

EXHIBIT C

Melton
EXHIBIT NO. _____
FOR IDENTIFICATION
DATE: *7/20/23*
Leisa Pastor, CSR, CRR

2018 VISITING CLUBHOUSE REVIEW

Detroit Tigers



Detroit Tigers
December 19, 2018



During the 2017-18 offseason, Clubs expressed a desire to obtain an objective appraisal of the condition and operation of Visiting Clubhouses across the industry. To provide this information and ensure that Clubs have met the new minimum standards established in Attachment 47 to the Basic Agreement, the Office of the Commissioner conducted a comprehensive review of visiting clubhouses ("Visiting Clubhouse Review") during the 2018 season. The Visiting Clubhouse Review consisted of two components:

- 1) **Club Surveys.** From the beginning of May until the end of August, visiting Clubs submitted a brief survey at the conclusion of each road series that evaluated the clubhouse they occupied on five dimensions: locker room, dining area, quality/diversity of food (where applicable), service quality, and the Club's overall experience. In addition, each respondent denoted whether or not the clubhouse met existing industry standards.
- 2) **On-Site Audit.** A member of the Commissioner's Office visited each clubhouse and evaluated the facility using grading criteria established in conjunction with a committee of clubhouse and travel personnel.

Each evaluation method provided information on a different aspect of the clubhouse's operation. The Club Surveys offered detail regarding service quality and Club satisfaction, and the On-Site Audit focused on facility conditions and capabilities. Given these different evaluation criteria, it is possible for a Club to score highly on one metric but not the other; however collectively, we believe this report will help your Club identify where your visiting clubhouse ranks relative to the rest of the industry on a variety of important metrics and highlight potential opportunities for improvement.

I have attached the Visiting Clubhouse Review results for your Club to this cover letter. The review is organized into three sections: The first section summarizes the results of both evaluations; the second section provides detailed results from the Club Surveys; and the final section includes the results of the BOC Audit.

If you have questions, do not hesitate to contact me (Reed.MacPhail@mlb.com) or Cameron Barwick (Cameron.Barwick@mlb.com).

Sincerely,

Reed MacPhail
Senior Director, League Economics
Major League Baseball

For the Detroit Tigers
It is possible on a 2018
Thank you for

Thank you for
2018 season
Thank you for

SUMMARY

CLUB SURVEY SCORES

Category	Avg.	Rank	Expectations
Locker Room	2.40	27	Does Not Meet
Dining Area	2.25	27	Does Not Meet
Quality/Diversity of Food	2.85	27	Does Not Meet
Service Quality	2.80	29	Does Not Meet
Overall Experience	2.75	28	Does Not Meet
Total (Average Score)	2.60	28	Does Not Meet

Club Surveys, DET	Expectations		
	Exceeds	Meets	Does Not Meet
			Does Not Meet

Comments & Analysis:

A handful of Clubs made note of the excellent work the Assistant Clubhouse Manager does, but overall, Clubs viewed Detroit as failing to meet expectations in every regard. Indeed, they were the only Club in the Major Leagues to receive an average score of less than 3.0 in all five graded categories.

ON-SITE AUDIT REPORT

Category	Score	Rank	Grade
Planning & Accountability	1.0	T-28	Poor
Food Safety Management	1.0	T-26	Poor
Kitchen and Dining Room	2.0	T-14	Fair
Locker Room	2.0	T-24	Fair
Bathroom	3.0	T-9	Good
Recovery Room	2.0	T-6	Fair
Weight Room & Batting Cages	2.0	T-17	Fair
Training Room	2.0	T-24	Fair
Video Room	3.0	T-11	Good
Coaches' Facilities	1.0	T-21	Poor

