

Feasibility Study for Marshall University - Huntington Baseball Stadium



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**FEASIBILITY STUDY FOR
MARSHALL UNIVERSITY -
HUNTINGTON BASEBALL
STADIUM**

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I. EXECUTIVE SUMMARY

1.1 INTRODUCTION

In August of 1998, Marshall University entered into an agreement with its Center for Business and Economic Research (CBER) whereby CBER was directed to study the potential for a dual-tenant baseball facility that would serve as home for Marshall's baseball program and a minor league professional baseball team. Specifically, this study was to include:

- The evaluation of five potential facility locations;
- An analysis of the economic feasibility of such a facility; and
- A preliminary business plan for the operation of a baseball facility.

Based on this directive, CBER, with technical assistance from the City of Huntington's Department of Planning and Development, engaged in a number of specific research tasks, including:

- The collection and analysis of data describing area demographic and economic conditions;
- The collection and analysis of data describing minor league baseball operations throughout eastern half of the United States;
- Extensive phone interviews with facility and minor league franchise operators;
- Telephone surveys of nearly 300 Huntington area residents.

These efforts culminated in the following report. Both the organization of the current study and many of the methodologies employed herein have been modeled on a similar study completed in 1995 for the City of Fairfield, California by the Spectrum Group.¹

¹ See Minor League Baseball Feasibility Study and Business Plan for Fairfield, California, 1995, Spectrum Group.

1.2 SITE SELECTION

CBER was directed to evaluate five potential locations for a new dual-tenant baseball facility. These locations include:

- North of Third Avenue between 22nd and 24th Streets
- Between Third and Fifth Avenues, east of 24th Street
- 29th Street East, near Fifth Avenue
- University Heights, off U.S. Route 60
- Alternate State Route 10 between Hal Greer Blvd. and 16th Street Road

“... the location to the north of Third Avenue between 22nd and 24th Streets scored highest.”

The study ranked these locations based on their weighted scores for 25 separate feasibility/desirability criteria. While all five locations appear to meet the minimum standards necessary for the development of a new baseball facility, the location to the north of Third Avenue between 22nd and 24th Streets scored highest.

1.3 FEASIBILITY

The purpose of the feasibility analysis was to determine whether or not the Huntington area is well suited to the development of a dual-tenant baseball facility. To accomplish this goal, the study considered several specific demographic and historical factors. These included:

- Regional Business Characteristics
- Area Population and Income Characteristics
- City Character
- Past Minor League Experiences
- Trends in Minor League Baseball
- Probable Economic Impacts

As a result of this investigation, the study produced estimates of game attendance and revenues. It also offers suggestions regarding stadium size

The study found that, while the Huntington area has had relatively unsuccessful minor league baseball operations in the past, these failures have been directly tied to the poorly located and, otherwise, inferior facility where the games have been played.

and configuration. Both estimates and recommendations are subsequently incorporated into the preliminary business plan.

The study found that, while the Huntington area has had relatively unsuccessful minor league baseball operations in the past, these failures have been directly tied to the poorly located and, otherwise, inferior facility where the games have been played. Based on area demographics and economics, the study estimates that an A level team, competing in the South Atlantic League and playing in a modern, well-located facility could expect an average game attendance in excess of 2,500. So long as the new facility is of a reasonable size, the projected attendance would be more than sufficient to sustain club operations, while also providing much improved facilities for Marshall's collegiate program.

In terms of economic activity, a new dual-tenant baseball facility would add considerably to the area's economy both during and after its construction. The construction of the facility would directly or indirectly lead to the employment of nearly 150 additional workers, while adding over \$7 million to the area's total economic output during the year in which the facility is built. Once operational, the facility would lead to the employment of approximately 140 additional area residents. Thereby, adding \$5.5 million to local personal incomes. These estimates are based strictly on projected minor league operations and do not include positive economic impacts that may result from occasional facility use for other sporting or non-sporting events.

1.4 PRELIMINARY BUSINESS PLAN

A sample business plan is provided that estimates costs for the development and operation of the baseball park. Based on projected attendance, the study recommends the construction of a reasonably modest facility capable of comfortably accommodating 4,500 fans. Excluding

land acquisition costs the study estimates that such a facility could be built for roughly \$7 million.² While a wide variety of funding options have been used by other communities, to build facilities, the construction of a dual-tenant baseball facility in Huntington would almost certainly require some commitment from both State and local governments.

The study also includes a post-construction operating plan that details full-time and part-time staffing needs, facility maintenance, potential parking and security arrangements and, other operational concerns. Based on the 4,500-seat facility and the preliminary operating plan, the study predicts first year revenues of \$617 thousand and operating costs totaling \$528 thousand. Thus the analysis predicts positive net operating revenues of roughly \$88 thousand. It is important to note, however, that these figures do not include the capital cost of facility development.

1.5 CONCLUSIONS

The Center for Business and Economic Research was charged with determining the feasibility of and developing a plan for a dual-tenant baseball facility to be shared by Marshall University and a professional minor league baseball team.

Based on a four-month study CBER has determined that, in spite of past experiences, the Huntington area is capable of sustaining minor league baseball if minor league operations have the advantage of a modern, well-located facility. Attendance and pricing projections developed through a variety of methods suggest annual revenues that would be sufficient to cover facility operation expenses with some modest remainder available to help offset capital costs.

2 The study estimates that an additional \$2.7 million would be needed to acquire the preferred site north of Third Avenue.

While the development of a regional baseball facility would likely entail an initial financial commitment on the part of local and State governments, these expenditures would lead to hundreds of both permanent and temporary employment opportunities and millions of dollars in additional incomes for area residents. The additional economic activity associated with the construction and operation of a new baseball facility would, in turn, generate additional tax revenues that could, at least partially, offset any public obligation to the project.

The development of a dual-tenant baseball facility at the Third Avenue location would also have a number of benefits that are less easily quantified. A minor league program would provide an additional form of extremely affordable family entertainment. It would add to the already growing level of riverfront activity through which Huntington is enhancing its role as a regional conference and convention destination. Finally, the development of a dual-tenant baseball facility would further strengthen the already remarkable bond between Marshall University and the Huntington community.

The development and operation of a new dual-tenant baseball facility in Huntington would be a significant undertaking that would require both careful management and continued community involvement. It is, however, a viable project with significant tangible benefits.

II. SITE SELECTION

2.1 INTRODUCTION

The site selection process focuses on five potential sites for a baseball facility and evaluates these sites using 25 criteria deemed critical to the success of the facility. These criteria fall into five general groups and are each given weighted values to represent their relative importance. The potential sites are then ranked using each of the 25 characteristics. Each site is scored from one (worst) to five (best).

2.2 BASIC CRITERIA

The basic criteria used to quantify a site's potential for success as the location of a university/minor league baseball facility were formulated using interviews with owners, general managers, and the facility administrators of various minor league baseball teams. The criteria include:

- Adequate local and regional infrastructure.
- Good regional access.
- Good local access.
- Regional identity.
- Good climate for outdoor events.
- Compatible and synergistic surrounding land uses.
- Benefit to existing and future development on surrounding properties.
- Opportunity for land purchase, subsidized value or land donation.

2.3 CANDIDATE SITES

Marshall University identified five sites as candidates for further study. It is recognized that other land opportunities may become available in the Huntington area following the publication of this study.

The five sites selected for further review are described below. They will be described for the purpose of identification in the evaluation and analysis matrix.

- A.** *3rd Avenue, 22nd to 24th Street* – This site sits almost directly opposite Marshall University’s James C. Edwards football stadium. It is a few hundred yards east of the main Huntington campus, and sits along 3rd Avenue, one of the main westbound roadways running through Huntington.
- B.** *29th Street, Behind Big Bear/Harts Shopping Center* – This site is in the eastern part of the city near the former Huntington East High School. The property sits in a commercially oriented part of town, with various restaurants and grocery stores nearby. A Big Bear/Harts superstore to the north and 8th Avenue to the south border it. The Big Bear/Harts sits alongside 5th Avenue, one of Huntington’s main eastbound thoroughfares.
- C.** *16th Street Road – Alternate Route 10* – This site sits between Hal Greer Boulevard and Sixteenth Street Road in the southern section of Huntington. It is near both the Hal Greer Boulevard exit of U.S. Interstate 64 and Ritter Park. It is heavily wooded and Fourpole Creek intersects this property near its northern border.
- D.** *University Heights US Route 60* - This site lies in the eastern part of Huntington. It sits along Norway Avenue, only a few hundred yards from the avenue’s intersection with Route 60. It is also near the 29th Street exit of US Interstate 64.

- E. *3rd and 5th Avenue – 24th Street to Railroad Tracks* – This site is very close to Marshall University’s soccer field (it is separated by railroad tracks). It is also a few hundred yards down the street from the University’s football facility. 3rd Avenue, the city’s main eastbound thoroughfare, and 5th Avenue, the city’s main westbound thoroughfare, border this property.

2.4 EVALUATION MATRIX DEFINITION

The Spectrum Group originally designed this site matrix in 1994 using the input of Fairfield, California city staff, professional sports team owners, sports architects, stadium operators and event promoters. The five sites are judged based upon five broad categories. These categories include:

- A. Traffic and Access
- B. Engineering/Environmental
- C. Site Characteristics
- D. Planning Considerations
- E. Economic Impact

Each of these categories is composed of five even more specific criteria. This allows a thorough evaluation of each site’s potential as a location for the proposed baseball facility. So, the sites are judged using a total of 25 criteria, each ranked from 5 (best conditions) to 1 (worst conditions).

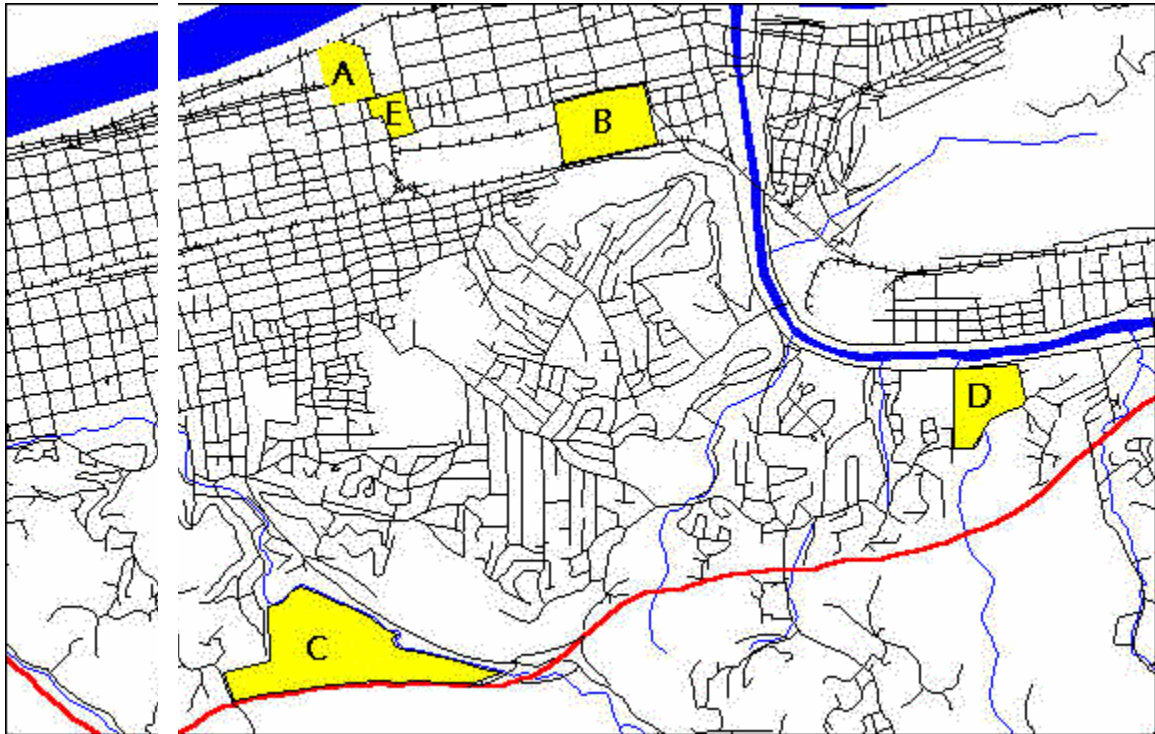
Each of the five broad categories has been given a “weight” to indicate its relative importance to the evaluation and final decision. Each category’s weighting is as shown on the following page:

The sites having the highest overall score will be considered most qualified to support a new baseball facility.

<u>Category</u>	<u>Weight Assigned</u>
A. Traffic and Access	25%
B. Engineering/Environmental	20%
C. Site Characteristics	20%
D. Planning Characteristics	15%
E. Economic Impact	20%

The raw score is multiplied by this weighted percentage to produce a weighted score for each site. The weighted score for each category will be shown. The cumulative scores for each site will be tallied and the sites having the highest overall score will be considered most qualified to support a new baseball facility.

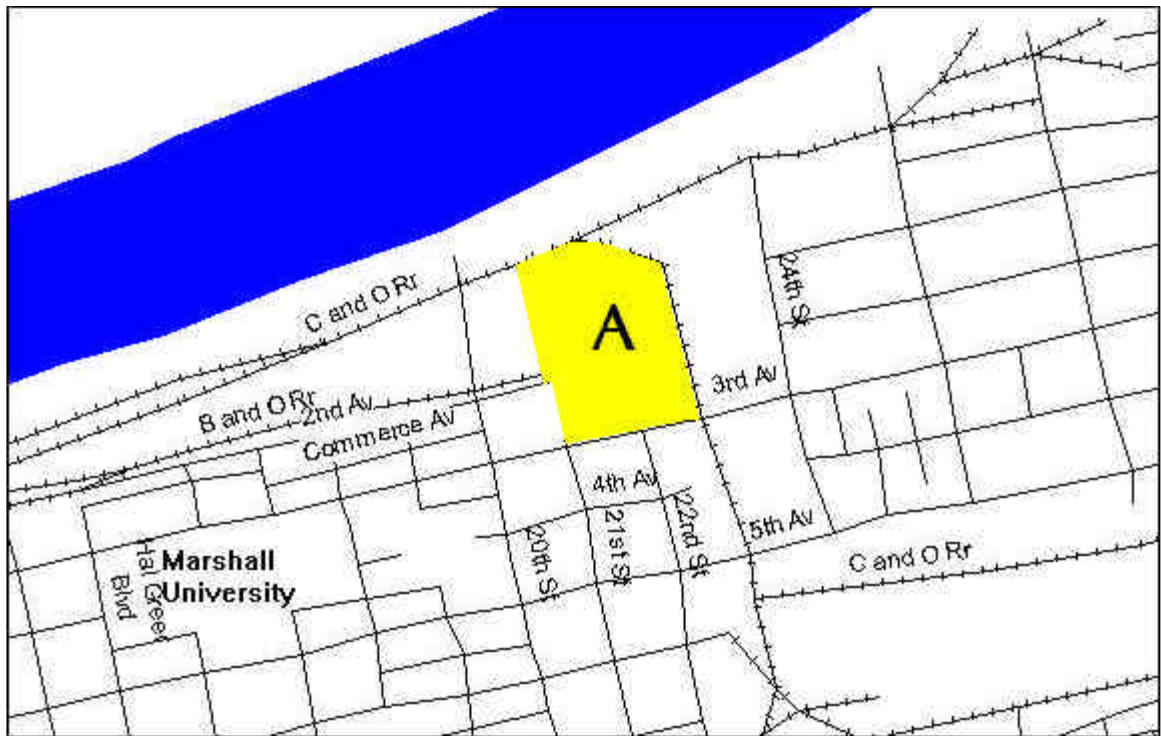
Potential Baseball Facility Sites



2.5 EVALUATION MATRIX ANALYSIS

The purpose of this site selection matrix is to analyze the five potential sites for the baseball facility by identical criteria, and then to rank those sites by their cumulative scores. The following is a description of each site, a summary of each site's strengths and weaknesses, a breakdown of their matrix scores, and their ranking. A selection recommendation also follows.

