidies	Facilitate great customer experiences	Make TSA a great place to work	Capitalize on sports and entertainment opportunities while fostering regional economic prosperity	Maintain public assets while safeguarding customers
Maximize our human capital impact through reorganization and skills acquisition to account for expanded business lines	x	x	**X**	x	x
Enhance recruitment and training programs for continued capability building	x	x	**X**	x	x
Pursue opportunities to expand small business participation supporting the Authority				**X**	
Build a customer relationship management and data analytics capability	x	**X**		x	
Rebrand and market the Authority to improve awareness of and demand for sports and entertainment offerings	x			**X**	

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Communication & Reinforcement Approach

The Authority fully recognizes that this Strategic Plan is a jumping-off point – a course-setting document that only generates value for the organization and its customers when it catalyzes performance improvements enabled by new or improved processes, organizational behaviors, and/or the use of enhanced technology. In short, planning the strategy must be followed by acting strategically.



As such, the Authority will 'act strategically' in the following ways – from raising awareness through steps to implement and operationalize the contents of this plan.

Board of Directors – Reinforce priorities and implement tools to stay on course

- Modify the Success Measures Scorecard to convey KPI data in a useful, actionable format that builds understanding and improves decision making.
- Use the Success Measures Scorecard in board meetings to understand progress and take corrective actions, if necessary.
- Make operational choices in line with the Board's strategic priorities and, when priorities appear to have changed, facilitate a deliberate conversation to revisit, and, if necessary, revise those priorities.

Leadership Team – Build a team of leaders who inject the contents of this plan into their leadership and management approaches and overall operations

- Reinforce collective responsibility for meeting or exceeding strategic objectives; reward collective achievements if feasible.
- Require senior leaders to explain how they will operationalize this plan – what will change, what will stay the same – and then hold them accountable for progress once a collective approach is finalized.
- Where this plan will require cultural adjustments, ensure leaders understand how to shift their approaches and personal leadership styles, e.g. via coaching.

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Employees – Build employees' understanding of how they fit into the 'big picture' and what is expected of them

- Relentlessly communicate the key aspects of this plan – from the top to everyone, through management levels, and via reinforcing messages and materials.
- Explain how the plan translates into changed or refined job performance expectations; if feasible, update job descriptions accordingly.
- Where appropriate, involve employees in key initiatives to foster their ownership.

Key Hillsborough County, City of Tampa, and other Community Stakeholders – Build awareness of strategic priorities and achievements over time

- Proactively share key aspects of this plan using a standard PR-flavored presentation, e.g. at a Board of County Commissioners Meeting.
- Share key priorities, initiatives, and progress on the Authority's website and via social media channels.
- Develop attractive handouts that summarize the Authority's function, role in the community, strategic priorities, and upcoming initiatives; make this available to key stakeholders.

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5. Appendices

Appendix A – Tampa Sports Authority Timeline

1960s

- May 28, 1965 - Governor Hayden Burns signs bill creating the Tampa Sports Authority.
- October 1, 1965 - Tampa Sports Authority takes over Al Lopez Field baseball facilities and surrounding acreage from Columbus Drive to Buffalo Avenue and Dale Mabry Highway and Himes Avenue.
- October 18, 1966 - Tampa Sports Authority takes delivery of check for $4,449,413.89 and orders stadium construction to begin on November 8, 1967 set as completion date.
- November 4, 1967 - First game at Tampa Stadium. The University of Tennessee defeated the University of Tampa 38-0.
- July 7, 1968 - James Brown concert
- August 10, 1968 - First professional football game at Tampa Stadium. The Atlanta Falcons played the Washington Redskins in front of 40,915 people. The Redskins defeated the Falcons 16-14.
- June 15, 1969 - James Brown concert
- July 5, 1969 - Aretha Franklin concert

1970s

- April 30, 1972 - Rod Stewart & the Faces concert
- July 1, 1972 - Three Dog Night concert
- March 10, 1973 - Leon Russell concert
- March 24, 1973 - Santana concert
- May 5, 1973 - Led Zeppelin concert
- May 26, 1973 - Chicago concert
- June 16, 1973 - Deep Purple concert
- June 29, 1973 - Pink Floyd concert
- December 9, 1973 - The Allman Brothers concert
- December 22, 1973 - Alice Cooper concert
- February 9, 1974 - Yes concert

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- March 17, 1974 - Chicago concert
- March 30, 1974 - Grand Funk Railroad concert
- August 23, 1974 - Crosby, Stills, Nash & Young concert
- April 5, 1975 - Doobie Brothers concert
- April 26, 1975 - The first Rowdies game was held. The Rowdies played Rochester in front of 10,500 people and won 1-0.
- May 31, 1975 - Eagles concert
- June 14, 1975 - Eric Clapton and Santana concert
- June 26, 1976 - Yes concert
- July 4, 1976 - Eagles concert
- July 31, 1976 - Jethro Tull concert
- August 21, 1976 - The first Tampa Bay Buccaneers game was played. The Bucs played Miami in front of a crowd of 67,466 people; Miami won 28-21.
- April 24, 1977 - Pink Floyd concert
- June 3, 1977 - Led Zeppelin concert
- January 29, 1978 - The NFL Pro Bowl was held at Tampa Stadium, two years before a 30-year residency in Honolulu, Hawaii. The final score was NFC 14, AFC 13.

1980s

- January 26, 1980 - Eagles and Jimmy Buffett concert
- March 6, 1983 - The first Bandits game was played; the Bandits beat Boston 21-17.
- January 22, 1984 - Super Bowl XVIII at Tampa Stadium. The Oakland Raiders defeated the Washington Redskins 38-9, highlighted by a dazzling 74-yard touchdown run by Raiders running back Marcus Allen.
- July 15, 1984 - USFL Championship held at Tampa Stadium; Philadelphia defeated Arizona 23 - 3.
- December 7, 1985 - Rod Stewart concert
- December 23, 1986 - First Hall of Fame Bowl. Boston College beat Georgia 27-24.
- April 25, 1987 - The first AMA Supercross comes to Tampa Stadium in front of 31,406 fans and continues annually through the 1999 AMA Supercross in Raymond James Stadium. Supercross did not occur in 1991, 1995 and 1997.

- July 4, 1987 - Fourth Rockfest featuring Whitney Houston, Beach Boys and Starship
- September 19, 1987 - David Bowie concert
- October 30, 1987 - Pink Floyd concert
- December 5, 1987 - U2 Concert
- June 5, 1988 - Monsters of Rock Tour featuring Van Halen
- September 19, 1988 - Tampa Sports Authority announces the New York Yankees will begin spring and winter training at the Tampa Sports Authority Complex located at the corner of Himes Avenue and Columbus Drive.
- April 2, 1989 - American Invitational Equestrian competition comes to Tampa Stadium and continues annually through 2013.
- July 29, 1989 - The Who concert
- November 18, 1989 - Rolling Stones concert

1990s

- April 12, 1990 - Paul McCartney concert
- April 27, 1990 - Tampa Bay Buccaneers sign lease agreement with Tampa Sports Authority through year 2000.
- January 27, 1991 - Super Bowl XXV at Tampa Stadium. The New York Giants defeated the Buffalo Bills 20-19, with Buffalo kicker Scott Norwood missing a last-minute field goal, that would have given the Bills their first Super Bowl victory.
- May 17, 1992 - Genesis concert
- October 10, 1992 - U2 concert
- September 1993 - Tampa Sports Authority introduces plans which includes: the now Benchmark International Arena for the Tampa Bay Lightning, spring training home for the New York Yankees, expansion of Tampa Stadium and plans for a Bucs training complex.
- May 6, 1994 - Pink Floyd concert
- November 22, 1994 - Rolling Stones concert
- March 21, 1995 - Name of Tampa Stadium changed to Houlihan Stadium by right of Buccaneers contract.
- April 1995 - Hall of Fame Bowl is officially renamed the Outback Bowl
- April 7, 1995 - Grateful Dead concert

- April 11, 1995 - Billy Joel and Elton John concert
- October 20, 1995 - USF Bulls signed a 10-year agreement with the Tampa Sports Authority for the stadium to host home football games starting in 1997
- January 1, 1996 - The first Outback Bowl was played between Penn State and Auburn. Penn State won 43-14.
- March 1, 1996 - Legends Field opens; The New York Yankees played host to the Cleveland Indians.
- March 27, 1996 - Tampa Sports Authority agrees to support stadium deal, pending approval.
- April 1, 1996 - Tampa Sports Authority and City Council approve stadium deal.
- August 6, 1996 - Tampa Sports Authority approves sale of south property to Hillsborough Aviation Authority for $19.375 million.
- October 1996 - The now Benchmark International Arena (formerly known as the Tampa Bay Times Forum) opens its doors to the public.
- October 15, 1996 - Groundbreaking begins on the new Tampa Community Stadium.
- September 6, 1997 - University of South Florida played their first football game at Houlihan Stadium, beating Kentucky Wesleyan 80-3.
- November 10, 1997 - U2 concert
- March 28, 1998 - George Strait concert
- September 20, 1998 - The first Bucs game was played at Raymond James Stadium. The Bucs defeated the Chicago Bears 27-15.
- September 30, 1998 - Tampa Sports Authority conveys ownership of Legends Field to Hillsborough County.
- October 3, 1998 - University of South Florida held its first game at Raymond James Stadium against Citadel; USF won 45-6.
- January 1, 1999 - First Outback Bowl was played at Raymond James Stadium featuring Penn State and Kentucky; Penn State won 26-14.
- January 18, 1999 - Demolition began on Houlihan Stadium as the first wrecking ball was dropped by Mayor Dick Greco.
- March 20, 1999 - The Tampa Bay Mutiny played their first game at Raymond James Stadium against DC United; DC United won 5-2.
- March 27, 1999 - George Strait concert

- April 11, 1999 - The last portion of Houlihan Stadium was demolished in an explosion. The lounge box structure was detonated and witnessed by thousands nearby.