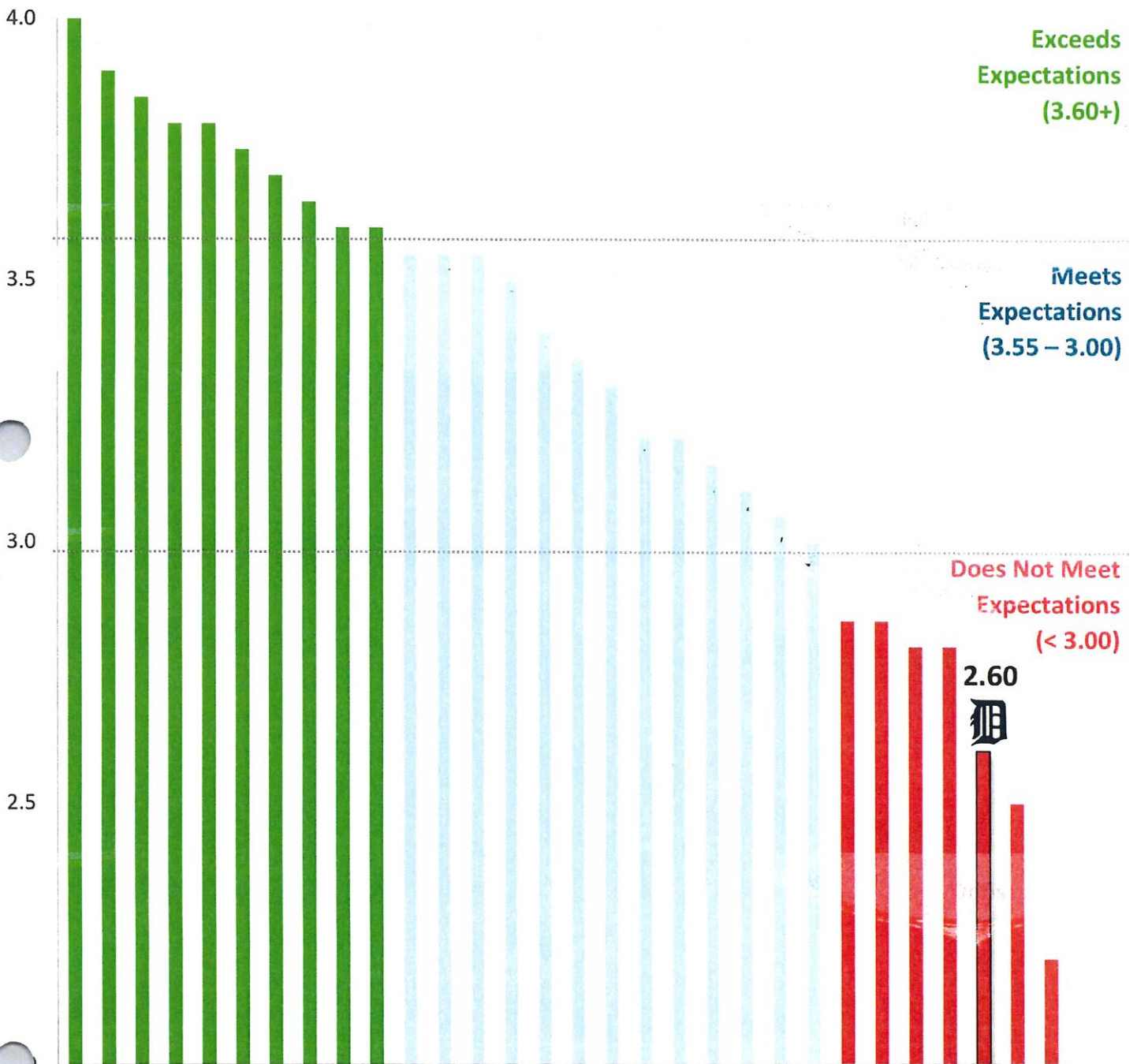
Facilities & Compliance, DET	Expectations		
	Exceeds	Meets	Does Not Meet
			Does Not Meet

Comments & Analysis:

The clubhouse is constrained by an older facility that has spatial limitations. However, the clubhouse could be improved by appropriate staff members becoming certified to handle food -- something the clubhouse manager was receptive to -- and by upgrades to the locker room carpet and clubhouse lighting system.

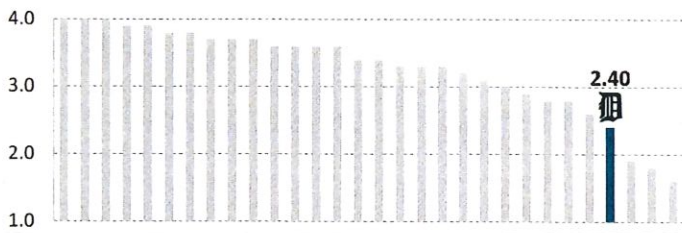
AVERAGE SCORE, CLUB FEEDBACK

2018 Visiting Clubhouse Review: Club-Submitted Surveys
Average Score, All Five Scored Categories



CLUB FEEDBACK¹

Club-Submitted Surveys, Locker Room (Avg.)