Site A - 3rd Avenue, 22nd to 24th Streets



Site A - 3rd Avenue, 22nd to 24th Streets – This site sits almost directly opposite Marshall University's James C. Edwards football stadium. Its location offers great visibility, since it also sits only a few hundred yards east of the main Huntington campus along 3rd Avenue. Third Avenue is one of the main east/west roadways running through Huntington.

Excellent visibility and easy identification with the nearby University are its foremost advantages. Because it lies along 3rd Avenue, this location is also highly desirable in terms of accessibility and relatively low impacts on traffic flows in the area.

Positives: Excellent visibility and easy identification with the nearby University are its foremost advantages. Because it lies along 3rd Avenue, this location is also highly desirable in terms of accessibility and relatively low impacts on traffic flows in the area. Proximity to Marshall’s other sports offices/facilities would likely provide the Athletic Department long-term savings in both time and administrative money. The site has excellent potential for induced development and is located close to many of downtown Huntington’s restaurants and hotels. Few private residences are located near this site, reducing the potential for noise and light pollution complaints. The proposed baseball facility would probably also be able to utilize existing University parking, eliminating costs related to building a new parking lot.

Negatives: There are few negatives to this site. Because this a relatively small site, any potential parking and traffic impacts need to be addressed. These should be easily avoided with adequate planning. The Huntington Department of Development and Planning indicates drainage at the site may be a potential problem compared to some other sites.

The following is the matrix analysis of the site, which results in a site ranking of 1 out of 5 sites:

Matrix Scores: (1-5; 5 being best conditions)

A. Traffic and Access	Score	B. Engineering/Environmental	Score
1 Traffic Movement (Local)	4	1 Geotechnical/Grading	4
2 Traffic Movement (Regional)	4	2 Infrastructure (Local)	4
3 Community Accessibility	4	3 Infrastructure (Regional)	4
4 Traffic Impacts on Adjacent Areas	5	4 Drainage	2
5 Parking Availability/Sufficiency	n/a	5 Environmental Constraints	4

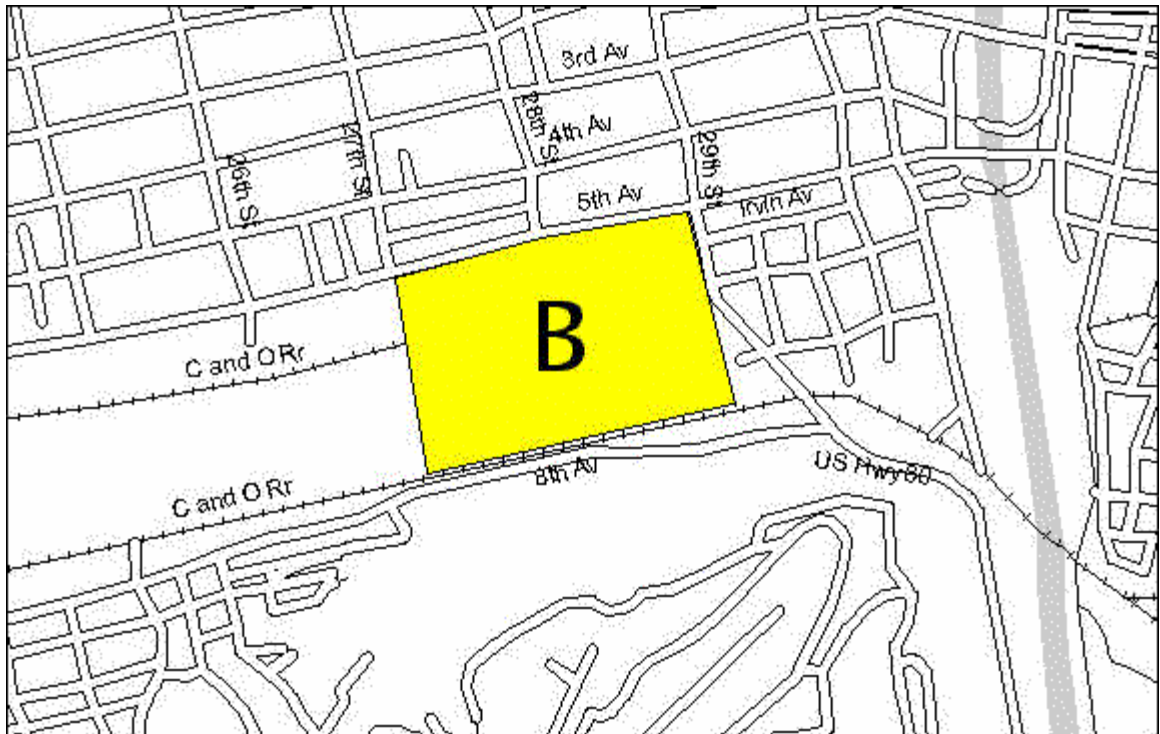
<u>C. Site Characteristics</u>	<u>Score</u>	<u>D. Planning Considerations</u>	<u>Score</u>
1. Size of Parcel	4	1 Comp. to Exist. Neighbor	5
2. Configuration of Parcel	4	2 Noise and Light Constraints	5
3. Desirability for Community Use	5	3 General Plan/Zoning	4
4. Neighborhood "Image"	4	4 Process/Timing Requirements	4
5. Climate	4	5 Impact Fee	n/a

<u>E. Economic Impact</u>	<u>Score</u>
1. Potential for Induced Development	5
2. RDA Tax Increment/Sales Tax	3
3. Proximity to Hotels	4
4. Proximity to Restaurants	5
5. Potential Corporate Sponsorship	4

Total Weighted Score: 19.95

Ranking: 1

Site B - 29th Street, Behind Big Bear/Harts Shopping Center



Site B - 29th Street, Behind Big Bear/Harts Shopping Center – This site is in the eastern part of the city, near the former site of Huntington East High School. It is bordered by 5th Avenue on its northern boundary (a main east bound roadway) and 8th Avenue on its southern boundary. The

This parcel of land has good size and configuration.

property sits in a commercially oriented part of town and is bordered by a shopping center.

Positives: This parcel of land has good size and configuration. It is situated in a neighborhood with good local and regional infrastructure. The potential for shared parking with the bordering shopping center exists. Proximity to restaurants is adequate, but the site is distant from many of Huntington’s largest hotels and motels. Potential for corporate sponsorship seems moderate. A fair amount of induced development also seems likely. Geotechnical and grading concerns would be minimal.

Traffic congestion could become a problem at this site due to the high volume of commuters passing on their way to/from both Proctorville, Ohio and Barboursville, WV.

Negatives: Although the site is situated along 5th Avenue, a main eastbound roadway, traffic congestion could become a problem at this site due to the high volume of commuters passing on their way to/from both Proctorville, Ohio and Barboursville, WV. Bottlenecked traffic at one of the nearby intersections seems like a real possibility, especially during the early evening. Drainage might also be a problem.

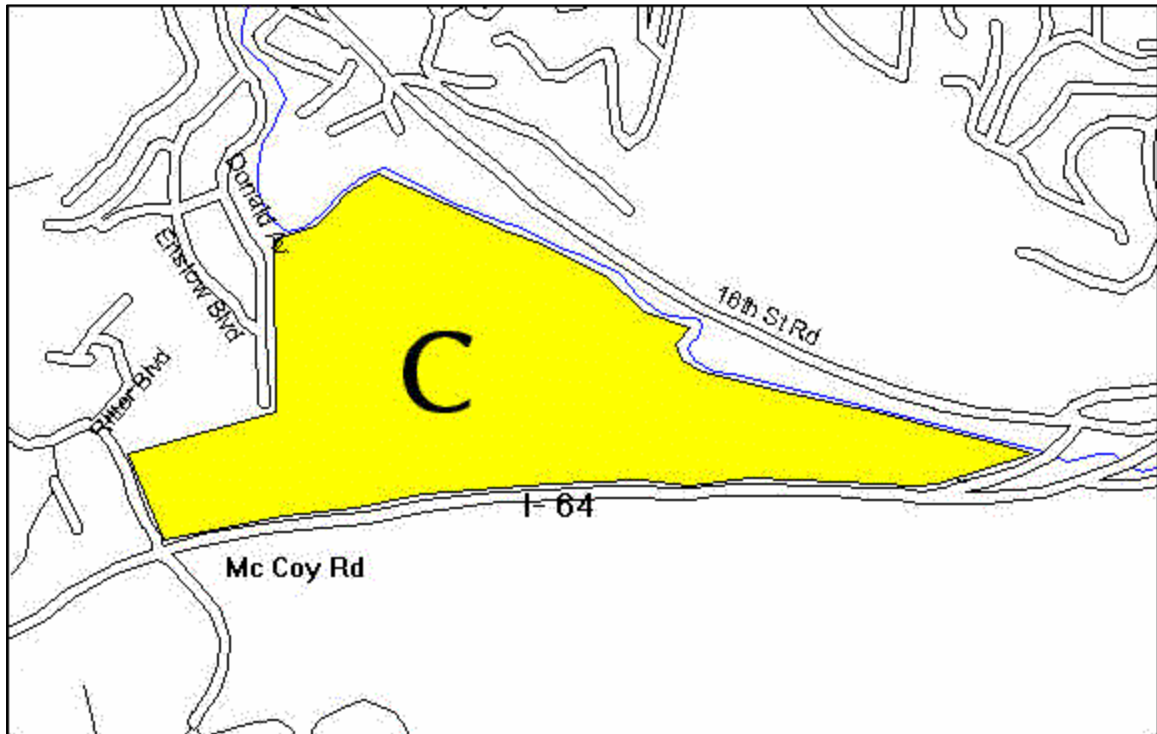
The following is the matrix analysis of the site, which results in a site ranking of 3 out of 5 sites:

Matrix Scores: (1-5; 5 being best conditions)

A. <u>Traffic and Access</u>	<u>Score</u>	B. <u>Engineering/Environmental</u>	<u>Score</u>
1. Traffic Movement (Local)	2	1. Geotechnical/Grading	5
2. Traffic Movement (Regional)	3	2. Infrastructure (Local)	5
3. Community Accessibility	2	3. Infrastructure (Regional)	4
4. Traffic Impacts on Adjacent Areas	3	4. Drainage	3
5. Parking Availability/Sufficiency	n/a	5. Environmental Constraints	2

C. <u>Site Characteristics</u>	<u>Score</u>	D. <u>Planning Considerations</u>	<u>Score</u>
1. Size of Parcel	3	1. Comp. to Exist. Neighbor.	4
2. Configuration of Parcel	3	2. Noise and Light Constraints	4
3. Desirability for Community Use	4	3. General Plan/Zoning	4
4. Neighborhood "Image"	4	4. Process/Timing Requirements	3
5. Climate	4	5. Impact Fee	n/a
E. <u>Economic Impact</u>	<u>Score</u>		
1. Potential for Induced Development	3		
2. RDA Tax Increment/Sales Tax	3		
3. Proximity to Hotels	2		
4. Proximity to Restaurants	3		
5. Potential Corporate Sponsorship	3		
<i>Total Weighted Score: 15.20</i>			
<i>Ranking: 3rd</i>			

Site C - 16th Street Road – Alternate Route 10



Site C - 16th Street Road – Alternate Route 10 – This site sits in the southern section of Huntington near both the Hal Greer Boulevard Exit of U.S. Interstate 64 and Ritter Park. It is heavily wooded and Fourpole Creek intersects this property near its northern border. Sixteenth Street

This is the largest of the five sites.

Since this site is rugged, heavily wooded, and lies near a stream, it would require considerable spending for grading, development, and infrastructure.

Road (and its corresponding neighborhood) also runs along much of the property's northern boundary. The area is largely residential, with some nearby commercial property such as gas stations, fast food restaurants, and Cabell-Huntington Hospital.

Positives: This is the largest of the five sites. It would have excellent visibility and is easily accessible from the interstate. The neighborhood image is positive, and its proximity to Ritter Park is very positive because it would place two of the city's major recreation resources in one small area.

Negatives: Since this site is rugged, heavily wooded, and lies near a stream, it would require considerable spending for grading, development, and infrastructure. Also, improvements would be necessary to any of the small roads/streets (exp. 16th Street Road, McCoy Rd., Donald Ave...) that may be used as entrances to the facility. These streets are currently incapable of handling the heavy traffic flows associated with a sports facility of the size contemplated. Such improvements would be expensive and time consuming compared to the other sites. Parking is also currently limited in this area, so expenditures for a lot on the site would be necessary. The potential noise and light pollution impacts to the neighborhood bordering this property might pose a problem.

On the following page is the matrix analysis of the site, which results in a site ranking of 5 out of 5 sites:

Matrix Scores: (1-5; 5 being best conditions)

A. <u>Traffic and Access</u>	<u>Score</u>	B. <u>Engineering/Environmental</u>	<u>Score</u>
1. Traffic Movement (Local)	2	1. Geotechnical/Grading	1
2. Traffic Movement (Regional)	4	2. Infrastructure (Local)	2
3. Community Accessibility	3	3. Infrastructure (Regional)	2
4. Traffic Impacts on Adjacent Areas	4	4. Drainage	4
5. Parking Availability/Sufficiency	n/a	5. Environmental Constraints	2

C. Site Characteristics	Score	D. Planning Considerations	Score
1. Size of Parcel	5	1. Comp. to Exist. Neighbor.	3
2. Configuration of Parcel	3	2. Noise & Light Constraints	3
3. Desirability for Community Use	2	3. General Plan/Zoning	3
4. Neighborhood "Image"	4	4. Process/Timing Requirements	2
5. Climate	4	5. Impact Fee n/a	
E. Economic Impact	Score		
1. Potential for Induced Development	3		
2. RDA Tax Increment/Sales Tax	3		
3. Proximity to Hotels	2		
4. Proximity to Restaurants	3		
5. Potential Corporate Sponsorship	3		

Total Weighted Score: 13.50
Ranking: 5th

Site D - University Heights & Route 60



Site D - University Heights & US Route 60 - This site lies in the eastern part of Huntington. It sits along Norway Avenue, only a few hundred yards from the avenue's intersection with Route 60. It is also near the 29th

Street exit of US Interstate 64. A baseball field already sits on part of this site. Some university owned housing facilities are also located nearby.

Proximity to the major roadways is the site's primary asset.

Positives: Proximity to the major roadways is the site's primary asset. The fact that a baseball field already exists on this site may reduce some site preparation costs. The neighborhood image is relatively positive.

This site is also located up a steep, winding road.

Negatives: The road leading from Route 60 to the location is currently rather narrow and would probably need to be widened to accommodate any additional traffic. This site is also located up a steep, winding road. The rugged nature of the surrounding terrain may make parking capacity an issue. Traffic on Route 60 going east is often very heavy, especially during "rush hours". Cars slowing to turn onto the road may cause traffic flow problems near the entrance leading to the park. Despite its proximity to these major roadways, any baseball facility would have limited visibility from Route 60. Also, since a residential neighborhood and some University housing are nearby, noise and light constraints could be a problem.

Despite its proximity to these major roadways, any baseball facility would have limited visibility from Route 60.