2000s

- January 28, 2001 - Super Bowl XXXV at Raymond James Stadium. The Baltimore Ravens defeated the New York Giants 34-7 behind an impressive defensive performance by MVP Ray Lewis.
- March 24, 2001 - George Strait concert
- July 18, 2001- Circuit Court ruled that the Tampa Sports Authority was not exempt from property taxes and therefore had to deplete its reserves in excess of $5 million to pay past due ad-valorem taxes
- July 31, 2001 - NSYNC concert
- December 19, 2003 - Tampa Sports Authority conveys ownership of Raymond James Stadium to Hillsborough County but retains responsibilities of managing the facility.
- December 30, 2004 - Tampa Sports Authority conveys ownership of the now Benchmark International Arena to Hillsborough County.
- July 1, 2006 - Kenny Chesney concert
- January 20, 2007 – First Monster Jam show
- March 25, 2007- US Men's Soccer vs. Ecuador
- March 11,13 & 15, 2008 - Men's International Soccer Doubleheader Matches
- November 8, 2008- US Women's Soccer vs. Korea
- February 1, 2009 - Super Bowl XLIII at Raymond James Stadium. The Pittsburgh Steelers defeated the Arizona Cardinals 27-23.
- October 9, 2009 - U2 concert

2010s

- January 23, 2010 – After three successful years, Monster Jam expands to two shows per year.
- February 24, 2010- US Men's Soccer vs. El Salvador
- March 19, 2011 - Kenny Chesney, Goin' Coastal Tour
- June 11, 2011- CONCACAF Gold Cup Soccer Doubleheader
- May 26, 2012- The Sunset Music Festival, an EDM music event, launches in the north parking lots

- June 8, 2012- US Men's Soccer vs. Antigua
- March 16, 2013 - Kenny Chesney, No Shoes Tour
- April 27, 2014 - IIFA Awards, 15th International Indian Film Academy Awards Ceremony in the United States for the first time at Raymond James Stadium.
- May 24, 2014 – The Sunset Music Festival expands to two days
- June 2, 2014 - Men's Soccer-Japan vs. Costa Rica
- June 6, 2014 - Men's Soccer-Japan vs. Zambia
- June 14, 2014 - US Women's Soccer vs. France
- October 3, 2014 - One Direction, Where We Are Tour
- October 31, 2015 - Taylor Swift, 1989 Tour
- December 16, 2015 - Raymond James Stadium $100 million in renovations approved
- March 3, 2016 - US Women's Soccer She Believes Cup Doubleheader
- April 29, 2016 - Beyoncé Formation Tour
- January 9, 2017 - Host to the College Football Playoff National Championship between Alabama and Clemson in front of 74,512 fans. Clemson wins 35-31.
- June 14, 2017 - U2, The Joshua Tree Tour
- July 12, 2017- CONCACAF Gold Cup Soccer Doubleheader
- April 21, 2018 - Kenny Chesney, Trip Around the Sun Tour
- June 23, 2018 - Luke Bryan, What Makes You Country Tour
- August 14, 2018 - Taylor Swift, Reputation Stadium Tour
- October 11, 2018 - US Men's Soccer vs. Colombia
- November 7, 2018 - Ed Sheeran, North America Stadium Tour
- December 20, 2018 - First Gasparilla Bowl played at Raymond James Stadium. Marshall defeats USF 38-20.
- January 2019 - Hillsborough County Tournament SportsPlex opens
- March 5, 2019 - US Women's Soccer She Believes Cup Doubleheader
- September 10, 2019 - Men's Soccer Colombia vs. Venezuela

2020s

- February 15, 2020 - Monster Jam AMA Supercross in front of 34,582 fans
- February 7, 2021 - Super Bowl LV at Raymond James Stadium. The Tampa Bay Buccaneers defeated the Kansas City Chiefs 31-9, making history as the first team to play (and win) a Super Bowl at its home stadium

- April 10-11, 2021 - WrestleMania 37, two nights
- October 29, 2021 - Rolling Stones, No Filter Tour
- March 12, 2022 - Inaugural Tampa Taco and Margarita Festival takes place inside Raymond James Stadium
- March 19-20, 2022 - Inaugural Innings Music Festival takes place in the south parking lots. This two-day festival, featuring Green Day and the Lumineers, also featured autograph signings by Major League Baseball legends.
- April 23, 2022 - Kenny Chesney, Here and Now tour
- May 27-29, 2022 - The Sunset Music Festival expands to 3 days
- June 14, 2022 - Coldplay, Music of the Spheres world tour
- April 2, 2022 – The Weeknd After Hours 'til Dawn tour
- April 13-15, 2023 - Taylor Swift "The Eras Tour" 3 concerts
- May 20, 2023 - Ed Sheeran concert
- July 7-8, 2023 - Luke Combs, 2 concerts
- August 5, 2023 - George Strait, with Chris Stapleton & Little Big Town concert
- August 16, 2023 - Beyonce Renaissance World Tour
- February 24, 2024 - Billy Joel & Sting, "One Night Only" concert
- April 20, 2024 - Kenny Chesney, "Sun Goes Down" Tour with Zac Brown Band, Megan Moroney and Uncle Kracker
- April 26-27, 2024 - Inaugural Breakaway Music Festival in Raymond James Stadium' north lots.
- July 11-12, 2024 - Morgan Wallen "One Night at a Time" Tour concerts (July 12th show rescheduled for October 4 due to artist illness)
- August 3, 2024 - Stateside Cup Soccer; West Ham vs. Crystal Palace
- August 14, 2024 - Zach Bryan "The Quittin' Time Tour" concert
- October 4, 2024 - Morgan Wallen "One Night at a Time Tour" concert
- February 14, 2025 - Inter Miami (w/Lionel Messi) vs. Orlando City soccer
- March 15, 2025 - Savannah Bananas (first NFL Stadium for Banana Ball)
- May 2-4, 2025 - Country Thunder Music Festival
- May 16, 2025 - AC/DC, "PWR UP Tour" concert
- June 6 & 8, 2025 - Metallica, "M72 World Tour", 2 concerts
- August 2, 2025 – Chris Brown Breezy Bowl concert
- September 13, 2025 - My Chemical Romance "Long Live the Black Parade Tour" concert

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- October 15, 2025 - Hillsborough County approves the Tampa Sports Authority to begin development of an Indoor Sports Fieldhouse on the MOSI property near the University of South Florida.
- February 1, 2026 - NHL Stadium Series outdoor hockey; Boston Bruins vs. Tampa Bay Lightning
- November, 2027 - Florida vs. Georgia college football at Raymond James Stadium
- Planned for January 22, 2029 - College Football Playoff National Championship game

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Appendix B – Trends Source Articles

Sports & Entertainment Trends	Source
• There is a move from traditional to non-traditional sports. • Some stadiums are reducing seating capacity to make room for new services. • Globalization has begun and is only increasing. • Real-time live betting will enter arenas and stadiums.	https://sporttomorrow.com/11-important-trends-in-the-world-of-sports/#
• Fans will expect more choices and personalized experiences. • Hybridization will attract bigger audiences and bring in more revenue. • Online ticketing will unlock powerful data and insights like never before. • Mobile technology will dramatically improve the overall attendee experience. • RFID technology and smart cards will add value once inside an event. • Social media will continue to provide hard cash benefits to event organizers.	https://eventbrite-s3.s3.amazonaws.com/marketing/ britepapers/ Britepaper_ 6newtrends _webVersion.pdf
• Dynamic pricing will allow venues to maximize revenues.	https://www.linkedin.com/pulse/dynamic-pricing-means-maximize-ticket-revenues-sports-malazgirt-mba/
• Digital and physical hybrid concerts will reinvent the economics of touring.	https://edm.com/industry/concert-business-vs-covid-19
• Biometric screening technology will expedite customer convenience. • Fans will enjoy immersive augmented/virtual reality experiences. • Implementation of 5G (or just Wi-Fi upgrades) will enhance fan experiences. • Tracking fans via Smart Stadiums will help improve their experiences.	https://medium.com/fanfood-playbook/top-5-tech-trends-transforming-in-stadium-fan-experience-5195daac98fe
Golf Trends	**Source**
• Technology will continue to reshape the sport of golf. • There has been a dramatic rise of younger and female golfers. • There is increasing attention to environmental impacts. • More golfers will want to play shorter courses and events.	https://linchpinseo.com/trends-in-the-golf-industry/