Service Quality (Avg.)



Dining Area (Avg.)



Overall Experience (Avg.)




Food Quality & Diversity (Avg.)



100% "Meets Standards"

YES
19 Clubs

NO
11 Clubs



¹ The average score in the six categories Clubs provided feedback, rounded to the first decimal

ON-SITE AUDIT

FOOD SERVICE & SAFETY	GRADE (Circle)	CRITERIA FOR GRADE	COMMENTS ON GRADE
Planning and Accountability	Excellent	There is a designated, certified individual who oversees staffing, food safety credential verification, ongoing training, and oversight of all food service operations within the visiting clubhouse. A quality selection of culturally diverse food is available from external sources and, if desired, an individual facilitates delivery from those vendors. There are contingencies in place for game delays.	John Nelson is the only clubhouse employee who takes an active role in food preparation, but he is not certified to handle food. Nelson is well-positioned to become the Person-In-Charge of food operations, and he should obtain a Food Protection Manager certification to ensure that he has the proper training for oversight of purchases, storage, preparation, and consumption of food.
	Good	There is a designated, certified individual who oversees food service operations within the visiting clubhouse, but the individual does not participate in ongoing training of employees that handle food. A quality selection of culturally diverse food is generally available and, if desired, an individual supports delivery from outside vendors. There are contingencies in place for game delays.	
	Fair	The individual tasked with oversight of food service operations is not certified to handle food, or he/she does not take an active daily role in overseeing food operations. A limited selection of culturally diverse food is available from external sources and staff generally support delivery from outside vendors. There are some contingencies in place for game delays.	
	Poor	The individual tasked with oversight of food service operations is not certified to handle food and has little role in overseeing food operations or verifying the certification of his/her staff. A limited selection of culturally diverse food is available from external sources and little support is provided to outside vendors. There are few contingencies in place for game delays.	
Food Safety Management	Excellent	None of the nine Active Managerial Control of Hazards are violated, and there are many preventative controls in place to protect against food safety hazards, including proper monitoring of food heating and cooling. All staff that handle food are certified to do so and are receptive to ongoing food safety training.	The staff member that handles food (Nelson) was not certified and several Active Managerial Control of Hazards were violated. For instance, opened guacamole and sour cream were not kept on ice, which could cause bacterial growth. Additionally, the clubhouse did not have the ability to keep cooked food hot over an extended period except for placement in a non-commercial food warmer or the oven, which could cause holding temperature issues.
	Good	Two or less of the nine Active Managerial Control of Hazards are violated, but there are preventative controls in place to protect against hazards, including proper monitoring of food heating and cooling. Staff that handle food are certified to do so and willing to participate in ongoing food safety training.	
	Fair	A few of the nine Active Managerial Control of Hazards are violated, but there are some preventative controls in place. Food is occasionally monitored for proper holding temperature. Staff that handle food are not certified to do so or do not participate in ongoing food safety training.	
	Poor	Many of the nine Active Managerial Control of Hazards are violated, and there are few preventative controls in place, including little oversight of proper holding temperature or utensil sanitation. One or more staff that handle food are not certified and there is no formal system to ensure ongoing food safety training.	

FOOD SERVICE & SAFETY	GRADE (Circle)	CRITERIA FOR GRADE	COMMENTS ON GRADE
Kitchen and Dining Room: Facility Capabilities	Excellent	The kitchen accommodates significant on-site meal preparation, and staff can fill special requests from players. All equipment in Attachment A is present. The dining area is well maintained and comfortably seats 20+ people.	<i>While most equipment in Attachment A is present, commercial items are missing, which can prevent refrigerated goods from being stored at the proper temperature and/or dishes from being properly cleaned and sanitized. The Club should consider a counter caddy for keeping salads, a deli bar, and fruit cold rather than warming to room temperature. A plug-in hot box should also be strongly considered to keep cooked protein at an appropriate temperature. Most relevant items in Attachment A are present, but there are limited serving and seating areas (~10 people).</i>
	Good	The kitchen accommodates some on-site meal preparation, and staff can fill special requests from players. Most equipment in Attachment A is present. The dining area is well maintained and comfortably seats 15+ people.	
	Fair	The kitchen accommodates little on-site meal preparation, but staff can fill minor requests from players. Most significant equipment in Attachment A is present. The dining area is fairly well maintained and comfortably seats 10-15 people.	
	Poor	The kitchen accommodates very little on-site meal preparation, and staff can fill only the most basic requests from players. Significant equipment listed in Attachment A is missing. The dining area shows signs of wear and does not comfortably seat 10-15 people.	