The following is the matrix analysis of the site, which results in a site ranking of 4 out of 5 sites:

Matrix Scores: (1-5; 5 being best conditions)

A. <u>Traffic and Access</u>	<u>Score</u>	B. <u>Engineering/Environmental</u>	<u>Score</u>
1. Traffic Movement (Local)	2	1 Geotechnical/Grading	3
2. Traffic Movement (Regional)	3	2 Infrastructure (Local)	3
3. Community Accessibility	3	3 Infrastructure (Regional)	3
4. Traffic Impacts on Adjacent Areas	3	4 Drainage	3
5. Parking Availability/Sufficiency	n/a	5 Environmental Constraints	3

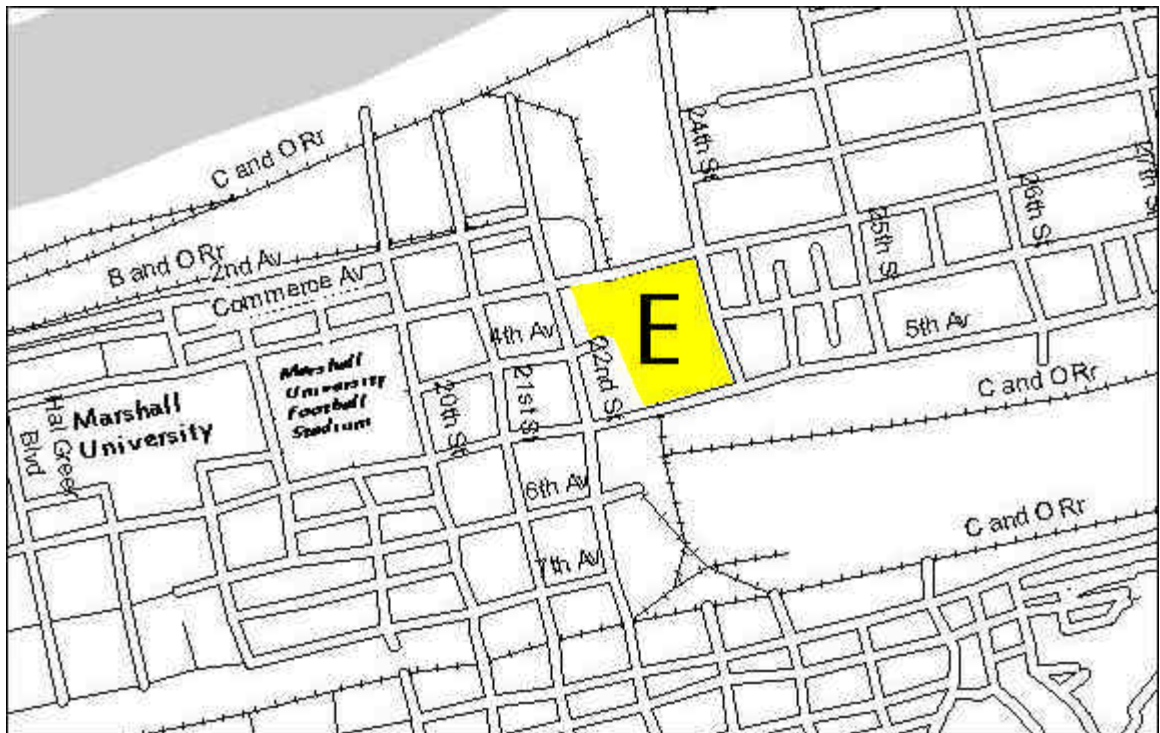
C. <u>Site Characteristics</u>	<u>Score</u>	D. <u>Planning Considerations</u>	<u>Score</u>
1. Size of Parcel	3	1. Comp. to Exist. Neighbor.	3
2. Configuration of Parcel	4	2. Noise and Light Constraints	3
3. Desirability for Community Use	3	3. General Plan/Zoning	3
4. Neighborhood "Image"	4	4. Process/Timing Requirements	3
5. Climate	4	5. Impact Fee	n/a

E. <u>Economic Impact</u>	<u>Score</u>
1. Potential for Induced Development	3
2. RDA Tax Increment/Sales Tax	3
3. Proximity to Hotels	3
4. Proximity to Restaurants	3
5. Potential Corporate Sponsorship	3

Total Weighted Score: 14.15

Ranking: 4th

Site E - 3rd & 5th Avenue – 24th Street to Railroad Tracks



Site E - 3rd and 5th Avenue – 24th Street to Railroad Tracks – This site is very close to Marshall University’s soccer field (it is separated by railroad tracks) and it is also just down the street from the football facility.

3rd Avenue, the city’s main eastbound thoroughfare, and 5th Avenue, the city’s main westbound thoroughfare, border this property.

The property seems to have adequate accessibility and traffic should flow quite well because this site borders both 3rd Avenue and 5th Avenue.

This is the smallest of the five sites under consideration.

Positives: The property seems to have adequate accessibility and traffic should flow quite well because this site borders both 3rd Avenue and 5th Avenue. The University’s various nearby parking facilities might also be utilized. Again, in the long-term, the clustering of several University sports facilities would likely save the Athletic Department both time and administrative expenditures.

Negatives: This is the smallest of the five sites under consideration, so parking may be a problem if other University facilities cannot be used. The site also is currently intersected by railroad tracks, which may cause as yet unforeseen problems. The parcel’s configuration might also be undesirable for the project’s needs. Drainage is poor compared to most other considered sites.

The following is the matrix analysis of the site, which results in a site ranking of 2 out of 5 sites:

Matrix Scores: (1-5; 5 being best conditions)

<u>A. Traffic and Access</u>	<u>Score</u>	<u>B. Engineering/Environmental</u>	<u>Score</u>
1. Traffic Movement (Local)	5	1. Geotechnical/Grading	4
2. Traffic Movement (Regional)	4	2. Infrastructure (Local)	4
3. Community Accessibility	4	3. Infrastructure (Regional)	4
4. Traffic Impacts on Adjacent Area	4	4. Drainage	2
5. Parking Availability/Sufficiency	n/a	5. Environmental Constraints	3
<u>C. Site Characteristics</u>	<u>Score</u>	<u>D. Planning Considerations</u>	<u>Score</u>
1. Size of Parcel	2	1. Comp. to Exist. Neighbor.	4
2. Configuration of Parcel	3	2. Noise and Light Constraints	4
3. Desirability for Community Use	4	3. General Plan/Zoning	3
4. Neighborhood “Image”	4	4. Process/Timing Requirements	4
5. Climate	4	5. Impact Fee	n/a

<u>E. Economic Impact</u>	<u>Score</u>
1. Potential for Induced Development	5
2. RDA Tax Increment/Sales Tax	4
3. Proximity to Hotels	4
4. Proximity to Restaurants	5
5. Potential Corporate Sponsorship	4
<i>Total Weighted Score: 17.70</i>	
<i>Ranking: 2nd</i>	

2.6 RECOMMENDATIONS

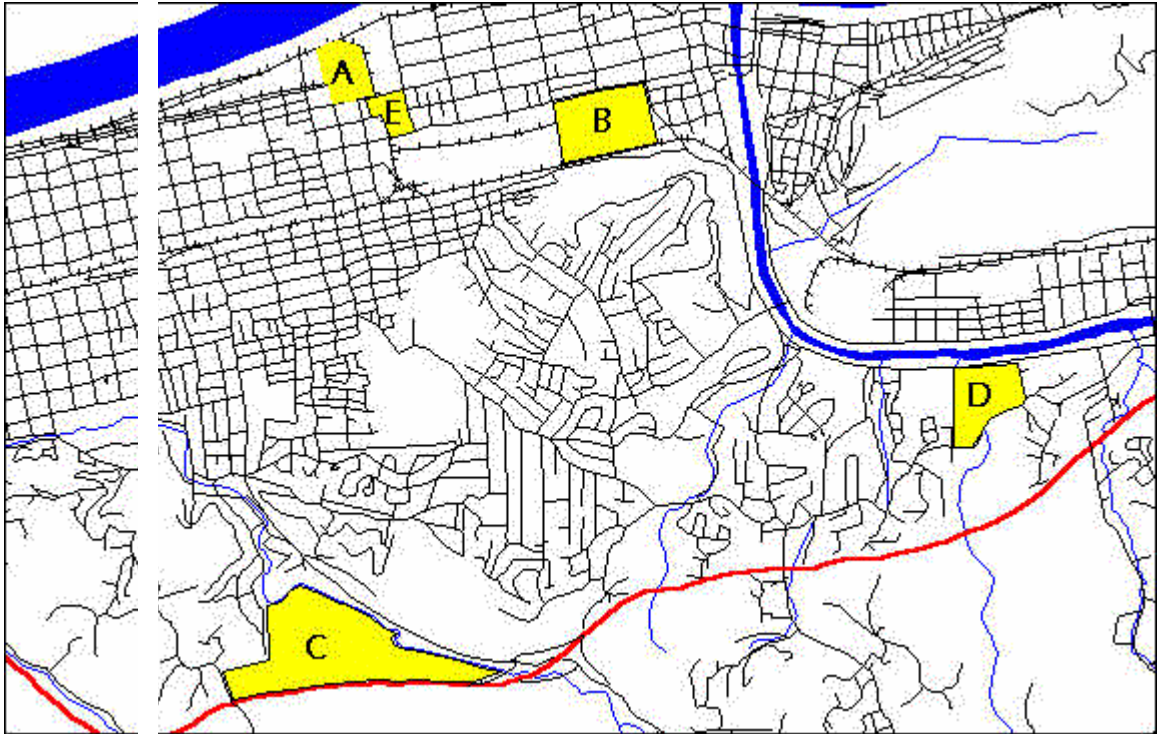
A summary of the site evaluation matrix is provided on the following page. The total weighted score of each of the 25 criteria for each site resulted in the following rankings:

<u>Site</u>	<u>Score</u>
A. 3 rd Avenue, 22 nd to 24 th Street	19.95
E. 24 th Street to Railroad, 3 rd & 5 th Avenue	17.70
B. 29 th Street, Behind Big Bear/Harts Center	15.20
D. University Heights – U.S. Route 60	14.15
C. 16 th Street Road – Alternate Route 10	13.50

This form of analysis studies strictly the qualitative aspects of these sites. Quantitative aspects such as land purchase cost and various costs related to development, should also, of course, be considered during the final decision making process. With that fact in mind, this analysis does provide a solid framework for comparing various potential project sites.

On the following page is the site location map showing the 3rd Avenue 22nd Street to 24th Street site, in comparison to the other potential sites. As mentioned previously, this site is designated “A” on the map.

Location of Potential Baseball Facility Sites



III. FEASIBILITY STUDY

This section of the report will analyze several issues crucial to the possible success of any baseball facility built in the Huntington area. The issues that will be studied include: characteristics of the Huntington area, the recent history of minor league baseball teams in Huntington, background information on both Minor League Baseball in general and certain area leagues in particular, and an anticipated schedule of events. This information aids in the estimation of attendance and economic impacts.

3.1 REGIONAL AREA CHARACTERISTICS & DEMOGRAPHICS

Huntington, the second largest city in West Virginia, is located in Cabell County, on the state's west-central edge. It is strategically located along the Ohio River, where Ohio, Kentucky and West Virginia meet. The cities sitting across the river from Huntington include Ironton, OH and Ashland, KY. In fact, these two cities help to compose the Huntington/ Ashland/ Ironton Metropolitan Statistical Area (MSA). An estimated 377,000 persons lived within 30 miles of Huntington in 1997, with approximately 316,000 living inside of the actual Metropolitan Statistical Area.³ The estimated median annual income for households within this 30-mile range was \$41,349. Estimated income for households within ten miles of Huntington was \$44,436.⁴ Many of the areas just outside of Huntington, in both West Virginia, Kentucky, and Ohio are very rural. To Huntington's east is Putnam County, one of West Virginia's fastest growing counties in terms of both population and employment.

An estimated 377,000 persons lived within 30 miles of Huntington in 1997, with approximately 316,000 living inside of the actual Metropolitan Statistical Area.

³ See Bureau of Economic Analysis "Table CA30, 1996 Economic Profile Huntington-Ashland WV-KY-OH (MSA)." *Regional Economic Information System*, CD-ROM. U.S. Department of Commerce. (May 1998).

⁴ See *Pcensus Project*, CD ROM. Tetrad Computer Applications Unlimited (1997).

As of 1996, the service and retail trade industries provided the bulk (24.9%) of Huntington/ Ashland's employment, with durable goods furnishing 12.4%, and state/local government providing 11.9% of all jobs.

3.1.1 Business and Industry

Much like the rest of West Virginia and the United States, Huntington has changed drastically in the past 20 years. Since the late 1970's and early 1980's, the local economy has gradually shifted its focus from the manufacturing and mining sectors to various service-related industries. As of 1996, the service and retail trade industries provided the bulk (24.9%) of Huntington/Ashland's employment, with durable goods furnishing 12.4%, and state/local government providing 11.9% of all jobs. Cabell County's four largest employers in June 1997 included: the Cabell County Board of Education, St. Mary's Hospital, Cabell Huntington Hospital, and Marshall University.⁵

Recently, Huntington and the surrounding area have benefited from its state-of-the-art fiber optic network, its accessibility by river, rail and highway, and the presence of Marshall University. Significant employment gains have resulted, including the location of several teleservice/research companies and the arrival of a 1,000 - employee credit card/business services firm. The rapid growth of nearby Putnam County and the imminent opening (and already-planned expansion) of a new Toyota manufacturing facility in Buffalo promise substantial indirect/induced economic benefits for the Cabell County/Huntington area. The arrival of other businesses that supply and serve these industries is also anticipated. At this time, prospects for further economic growth in the Huntington area appear bright.

At this time, prospects for further economic growth in the Huntington area appear bright.

3.1.2 Population

POPULATION – 30 MILE RADIUS

Presently Huntington's transformation from a manufacturing/mining town into a more broad-based economy seems to have stabilized its population base. After an overall drain during the last two decades, population within

⁵ See "The Ten Largest Employers in Each West Virginia County." found on Bureau of Employment Programs web site, <<http://www.state.wv.us/bep/lmi/cytop10/pg2.html>>.

By the year 2002, the population within 30 miles of Huntington is predicted to hover around 381,000 persons.

Huntington ranked 147th among the nation's 315 metropolitan areas in population.

Cabell County's average earning per job and per capita personal income in the 1996 were well below the national averages of \$29,861 and \$24,775 respectively.

the thirty-mile radius of Huntington is expected to continue its gradual increase during the next five years. By the year 2002, the population within 30 miles of Huntington is predicted to hover around 381,000 persons. Its 1997 level was estimated to be 377,500.⁶

POPULATION – HUNTINGTON/ASHLAND/IRONTON MSA

The United States Census Bureau estimates the current population in the MSA to be approximately 316,000 persons in 1996-1997. Huntington ranked 147th among the nation's 315 metropolitan areas in population. The MSA's population has decreased from its 1986 level of 322,000, but has rebounded somewhat from its 1990 low of 312,000 persons.⁷

3.1.3 Income

HOUSEHOLD INCOME

The estimated annual income for households within this 30-mile range was \$41,349. Estimated income for households within ten miles of Huntington was \$44,436. The transition of the area's economy during the 1970's and 1980's from high paying manufacturing and mining jobs to lower paying service jobs significantly reduced the Huntington's overall income level. By the year 2002 it is expected to climb to \$51,390, an increase of over 24 percent during the 5 year span. This averages a 4.86 percent increase per year.⁸

AVERAGE EARNING PER JOB & PER CAPITA INCOME

Two other ways to measure wealth in the area are average earning per job and per capita personal income. Cabell County's average earning per job in 1996 was \$24,775, and its per capita personal income had risen to

⁶ See *PCensus Project*, CD ROM, Tetrad Computer Applications Unlimited (1997).

⁷ See Bureau of Economic Analysis "Table CA30, 1996 Economic Profile Huntington-Ashland WV-KY-OH (MSA)." *Regional Economic Information System*. CD-ROM. U.S. Department of Commerce. (May 1998).

⁸ See *PCensus Project*, CD ROM, Tetrad Computer Applications Unlimited (1997).

\$17,922. (U.S. Census Bureau) However, these levels are still significantly below the national averages of \$29,861 and \$24,775, respectively.⁹

3.1.4 City Character

Huntington is a mixture of college town, traditional industrial town, and healthcare center. As was previously mentioned, it is the second largest city in West Virginia and although it is part of a metropolitan area, many very rural areas lie just outside of the city. This gives the Huntington a small-town feel while providing many of the services found in larger, more metropolitan areas. The cities of Huntington, Ashland and Ironton are interdependent for employment, shopping and amenities.

Unfortunately, entertainment services/ choices in the Huntington MSA are scarce compared to many smaller cities or MSAs. Sports entertainment is largely limited to University athletics, the Huntington Blizzard professional hockey team, the semi-professional Huntington Hawks football team, and local high school athletics.

Unfortunately, entertainment services/ choices in the Huntington MSA are scarce compared to many smaller cities or MSAs.