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TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	2. RJS - Best Practices Update
Summary:	The President/CEO will provide an update on possible changes to the security procedures at RJS based on changes to the NFL's Best Practices.
Background:	N/A
Strategic Plan:	

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	3. MOSI Fieldhouse Project Update
Summary:	The President/CEO will provide a progress update on the MOSI Fieldhouse project.
Background:	N/A
Strategic Plan:	

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	4. Rocky Point Driving Range/Top Tracer Update
Summary:	The President/CEO will provide an update on the status of the proposed course reconfiguration and driving range/Top Tracer project.
Background:	N/A
Strategic Plan:	

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	5. Tenant Update
Summary:	The President/CEO will provide an update on on going discussions and items related to TSA tenants.
Background:	N/A
Strategic Plan:	

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	6. TSA Branding / Request for ADHOC Committee
Summary:	The President/CEO is requesting the Chair establish an Ad Hoc committee for the staff to work with related to the possible rebranding for the Tampa Sports Authority.
Background:	N/A
Strategic Plan:	Create positive customer experiences

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	1. License Agreement Summaries
Summary:	Attached are the License Agreement Summaries for the months of November 2025 - December 2025.
Background:	N/A
Strategic Plan:	Diversity into and capitalize on new and profitable revenue sources

ATTACHMENTS:
Name:
LA Board Summary - 2025 Christmas Tree Sale 11-13 thru 12-14-2025.pdf
LA Board Summary - Fox USMT Shoot - 11-15-25.pdf
LA Board Summary - 2025 Game Day of Champions 12-13-2025.pdf
LA Board Summary - 2025 ReliaQuest Bowl 12-31-2025.pdf

Tampa Sports Authority

License Agreement Summary

The following license agreement has been entered into by the President/CEO (Eric Hart) and the Vice President of Stadium Operations (David Moss) and signed for legal sufficiency by General Counsel. Agreement fully executed on November 13, 2025.

Type of License Agreement:	Parking Lot Agreement - Portion of Lot 9
Licensee Agreement Purpose:	Christmas Tree Sales
Licensee:	Flower Hutt, Inc.
Name of Event:	Christmas Tree Sales
Date(s) of Event:	November 13 - December 14, 2025
Time of Event:	N/A
License Fee:	$5,000.00
Concessions:	N/A
Merchandise:	N/A
Parking:	N/A
Other:	Revenue split with Aviation Authority – $2,500.00 each

Copy of license agreement is available for review upon request.

License Agreement Summary

The following license agreement has been entered into by the President/CEO (Eric Hart) and the Vice President of Operations (David Moss) and signed for legal sufficiency by General Counsel. Agreement fully executed on November 14th, 2025.

Type of License Agreement:	Stadium Commercial Shoot Agreement
Licensee Agreement Purpose:	Commercial Shoot for USMNT
Licensee:	Park Pictures
Name of Event:	Fox United States National Team Shoot
Date(s) of Event:	November 15th, 2025
Time of Event:	12:00 PM – 8:00 PM
License Fee:	$25,000 plus direct event-related expenses
Concessions:	N/A
Merchandise:	N/A
Parking:	N/A
Other:	N/A

Copy of license agreement is available for review upon request.

Tampa Sports Authority

License Agreement Summary

The following license agreement has been entered into by the President/CEO (Eric Hart) and the Vice President of Operations (David Moss) and signed for legal sufficiency by General Counsel. Agreement fully executed on November 14th, 2025.

Type of License Agreement:	Stadium Agreement (Field, Lower East Stands-excluding clubs), Lot 4, Locker Rooms A & D, Officials & Cheerleader Locker Rooms)
Licensee Agreement Purpose:	Youth Football Games
Licensee:	Tampa Bay Sports Commission, Inc.
Name of Event:	Game Day of Champions
Date(s) of Event:	December 13, 2025
Time of Event:	8:00am – 4:00pm
License Fee:	$10.00 plus Direct Event Related Expenses
Concessions:	Authority to retain all revenues
Merchandise:	N/A
Parking:	Authority to retain all revenues
Other:	None

Copy of license agreement is available for review upon request.

Tampa Sports Authority

License Agreement Summary

The following license agreement has been entered into by the President/CEO (Eric Hart) and the Vice President of Operations (David Moss) and signed for legal sufficiency by General Counsel. Agreement fully executed on November 21, 2025.

Type of License Agreement:	Stadium Agreement using full stadium
Licensee Agreement Purpose:	College Bowl Game
Licensee:	The Tampa Bay Bowl Association, Inc., d.b.a., RELIAQUEST BOWL
Name of Event:	ReliaQuest Bowl Game (TEAMS TBD)
Date(s) of Event:	December 31, 2025
Time of Event:	12:00 PM
License Fee:	$450,000.00 with less than 42,000 fans or $485,000.00 with greater than 42,000 fans.
Concessions:	Authority retains all concessions revenue
Merchandise:	Licensee retains all merchandise revenue
Parking:	Authority retains all parking revenue
Other:	Authority to sell all tickets and retain all convenience fees

Copy of license agreement is available for review upon request.

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	2. Event Updates
Summary:	The VP of Stadium Operations will provide event estimate for the following event(s): UTSA Roadrunners vs. USF Bulls 11-6-2025 USMNT vs. Uruguay - 11-18-2025
Background:	N/A
Strategic Plan:	Diversity into and capitalize on new and profitable revenue sources

ATTACHMENTS:
Name:
Event Estimate - UTSA Roadrunners vs. USF Bulls - 11-6-25.pdf
Event Estimate - USMNT vs. Uruguay - 11-18-25.pdf

EVENT UPDATE

ESTIMATE

EVENT: **USF vs UT-San Antonio** **EVENT NO:** **S-26-0300**

DATE: **11/6/2025**

ATTENDANCE: 14,490

	ESTIMATE	BUDGET	BUDGET VARIANCE
LICENSE FEE	$445,000	$444,150	$850
CONCESSION FEE	$140,839	$144,000	($3,161)
PARKING	$35,500	$31,995	$3,505
TOTAL REVENUES	**$621,339**	**$620,145**	$1,194
LESS DIRECT COSTS	($445,000)	($444,150)	($850)
GROSS PROFIT	**$176,339**	**$175,995**	$344

ESTIMATED YTD $2M REVENUE FROM NON-BUCCANEER STADIUM EVENTS: **$10,906,736**

EVENT UPDATE

ESTIMATE

EVENT: **US Men's Soccer vs Uruguay** **EVENT NO:** **S-26-1800**

DATE: **11/18/2025**

ATTENDANCE: **23,646**

	ESTIMATE	BUDGET	BUDGET VARIANCE
LICENSE FEE	$862,303	$0	$862,303
CONCESSION FEE	$222,400	$0	$222,400
PARKING	$145,000	$0	$145,000
TOTAL REVENUES	**$1,229,703**	**$0**	$1,229,703
LESS DIRECT COSTS	($801,790)	$0	($801,790)
GROSS PROFIT	**$427,913**	**$0**	$427,913

ESTIMATED YTD $2M REVENUE FROM NON-BUCCANEER STADIUM EVENTS: **$11,334,649**

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	3. Schedule of Events
Summary:	Attached you will find the upcoming schedule of events for Raymond James Stadium, Benchmark International Arena and George M Steinbrenner Field.
Background:	N/A
Strategic Plan:	Create positive customer experiences

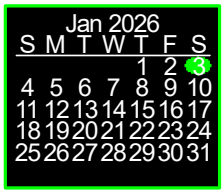
ATTACHMENTS:
Name:
RJS Schedule of Events - 11-21-25.pdf
Benchmark International Arena Schedule of Events - 11-21-2025.pdf
George M Steinbrenner Field Schedule of Events - 11-21-25.pdf

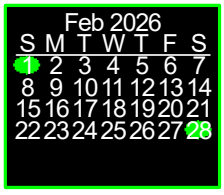
RAYMOND JAMES STADIUM

SCHEDULE OF EVENTS













November

29	*7:00 PM Rice Owls vs. USF Bulls*
30	*1:00 PM Arizona Cardinals vs. Tampa Bay Buccaneers*

December

7	*1:00 PM New Orleans Saints vs. Tampa Bay Buccaneers*
11	*8:15 PM Atlanta Falcons vs. Tampa Bay Buccaneers*
19	*2:30 PM UnionHome Mortgage Gasparilla Bowl*
31	*12:00 PM ReliaQuest Bowl*

January

3	*or 1/4/26 - TBA Carolina Panthers vs. Tampa Bay Buccaneers*

February

1	*TBA - Navy Federal NHL Stadium Series-Boston Bruins vs. Tampa Bay Lightning*
28	*7:00 PM Monster Jam 1*