CLUBHOUSE FACILITIES	GRADE (Circle)	CRITERIA FOR GRADE	COMMENTS ON GRADE
Locker Room	Excellent	Clean area with 40+ lockers, separate area for coaches' lockers, space in the middle of the locker room with seating, and carpets are cleaned bi-weekly.	<i>The locker room was clean and there is a separate area for coaches' lockers, but the area could become cramped in September with expanded traveling parties (40 lockers exactly).</i>
	Good	Clean area with ~40 lockers, separate area for coaches' lockers, but the locker room(s) can become cramped in September. Carpets are cleaned bi-weekly.	
	Fair	Parts of the area are not clean or are cramped. There may not be sufficient space for individual lockers in September. Carpets are cleaned bi-weekly.	
	Poor	The area is not clean, there is insufficient space during September, and there is not a separate area for coaches' lockers. Carpets are not cleaned bi-weekly.	
Bathroom	Excellent	The area is clean, facilities work properly, there is sufficient space, and all amenities are stocked. The area is cleaned daily; towels replaced annually.	<i>The bathroom was clean and offered sufficient space, but the floor looked old, was cracked in places, and could be upgraded.</i>
	Good	The area is clean, all facilities work, and amenities are stocked, but could be cramped in September. The area is cleaned daily; towels replaced annually.	
	Fair	The bathroom is clean, and all facilities work properly, but there is a lack of available space. The area is cleaned daily; towels replaced annually.	
	Poor	The bathroom is not clean and one or more facilities (shower, sink, etc.) do not work. The area is not cleaned daily, or towels are not replaced annually.	
Recovery Room	Excellent	There is a designated room away from media for players to lounge/nap.	<i>The lounge is relatively large and offers a space away from the media, but it could become cramped, as the visiting Club's video operations are set up in the same space.</i>
	Good	There is a designated room away from media, but it can become cramped.	
	Fair	There is a designated room away from media, but it serves other purposes too.	
	Poor	There is no designated room away from the media.	

Weight Room & Batting Cages	Excellent	The weight room and batting cages are clean and have all necessary materials included in Attachment B. The weight room offers space for 15+ players.	<i>There are two batting cages, but there was at least one obvious leak in the weight room. The batting cages did not look clean and were not particularly well-lit.</i>
	Good	The weight room and batting cages are clean and have all necessary materials included in Attachment B. The weight room offers space for 10+ players.	
	Fair	The weight room and batting cages are clean and have most materials included in Attachment B. The weight room offers space for 5+ players.	
	Poor	The weight room and batting cages are unclean, missing materials included in Attachment B, or the weight room does not have space for 5+ players.	
Training Room	Excellent	All equipment and materials set forth in Attachment C are provided in a clean room with sufficient space for multiple players receiving treatment.	<i>The training room was small and only two training tables and stools were present due to the small size of the room.</i>
	Good	All equipment and materials set forth in Attachment C are provided in a clean room, but space can become cramped at times.	
	Fair	Most equipment and materials set forth in Attachment C are provided in a clean room, but space is often cramped.	
	Poor	Significant equipment or materials set forth in Attachment C are not present, the space is not clean, or there is not sufficient space for multiple players.	
Video Room	Excellent	Dedicated room with 6+ work stations, space for foot traffic, proper ventilation, reliable Wi-Fi, and sufficient power outlets.	<i>The video room was in the lounge, which was a large space and offered sufficient room for employees to work. However, with players in the lounge and coaches meeting, it is possible for the space to become cramped.</i>
	Good	There is a dedicated room and the Wi-Fi is reliable, but there is a lack of space for work traffic and/or insufficient ventilation.	
	Fair	Dedicated room, but the area is small, the Wi-Fi can be unreliable, or the work station has insufficient ventilation.	
	Poor	There is no dedicated room for video and replay – or the area for video and replay is in an open space within the clubhouse.	
Coaches' Facilities	Excellent	Coach dressing area is clean and well maintained. There is a conference area for coaches to meet and the area includes separate shower and bathroom facilities.	<i>There is no distinct room for coach or player meetings.</i>
	Good	Coach dressing area is clean and well maintained. There is some desk space available and separate shower and bathroom facilities.	
	Fair	Coach dressing area is clean, but somewhat cramped. The dressing area includes separate shower and bathrooms, but little desk space is available.	
	Poor	Coach dressing area is unclean or poorly maintained. The area is cramped, and does not include separate shower, bathroom, or desk space.	