3.2 BASEBALL IN HUNTINGTON

3.2.1 Baseball in Huntington: Recent History

Currently, sports fans wishing to see minor league baseball must travel considerable distances to watch a game. The closest major league affiliated baseball franchise is located in Charleston, WV. In recent years Huntington has offered professional baseball, hosting the Rookie level Huntington Cubs (a Chicago Cubs affiliate) from 1990-1994, the River City Rumlbers in 1995, and most recently the Huntington Rail Kings.

Unfortunately, these clubs have not necessarily flourished. The Cubs averaged between 1,200 and 1,400 fans per game¹⁰ during their tenure, a respectable number compared to the Rookie level averages of 1,482 per

The Cubs averaged between 1,200 and 1,400 fans per game¹ during their tenure, a respectable number compared to the Rookie level averages of 1,482 per game during 1997 and 1,348 during 1998.

⁹ See Bureau of Economic Analysis "Table CA30, 1996 Economic Profile Huntington-Ashland WV-KY-OH (MSA)." *Regional Economic Information System*. CD-ROM. U.S. Department of Commerce. (May 1998).

¹⁰ See "Rail Kings Not Giving Up on Tri-State, Yet." June 25, 1998 *Huntington Herald Dispatch*

game during 1997 and 1,348 during 1998. However, the Cubs dissolved their rookie league affiliation with Huntington in 1994 for “cost-cutting” reasons. The River City Rumlbers team replaced the Cubs, but was disbanded by the Appalachian League in 1995 because St. Clouds Commons failed to meet minimum affiliated minor league standards. The Rail Kings, an independent team, folded midway through their 1998 season. Management attributed the club’s financial failure to low attendance (about 212 per game) and a lack of advertising revenue.

3.2.2 Baseball in Huntington: Past Problems

There are several possible reasons for the limited financial success of past Huntington professional baseball clubs. Many residents contend the failure of past teams is primarily due to the St. Cloud Commons facility in which they played their games. This old facility is located in the western section of Huntington, an area that is remote from much of the city’s population. St. Cloud’s Commons is also close to a nearby river, dooming the baseball field to sporadic flooding and forcing the cancellation of games.

The Rail Kings also cited a lack of corporate sponsorship and advertising revenue as barriers to their success in Huntington. This lack of sponsorship and advertising probably arose from the small crowds the park/team drew. Obviously, a company would be hesitant to purchase advertising at a baseball game few people would attend. Consequently, without ticket and advertising revenue the Rail Kings had less money to advertise their games, starting a vicious cycle. (In a June 25th, 1998 Herald Dispatch article, the Rail Kings management mentioned that the club had done little advertising by television because they preferred to exchange advertising/signage at their park for TV advertising. The television stations were unwilling to agree to such an arrangement.)¹¹ It is likely that the Rail King’s lack of major league franchise affiliation also gave potential fans the impression that the Huntington team lacked quality

Many residents contend the failure of past teams is primarily due to the St. Cloud Commons facility in which they played their games.

The Rail Kings also cited a lack of corporate sponsorship and advertising revenue as barriers to their success in Huntington.

players. Although the level of their league's competition was generally considered higher than the Cub's rookie level team, the Rail Kings lacked the identity that a major league affiliation provides its farm teams. Their playing record (12 wins, 28 losses) was poor, probably heightening the community's negative perception. (Huntington Herald Dispatch)

3.3 MINOR LEAGUE BASEBALL

3.3.1 Attendance Trends

One of the two primary tenants for the proposed baseball facility would likely be a Professional Minor League Baseball team. In recent years, minor league baseball has consistently grown in popularity. As of 1996, total regular season attendance for the 172 admission charging members of the National Association of Professional Baseball Leagues (NAPBL) had exceeded 33 million persons for three straight years. Such a level had last been reached during the 1940's when the NAPBL consisted of over 400 teams. In fact, at the time of this study, total regular season attendance had increased during 14 of the last 16 years.¹²

Merchandise sales have also grown during this time period, reaching \$60 million for NAPBL members in 1997.¹³ This figure does not include independent league teams. Also, the 1998 season was widely considered one of the greatest in Major League history in terms of both excitement and attendance. Because developments in the major leagues often have spillover effects on the minor leagues, this seems to predict a continued period of popularity growth for minor league teams.

As of 1996, total regular season attendance for the 172 admission charging members of the National Association of Professional Baseball Leagues (NAPBL) had exceeded 33 million persons for three straight years.

¹¹ See "Struggle at the Gate." June 25, 1998 Huntington Herald Dispatch

¹² See "NAPBL History." found at National Association of Professional Baseball Web Page, <<http://www.minorleaguebaseball.com/napbl/history.html>>.

¹³ See "NAPBL History." found at National Association of Professional Baseball Web Page, <http://www.minorleaguebaseball.com/napbl/history.html>.

Minor league baseball is split into four general levels. These levels are Class AAA, Class AA, Class A, and Rookie level.

3.3.2 Organization

Minor league baseball is split into four general levels. These levels are Class AAA, Class AA, Class A, and Rookie level. Class AAA is the highest level, standing one level below the major leagues. Class AA is the next lowest level, followed by Class A and finally Rookie level. These last two classifications are primarily composed of first-year players from high schools, colleges, and various foreign nations. Class A teams are themselves designated either Class A Advanced, Class A, or Class A Short-Season. The major league franchises generally provide minor league teams with their players, coaches, and managers. In addition to the classifications just mentioned, several independent leagues exist consisting of teams that have no affiliation to a major league team.

3.3.3 Contrasts to Major League Baseball: Pricing/Community Relations

Generally minor league operations stress affordability and family entertainment. Major League teams, in contrast, are more glamorous and, consequently more expensive.

Minor league baseball operations are often vastly different from their major league counterparts. Generally minor league operations stress affordability and family entertainment. Major League teams, in contrast, are more glamorous and, consequently more expensive. For many families, a trip to a major league baseball game is a special event, while a trip to a minor league game is considered a more affordable and less extravagant form of entertainment. The National Association of Professional Baseball Leagues reports that 90 percent of both Class AAA and Class AA teams charged six dollars or less for adult tickets to their games. In comparison, 95 percent of Class A teams charged five dollars or less for adult tickets and 95 percent of Short Season-A/Rookie League teams charge four dollars or less for tickets. A ticket to a major league baseball game costs substantially more, averaging \$13.60. In comparison, minor league tickets average less than five dollars for general admission seats. Also, virtually all minor league teams have reduced prices for

children, and since minor league baseball franchises are often located closer to their customers, the cost of travelling to a game is lower too.¹⁴

Average minor league prices according to the NAPBL included: adult ticket (\$4.78), hot dog (\$1.70), soda (\$1.50), beer (\$2.50), program (\$1.95), parking (\$1.10), and ballcap (\$13.25).

The NAPBL performed a ‘Fan Cost Index’ to determine the 1998 average cost for a “basket” of items a family of four might reasonably purchase at a major or minor league game. This basket of items included: “...four average tickets, four hot dogs, four small sodas, two small beers, two game programs, two ballcaps and parking for one car.” The major league average was \$115, as opposed to \$70 for a minor league excursion (ranging from \$77 at Triple-A level to \$62 for Short-A/Rookie League). Average minor league prices according to the NAPBL included: adult ticket (\$4.78), hot dog (\$1.70), soda (\$1.50), beer (\$2.50), program (\$1.95), parking (\$1.10), and ballcap (\$13.25). Parking is free at over half of all minor league ballparks, and parking at facilities that do charge averages only about two dollars.¹⁵

While major league teams use “star power” to attract their fans, minor league baseball teams often feature various events like concerts, wrestling matches, give-a-ways, and fireworks shows both during their regular playing season and during the off-season.

Compared to major league franchises, minor league teams also tend to concentrate more on providing family entertainment, as opposed to just baseball. While major league teams use “star power” to attract their fans, minor league baseball teams often feature various events like concerts, wrestling matches, give-a-ways, and fireworks shows both during their regular playing season and during the off-season. Minor league clubs are often more active in their communities as well. It is common for players to make appearances at local schools and the club often gives blocks of tickets away to nearby businesses and civic organizations.

¹⁴ See “Head for the Ball Park: Just 6 Bucks or Less.” found at National Association of Professional Baseball Web Page, <http://www.minorleaguebaseball.com/bbnews/98/vol4/6bucks.html>.

¹⁵ See “Head for the Ball Park: Just 6 Bucks or Less.” found at National Association of Professional Baseball web page, <http://www.minorleaguebaseball.com/bbnews/98/vol4/6bucks.html>.

3.4 SOUTH ATLANTIC LEAGUE

3.4.1 Organization

If a Class A baseball team located in Huntington, it would most likely compete in the South Atlantic League (SAL). Currently composed of 14 teams, the South Atlantic League is divided into three divisions. The divisions are arranged as follows:

<u>Northern</u>	<u>Central</u>	<u>Southern</u>
Cape Fear	Asheville	Augusta
Charleston, WV	Capital City	Columbus
Delmarva	Charleston, SC	Macon
Hagerstown	Greensboro	Savannah
	Hickory	
	Piedmont	

3.4.2 Huntington & the South Atlantic League: How They Fit

GEOGRAPHY AND DEMOGRAPHIC FIT

The South Atlantic League seems the most logical choice for a new minor league baseball team in Huntington for several reasons. It is the only regular-season Class A league that currently operates in West Virginia, so Huntington fits into this league's travel logistics and territorial requirements. Its demographics are also comparable to those in most other SAL cities. The other closest A level baseball leagues are the New York-Penn League (a league operating in the northeastern United States), and the Class A-Advanced Carolina League (its closest teams are located in Virginia and the Washington, DC area). The New York-Penn League is a short season (76 total games, 38 home games) league, and none of its teams are currently located further south than Williamsport, PA. It is also important to note that the NY-Penn teams exist as far north as the Ontario province of Canada.¹⁶

¹⁶ *Baseball America's 1998 Directory*, Baseball America Inc., p. 192 - 207.

The location of a SAL league team in this city would create a natural rivalry between Charleston and Huntington that would likely result in large crowds each time the two teams played against each other.

POSSIBLE RIVALRY WITH CHARLESTON

The location of a SAL league team in this city would create a natural rivalry between Charleston and Huntington that would likely result in large crowds each time the two teams played against each other. Such a rivalry would probably be beneficial for both franchises in terms of both revenue and positive media coverage.

TERRITORIAL ISSUES

While studying the possible relationship between teams in Huntington and Charleston, the issue of any territorial conflicts or disputes was also examined. All National Association of Professional Baseball Leagues teams are "...granted protected territorial rights covering a specific geographical area ('territory') within which only that club may operate and play its home games, unless the club and its league agree to forego a home territory pursuant to a written consent obtained from all affected clubs and leagues...Attachment A, appended to this Agreement, identifies and defines each territory".¹⁷ (NAPBL Rules Book) Since previous baseball clubs in the city of Huntington have not encountered problems with territorial conflicts, it was considered unlikely that a new club might face such issues, but the possibility was still examined in order to provide complete assurance.

To insure that the territory of a prospective Huntington baseball team and the territory of the existing franchise located in Charleston would not conflict, the rules concerning new territories and the current definition of the Charleston franchise's territory were consulted. The NAPBL Rulebook states:

"With the exception of territories set forth in Attachment A, the territory of each club must have boundaries that are no closer than fifteen (15)

¹⁷ *National Association Agreement, National Association of Professional Baseball Leagues, (1996): p. 22.*

miles from the boundaries of all other clubs territories, and must be defined by the boundary lines of an entire county or counties (or parish or Canadian division or district). The fifteen (15) mile 'buffer' is not included as part of the club's territory, and may coincide (in whole or in part) with the fifteen (15) mile 'buffer' surrounding another club's territory.”¹⁸

Since the Charleston club's territory is defined as “Kanawha County, West Virginia”, the two territories would not conflict.¹⁹

3.5 ANTICIPATED USES/EVENT SCHEDULE

It is possible that various events such as High School baseball and softball tournaments could be arranged for the facility, as well as AAU and Babe Ruth League events. In fact, the baseball facilities' administrators and owners have reported hosting a wide variety of community oriented events at their parks. These events included corporate picnics and softball games, community festivals, dog shows, circuses, car shows, 5k races, and religious gatherings. Events that may take place at the potential Huntington facility include:

- High School Baseball Tournaments
- American Legion or Babe Ruth League Tournaments
- High School Baseball, Football, or Soccer Camps
- Corporate Picnics or Soccer Games
- Festivals, Carnivals
- Circuses
- Professional Wrestling Event
- Popular Music Concerts
- Classical Music Concerts (Community Groups and Special Performances)
- Religious Gatherings and Revivals
- Trade Shows
- Holiday Events/4th of July Fireworks Shows

¹⁸ National Association Agreement, *National Association of Professional Baseball Leagues*, (1996): p 22.

¹⁹ National Association Agreement, *National Association of Professional Baseball Leagues*, (1996): p A-10.

- Backdrop for Advertising and Commercial Photography
- Graduation Ceremonies
- Special Open Houses
- Band Competitions
- Auto Shows
- Dog or Pet Shows

Based upon discussions with minor league team owners, general managers and facility operators, following is the first year’s projection of events:

<u>Event</u>	<u>Event Days</u>
College Baseball	10 days
Minor League Baseball	65-70 days
Concerts	0 days - first year
Misc. Public Shows/Events	4 days
Total Event Days	80-85 days

Conservatism in scheduling non-baseball events is suggested during the facility’s first year. Due to the intrinsic uncertainty of public reaction to new entertainment venues and because unexpected operational problems almost inevitably arise at new entertainment facilities, it would be wise for the Huntington facility to concentrate on its core business, baseball, during the first year. It should not risk over-committing itself to alternative or non-baseball events until any unforeseen difficulties have been solved, the staff has grown accustomed to running the facility, and the public has accepted the new ballpark.

3.6 ATTENDANCE PROJECTIONS

The primary use for the proposed baseball facility will likely be college and minor league baseball. To produce reliable attendance rates, several analytical methods have been used. These methods included:

- Studying past attendance rates at all affiliated minor league facilities;

- Studying minor league attendance rates for cities of comparable size to Huntington;
- Studying attendance in surrounding leagues for both new facilities and all facilities (Midwest, South Atlantic, and New York-Penn, and Carolina leagues);
- Using available statistics to determine the relationships between crowd size and selected variables;
- Reviewing previous economic literature on the topic;
- Conducting a telephone survey in Huntington to assess community support.

The simultaneous use of these varied methodologies produces results that are more reliable than predictions based on any single technique.

ATTENDANCE: ALL AFFILIATED MINOR LEAGUE TEAMS

Based on data collected by the National Association of Professional Baseball Leagues, the 1997 average attendance for all affiliated minor league teams was 3,469 fans per game. Unfortunately, the number of games rained-out was unavailable for 1997 and 1998. However, during the 1998 season, the data indicated that the average affiliated minor league baseball game attracted 3,434 fans – a slight decrease from the previous year. Over 35 million fans attended minor league baseball games in 1998. These numbers do not include fans attending games played by the many teams across the country that are not affiliated with a major league franchise.²⁰

ATTENDANCE: COMPOSITE OF A-LEVEL TEAMS

In 1997, a total of 4,729 baseball games were played at the Class-A level. An average of 2,610 fans attended each game. Attendance fell during the 1998 season to 2,395 persons for each of the 4,817 openings, or about three percent from 1997. Possible causes for this decline include poor weather, the dramatic resurgence in the popularity of Major League

During the 1998 season, the data indicated that the average affiliated minor league baseball game attracted 3,434 fans – a slight decrease from the previous year.

An average 2,395 persons attended each Class A level baseball game during the 1998 season.

²⁰ See “1998 NAPBL Regular Season Attendance.” found at the National Association of Professional Baseball League’s web site, <http://www.minorleaguebaseball.com/bbnews/98/vol8/chart.html>.

baseball teams, and the expansion of the Major Leagues into (or near) cities that previously hosted only minor league clubs.²¹

ATTENDANCE: A-LEVEL TEAMS IN THIS REGION

During the 1998 baseball season, teams in the South Atlantic League averaged 2,285 fans per opening.