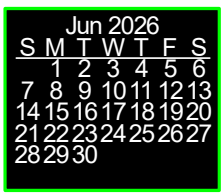
March

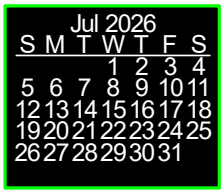
1	*3:00 PM Monster Jam 2*

April

17	*3:00 PM TBA - Breakaway Festival (North Property- Lots 1-4)*
18	*3:00 PM TBA - Breakaway Festival (North Property- Lots 1-4)*













** 11/7/2026 - TBA - Ed Sheeran Loop Tour with special guests Macklemore, Lukas Graham & Aaron Rowe*

** 1/22/2029 - TBA - College Football Playoff National Championship returning to Tampa Bay @ Raymond James Stadium*

as of 11-21-25

BENCHMARK INTERNATIONAL ARENA

Schedule of Events

Nov 2025

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Dec 2025

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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Jan 2026

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25	26	27	28	29	30	31

Feb 2026

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22	23	24	25	26	27	28

Mar 2026

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22	23	24	25	26	27	28
29	30	31				

Apr 2026

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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

DECEMBER

4	7:00 PM Tampa Bay Lightning vs. Pittsburgh Penguins
6	7:00 PM Tampa Bay Lightning vs. New York Islanders
7	7:00 PM New Date: Stevie Nicks
12	8:00 PM Brandy and Monica
14	3:00 PM and 7:30PM - Trans-Siberian Orchestra
15	7:00 PM Tampa Bay Lightning vs. Florida Panthers
18	7:00 PM Tampa Bay Lightning vs. Los Angeles Kings
19	8:00 PM mgk
20	7:00 PM Tampa Bay Lightning vs. Carolina Hurricanes
22	7:00 PM Tampa Bay Lightning vs. St. Louis Blues
27	7:30 PM WWE Live Holiday Tour
28	5:00 PM Tampa Bay Lightning vs. Montreal Canadiens

JANUARY

2	7:00 PM Ringling Bros and Barnum and Bailey Circus
3	11:00 AM , 3:00 PM and 7:00 PM Ringling Bros and Barnum and Bailey Circus
4	11:00 AM and 3:00 PM Ringling Bros and Barnam and Bailey Circus
6	7:00 PM Tampa Bay Lightning vs. Colorado Avalanche
8	7:00 PM Barry Manilow
20	7:00 PM Tampa Bay Lightning vs. San Jose Sharks
23	7:45 PM PBR
24	6:45 PM PBR
26	7:00 PM Tampa Bay Lightning vs. Utah Mammoth
29	7:00 PM Tampa Bay Lightning vs. Winnipeg Jets
30	7:00 PM Bert Kreischer
31	8:00 PM Kings of Leon

FEBRUARY

3	7:00 PM Tampa Bay Lightning vs. Buffalo Sabres

May 2026

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31						

Jun 2026

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Jul 2026

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Aug 2026

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30	31					

Sep 2026

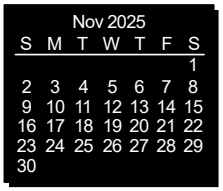
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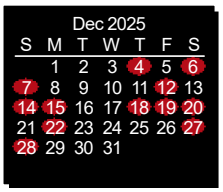
Oct 2026

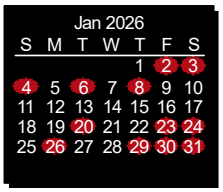
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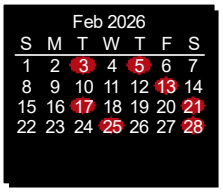
BENCHMARK INTERNATIONAL ARENA

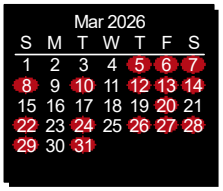
Schedule of Events













FEBRUARY

5	7:30 PM Tampa Bay Lightning vs. Florida Panthers
13	7:00 PM Rascal Flatts
17	8:00 PM Andrea Bocelli
21	8:00 PM Fantasia with Anthony Hamilton
25	7:30 PM Tampa Bay Lightning vs. Toronto Maple Leafs
28	7:00 PM Tampa Bay Lightning vs. Buffalo Sabres

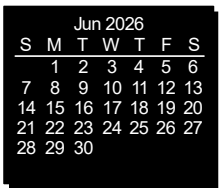
MARCH

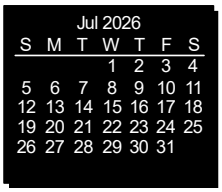
5	7:00 PM Disney On Ice - Mickey's Search Party
6	3:00 PM and 7:00 PM Disney On Ice - Mickey's Search Party
7	11:00 AM , 3:00 PM and 7:00 PM Disney On Ice - Mickeys Search Party
8	11:00 AM and 3:00 PM Disney On Ice - Mickey's Search Party
10	7:00 PM Tampa Bay Lightning vs. Columbus Blue Jackets
12	7:00 PM Tampa Bay Lightning vs. Detroit Red Wings
13	8:00 PM Matt Rife (18+)
14	7:00 PM Tampa Bay Lightning vs. Carolina Hurricanes
20	12:00 PM NCAA Mens Basketball Tournament - Session 1
	6:00 PM NCAA Mens Basketball Tournament - Session 2
22	12:00 PM NCAA Mens Basketball Tournament - Session 3
24	7:30 PM Tampa Bay Lightning vs. Minnesota Wild
26	7:00 PM Tampa Bay Lightning vs. Seattle Kraken
27	8:00 PM Katt Williams
28	1:00 PM Tampa Bay Lightning vs. Ottawa Senators
29	5:00 PM Tampa Bay Lightning vs. Nashville Predators
31	7:00 PM Tampa Bay Lightning vs. Montreal Canadiens

APRIL

2	7:00 PM Tampa Bay Lightning vs. Pittsburgh Penguins
3	8:00 PM We Them Ones Comedy Tour
4	5:00 PM Tampa Bay Lightning vs. Boston Bruins







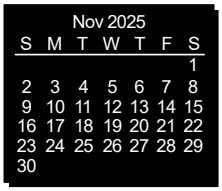


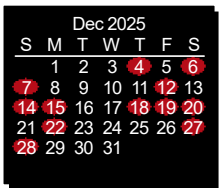


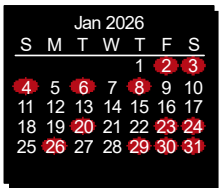


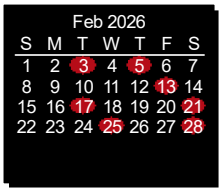
BENCHMARK INTERNATIONAL ARENA

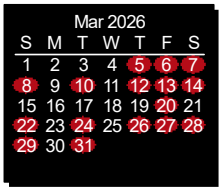
Schedule of Events













APRIL

11	7:30 PM Eric Church
12	7:00 PM Bow Wow with B2K
13	7:00 PM Tampa Bay Lightning vs. Detroit Red Wings
15	7:00 PM Tampa Bay Lightning vs. New York Rangers
28	7:30 PM Florence and the Machine

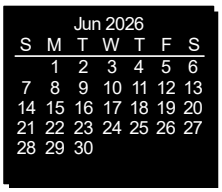
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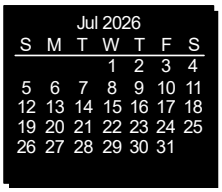
15	7:30 PM Journey
23	8:00 PM Los Tigres Del Norte

AUGUST

1	6:00 PM Dude Perfect













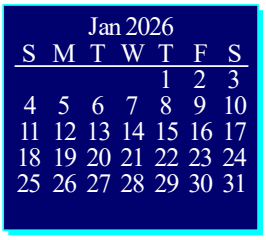


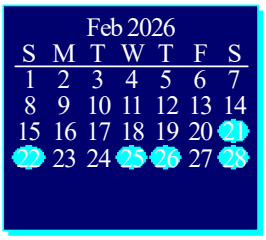


VENUE GMS













FEBRUARY

21	*1:05 PM Yankees vs. Tigers*
22	*1:05 PM Yankees vs. Mets*
25	*6:35 PM Yankees vs. Nationals*
26	*1:05 PM Yankees vs. Braves*
28	*1:05 PM Yankees vs. Blue Jays (SS)*

MARCH

3	*1:05 PM Yankees vs. Panama*
5	*1:05 PM Yankees vs. Twins*
6	*6:35 PM Yankees vs. Rays*
9	*6:35 PM Yankees vs. Pirates*
11	*6:35 PM Yankees vs. Blue Jays*
14	*1:05 PM Yankees vs. Phillies*
15	*1:30 PM Yankees (SS) vs. Tigers*
18	*1:05 PM Yankees vs. Red Sox*
19	*1:05 PM Yankees (SS) vs. Orioles (SS)*
20	*6:35 PM Yankees vs. Orioles*
21	*TBD - Yankees Prospects vs. Braves Prospects Spring Breakout*
22	*1:05 PM Yankees vs. Phillies*













TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	1. Golf Budget Amendment (TSA Resolution #2025-02)
Summary:	As a requirement of State Law, the TSA Staff is presenting a formal budget amendment to the financials. Expenses for FY2025 for the golf courses were over their expense budget by 7% or $428,844, we are seeking a budget amendment for that overage as well as an additional 2.5% as these are unaudited financials. We are not anticipating any meaningful changes from the auditors to the Golf financials as presented, however, to eliminate the need for a revised amendment we are including the additional variance in the approval. Typically, these expense amendments only include the expenses, we included the revenues in the summary to show the full picture as the expense overage is generated by the remarkable revenue growth we have enjoyed as well as the postponement of a greens renovation. Overall, we finished 17% or $1,012,030 ahead of our revenue budget all while only being 7% or $428,844 over our expense budget. Additionally, staff is requesting to allocate $553,328 of golf course operating funds to the golf course Reinvestment Fund. Based upon the strength of the last two fiscal years performance we are looking to allocate more of our operating cashflows towards the Reinvestment Fund. We have identified $221,856 of operating profits generated in FY2024 and an additional $331,472 of operating funds that are anticipated to be earned as we close out FY 2025, these total $553,328. There are three main projects that we will primarily focus these funds towards wrapping up the Rocky Point Clubhouse renovation, beginning the planning process for the Rocky Point range project, and procuring the supplies needed for the future Rogers Park greens replacement project. Upon unanimous approval from the Finance Committee, staff is requesting your approval of this item as submitted.
Background:	N/A
Strategic Plan:	Protect public assets while safeguarding our customers and their personally identifiable information

ATTACHMENTS:

Name:
Resolution 2025-2 Golf Budget Ammendment 11-18-2025.pdf
Budget Ammendment Resolutions Support (FY25) Golf.pdf

RESOLUTION NO. 2025-02

A RESOLUTION APPROVING AN AMENDMENT TO THE FISCAL YEAR 2025 BUDGET OF THE TAMPA SPORTS AUTHORITY FOR THE CITY OF TAMPA OWNED GOLF COURSES, MEETING THE REQUIREMENTS OF SECTION 189.016 OF THE FLORIDA STATUTES; PROVIDING AN EFFECTIVE DATE OF NOVEMBER 30, 2025.

WHEREAS, the Tampa Sports Authority ("TSA"), prepares an annual budget for the City of Tampa owned golf courses, Rocky Point Golf Course, Rogers Park Golf Course, and Babe Zaharias Golf Course (collectively "City Golf Courses"); and

WHEREAS, the City Golf Courses annual budget was approved by the TSA Board of Directors ("Board") on August 6, 2024; and

WHEREAS, expenses at the City Golf Courses exceeded the expense amounts approved in the budget. This overage was due to the revenues exceeding budget by an even larger margin, primarily due to the postponement of a green's renovation and strength of new revenue streams, both generating unbudgeted variable expense.

WHEREAS, profits were earned in Fiscal Year 2024 and 2025, the profits will be reinvested back into the course in cooperation with the City of Tampa.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE TAMPA SPORTS AUTHORITY:

Section 1. The foregoing recitations are adopted as findings of this Board.

Section 2. The Amended 2025 Budget attached to this Resolution is approved and shall constitute the Amended 2025 Budget for the City Golf Courses.

Section 3. This Resolution (2025-02) shall take effect immediately upon its adoption and the Amended 2025 Budget attached hereto shall be properly posted by staff and made an official record of the Tampa Sports Authority.

PASSED AND ADOPTED BY THE BOARD OF DIRECTORS OF THE TAMPA SPORTS AUTHORITY ON DECEMBER 2, 2025.

_____
Andy Joe Scaglione
Secretary/Treasurer
Tampa Sports Authority

Approved as to form and legality

_____
Jeffrey W. Gibson, General Counsel

FY-2025 Golf Courses - Budget Amendment

	Babe Zaharias			Rogers Park			Rocky Point			Total		
	Estimate	Budget	Variance	Estimate	Budget	Variance	Estimate	Budget	Variance	Estimate	Budget	Variance
Operating Revenue												
Golf Fees	$ 1,286,417	$ 1,329,919	$ (43,502)	$ 1,492,450	$ 1,029,863	$ 462,587	$ 1,636,846	$ 1,684,971	$ (48,126)	$ 4,415,713	$ 4,044,753	$ 370,960
Merchandise	138,595	123,710	14,886	175,115	111,093	64,022	210,458	219,771	(9,314)	524,168	454,574	69,594
Food & Beverage	303,653	258,214	45,439	350,129	142,085	208,043	412,480	363,673	48,807	1,066,262	763,972	302,290
Events	-	-	-	-	-	-	-	-	-	-	-	-
Memberships	17,112	15,850	1,262	26,831	29,300	(2,469)	36,508	47,400	(10,892)	80,451	92,550	(12,099)
Driving range	-	-	-	614,417	281,128	333,289	102,349	154,353	(52,004)	716,766	435,481	281,286
Total Operating Revenues	$ 1,745,779	$ 1,727,693	$ 18,085	$ 2,658,941	$ 1,593,469	$ 1,065,473	$ 2,398,641	$ 2,470,168	$ (71,528)	$ 6,803,361	$ 5,791,330	$ 1,012,030
Operating Expenses												
Cost of Merchandise Sold	$ 96,263	$ 87,137	$ 9,126	$ 125,631	$ 82,828	$ 42,803	$ 144,041	$ 163,249	$ (19,208)	$ 365,935	$ 333,214	$ 32,721
Cost of Food & Beverage	123,811	112,904	10,907	131,376	62,814	68,563	152,575	157,477	(4,902)	407,762	333,194	74,567
Cost of Events				-	-	-	384	-	384	384	-	384
Clubhouse Operations	706,393	689,145	17,249	1,036,317	775,731	260,586	770,860	794,280	(23,420)	2,513,571	2,259,156	254,415
Course Maintenance	705,060	688,621	16,439	716,132	708,361	7,771	683,176	681,490	1,687	2,104,369	2,078,473	25,896
General and Administrative	300,628	309,385	(8,757)	282,857	313,983	(31,126)	397,244	382,140	15,104	980,729	1,005,508	(24,779)
Driving Range	-	-	-	86,689	21,000	65,689	12,451	12,500	(49)	99,140	33,500	65,640
Total Operating Expenses	$ 1,932,155	$ 1,887,192	$ 44,963	$ 2,379,003	$ 1,964,718	$ 414,285	$ 2,160,731	$ 2,191,135	$ (30,404)	$ 6,471,888	$ 6,043,044	$ 428,844
										-	-	-
Total Operating Profit (Loss)	$ (186,376)	$ (159,499)	$ (26,877)	$ 279,939	$ (371,249)	$ 651,188	$ 237,910	$ 279,034	$ (41,124)	$ 331,472	$ (251,714)	$ 583,187

Expense Variance	$ 428,844
Audit Closing Allowance (2.5%)	161,797
Requested Expense Budget Amendment	$ 590,641

Staff is requesting to allocate **$553,328** of golf course operating funds to the golf course Reinvestment Fund. Based upon the strength of the last two fiscal years performance we are looking to allocate more of our operating cashflows towards the Reinvestment Fund. We have identified $221,856 of operating profits generated in FY2024 and an additional $331,472 of operating funds that are anticipated to be earned as we close out FY 2025, these total $553,328. There are three main projects that we will primarily focus these funds towards wrapping up the Rocky Point Clubhouse renovation, beginning the planning process for the Rocky Point range project, and procuring the supplies needed for the future Rogers Park greens replacement project.

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	2. SportsPlex Budget Amendment (TSA Resolution #2025-03)
Summary:	As a requirement of State Law, the TSA Staff is presenting a formal budget amendment to the financials. Expenses for FY2025 for the SportsPlex were over the expense budget by $282,330 or 16%, we are seeking a budget amendment for that overage as well as an additional 2.5% as these are unaudited financials. We are not anticipating any meaningful changes from the auditors to the SportsPlex financials as presented, however, to eliminate the need for a revised amendment we are including the additional variance in the approval. Typically, these expense amendments only include the expenses, we included the revenues in the summary to show the full picture as the expense overage is generated by the remarkable revenue growth we have enjoyed. Overall, we were able to manage a $388,704 or 32%Revenue budget beat, with a $282,330 or 16% expense budget overage. Upon unanimous approval from the Finance Committee, staff is requesting your approval of this item as submitted.
Background:	N/A
Strategic Plan:	Protect public assets while safeguarding our customers and their personally identifiable information

ATTACHMENTS:
Name:
Resolution 2025-3 SportsPlex Budget Ammendment 11-18-2025.pdf
Budget Ammendment Resolutions Support (FY25) SportsPlex.pdf

RESOLUTION NO. 2025-03

A RESOLUTION APPROVING AN AMENDMENT TO THE FISCAL YEAR 2025 BUDGET OF THE TAMPA SPORTS AUTHORITY FOR THE HILLSBOROUGH COUNTY OWNED TOURNAMENT SPORTS COMPLEX, MEETING THE REQUIREMENTS OF SECTION 189.016 OF THE FLORIDA STATUTES; PROVIDING AN EFFECTIVE DATE OF NOVEMBER 30, 2025.