Date Evaluated	Clubhouse Manager	BOC Auditor(s)
May 14, 2018	John ("Nelly") Nelson	Cameron Barwick, Dave Ellis, Tim Maxey

Overall Summary, Impressions	<i>Nelson was a generous host and was receptive to many of the observations that were made during the audit. He should become a certified Food Protection Manager given his active management of food operations.</i>
Recommendations	<i>The clubhouse could also greatly benefit from a larger dining area, which would allow for fewer players to eat at their lockers and more space for serving food. The Club should also consider upgrading its equipment from household-grade to commercial-grade.</i>

ATTACHMENT A
Generally Provided Visiting Clubhouse Amenities

MISSING ITEM

BEVERAGES

- Coffee & Tea
- Sugar
- Splenda
- Hot Cocoa
- Honey
- Stirs
- Soda
- Diet
- Regular
- Bottled Water
- Sports Drinks
- Protein Shakes
- Red Bull
- Juices
- Apple
- Cranberry
- Orange
- Milk
- Skim
- 2%
- Almond
- Soy
- Chocolate

FRUIT

- Pineapple
- Berries
- Apples
- Oranges
- Bananas
- Pears
- Watermelon
- Cantaloupe
- Honeydew
- Frozen Fruit

SNACKS

- Cereal
- Oatmeal
- Chips
- Granola
- Nuts
- Yogurt
- Apple Sauce
- Granola Bars
- Candy
- Ice Cream

DELI BAR

- Chicken
- Turkey
- Ham
- Roast Beef
- Pastrami
- Tuna Salad
- Chicken Salad
- Cheese
- Lettuce
- Onion
- Pickles
- Peppers
- Olives

BREAD

- White
- Wheat
- Whole Grain
- English Muffins
- Bagels

CONDIMENTS

- Ketchup
- Mustard
- Mayonnaise
- Soy Sauce
- Teriyaki Sauce
- Hot Sauce
- BBQ Sauce
- Worcestershire
- Horseradish
- Relish
- Steak Sauce
- Marinara
- Salad Dressing
- Olive Oil
- Cooking Spray
- Butter
- Cream Cheese
- Jelly
- Peanut Butter
- Parmesan Cheese
- Tartar Sauce

SPICES

- Salt/Pepper
- Cumin
- Basil
- Cinnamon
- Paprika
- Thyme
- Rosemary
- Garlic Powder
- Oregano
- Onion Powder
- Red Pepper Flakes
- Cayenne Pepper
- Parsley
- Flax/Chia Seed

KITCHEN ITEMS

- Cutting Boards
- Knife Set
- Griddles (x2)
- Waffle Makers (x2)
- Butane Burners
- Butane Refills
- Three Gallon Pot
- One Gallon Pot
- 12" Sauté Pan
- 10" Sauté Pans (x4)
- Strainers (x2)
- Mixing Bowl Set
- Measuring Cup Set
- Measuring Spoon Set
- Serving Spoons (x10)
- Serving Spatulas (x3)
- Tongs (x10)
- Whisks (x2)
- Wooden Spoons (x2)
- Regular Forks (x60)
- Regular Spoons (x60)
- Regular Knives (x60)
- Bowls (x60)
- Plates (x60)
- Glasses/Cups (x60)