During the 1998 baseball season, teams in the South Atlantic League averaged 2,285 fans per opening. This represented an average decrease of 55 fans per opening. The Midwest League’s attendance fell from 3,300 per game in 1997 to 3,093 during the 1998 season. Attendance in the Class A, Short-Season New York-Penn League declined by an average of 20 fans per game from 2,499 to 2,479. The Carolina League averaged 2,856 fans, down from 3,387 during the 1997 season. In total, during the 1998 season the four Class-A level leagues closest to Huntington averaged 2,712 fans per each game played.²² It is important to note that according to the Census Bureau’s 1996 MSA population estimates, the Huntington/Ashland/Ironton population is larger than the populations found in almost half of these other cities.

South Atlantic League Attendance: 1997-1998

<u>City/Club</u>	<u>Year Facility Built</u>	<u>Attend. 1997</u>	<u>Attend. 1998</u>	<u>Class A 1998 Rank</u>
Asheville	1992	143,351	148,638	24 th
Augusta	1995	152,270	162,509	18 th
Cape Fear	1987	69,873	75,799	45 th
Capital City	1991	135,670	141,138	27 th
Charleston, SC	1997	231,006	234,840	10 th
Charleston, WV	1949	88,378	92,219	41 st
Columbus	1951	119,646	94,241	39 th
Delmarva	1996	324,412	295,938	7 th
Greensboro	1926	146,987	160,465	19 th

²¹ See “1998 NAPBL Regular Season Attendance.” found at the National Association of Professional Baseball League’s web site, <http://www.minorleaguebaseball.com/bbnews/98/vol8/chart.html>.

²² See “1998 NAPBL Regular Season Attendance.” found at the National Association of Professional Baseball League’s web site, <http://www.minorleaguebaseball.com/bbnews/98/vol8/chart.html>.

<u>City/Club</u>	<u>Year Facility Built</u>	<u>Attend. 1997</u>	<u>Attend. 1998</u>	<u>Class A 1998 Rank</u>
Hagerstown	1931	115,011	109,932	35 th
Hickory	1993	196,394	193,258	16 th
Macon	1929	129,723	120,009	32 nd
Piedmont	1995	114,646	125,653	31 st
Savannah	1941	125,729	130,509	29 th

ATTENDANCE ESTIMATES: REGIONAL CITIES WITH SIMILAR POPULATIONS

Baseball teams located in this region, whose home cities have populations comparable (within 60,000 persons) to Huntington's, were also studied. Originally, cities in the South Atlantic, Midwest, NY-Penn, and Carolina leagues were considered. The Carolina League was dropped because its cities' populations were either much too large or too small to be compared to Huntington. The short-season NY-Penn League was also dropped because the length of its teams' schedules (38 home games) differ from the one (71 home games) envisioned for a team in Huntington. The number of home games a team offers may significantly affect its fans' attendance habits. The elimination of these leagues left eleven cities from the remaining two leagues to be considered. These cities had average populations of 325,947 and their teams drew a mean of 2,224 fans per scheduled game.

On average, 3,630 persons attended home games at all of these most recently built facilities during the 1997 season, while 2,762 persons attended games at the five newest SAL stadiums.

ATTENDANCE ESTIMATES: REGIONAL CITIES WITH NEW BASEBALL FACILITIES

The "newness" of a baseball facility is another proven attendance factor. Thirteen baseball facilities located in the South Atlantic League (SAL) and Midwest League cities are less than five years old. Their total 1997 attendance was divided by 70 or 71 games respectively (a complete home schedule) to determine the average home attendance per game for full season. On average, 3,630 persons attended home games at all of these most recently built facilities during the 1997 season, while 2,762 persons attended games at the five newest SAL stadiums.²³ To arrive at another, more realistic attendance estimate, it was assumed that 5 or 6 (again

Clearly, new baseball facilities draw more fans than older facilities.

Based on this methodology, a new baseball facility in Huntington would be expected to average 2,587 fans during its first year (for minor league baseball), with attendance falling by approximately 1.3% each following year.

respectively) games were rained out at each of these parks, and that the teams actually played 65 total home games. Under this assumption, attendance averages at the parks jumped from 3,630 to 3,912 for all teams considered and from 2,762 to 2,980 for the SAL clubs. Clearly, new baseball facilities draw more fans than older facilities.

ESTIMATED ATTENDANCE: INTERPRETING COLLECTED DATA

In order to determine the likely attendance for minor league baseball at a facility in Huntington, an effort was made to determine the effects of certain relevant variables on both one another and on average attendance. In other words, an attendance model or equation was developed. This equation was developed using data collected for all Class A level, major league-affiliated teams and attendance variables frequently cited in economic literature on baseball. The variables considered included: MSA population, age of facility, newness (under five years of age) of facility, seating capacity, team winning percentage, season size (regular season vs. short season), city's distance from its major league affiliate, and the city's distance from any major league team. Once the relationships were determined and a reasonable model was developed, data for Huntington was substituted into the formula. Based on this methodology, a new baseball facility in Huntington would be expected to average 2,587 fans during its first year (for minor league baseball), with attendance falling by approximately 1.3% each following year.²⁴

²³ See *Baseball America's 1998 Directory*, Baseball America Inc.

²⁴ Out-year attendance under the model is heavily affected by the team's level of success.

ATTENDANCE ESTIMATES: SUMMARY

The following is a summary of the attendance estimates using the various methods previously discussed:

Average of all minor affiliated minor league teams (1998) -	3,434
Average attendance for all Class A teams (1998) -	2,395
Average South Atlantic League (SAL) (1998) -	2,285
Average Regional (closest) Class A Leagues (1998) -	2,712
Average Regional w/ Similar Populations (1997 attend.) -	2,224
Average Regional Cities w/ New Facilities (1997) -	3,630
Average SAL Cities w/ New Facilities (1997) -	2,762
<u>Estimate Using SAS Model (1997) -</u>	<u>2,587</u>

Mean Attendance Using All Methods 2,754

By using seven different methods to estimate average attendance at a new Huntington baseball facility, it is estimated that the facility would likely draw between 2,500 and 3,000 spectators per minor league game.

By using seven different methods to estimate average attendance at a new Huntington baseball facility, it is estimated that the facility would likely draw between 2,500 and 3,000 spectators per minor league game. For the purposes of this study, a fairly conservative estimate of **2,700** is used. This equates to 191,700 (per 71 home game season) for minor league baseball alone and would rank Huntington 4th among the 14 current South Atlantic League teams.

The choice of the lower estimate takes into account the relatively low per capita income of the Huntington/Ashland/Ironton MSA. However, it should also be noted that since minor league baseball games are relatively inexpensive compared to many other forms of entertainment, the area's low per capita income might benefit attendance rates. Simply stated, lower income households might choose less expensive recreation over more expensive recreation, especially if the inexpensive choice is still of high quality and entertainment value.

NON-QUANTITATIVE FACTORS

It is important to note that certain factors that cannot be quantitatively measured also positively or negatively affect attendance. A telephone survey of minor league baseball team owners, general managers, and

facility operators at 16 minor league facilities, various considerations of this kind were discussed. Factors often mentioned included: facility location, advertisement, public relations, parking capacity, proximity to major roads, traffic flow, a franchise's relations w/ local companies and corporations, quality of concessions, seating quality, number of other local entertainment options, and the attractiveness of the facility.

WEEKEND ATTENDANCE

Weekend attendance rates at minor league baseball games routinely exceed weekday levels. The Fairfield baseball study, upon which the Huntington study is modeled, predicted that overall weekend attendance would average 118 percent of weekday levels, and that Saturday night attendance would exceed the weekday average by 30 percent. Since it is doubtful that weekday/weekend attendance patterns vary greatly in different parts of the country, these averages have also been adopted for the Huntington study. Using these estimates, it is likely that weekend crowds would regularly reach 3,200 persons and that Saturday night crowds could exceed 3,500 spectators. Using various promotions and special events, the facility may attract even larger crowds.

3.7 RECOMMENDATION: STADIUM SIZE

Based upon the attendance estimates just discussed, a seating capacity of 4,500 is recommended for the proposed baseball facility. This capacity should be appropriate for the expected needs of a Huntington baseball franchise and the university. This estimate also seems to be supported by the telephone survey of Huntington residents conducted in October 1998. Of the 278 persons surveyed, 55 percent responded that they would be interested in attending a minor league baseball game in Huntington. (See Appendix B)

Of the 278 persons surveyed, 55 percent responded that they would be interested in attending a minor league baseball game in Huntington.

A baseball stadium seating 4,500 people could comfortably accommodate an average weekend game crowd of approximately 3,200 (71.1 percent of capacity), a Saturday night crowd of 3,500 (77.8 percent of capacity), as well as an occasional, abnormally large crowd. This seating level also meets the minimum, recommended standard for new minor league facilities (4,000 seat capacity for Class A teams) set forth in the Major League Rules Book.

Huntington/Marshall Stadium Projections

Projected Annual Attendance	191,700
Projected Average Game Attendance	2,700
Projected Weekend Game Crowd	3,200
Average Saturday Night Crowd	3,500
Suggested Stadium Capacity	4,500

Attendance Projections

<u>Event</u>	<u>Event Days</u>	<u>Est. Avg. Attend.</u>	<u>Total Attend.</u>
Professional Baseball	71	2,700	191,700
College Baseball	10	500	5,000
Misc. Public Shows	4	1,000	4,000

3.8 ECONOMIC IMPACT

Using IMPLAN simulation software, the new facility's economic impact was projected. Economic impact measures the direct, indirect, and induced spending resulting from the facility's initial construction, as well as expenditures related its operation by both its operators (expenses) and its patrons (revenues). Here, economic impact is projected for the one time construction period and for the first year's minor league baseball operations. The impacts of Marshall University baseball and of any miscellaneous public shows or events were not included.

EMPLOYMENT IMPACT

The IMPLAN model predicts that a baseball stadium construction project in Cabell County, with a \$7.1 million dollar budget, should create 147 temporary construction jobs. In addition to these 147 one-time construction jobs, it is estimated that the baseball facility, its operations and the outside activity it generates will create approximately 138 permanent jobs during its first year. Sectors expected to experience the most noticeable job increases include: eating and drinking establishments, miscellaneous retail establishments, food stores, automotive dealers & service stations, and hospitals.

OUTPUT IMPACT

With a construction budget of \$7.1 million and an operations budget of \$850,000, the stadiums total first year economic impact on Cabell County is predicted to be \$13.1 million. Sectors experiencing the most noticeable boosts in economic activity are predicted to include: wholesale trade, housing/real estate, eating & drinking establishments, automotive service stations & dealerships, medical/hospital services, and dental services. To varying degrees, many other sectors of the local economy are expected to also benefit from the stadium's presence.

EMPLOYEE COMPENSATION

Total employee compensation for the first year is predicted to be approximately \$5.5 million, with \$4.1 million (construction and operations wages) directly related to the stadium. Local economic sectors expected to experience the most noticeable compensation impacts include: wholesale trade, general merchandise stores, food stores, service stations & automotive dealerships, eating & drinking establishments, miscellaneous retail stores, medical services, hospital services, and dental services. To a lesser degree, the impact of the baseball stadium should be felt in numerous other sectors of the economy, as well.

With a construction budget of \$7.1 million and an operations budget of \$850,000, the stadiums total first year economic impact on Cabell County is predicted to be \$13.1 million.

IV. BUSINESS PLAN

The following section is a proposed business plan for a baseball facility in Huntington. Using information and conclusions gathered in previous sections of this analysis, this baseball facility plan provides the following: a limited stadium development program as suggested by the Professional Baseball Association Standards, certain general project development cost estimates, potential land acquisition costs, a facility management program, revenue projections, operating cost projections, and a proforma analysis and schedule.

4.1 FACILITY PROGRAM

Previously, this study has discussed characteristics of the potential sites for a Huntington baseball facility, characteristics of the Huntington/Ashland/Ironton MSA, and likely characteristics of a Class A level minor league baseball operation. Using this accumulated information, a limited program can now be devised that meets or exceeds the minimum requirements the Professional Baseball Association (PBA) sets for a Class A minor league baseball.

The stadium program's basic recommended elements include:

- 4,500 permanent theater style seats; expandable to 6,000 for possible future demand.
- Three types of seating: Box (25%), Reserved (25%), and General Admission (50%). (Recommended minor league seating distribution)
- Flexible field planning for other possible uses. (i.e. baseball, concerts, soccer...)
- 70 linear feet of full-service concession area. No club or restaurant at this time.
- 1,000 new paved parking spaces on-site (approximately one per each three fans). Some or all of this will be unnecessary if existing University parking resources can be utilized.

Appendix C includes more detailed stadium program information and compares this report’s suggestions with the Professional Baseball Association’s Standards.

TOTAL PROJECT BUDGET
(4,500 SEAT STADIUM)
(Land Acquisition Costs Excluded)

<u>Item</u>	<u>Cost Estimate</u>
Site Improvements	\$1,600,000
Facility Improvements	\$4,050,000
Contingency 5%	\$250,000
Sub-Total Hard Cost	\$5,900,000
Pre-Development Soft Cost @ 10%	\$590,000
Construction Soft Cost @ 10%	\$590,000
Total Budget	\$7,080,000
Rounded Total Budget.	\$7,100,000

This “sub-total hard cost” estimate does not include expenditures for site development, off-site construction, land purchase costs and soft costs. For the purpose of this report it is assumed that little or no off-site construction will occur. Soft pre-development costs generally include planning fees, architect and engineering fees, environmental clearance/expenses, any related entitlement costs, project management, and various administrative expenses. Soft costs for development include general contractors’ fees, construction site costs, general condition, architect and engineering field work, and project management. This cost estimate does not include concession equipment, furniture, fixtures, as well as any supplies that the tenant normally provides.

The average cost to build new minor league facilities (all team classifications) during the period 1996-2000 is projected to be \$20.0 million. The same publication predicts that the average Class A minor league facility will cost \$11.0 million to build during that same period

Data collected from both this source and from the telephone survey of minor league owners, general managers and facility operators mentioned earlier indicates that the mean cost to build a Class A ballpark from 1992 through 1995 was approximately \$9.58 million.

(1996-2000).²⁵ In comparison, data collected from both this source and from the telephone survey of minor league owners, general managers and facility operators mentioned earlier indicates that the mean cost to build a Class A ballpark from 1992 through 1995 was approximately \$9.58 million. However, this figure may be somewhat misleading. Costs for the stadiums built from 1992 to 1995 ranged from \$1 million for the 5,000 seat facility built in San Bernadino, CA (1996) to \$20 million for a 6,665 seat facility constructed in Rancho Cucamonga, CA (1993). Clearly, the cost of a stadium greatly depends upon how elaborate the builder wants that ballpark to be. (See Appendix A)

4.2 LAND ACQUISITION

An effort was made to estimate land acquisition costs for a baseball facility built on the 3rd Avenue, 22nd Street to 24th Street site. Using records and maps located at the City of Huntington's Planning and Development Office, the assessed value of each parcel of property comprising the site was obtained. The assessed values of these pieces of property totaled approximately \$1.6 million. To estimate the actual purchase price of this property, the assessed value of the property was then divided by .60, leading to an estimated selling price of \$2.66 million for the property currently under consideration.

4.3 FACILITY MANAGEMENT PROGRAM

The operations management program for the proposed baseball facility in Huntington includes all management and maintenance of both the facility and its grounds. Various event day operations are also discussed, including traffic control, parking, security, event-time building maintenance and field preparations. The program's purpose is to help project operating

²⁵ See Baade, Robert A. and Allen R. Sanderson, "Minor League Teams and Communities", *Sports, Jobs, & Taxes*. (1997): p. 469, 483-489.

costs in the Huntington stadium proforma. A simple hierarchy of the facility management operations follows:

Level 1: Minor League Franchise Owner (League Season)/University Athletic Dept.