WHEREAS, the Tampa Sports Authority ("TSA"), prepares an annual budget for the Hillsborough County owned Tournament Sports Complex ("SportsPlex") ; and

WHEREAS, the SportsPlex annual budget was approved by the TSA Board of Directors ("Board") on August 6, 2024; and

WHEREAS, expenses at the SportsPlex exceeded the expense amounts approved in the budget. This expense overage was primarily due to the revenues exceeding budget by an even larger margin because of the strength of existing events and adding events, both generating unbudgeted variable expense.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE TAMPA SPORTS AUTHORITY:

Section 1. The foregoing recitations are adopted as findings of this Board.

Section 2. The Amended 2025 Budget attached to this Resolution is approved and shall constitute the Amended 2025 Budget for the SportsPlex.

Section 3. This Resolution (2025-03) shall take effect immediately upon its adoption and the Amended 2025 Budget attached hereto shall be properly posted by staff and made an official record of the Tampa Sports Authority.

PASSED AND ADOPTED BY THE BOARD OF DIRECTORS OF THE TAMPA SPORTS AUTHORITY ON DECEMBER 2, 2025.

_____
Andy Joe Scaglione
Secretary/Treasurer
Tampa Sports Authority

Approved as to form and legality

_____
Jeffrey W. Gibson, General Counsel

FY-2025 SportsPlex - Budget Amendment

	Estimated	Budget	Variance
Operating Revenue			
Event Fees	$ 1,267,611	$ 947,926	$ 319,685
Food & Beverage	323,769	254,750	69,019
Total Operating Revenues	$ 1,591,380	$ 1,202,676	$ 388,704
Operating Expenses			
Cost of Food & Beverage	$ 62,818	$ 82,825	$ (20,007)
Field maintenance	1,105,672	887,315	218,357
General and administrative	932,345	848,365	83,980
Total Operating Expenses	$ 2,100,834	$ 1,818,504	$ 282,330
Total Operating Profit (Loss)	$ (509,454)	$ (615,828)	$ 106,374

Expense Variance	$ 282,330
Audit Closing Allowance (2.5%)	52,521
Requested Expense Budget Amendment	$ 334,850

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	3. RJS Budget Amendment (TSA Resolution #2025-04)
Summary:	As a requirement of State Law, the TSA Staff is presenting a formal budget amendment to the financials. Expenses for FY2025 for the Stadium were over budget by $7,114,784 or 23%, we are seeking a budget amendment for that overage as well as an additional 2.5% as these are unaudited financials. We are not anticipating any meaningful changes from the auditors to the RJS Stadium financials as presented, however, to eliminate the need for a revised amendment we are including the additional variance in the approval. Overall, we were able to manage a $20,441,758 or 65% Revenue budget beat, with a $7,114,784 or 23% expense budget overage. Event expenses are the major factor in the expense budget overage. This expense overage was generated by expenses related to all of the concerts that impacted the fiscal year including Morgan Wallen, AC/DC, Metallica (2 nights), Chris Brown, and My Chemical Romance. In addition to concerts the Authority hosted a Savanah Bananas game, an a Inter Miami soccer match, a Buccaneers playoff game, as well as the addition of the multi-day County Thunder festival. Upon unanimous approval from the Finance Committee, staff is requesting your approval of this item as submitted.
Background:	N/A
Strategic Plan:	Protect public assets while safeguarding our customers and their personally identifiable information

ATTACHMENTS:
Name:
Resolution 2025-4 TSA Ammendment 11-18-2025.pdf
Budget Ammendment Resolution Support (FY25) RJS.pdf

RESOLUTION NO. 2025-04

A RESOLUTION APPROVING AN AMENDMENT TO THE FISCAL YEAR 2025 BUDGET OF THE TAMPA SPORTS AUTHORITY, MEETING THE REQUIREMENTS OF SECTION 189.016 OF THE FLORIDA STATUTES; PROVIDING AN EFFECTIVE DATE OF NOVEMBER 30, 2025.

WHEREAS, the Tampa Sports Authority ("TSA"), prepares an annual budget related to the maintenance and operations of Raymond James Stadium and other initiatives to promote sports and tourism in the Tampa Bay area (collectively managed as the "Authority" budget; and

WHEREAS, the Authority's annual budget was approved by the TSA Board of Directors ("Board") on August 6, 2024; and

WHEREAS, expenses at the Authority exceeded the expense amounts approved in the budget. The expense overage was primarily revenue related, as revenues exceeded budget by an even larger margin than expenses, due to the hosting of unbudgeted events generating unbudgeted variable expense.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE TAMPA SPORTS AUTHORITY:

Section 1. The foregoing recitations are adopted as findings of this Board.

Section 2. The Amended 2025 Budget attached to this Resolution is approved and shall constitute the Amended 2025 Budget for the Authority.

Section 3. This Resolution (2025-04) shall take effect immediately upon its adoption and the Amended 2025 Budget attached hereto shall be properly posted by staff and made an official record of the Tampa Sports Authority.

PASSED AND ADOPTED BY THE BOARD OF DIRECTORS OF THE TAMPA SPORTS AUTHORITY ON DECEMBER 2, 2025.

_____
Andy Joe Scaglione
Secretary/Treasurer
Tampa Sports Authority

Approved as to form and legality

_____
Jeffrey W. Gibson, General Counsel

FY-2025 RJS/Stadium- Budget Amendment

	Estimated Final	Budget	Variance
Operating Revenue			
Buc's			
License fees	3,500,000	3,500,000	-
Ticket Surcharge	1,044,442	715,724	328,718
Parking	-	-	-
Total Buc's	$ 4,544,442	$ 4,215,724	$ 328,718
College Football			
License fees	3,337,670	3,499,800	(162,130)
Ticket Surcharge	299,994	296,250	3,744
Concessions	1,970,566	1,441,650	528,916
Parking	576,912	431,747	145,165
Total College Football	$ 6,185,142	$ 5,669,447	$ 515,695
Concerts & Motorsports			
License fees	18,726,469	9,971,351	8,755,118
Ticket Surcharge	1,112,006	537,050	574,956
Concessions	5,782,898	2,409,090	3,373,808
Parking	2,079,033	835,908	1,243,125
Total Concerts & Motorsports	$ 27,700,406	$ 13,753,399	$ 13,947,007
Excess Revenue over $2,000,000	$ 6,655,886	$ 4,487,395	$ 2,168,491
Advalorem & Intangible Taxes	$ 297,787	$ 280,853	$ 16,933
Other			
License fees	2,557,066	1,481,874	1,075,192
Ticket Surcharge	249,000	820	248,180
Concessions/BEOs	1,586,891	352,500	1,234,391
Parking	644,157	84,500	559,657
Parking - offsite	619,765	309,029	310,736
Rent	450,738	439,235	11,503
Miscellaneous/other	246,254	221,000	25,254
Total Other	$ 6,353,872	$ 2,888,958	$ 3,464,915
Total Gross Operating Revenues	$ 51,737,534	$ 31,295,776	$ 20,441,758
Less: Revenue Splits	(14,977,504)	(5,411,793)	(9,565,711)
Total Net Operating Revenues	$ 36,760,030	$ 25,883,983	$ 10,876,047
Operating Expenses			
Salaries & Wages	5,041,833	4,666,802	375,030
Salaries & Wages Reimbursement	(1,709,536)	(1,621,775)	(87,761)
Fringes/Related Costs	1,947,393	2,139,209	(191,816)
Computer Expenses	73,126	78,000	(4,874)
Licenses, Dues & Permits	60,670	44,000	16,670
Marketing & Advertising	271,727	197,475	74,252
Maint & Supplies - Building & Field	172,788	232,000	(59,212)
Maint - Contractual	1,221,182	1,460,000	(238,818)
Insurance/bonding	1,128,874	1,610,160	(481,286)
Event - Buccaneers	4,465,583	4,457,815	7,768
Event - Direct Costs	22,814,498	15,145,616	7,668,882
Event - Other Costs	(124,686)	(50,000)	(74,686)
Event - Offsite parking	24,348	59,740	(35,393)
Professional Services	244,378	363,000	(118,622)
HCAA & Condo Rents	304,699	304,699	-
Real estate taxes	792,396	753,006	39,391
Supplies, Postage & Shipping	160,637	52,250	108,387
Utilities & Telephone	666,318	658,000	8,318
Training & Education	69,707	58,575	11,132
Pension Expenses (Used 2024 Expense as Estimate)	65,630	-	65,630
Miscellaneous other	31,811	51,500	(19,689)
Depreciation and amortization	405,937	354,458	51,479
Total Operating Expenses	$ 38,129,313	$ 31,014,530	$ 7,114,784

Expense Variance	$ 7,114,784
Audit Closing Allowance (2.5%)	953,233
Requested Expense Budget Amendment	$ 8,068,017

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	1. Golf Course Updates
Summary:	The VP of Golf will be providing an update on golf course operations at Babe Zaharias Golf Course, Rocky Point Golf Course and Rogers Park Golf Course.
Background:	N/A
Strategic Plan:	

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	1. Social Media Analytics - November 2025
Summary:	The VP of Marketing and Communications will provide you with an update on the TSA Social Media Analytics.
Background:	N/A
Strategic Plan:	Create positive customer experiences