EQUIPMENT

- Vitamix
- Commercial Refrigerator
- Commercial Freezer
- Commercial Deli Case
- Commercial Prep Table
- 4 Burner Stove/Oven
- Food Warmers (x8)
- Sneeze Guards for Buffet
- Commercial Dishwasher
- Plug-In Hot Box
- Refrigerated/Iced Buffet

TOILETRIES

- Toilet Paper
- Hand Wipes
- Wet Wipes
- Shampoo
- Conditioner
- Hand Lotion
- Towels
- Washcloths
- Hand Soap
- Body Wash
- Shaving Items
- Hair Product
- Tweezers
- Nail clippers
- Nail files
- Floss
- Q-Tips
- Cotton Balls
- Deodorant

DISPOSABLES

- Plastic Bags
- To-Go Containers
- Napkins
- Forks
- Knives
- Spoons
- Bowls
- Plates
- Foil
- Plastic Wrap
- Ziploc Bags
- Dish Soap
- Sponges
- Scrubbing Bubbles
- Paper Towels

ATTACHMENT B
Minimum Equipment in Visiting Weight Room

- A. 1 half squat rack with appropriate band attachments, pull-up bar, and 45-pound Olympic bar and collars
- B. 1 two-tier dumbbell rack with twenty pairs of urethane coated dumbbells in 5-pound increments (up to 100 pounds) that fit appropriately and safely on the dumbbell racks
- C. 1 vertical rack for lighter dumbbell weights (1 to 10 pounds)
- D. Adequate urethane-coated Olympic plates (45, 35, 25, 10, 5, and 2.5-pound increments) and appropriate plate storage racks
- E. 1 adjustable pulley system
- F. 1 selectorized high pulley (lat pulldown)
- G. 1 set of kettle bells consisting of at least 18, 26, 35 and 45 pounds
- H. 2 adjustable dumbbell benches
- I. 1 adjustable step up box or 1 stackable set of 12-inch, 18-inch and 24-inch step up boxes
- J. Appropriate auxiliary equipment consisting of: 1 air-ex pad, 1 Bosu ball, resistance bands/rubes, 1 set of foam rollers (12-inch and 36-inch length), stability and medicine balls with appropriate storage, and stretch/yoga mats
- K. 1 Woodway treadmill
- L. 1 elliptical cross trainer
- M. 1 stationary upright bike

MISSING ITEM

ATTACHMENT C
Minimum Equipment & Standards in Visiting Training Room

MISSING ITEM

- A. 1 Ice Machine
- B. 1 Ice Scoop
- C. 1 Hydroculator
- D. 5 Hydroculator Covers
- E. 1 Sink
- F. 1 Hand Soap Machine
- G. 1 Paper Towel Roll
- H. 1 Sharps Container
- I. 1 Biohazardous Waste Disposal Container
- J. 1 Posted Emergency Action Plan
- K. 1 Stool for Table/Counter
- L. 1 Trash Can
- M. 1 Laundry Bin
- N. 1 Landline to Contact Home Club Personnel
- O. 2 Whirlpools
- P. 3 Lockers for Athletic Trainers
- Q. **3 Training Tables**
- R. **3 Mobile Stools**
- S. Multiple accessible electric outlets
- T. Wi-Fi

ADDENDUM

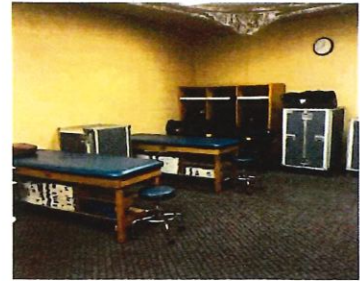
LOCKER ROOM #1



BATHROOM #2



TRAINING ROOM



LOCKER ROOM #2



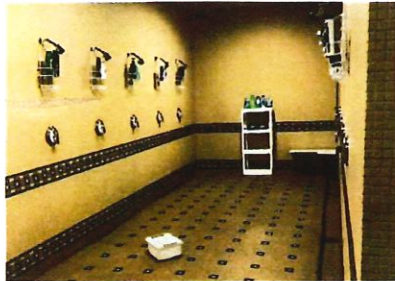
BATTING CAGE



KITCHEN



BATHROOM #1



WEIGHT ROOM (Leak on Beam)



DINING AREA