Level 2: Facility Manager/Operations Director

Level 3: Full-time employees: Concessions Mgr.; Security Foreman; Head Groundskeeper; Parking/Traffic Manager; Building Engineer

Level 4: Part time/temporary employees or university: concessions, security, groundskeeping, parking/traffic, box office/ticket, announcers, custodial

Following is a categorical description of the facility management program:

FACILITY MANAGEMENT

The facility management team includes at least 7 full time staff. The staff includes a facility manager responsible for overseeing, coordinating, and managing all events and operations. The facility manager will need a full time administrative assistant, as well as a full time building engineer.

TRAFFIC CONTROL/PARKING

For each event the facility schedules, traffic control, parking lot ticket takers, and parking attendants will be required. These personnel may either be hired on temporary/seasonal basis or, when possible, volunteers or civic organizations may be enlisted to help with unskilled or non-dangerous jobs such as parking lot ticket taking. Before facility operations begin, planning for traffic control and parking should be prepared. Among other things, the plan should identify parking lots to be used, the entrances and exits of these lots, street intersections to be monitored/controlled, potential problems/challenges that may arise, and the various procedures that traffic/parking personnel must follow.

All staff should be similarly attired. This will make them easily recognizable as facility personnel by both the public and other facility personnel. There will be no provisions for office or locker room space for the staff on-site.

EVENT SECURITY

Event security should be provided for both the stadium and its grounds. If the proposed location near Marshall's campus is chosen, the university's campus police could help meet the facility's security needs. Increased security will be required for game days, so some outside security may need to be hired. Any contractor must be bonded and all non-police personnel will be forbidden to carry any weapons. All security issues involving the enforcement of criminal codes should be handled by campus or city police officers. Contracted event security will be for crowd control and criminal deterrence only.

Office space, but no lockers or shower facilities will be provided for the security team in the stadium on game days. All personnel should have a coordinated dress plan.

STADIUM MAINTENANCE

Stadium maintenance includes all cleaning of the stadium and its grounds during and following event days. Areas that maintenance personnel will be responsible for include: the facility concourse, seating areas, public restroom facilities, any exterior stadium plaza, its promenade and parking area. Cleaning duties include the collection and disposal of all trash, concrete and seating wash-down, and any cleanup associated with the public restrooms facilities.

Janitorial closets should be provided at each public restroom. Locker room, shower, and toilet facilities (separate for each sex) should be provided in the stadium for maintenance personnel during established

working hours. A coordinated dress code should be instituted to identify all stadium maintenance employees. If wanted, some (or all) of these duties may be performed by current employees of the university and/or athletic department.

If stadium maintenance duties are contracted out, then the contractor will provide all maintenance supplies and materials, including cleaning products, paper products, etc. The university will provide permanent maintenance equipment such as carts, hardware, trash receptacles, janitorial equipment, etc.

BUILDING MAINTENANCE

A bonded cleaning company, or possibly the university operations/custodial staff, could provide building maintenance. These duties would likely include the cleaning of various secure areas. Areas to be cleaned would probably include administrative offices, the ticket office, any potential novelty shop, the visitor's locker room, the umpires' locker room, the security room, the first aid room, the press box, and any stairwells and elevators.

Routine maintenance activities should include carpet vacuuming, floor mopping, private restroom cleaning, counter cleaning in any office pantries, trash pick-up and disposal, window cleaning, and carpet cleaning. There should probably not be any provision for office space or locker room facilities for the contractor's staff on-site. A coordinated dress code would probably be advisable, if the contractor does not already require it.

FIELD MAINTENANCE

Field maintenance generally includes maintenance of the playing field, grass seating areas, plaza, and promenade grounds of the stadium. The

field maintenance crew should also be responsible for all pre-event, event-time, and post-event playing field preparations.

Typically, field maintenance activities include seeding, fertilizing, aerating, mowing, and overseeding grass areas. They also include preparations and minor repairs (such as compaction and raking) to dirt on the pitching mound, the warning tracks, the base paths, the bullpen, and any other parts of the playing field/area.

Field maintenance personnel should be provided locker room facilities in the stadium during scheduled hours. Shower facilities should also be made available during pre-determined hours. Field maintenance personnel should have coordinated dress code or uniforms. With some training, it is possible that operations personnel from the university might be used at the facility, eliminating the need to hire new personnel.

4.4 OPERATING REVENUES

Using information from surveyed baseball teams and facilities, a model of expected revenue streams and their magnitudes can be formulated.

Generally speaking, during the Huntington baseball facility's first year, revenue will come primarily from the operations of the college and minor league baseball teams. It is suggested that the facility concentrate on baseball operations during its first year, so that any unforeseen problems or issues in this area can be handled. In other words, it should concentrate on its core business during its first year. Alternative events should be restricted to the fall and winter months when baseball is not played, and should probably be limited in scale.

Baseball operations that were surveyed for this study stated that their revenues generally arose from the following baseball-related sources: ticket sales (both preseason and gate), concessions, print advertising (programs, tickets, etc.), radio advertising, signage (inside and outside the

park), souvenirs/novelty, and corporate sponsorship. Frequently cited sources of non-game revenues included high school and American Legion baseball tournaments, baseball camps and clinics, concerts, corporate picnics, and carnivals/festivals.

Non-baseball events were generally not considered an important source of revenue by most teams. In cases where a public entity operated the baseball park for a team, and the team shared little (or none) of its minor league revenue with that public body, more non-baseball activities tended to occur. In such cases, special events were sometimes a fairly significant revenue source for that city/county/university, and were often used to help cover some of the park's operating expenses.

In a situation like the one envisioned here, operating revenues for the university typically include all revenues from its college baseball games, any negotiated share of revenues from minor league baseball (including rent), and a share of revenues from other any special events held at the park. Generally, minor league baseball teams/franchises pay a flat rate or annual rent to their host-city, county, or university. This offsets operating expenses for the facility during baseball season. Sometimes revenues from sources such as concessions or parking are also divided – this usually depends upon the public body's involvement level in these activities. The city/county/university keeps the net revenue from any activities not involving or directly affecting the minor league organization. For example, if Marshall University were to hold concerts, festivals, or open houses at the baseball stadium, it would usually keep any net revenues from those events.

Having considered these factors, operating revenues for the proposed facility's first year are projected as follows. These projections are based on information provided by stadium operators whose facilities and home city are similar to the proposed ballpark in Huntington:

OPERATING REVENUE
(Per Capita/Per Event)

Event	Tickets	Concessions	Novelty	Parking
Minor Lg. Baseball	Fixed Rent Assumption			\$1.00
College Baseball	\$3.00	\$4.00	\$0.80*	\$1.00
Alternative Events	\$5.00	\$4.00	\$0.80	\$1.00

*Based upon information and statistics provided by operators of minor league teams and facilities.

PERCENTAGE RENT
% of Gross Revenue

Event	Tickets	Concessions	Novelty	Parking
Minor Lg. Baseball	Fixed Rent Assumption			
College Baseball	100%	100%	100%	100%
Alternative Events	10%	25%	10%	100%

The above operating expenses and assumed rent percentages will be used as the conceptual proforma's assumptions for the Huntington stadium.

4.5 OPERATING EXPENSES

Operating expenses are projected using information gathered from operators and event managers of various baseball facilities. As much as possible, facilities were chosen whose size roughly equaled the one proposed for Huntington, and who were located in cities with similarities (population, geography, etc.) to Huntington. On average, it appears that the total operating budget for the facilities contacted averaged around \$850,000. It is important to note that expenses vary significantly among baseball teams/facilities, even among clubs in the same league or region. The total budgets of the nine-team sample varied from \$650,000 for a South Atlantic League team, to \$1.5 million for a Double-A level, Southern League team. The Southern League club played in a city with various demographic similarities to Huntington. Fixed expenses include

the seven full time management facility management positions described in the facility management program, facility promotional fees, groundskeeping crew, supplies, utilities, maintenance contracts and reserves for replacement.

Variable expenses include security, traffic and parking, stadium maintenance and utilities event expenses. One item in this category worthy of note, is the large variance noticed in different surveyed facilities' utility rates. It is believed that the number of night games played by a particular team affects this expense greatly, as does the number of persons attending games. One will note that in the Fairfield study utilities are predicted to average \$850 per each of the team's 71 home baseball games. In contrast, a facsimile copy of a budget was received from another facility operator, which listed the ballpark's annual utility budget at only \$3,000.

OPERATING EXPENSES

Variable per Event

Event	Traf./ Park.	Security	Cleanup	Utilities
Minor League	\$425	\$185	\$480	\$300
College BB	\$100	\$100	\$100	\$150
Other Events	\$100	\$100	\$100	\$150

PERCENTAGE EXPENSE SHARE BY STADIUM OWNER

% of Operating Expense

Event	Traf./ Park.	Security	Cleanup	Utilities
Minor League	100%	100%	100%	100%
College BB	100%	100%	100%	100%
Other Event	100%	0%	0%	100%

MAJOR EXPENSES – APPROXIMATE 1ST YEAR LEVEL

Operations Management (7 Full Time Employees)	\$140,000-\$150,000
Field Maintenance	\$85,000
Temporary/Seasonal Employees	\$80,500
Concession Supplies	\$100,000
Administrative Expenses:	
Telephone and Office Supplies	\$5,000
Admin. Services Purchased (Payroll, Legal, Acct.)	\$50,000
Utilities	\$25,000
<i>Radio & Print Advertising</i>	<i>\$30,000</i>
Promotional Events (Fireworks, Special Guests, etc.)	\$40,000
<i>Souvenir (Varies greatly depending upon sales)</i>	<i>\$50,000</i>
Maintenance Contracts	\$12,000
<i>Team/Travel Expenses</i>	<i>\$90,000</i>
<i>Player Salaries</i>	<i>\$95,000</i>
<i>Printing Expenses (Tickets, Programs, etc..)</i>	<i>\$35,000</i>
<u>Miscellaneous Other Expenses</u>	<u>\$3,000</u>
TOTAL	\$850,000

Italicized items are often paid entirely by the baseball franchise. These are items that are part of every operation, but are usually team costs as opposed to facility costs. Other costs such as operations management are often either divided between the club and the facility operator/city/university/etc., or controlled entirely by one party.

It is important to note that baseball franchises and their host cities/counties have various methods of dividing the costs associated with running a baseball facility and franchise. Also, debt service is not included as part of this analysis.

4.6 CONCEPTUAL OPERATING PROFORMA

Using the assumptions developed in the earlier sections of this report, a conceptual operating proforma is presented. This proforma may be useful as a business plan model and, consequently, as a tool for lease negotiations, tenant contracts, and promotional agreements. This proforma does not include any debt service assumptions for the project's construction or expenditures for land purchase, it strictly focuses on operations and management. The conceptual proforma is provided on the following page.

HUNTINGTON BASEBALL PROJECT

CONCEPTUAL PROFORMA

Per Capita Revenue Assumptions

Event	Event Attendance	Per Capita Revenue			
		Gate	Conc.	Novelty	Parking
Minor League	2,700	(Fixed Rent Assumption)			\$1.00
College Baseball	500	\$3.00	\$4.00	\$0.80	\$1.00
Misc. Public Events	1,000	\$5.00	\$4.00	\$0.80	\$1.00

Percentage Rent to Stadium Owner

Event	Gate	Conc.	Novelty	Parking
Minor League	(Fixed Rent Assumption)			
College Baseball	100%	100%	100%	100%
Misc. Public Events	10%	25%	10%	100%

Per Event Expense Assumptions

Event	Number of Events	Per Event Expenses			
		Traf./Park	Security	Clean-Up	Utilities
Minor League	71	\$425	\$185	\$480	\$300
College Baseball	10	\$100	\$100	\$100	\$150
Misc. Public Events	4	\$100	\$100	\$100	\$150

Percentage Expenses by Stadium Owner

Event	Traf./Park	Security	Clean-Up	Utilities
Minor League	100%	100%	100%	100%
College Baseball	100%	100%	100%	100%
Misc. Public Events	100%	0%	0%	100%

MAJOR EXPENSES	
Operations Management	\$150,000
Field Maintenance	\$85,000
Temp./Seasonal Employ.	\$80,500
Concession Supplies	\$100,000
Administrative Expenses:	
Telephone/Ofc. Supply	\$5,000
Admin. Services Purc.	\$50,000
Utilities	\$25,000
<i>Radio & Print Advert.</i>	<i>\$30,000</i>
Promo. Events	\$40,000
<i>Souvenir</i>	<i>\$50,000</i>
Maintenance Contracts	\$12,000
<i>Team/Travel Expenses</i>	<i>\$90,000</i>
<i>Player Salary</i>	<i>\$95,000</i>
<i>Printing Expenses</i>	<i>\$35,000</i>
Misc. Other Expenses	\$3,000
Total All Expenses	\$850,000
Total Excluding Team	\$650,000

1999 OPERATING PROFORMA	
Operating Revenue	
Event	
Minor League	\$563,000
College Baseball	\$44,000
Misc. Public Events	\$10,320
TOTAL GROSS REV.	\$617,320
Operating Expenses	
Event	
Minor League	\$98,690
College Baseball	\$4,500
Misc. Public Events	\$18,000
Fixed Expenses	\$728,810
<i>Less: Team Related</i>	<i>-\$200,000</i>
TOTAL	\$528,810
Net Operating Revenue	\$88,510

*Expenses in Italics are usually paid entirely by the baseball franchise.
Depending upon facility/team contracts, certain other expenses are often shared.*

EVENT SCHEDULE	
Minor League	71
College Baseball	10
Misc. Public Events	4
TOTAL	85

Of the 155 baseball clubs surveyed, only 19 (12.26%) used strictly private funds for their building or improvement projects.

4.7 FINANCING

It is common for the public sector to shoulder some (if not all) of a facility's financial burden. This is partially done because multi-purpose stadiums, such as the one discussed in this report, are commonly used for a variety of community events ranging from music concerts to religious gatherings, and because they provide other tangible and intangible benefits to their surrounding communities. A recent survey of 155 baseball teams who reported either building new baseball stadiums or renovating existing structures supports this statement. Of the 155 baseball clubs surveyed, only 19 (12.26%) used strictly private funds for their building or improvement projects.²⁶ Also, decisions about ownership/financing determine the amount of financial risk (that revenues will be less than expected) the respective parties will undertake.

The stadium envisioned in this report will likely host the Marshall University baseball team, a professional Minor League baseball team as well as other university, public and community events. In situations like this, a mixture of public and private financing is common. Typically, local or state governments purchase the land upon which the facility is built, or "donate" already owned public land. The government also usually pays for at least some of the site preparation costs. The government and minor league team then usually split actual direct construction costs. Public bodies commonly transfer some of the combined costs of building a baseball stadium or other sporting facility by one or more of the following methods:

- Team owner participation and financing.
- Concession equipment and fit-out financing.
- Scoreboard financing.

(One surveyed owner reported that the city purchased a new scoreboard, but kept some related advertising revenues to pay for it, while another

owner reported buying the scoreboard himself, but keeping all ad. revenues.)

- Sale of facility naming rights.
- Long-term, tenant/facility, exclusive lease agreement.
- Sale of exclusive concession rights, such as “pouring rights” for soft drinks or beer vendors (usually coordinated with royalty levels).
- Presale of luxury seating or personal seat licensing (PSL’s).
- Contracts with private sector construction contractors meant to insure efficiency and avoid cost overruns during facility construction.

²⁶ See Baade and Sanderson, *Sports, Jobs & Taxes*, “Minor League Teams and Communities” (1997): p. 483-489.

V. CONCLUSION

This study's purpose was to provide a site selection process, feasibility study and a preliminary business plan for the development and operation of a college/minor league baseball facility in Huntington, West Virginia. In the course of the study, it was determined that such a stadium would likely house an "A" level minor league baseball team from the South Atlantic League as its minor league tenant.

From the information and data gathered in the course of this study, it appears that a stadium of the type discussed would likely succeed in the Huntington area. In fact, revenues (approximately \$617,000) for the facility operator are predicted to exceed operating costs (approximately \$529,000) during its first year. However, the facility's predicted cost of \$7.1 million and its predicted land acquisition cost of over \$2.6 million, could not be directly recovered for quite some time.²⁷ This is not uncommon and should not be viewed as the project's deciding factor.