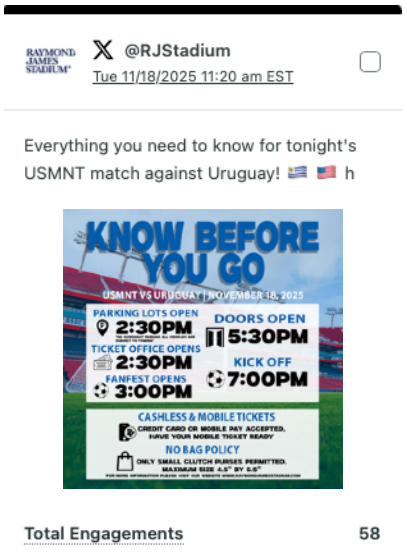
ATTACHMENTS:
Name:
OCT31 - NOV24.pdf

SOCIAL MEDIA ANALYTICS

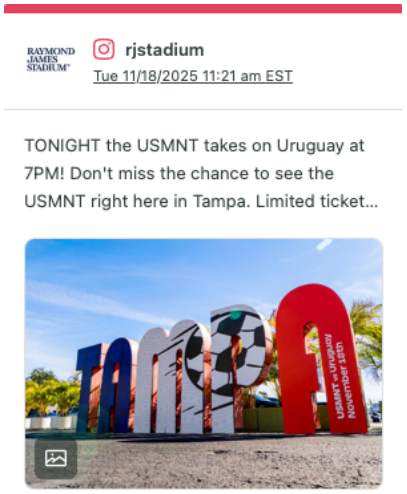
OCTOBER 31, 2025 to NOVEMBER 24, 2025

TOP TAKEAWAYS

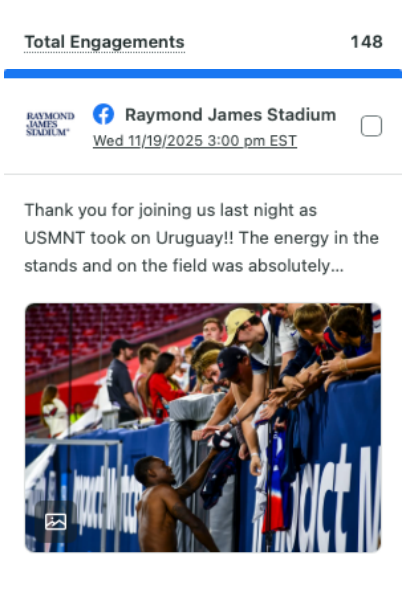
The top X post from Raymond James Stadium was the know before you go for the USMNT v Uruguay game. This post got 453 impressions.



The top Instagram post from Raymond James Stadium was the reminder post for the USMNT v Uruguay game. This post got 5,545 impressions.



The top Facebook post from Raymond James Stadium was the thank you post for the USMNT v Uruguay game. This post got 2,573 impressions.



GLOSSARY

IMPRESSIONS: THE NUMBER OF TIMES YOUR CONTENT IS DISPLAYED, NO MATTER IF IT WAS CLICKED OR NOT.

ENGAGEMENT: USING STRATEGIC CONTENT TO ENGAGE PEOPLE, AND CREATE MEANINGFUL INTERACTIONS OVER TIME.

REACH: THE TOTAL NUMBER OF PEOPLE WHO SEE YOUR CONTENT.

ANALYTICS SUMMARY:

RAYMOND JAMES STADIUM I TAMPA SPORTS AUTHORITY
BABE ZAHARIAS GOLF COURSE I ROCKY POINT GOLF COURSE I ROGERS PARK GOLF COURSE I
HILLSBOROUGH COUNTY TOURNAMENT SPORTSPLEX

Performance Summary

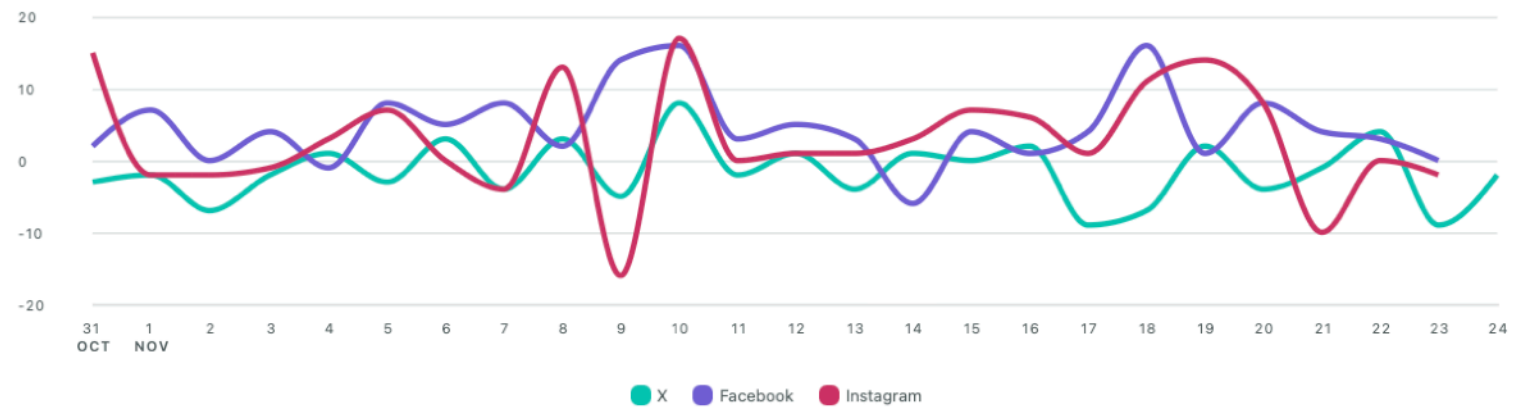
View your key profile performance metrics accrued during the selected time period.

Impressions	Engagements	Post Link Clicks	Engagement Rate (per Impression)
160,052 ↗ 12.9%	1,702 ↗ 47.2%	30 ↗ 233.3%	1.1% ↗ 30.4%

Growth in followers on all Social Media

Audience Growth

See how your audience grew during the selected time period.



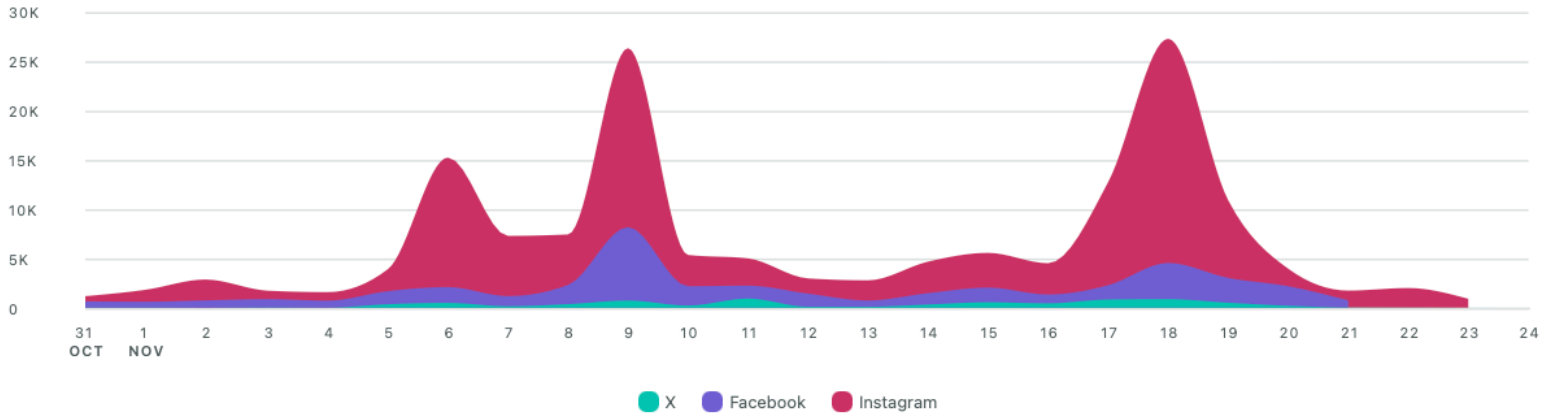
ANALYTICS SUMMARY:

RAYMOND JAMES STADIUM I TAMPA SPORTS AUTHORITY
BABE ZAHARIAS GOLF COURSE I ROCKY POINT GOLF COURSE I ROGERS PARK GOLF COURSE I HILLSBOROUGH COUNTY TOURNAMENT SPORTSPLEX