Other factors generally considered important when considering a baseball facility/stadium construction project are how the stadium economically impacts its surrounding community and what intangible benefits it can provide that community. In the case of the proposed Marshall University baseball facility, the analysis predicts 138 permanent jobs, plus 147 one-time construction jobs will be created. The impact analysis also predicts that the project's total first year impact on economic output will be \$13.1 million, with \$5.5 million consisting of compensation to area employees. A new stadium would also provide a much-improved venue for the Marshall University baseball team, which would increase the team's attendance and assist in its recruiting efforts. The stadium would help the

²⁷ It should be noted that baseball stadium projects are currently a somewhat controversial subject. This should be taken into account during the planning and implementation stages of the project, and those involved should attempt to address any potential questions or objections that may arise.

area's civic, religious and youth groups by providing a quality venue for activities such as fundraising events and gatherings.

It is widely believed that baseball stadiums help their surrounding communities in a number of intangible ways. First, baseball facilities expand the entertainment options of their city's residents, including the city's youth, and thus improve local quality of life by providing affordable entertainment. They also increase civic pride and provide their home-town with a certain amount of publicity and a positive image. Finally, by improving these other aspects of their community, baseball facilities encourage economic growth and development. Simply put, vibrant cities with positive images are more likely to attract new businesses, as well as retain existing ones.

In conclusion, this study supports the demand for a baseball stadium in the Huntington area, and specifically near Marshall University's campus. Indications are that such a facility would be successful provided that it is thoroughly and carefully planned, aggressively marketed and placed in a high-profile location.

APPENDIX A

BASEBALL FACILITY SIZE AND COST DATA

Comparison of Cities That Host Class 'A' Franchises and Their Stadiums

Carolina/A Advanced

Location/MSA	Team	1996 Estimated MSA Population	1996 Per Capita Income	'97 TOTAL ATTEND.	'97 AVG. ATTEND.	SEATING	% UTIL.	97 WIN %
Danville, VA	Danville 97's	109,246	na	na	na	2,588	na	na
Frederick, MD/Washington DC MSA	Frederick Keys	4,549,870	\$32,376	274,894	3,927	5,500	71.40%	49.3%
Kinston, NC	Kinston Indians	189,550	na	151,894	2,170	4,100	52.92%	62.1%
Lynchburg, VA	Lynchburg Hillcats	205,578	\$20,962	112,363	1,605	4,000	40.13%	58.6%
Woodbridge, VA (Washington DC)	Prince William Cannons	4,549,870	\$32,376	214,037	3,058	6,000	50.96%	49.6%
Wilmington/Newark (Philadelphia), DE-NJ	Wilmington Blue Rocks	4,949,301	\$28,447	188,023	2,686	5,911	45.44%	44.3%
Salem/Roanoke, VA	Salem Avalanche	228,634	\$25,387	326,201	4,660	6,300	73.97%	45.7%
Greensboro/Winston-Salem/High Pt.	Winston-Salem Warthogs	207,099	\$24,597	156,285	2,233	6,280	35.55%	45.0%

Florida St./A Advanced

Melbourne/Titusville, FL	Brevard County Manatees	1,139,359	\$21,640	132,608	1,894	8,100	23.39%	44.9%
Port Charlotte, (Punta Gorda) FL	Charlotte Rangers	131,298	\$21,535	69,072	987	5,626	17.54%	48.9%
Tampa/St. Peterburg/Clearwater, FL	Clearwater Phillies	2,198,898	\$23,984	97,687	1,396	6,917	20.18%	50.7%
Daytona Beach, FL	Daytona Cubs	457,918	\$19,565	86,704	1,239	4,200	29.49%	47.1%
Dunedin/Tampa/St. Petersburg, FL	Dunedin Blue Jays	2,198,898	\$23,984	54,544	779	6,106	12.76%	41.0%
Ft. Myers/Cape Coral, FL	Fort Myers Miracle	380,919	\$25,144	88,266	1,261	7,500	16.81%	58.3%
Jupiter, FL	Jupiter Hammerheads	na	na	na	na	6,871	na	na
Kissimmee/Orlando, FL	Kissimmee Cobras	1,426,408	\$22,425	37,989	543	5,180	10.48%	51.8%
Lakeland/Winterhaven, FL	Lakeland Tigers	441,966	\$19,905	21,198	303	7,100	4.27%	58.7%
Port St. Lucie, FL	St. Lucie Mets	289,731	\$25,269	60,210	860	7,347	11.71%	40.0%
Tampa/St. Peterburg/Clearwater, FL	St. Petersburg Devil Rays	2,198,898	\$23,984	154,670	2,210	7,004	31.55%	59.1%
Sarasota/Brandenton, FL	Sarasota Red Sox	531,586	\$30,931	69,813	997	7,500	13.30%	45.7%
Tampa/St. Peterburg/Clearwater, FL	Tampa Yankees	2,198,898	\$23,984	149,191	2,131	10,386	20.52%	51.5%
Vero Beach, FL	Vero Beach Dodgers	na	na	59,511	850	6,500	13.08%	51.1%

California La./A Advanced

Bakersfield, CA	Bakersfield Blaze	621,719	\$17,810	117,818	1,683	4,600	36.59%	44.3%
Adelanto, CA	High Desert Mavericks	na	na	157,605	2,252	3,808	59.13%	59.3%
Lake Elsinore, CA	Lake Elsinore Storm	na	na	341,393	4,877	7,866	62.00%	43.6%
Lancaster (Los Angeles), CA	Lancaster Jethawks	9,083,596	\$24,945	298,465	4,264	4,500	94.75%	53.2%
Modesto, CA	Modesto A's	415,977	\$18,953	140,861	2,012	4,000	50.31%	52.5%
Rancho Cucamonga/(S. Bernadino/River.)	Rancho Cucamonga Quakes	3,009,260	\$19,090	404,525	5,779	6,631	87.15%	55.0%
Riverside/San Bernadino	San Bernadino Stampede	3,009,260	\$19,090	273,739	3,911	5,000	78.21%	48.6%
San Jose	San Jose Giants	1,588,282	\$35,395	146,151	2,088	4,200	49.71%	42.9%
Stockton/Lodi	Stockton Ports	533,005	\$19,531	101,254	1,446	3,500	41.33%	50.0%
Visalia/Tulare/Porterville	Visalia Oaks	350,053	\$16,905	80,078	1,144	1,700	67.29%	50.7%

Location/MSA	Team	1996 Estimated MSA Population	1996 Per Capita Income	'97 TOTAL ATTEND.	'97 AVG. ATTEND.	SEATING	% UTIL.	97 WIN %
Janesville/Beloit, WI	Beloit Snappers	149,958	\$22,685	81,564	1,165	3,501	33.28%	45.1%
Burlington, IA (Des Moines Cty.)	Burlington Bees	42,410	\$21,777	52,152	745	3,502	21.27%	51.4%
Cedar Rapids, IA	Cedar Rapids Kernels	179,941	\$25,521	124,629	1,780	6,000	29.67%	44.9%
Clinton, IA/Clinton County	Clinton Lumberkings	357,072	\$22,746	50,597	723	3,000	24.09%	47.8%
Fort Wayne, IN	Fort Wayne Wizards	474,156	\$24,281	230,210	3,289	6,316	52.07%	50.4%
Geneva, IL	Kane County Cougars	370,204	\$25,775	436,505	6,236	5,900	105.69%	50.7%
Lansing/E. Lansing, MI	Lansing Lugnuts	446,820	\$22,587	523,443	7,478	11,000	67.98%	50.4%
Kalamazoo/Battle Creek, MI	Michigan Battle Cats	444,389	\$22,962	126,947	1,814	6,600	27.48%	51.1%
Peoria/Pekin, IL	Peoria Chiefs	346,282	\$23,701	148,585	2,123	5,200	40.82%	50.4%
Davenport, IA (Scott Co.)	Quad-City River Bandits	357,072	\$22,746	130,932	1,870	6,200	30.17%	44.0%
Rockford, IL	Rockford Cubbies	352,561	\$23,523	86,716	1,239	4,500	27.53%	50.0%
South Bend, IN	South Bend Silver Hawks	257,338	\$23,095	197,864	2,827	5,000	56.53%	39.4%
Comstock Park, MI	West Michigan Whitecaps	na	na	536,029	7,658	10,900	70.25%	70.2%
Appleton/Oshkosh/Neenah, WI	Wisconsin Timber Rattlers	339,493	\$24,030	227,104	3,244	5,500	58.99%	54.7%
Asheville, NC	Asheville Tourists	209,568	\$22,454	143,351	2,019	4,000	50.48%	44.9%
Augusta, SC	Augusta Greenjackets	453,049	\$20,161	152,270	2,145	4,322	49.63%	50.0%
Fayetteville, NC	Cape Fear Crocs	283,737	\$19,556	69,873	984	4,200	23.43%	47.1%
Columbia, SC	Capital City Bombers	497,671	\$22,529	135,670	1,911	6,000	31.85%	55.0%
Charleston, N. Charleston, SC	Charleston, SC Riverdogs	502,536	\$19,678	231,006	3,254	5,800	56.10%	42.3%
Charleston, WV	Charleston, WV Alleycats	254,390	\$23,149	88,378	1,245	5,400	23.06%	55.1%
Columbus, GA-AL	Columbus Redstixx	271,418	\$19,890	119,646	1,685	5,000	33.70%	44.9%
Salisbury, MD/Washington DC MSA	Delmarva Shorebirds	4,549,870	\$32,376	324,412	4,569	5,200	87.87%	54.2%
Greensboro/Salem/High Pt., NC	Greensboro Bats	1,139,359	\$24,597	146,987	2,070	7,500	27.60%	53.6%
Hagerstown, MD/(Washington DC MSA)	Hagerstown Suns	127,287	\$19,917	115,011	1,620	4,600	35.22%	47.1%
Hickory/Morganton/Lenoir, NC	Hickory Crawdads	314,378	\$20,988	196,394	2,766	5,062	54.64%	54.3%
Macon, GA	Macon Braves	312,035	\$20,791	129,723	1,827	4,000	45.68%	57.1%
Kannapolis, NC (Charlotte/Gastonia)	Piedmont Boll Weevils	1,318,718	\$25,446	114,646	1,614	4,700	34.34%	49.3%
Savannah, GA	Savannah Sand Gnats	281,175	\$22,477	125,729	1,771	8,000	22.14%	45.0%
Lewiston/Auburn ME	Auburn Doubledays	101,572	\$20,385	51,260	2,106	2,800	75.21%	38.2%
Batavia, NY	Batavia Muckdogs	na	na	41,192	1,084	2,600	41.69%	63.5%
Erie, PA	Erie Seawolves	280,027	\$21,389	196,212	5,163	6,000	86.06%	65.8%
Wappingers Falls, PA	Hudson Valley Renegades	na	na	161,771	4,257	4,320	98.54%	46.7%
Jamestown, NY	Jamestown Jammers	141,110	\$18,793	51,775	1,363	4,200	32.44%	33.8%
Boston, MSA	Lowell Spinners	5,788,380	\$30,366	106,862	2,812	4,863	57.83%	50.0%
Augusta, NJ	New Jersey Cardinals	na	na	171,244	4,506	4,336	103.93%	47.3%

MidWest/A

South Atlantic/A

NY-Penn/A Short Season

NY-Penn/A Short
Season (continued)

Location/MSA	Team	1996 Estimated MSA Population	1996 Per Capita Income	'97 TOTAL ATTEND.	'97 AVG. ATTEND.	SEATING	% UTIL.	97 WIN %
Oneonta, NY	Oneonta Yankees	na	na	53,447	1,407	4,200	33.49%	66.2%
Pittsfield, MA	Pittsfield Mets	134,711	\$25,759	82,935	2,183	4,500	48.50%	56.8%
St. Catherines, ONT	St. Catherines Stompers	na	na	53,520	1,408	2,500	56.34%	46.7%
Utica/Rome, NY	Utica Blue Sox	301,719	\$20,220	52,185	1,373	4,000	34.33%	48.6%
Winooski, VT	Vermont Expos	na	na	91,694	2,413	4,000	60.33%	46.1%
Watertown, NY (Jefferson Co.)	Watertown Indians	113,964	\$17,503	36,359	957	3,250	29.44%	52.0%
Williamsport, PA	Williamsport Cubs	118,991	\$19,538	58,795	1,547	4,200	36.84%	38.7%

Northwest/
Short Season

Boise, ID	Boise Hawks	372,816	\$24,096	154,819	4,074	4,500	90.54%	67.1%
Eugene/Springfield, OR	Eugene Emeralds	306,529	\$21,534	135,926	3,577	6,800	52.60%	40.8%
Seattle/Bellevue/Everett, WA	Everett Aquasox	2,226,300	\$31,372	79,918	2,103	3,682	57.12%	38.2%
Portland, OR	Portland Rockies	1,753,760	\$26,228	213,242	5,612	23,150	24.24%	57.9%
Salem, OR	Salem-Keizer Volcanoes	319,045	\$20,480	136,836	3,601	4,100	87.83%	52.6%
Medford/Ashland, OR	Southern Oregon Timberjacks	168,392	\$21,410	68,757	1,809	2,900	62.39%	53.9%
Spokane, OR	Spokane Indians	403,669	\$21,555	185,304	4,876	7,100	68.68%	59.2%
Yakima, WA	Yakima Bears	216,110	\$19,454	80,003	2,105	3,000	70.18%	30.3%

TOTALS			23,156	148,468	2,466	5,634	46.90%	50.1%
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Average Cost of New Baseball Facilities 1992 - Present

AA Franchises	League	Year Built	Facility Seating	Stadium Cost (Mill.\$)	Pub/Private
Binghamton	Eastern	1992	6,042	5	2
Bowie	Eastern	1994	10,000	11	4
New Britain	Eastern	1996	6,125	10	5
New Haven	Eastern	1994	6,200	n/a	n/a
Norwich	Eastern	1995	6,000	8	5
Portland	Eastern	1994	6,500	4	4
Trenton	Eastern	1994	6,300	17	5
San Antonio	Texas	1994	8,300	10	5
AA Average			6,933	9.20	

A Franchises	League	Year Built	Facility Seating	Stadium Cost	Pub/Private
Lake Elsinor	California	1994	7,866	n/a	n/a
Lancaster	California	1995	7,000	14.5	5
Rancho Cucamonga	California	1993	6,665	20	5
San Bernardino	California	1996	5,000	1	5
Durham	Carolina	1995	9,033	16.1	2
Salem	Carolina	1995	6,000	11	5
Wilmington	Carolina	1993	5,911	4	5
Brevard	Florida	1994	8,100	15	3
Fort Myers	Florida	1992	7,500	26	5
Tampa	Florida	1996	10,387	27	4
Fort Wayne	Midwest	1993	7,100	5.6	4
W. Michigan	Midwest	1994	10,000	8	1
Wisconsin	Midwest	1995	5,500	5.25	1
Albany	S. Atlantic	1993	4,200	n/a	n/a
Augusta	S. Atlantic	1995	5,000	3.2	5
Hickory	S. Atlantic	1993	4,800	4.5	2
Piedmont	S. Atlantic	1995	4,700	6	1
Auburn	NY/Penn	1995	2,800	3.5	4
Batavia	NY/Penn	1995	2,600	3.4	1
Erie	NY/Penn	1995	6,000	9	5
Hudson Valley	NY/Penn	1994	4,300	n/a	n/a
New Jersey	NY/Penn	1994	4,341	7	4
Yakima	Northwest	1993	3,000	1.5	4
A Average			5,649	9.5775	

- 1 = All private,
- 2 = Mostly private
- 3 = Half private
- 4 = Mostly public
- 5 = All public

Source: Sports, Jobs, & Taxes (Noll/Zimbalist)

South Atlantic League Teams: City Size, Capacity, and Attendance

Team	Built	MSA Pop.	Per Cap. Inc.	97 Total Attend.	97 Avg. Attend.	Seating	% Util.
Asheville Tourists	1992	209,568	\$22,454	143,351	2,019	4,000	50.48%
Augusta	1995	453,049	\$20,161	152,270	2,145	4,322	49.63%
Cape Fear Crocs	1987	283,737	\$19,556	69,873	984	4,200	23.43%
Capital City Bombers	1991	497,671	\$22,529	135,670	1,911	6,000	31.85%
Charleston, SC Riverdogs	1994	502,536	\$19,678	231,006	3,254	5,800	56.10%
Charleston, WV Alleycats		254,390	\$23,149	88,378	1,245	5,400	23.06%
Columbus	1995	271,418	\$19,890	119,646	1,685	5,000	33.70%
Delmarva		4,549,870	\$32,376	324,412	4,569	5,200	87.87%
Greensboro	1993	1,139,359	\$24,597	146,987	2,070	7,500	27.60%
Hagerstown	'93-94	127,287	\$19,917	115,011	1,620	4,600	35.22%
Hickory	1993	314,378	\$20,988	196,394	2,766	5,062	54.64%
Macon	1995	312,035	\$20,791	129,723	1,827	4,000	45.68%
Piedmont	1995	1,318,718	\$25,446	114,646	1,614	4,700	34.34%
Savannah	'94-95	281,175	\$22,477	125,729	1,771	8,000	22.14%
League Average			\$22,429	149,507	2,106	5,270	39.96%
Huntington		315,973	\$17,922				

APPENDIX B

HUNTINGTON TELEPHONE SURVEY (Includes Survey, Results and Comments)

Marshall Baseball Park Feasibility Study

Telephone Survey

Respondent's Telephone Number _____

S1. Hello, my name is _____ from Marshall University's Center for Business and Economic Research. We are conducting an opinion study in the Huntington area to determine the feasibility of building a new baseball park in Huntington. This park would be used by the Marshall University baseball team and possibly a minor league baseball team. I can promise you we're not trying to sell anything. Can I speak to you very briefly and get a few of your opinions about baseball?