Total Impressions across all Social Media

Impressions

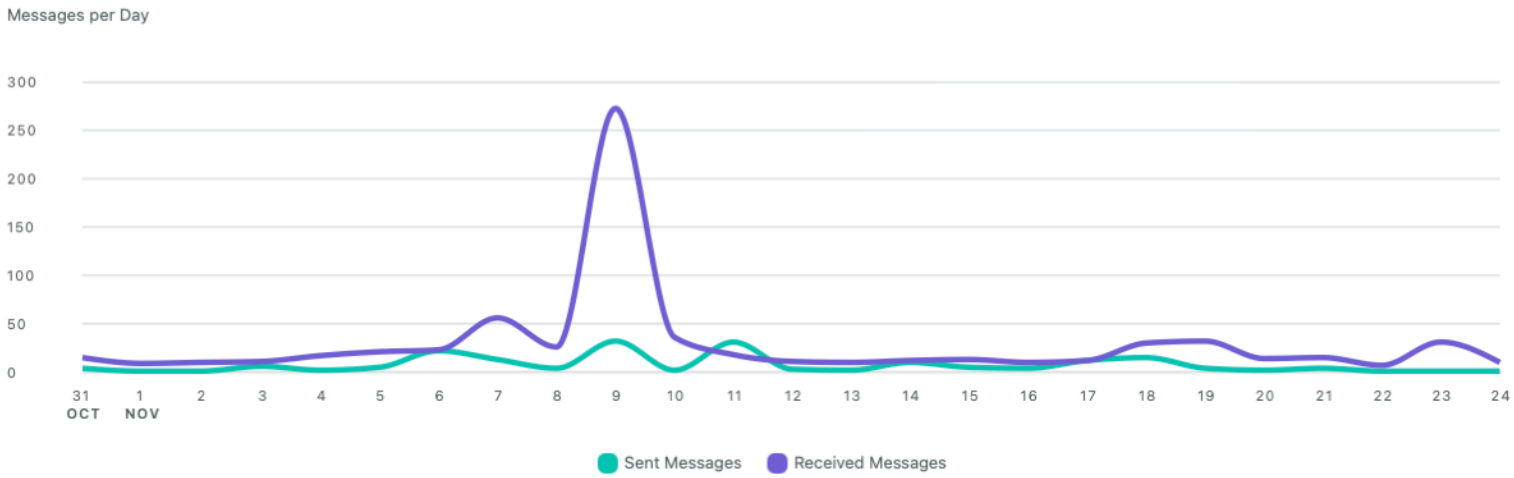
Review how your content was seen across networks during the selected time period.



Total Message Volume on Social Media by Platform

Message Volume

Review the volume of sent and received messages across networks during the selected time period.



BEST PERFORMING CONTENT:
RAYMOND JAMES STADIUM

rjstadium
Tue 11/18/2025 11:21 am EST

TONIGHT the USMNT takes on Uruguay at 7PM! Don't miss the chance to see the USMNT right here in Tampa. Limited ticket...



Total Engagements 148

rjstadium
Sat 11/8/2025 12:01 pm EST

Who's ready for Buccaneers game day?!

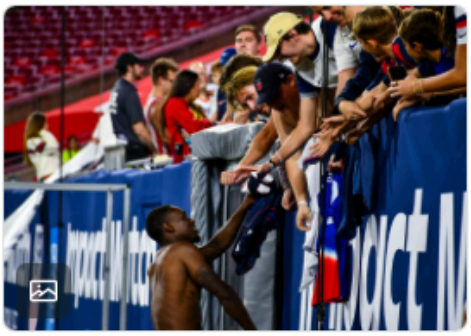
#WeAreTheKrewe #GoBucs



Total Engagements 146

Raymond James Stadium
Wed 11/19/2025 3:00 pm EST

Thank you for joining us last night as USMNT took on Uruguay!! The energy in the stands and on the field was absolutely...



Total Engagements 118

rjstadium
Tue 11/11/2025 7:00 am EST

Thank you to all who served 🇺🇸



Total Engagements 95

rjstadium
Wed 11/19/2025 3:00 pm EST

Thank you for joining us last night as **@usmnt** took on Uruguay!! The energy in the stands and on the field was electric. Looking forward to...



Total Engagements 93

Raymond James Stadium
Sun 11/9/2025 8:00 am EST

Let's get it 🔥 Make sure you are prepared... its game day 🎟



Total Engagements 84

BEST PERFORMING CONTENT:
TAMPA SPORTS AUTHORITY

Tampa Sports Authority
Wed 11/12/2025 12:33 pm EST



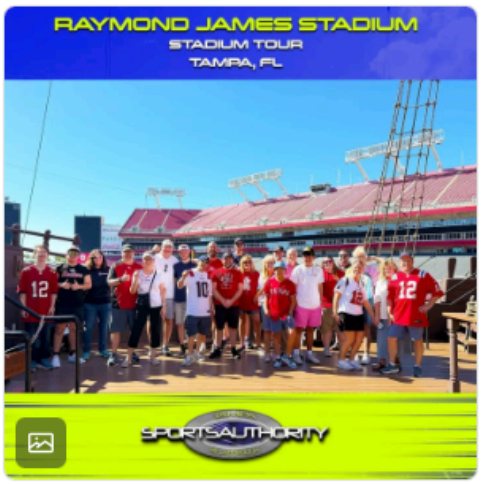
Total Engagements 10

Tampa Sports Authority
Mon 11/10/2025 12:27 pm EST



Total Engagements 10

Tampa Sports Authority
Wed 11/12/2025 12:20 pm EST



Total Engagements 9

Tampa Sports Authority
Mon 11/3/2025 9:57 am EST



Total Engagements 9

tampasportsauthority
Tue 11/11/2025 7:01 am EST

Thank you to all who served 🇺🇸



Total Engagements 8

Tampa Sports Authority
Fri 11/14/2025 9:19 am EST

#RJSTours



Total Engagements 6

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	1. SportsPlex Update
Summary:	The VP of SportsPlex Operations will provide an update on the Tournament SportsPlex.
Background:	N/A
Strategic Plan:	

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	2. License Agreement Summaries
Summary:	Attached are the License Agreement summaries for the SportsPlex.
Background:	N/A
Strategic Plan:	

ATTACHMENTS:
Name:
LA Board Summary - Monster Mash - 10.16-18.25.pdf
LA Board Summary - Tampa Super Cup Juniors - 10.31-11.2.25.pdf

License Agreement Summary

The following license agreement has been entered into by the President/CEO (Eric Hart) and the Tournament SportsPlex Director (Stephen Reed) and signed for legal sufficiency by General Counsel. Agreement fully executed on October 19, 2025.

Type of License Agreement:	**Fields**
Licensee Agreement Purpose:	**Soccer Tournament**
Licensee:	**Tampa Sports Authority and The Florida Soccer School**
Name of Event:	**Monster Mash**
Date(s) of Event:	**October 17-19, 2025**
Time of Event:	**9:00 am – 9:00 pm**
License Fee:	**$65,219.05 was the TSA split after all Revenues and Expenses were calculated**
Concessions:	**$0**
Vendor Fees:	**$0**
Merchandise:	**N/A**
Parking:	**$0**
Other:	**$0**

Copy of license agreement is available for review upon request.

License Agreement Summary

The following license agreement has been entered into by the President/CEO (Eric Hart) and the Tournament SportsPlex Director (Stephen Reed) and signed for legal sufficiency by General Counsel. Agreement fully executed on October 3, 2025.

Type of License Agreement:	**Fields**
Licensee Agreement Purpose:	**Soccer Tournament**
Licensee:	**Florida Premier FC**
Name of Event:	**Tampa Bay Super Cup**
Date(s) of Event:	**October 24-26, 2025**
Time of Event:	**9:00 am – 9:00 pm**
License Fee:	**$19,125.00 plus all direct event related expenses**
Concessions:	**$15,322.00**
Vendor Fees:	**$12,862.82**
Merchandise:	**N/A**
Parking:	**$13,500.00**
Other:	**$0**

Copy of license agreement is available for review upon request.

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	3. Schedule of Events
Summary:	Attached is the upcoming event schedule for the SportsPlex.
Background:	N/A
Strategic Plan:	

ATTACHMENTS:
Name:
2024-2025 Board Calendar11-24-2025.pdf

Championship SportPlex of Tampa Bay - Event Schedule

2025-26

EVENT	DATE	FIELDS	Est. Attendees
Lacrosse	December 6-7, 2025	15	5,000
Soccer	December 11-16, 2025	15	4,000
Soccer	December 19-20, 2025	5	250
Soccer	January 10-11, 2026	12	5,000
Football	January 14-18, 2026	15	10,000
Soccer	February 28-March 1, 2025	12	4,000
Soccer	March 7-8, 2026	15	3,000
Soccer	March 28-29, 2026	15	3,000
Rugby	April 3-4, 2026	15	7,500
Soccer	August 8, 2026	3	300
Soccer	September 5-6, 2026	15	4,000
Soccer	September 26, 2026	3	300

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	12/16/2025: Finance Committee Meeting @ 10:30am, TSA Boardroom
Summary:	
Background:	N/A
Strategic Plan:	

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	12/16/2025: Executive Committee Meeting @ follows Finance (if needed), TSA Boardroom
Summary:	
Background:	N/A
Strategic Plan:	

TAMPA SPORTS AUTHORITY

Meeting Date:	December 2, 2025
Title:	1/6/2026: TSA Board Meeting @ 4:00pm, TSA Boardroom
Summary:	
Background:	N/A
Strategic Plan:	