- 1. Person Agrees to participate-----Continue
- 2. Qualified Person not available/Call back another time-----Arrange Callback
- 3. Person refuses to participate/No Qualified Person -----Thank/Terminate Call

1. Are you or anyone in your household interested in baseball?

- 1. Yes.
- 2. No.
- 3. No response/No opinion.

2. In the past have you or any members of your household ever attended a college baseball game?

1. Yes.
2. No.
3. Not Sure/No Response.

3. Has anyone in your household ever attended a minor league or major league baseball game?

1. Yes.
2. No.
3. Not Sure/No Response.

4. Do you think anyone in your household would attend a college baseball game if it was offered at an affordable price and was played at a convenient location?

1. Yes.
2. No.
3. Not Sure/No Response.

5. Do you think anyone in your household would attend a minor league baseball game if it was offered at an affordable price and was played at a convenient location?

1. Yes.
2. No.
3. Not Sure/No Response.

6. (If respondent answered ? No.? to the question #4, then assume no opinion/no response.) Approximately how many college baseball games do you think members of your household would be interested in attending per year if they were offered at a new and conveniently located baseball facility?

1. One or two.
2. Three to five.
3. Five to ten.
4. More than ten.
5. No opinion/No response.

7. (If respondent answered ? No.? to the question #5, then assume no opinion/no response.) Approximately how many minor league baseball games do you think members of your household would be interested in attending per year if they were offered at a new and conveniently located baseball facility?

1. One or two.
2. Three to five.
3. Five to ten.
4. More than ten.
5. No opinion/No response.

8. Approximately how much do you think is a fair price for a general admission ticket to a college baseball game?

1. Three or four dollars.
2. Five or six dollars.
3. Seven or eight dollars.
4. More than eight dollars.
5. No response/No opinion.

9. Approximately how much do you think is a fair price for a general admission ticket to a minor league baseball game?

1. Three or four dollars.
2. Five or six dollars.
3. Seven or eight dollars.
4. More than eight dollars.
5. No response/No opinion.

10. If the baseball facility offered special events and promotions, do you think you or other members of your household would be more likely to attend a baseball game?

1. Yes.
2. No.
3. No response/No opinion.

11. Can you think of any specific promotions or events that would increase the chances that your family would attend a college baseball game in Huntington? If there are, would you share those with me?

1. No opinion/No response.
2. Yes,

12. Can you think of any specific promotions or events that would increase the chances that your family would attend a minor league baseball game in Huntington? If there are, would you share those with me?

1. No opinion/No response.

2. Yes,

Thank respondent for his/her participation.

Huntington Telephone Survey: Summary of Results

The Center for Business and Economic Research (CBER) conducted a telephone survey during the evenings of October 5-8, 1998 to gauge the Huntington community's attitudes about the baseball and the possibility of a new baseball facility in the city. The telephone numbers that were called were generated from a larger list of Huntington telephone numbers found on ProCD software. This information was then put into a MicroSoft Excel database, which generated a random list of telephone numbers to be called. The CBER collected 278 valid responses. Following is an analysis of the Huntington community's responses.

Question 1:

When asked whether they or anyone in their household were interested in baseball, 50.4% of those surveyed responded "Yes", with 48.6% responding "No". Of those surveyed, 1.1% had no response and/or no opinion.

Question 2:

When asked if they or any of their family members had ever attended a college baseball game, 33.1% of respondents answered "Yes", while 65.5% answered "No".

Question 3:

When asked if they or their family members had ever attended a minor league baseball game, 73.0% of respondents answered "Yes", while 25.9% answered "No".

Question 4:

This question asked the respondent if he/she thought "...anyone in their household would attend a college baseball game if it were offered at an affordable price and was played at a convenient location". Of respondents, 55.4% said they would attend a game, while 34.5% said they did not think anyone in their household would attend such a game. Roughly 10.1% of respondents had no opinion or no answer.

Question 5:

This question asked the respondent if he/she thought "...anyone in their household would attend a minor league baseball game if it were offered at an affordable price and was played at a convenient location". Of respondents, 55.0% said they would attend a game, while 37.1% said they did not think anyone in their household would attend such a game. Roughly 7.9% of respondents had no opinion or no answer.

Question 6:

When respondents were asked how many college baseball games they thought members of their household might be interested in attending per year if it was offered at a convenient location: 8.3% answered "one or two", 16.5% answered "three to five", 10.4% answered "five to ten", and 7.9% answered "more than ten".

Question 7:

When respondents were asked how many minor league baseball games they thought members of their household might be interested in attending per year if it was offered at a convenient location: 9.7% answered "one or two", 15.1% answered "three to five", 10.1% answered "five to ten", and 7.9% answered "more than ten".

Question 8:

This question asked the respondent what he/she thought was a fair price for a general admission ticket to a college baseball game. The responses included: 8.3% said three to four dollars, 23.4% said five or six dollars, 8.3% said seven to eight dollars, and 16.9% said more than eight dollars. The remainder had no opinion/response.

Question 9:

This question asked the respondent what he/she thought was a fair price for a general admission ticket to a minor league baseball game. The responses included: 6.5% said three to four dollars, 15.8% said five or six dollars, 12.9% said seven to eight dollars, and 23.7% said more than eight dollars. The remainder had no opinion/response.

Question 10:

This question asked whether special events or promotions would increase the chances that the respondent or other members of his/her household would attend a baseball game. Of those surveyed, 60.4% replied “Yes”, while 37.1% said “No”.

Questions 11 and 12:

These questions requested the respondent to provide specific promotions or events that would increase the chances that their family would attend a college or minor league game in Huntington. For college games, 76.6% of those surveyed provided examples of such events/promotions. For minor league games, 73.7% provided examples.

BASEBALL PARK FEASIBILITY SURVEY

Survey Participant Promotional Suggestions For College/Minor League Games

Promotional Ideas For College Games	Survey Ref. #
“M.U. ‘stuff’ handouts.”	12
“Meet the team & autographs, meet visiting schools’ teams”	15
“Discounts to games for scouting or youth organizations”	17
“Cheaper seats”	25
“Involve the kids”	28
“Mascots, Give away merchandise”	40
“Have a professional player or two do a clinic”	57
“Something to involve kids/Little League”	60
“Giveaways”	68
“MU t-shirt giveaways”	70
“Giveaway MU merchandise”	73
“Family packages”	81
“Family picnics”	82
“Little league uniform day – get in free”	87
“Free t-shirts”	90
“Raffles/Drawings for merchandise”	93
“Major league coaches clinic”	97
“Recording artists attending”	99
“Free merchandise”	103
“Give away merchandise”	105
“Getting children involved”	109
“Free beer”	112
“Good competition”	121
“2 for 1 night”	122
“Giveaways”	126
“Decreased prices for children”	132
“Beer”	134
“Family packages, afternoon games”	137
“Bring in some big names or visitors”	138
“Good rivalry between the schools”	140
“Kids able to meet the mascots”	144
“Lower prices”	151
“Doorprizes”	156
“Beer”	157
“Ballcaps for kids”	158
“Seeing a major league player, giveaways	162
“Drums Across the Tri-State”	170
“Raffles, free tickets”	177
“College bands”	178

Promotional Ideas For College Games	Survey Ref. #
“Bat days, door prize drawings”	186
“Giveaways”	193
“Wearable items – giveaway”	194
“Memorabilia giveaway”	196
“Bands”	200
“Special entertainment”	203
“Hat day”	205
“Drawing for free pizza; buy one get one free at local merchants; freebies	208
“Good team, good clean park, good parking”	224
“Selling t-shirts and other gifts”	237
“Free tickets to next game”	240
“Free balls or other items for kids”	245
“Free stuff given away”	249
“Sponsoring charitable events”	250
“Giveaways”	252
“Players giving autographed items away”	253
“Entertainment for children”	259
“Bands playing”	262
“Concerts”	267
“Giving away hats”	269
“Free hats and t-shirts given away”	270
“Visiting celebrities, special prices”	277

Promotional Ideas For Minor League Games	Survey Ref. #
“Kids day – autographs, giveaway hats, balls, etc...”	12
“Bring teams into public schools for autographs, gym classes”	15
“Discounts to games for Scouts or youth organizations”	17
“Hat”	18
“Kids game, giveaway merchandise”	28
“Mascot night, giveaways, team logo merchandise...”	40
“Drawings for merchandise”	44
“Kids Night”	46
“Activities geared toward children”	49
“Reduce ticket price for people who bring items for food bank”	52
“Win a car”	55
“Bring in a good pro team w/ coaches & players visiting community”	57
“Give away hats, gloves, bats”	60
“Winning season”	65
“Giveaways – mini-bats, hats”	68
“Raffle for merchandise, first so many in get something free, spec. t-shirts”	70

Promotional Ideas For Minor League Games	Survey Ref. #
“Something to promote childrens’ involvement	71
“Little League discount, Father/Daughter Night”	73
“Senior Citizen’s Day”	78
“Raffle to win merchandise (Sports stuff!)	79
“Family package”	81
“Anything that involves family atmosphere – firecrackers, little games that involve the patrons”	82
“Kids wearing Little League uniforms get in free”	87
“2 for 1, merchandise”	90
“Drawing for autographed baseball, free tickets to next game, free drinks”	92
“Giving away merchandise”	93
“Bring in baseball pros, Bat/Helmet Day”	96
“Major league coaches/players putting on clinics for children prior to game”	97
“Bring in recording artists/country stars”	99
“Free merchandise”	103
“Bat day, cap day, picture day”	104
“Beanie Baby Day, Bat Day”	105
“Major League Play Attend”	107
“Anything to get children involved”	109
“Free beer & food”	112
“Affiliation with a good major league team like the Reds”	121
“2 for 1”	122
“Giveaways”	126
“Family oriented activities”	132
“Beer”	134
“Group package rates”	136
“Family packages, afternoon games”	137
“Bring in some big names as visitors”	138
“Door prizes”	156
“Giveaway days”	157
“Caps for kids”	158
“Major league affiliate”	159
“Seeing a major league player; giveaways”	162
“Free parking”	163
“Serve beer”	168
“Coupons for discounts at local markets”	177
“Community involvement of some kind”	178
“Special Olympics”	180
“Bat days, door prize drawings”	186
“Whatever the Alley Cats do”	191
“Free giveaways”	193

Promotional Ideas For Minor League Games	Survey Ref. #
“Wearable items giveaways	194
“Memorabilia giveaways”	196
“Bands”	200
“Local celebrities visiting, signed baseball cards w/ ticket pkg. purchase”	208
“Giveaways”	210
“Smoke free/alcohol free section – not out in left field bleachers”	212
“Visiting sports figures”	227
“Selling t-shirts and other gifts”	237
“Free tickets to next game”	240
“Free balls or other items for kids”	245
“Free stuff given away”	249
“Sponsoring senior citizens”	250
“Giveaways”	252
“Players giving autographed items away”	253
“Entertainment for children”	259
“Giving away something with the team logo on it”	269
“Visiting celebrities; Special prices	277

APPENDIX C
BASEBALL FACILITY PROGRAM

AREA	NAPBL AGREEMENT Required/Recommended	Suggested Huntington Program for 4,500 seats
SPECTATOR		
I. SEATING		
1. PUBLIC		
a. Grades (Box, Res., General Ad.)	2 Required/3 Recommended	3 Grades
b. Box Seats	Airchair w/ Back	
Width	Extra Width	
SF per Seat	Extra Width Tread	
Tread	Smaller Groupings	
c. Reserved	Bench w/ Back (Min.)	
Width		
SF per Seat		
Tread		
d. General Admission	Bench (Min.)	
Width		
SF per Seat		
Tread		
e. Seating Capacity	A-SHORT = 2,500	4,500
	A = 4,000	
	AA = 6,000	
	AAA = 10,000	
f. Distribution	3 Grades 2 Grades	
Box	25% bx : 25% bx	1,125
Reserved	25% res : 0% res	1,125
General Admission	50% gen : 75% gen	2,250
g. On Grade or Supported	On Grade	
h. Number of Rows	State, Fed, Local Statute	
i. Tread Size		
j. Handicap	ANSI.A117-1	
2. Private Suite (Optional)		Not recommended
a. Seating/Suite		n/a
b. Toilet Seating		n/a
c. Suite Room Area		n/a
d. Seating (Suites) Area		n/a
e. Concourse Area		n/a
f. Stairs		n/a
PUBLIC TOILETS		
1. Men	Assuming 50% M/F Split	
a. Lavatories	1/150	15
b. Waterclosets	1/450	5
c. Urinals	1/125	18
d. Total Fixtures		38
2. Women	Assuming 50% M/F Split	
a. Lavatories	1/150	15
b. Waterclosets	1/125	18

Suggested Huntington

AREA	NAPBL AGREEMENT Required/Recommended	Program for 4,500 seats
c. Total Fixtures		33
Diaper Changing Table	Recommended	yes
Handicap Accessible	ANSI.A117-1	yes
Family Toilet (Residential/Unisex)	Recommended	yes/1-2
Suite Level Toilets (optional)	n/a	n/a
Restaurant/Club Toilets (optional)	n/a	n/a
C. FOOD SERVICE		
1. Concessions		
a. Number & LF Counter		2 @ 32.5 ft.
b. Counter	5 lin. ft. per 350 seats	65 ft. (at least)
	A =57.1, AA =85.7, AAA =142.9	5' per 350 persons
Linear Feet/Capacity		65/4,500
c. Toilet		1 per concession
2. Support		
a. Commissary Storage		See ML Rules Attach. 58, Section 3.4.1
b. Administrative		Inc. in comm. storage
c. Personnel		Inc. in comm. storage
d. Dock/Unloading		
e. Vendor Commissaries		
1) Ratio	1/350 * 15sq ft.	4,500/350 * 15sq ft.
2) Area (Sq. Ft.)	A = 171.4 AA = 257.1 AAA = 428.6	Approx. 193 sq. ft.
CLUB/SPORTS BAR	Optional	Not recommended
a. Dining		
b. Kitchen		
c. Storage/Mechanical		
Total (D. "Club") Net		
d. Circulation		
Total (D. "Club") Gross		
OUTDOOR (OTHER SPECTAT. AMENITIES)		
1. Landscape Seating	Recommended	Recommended
2. Children's Play Area	Recommended	Recommended
NOVELTY & PROMOTION	See ML Rules, Attach 58, Sect. 3.4.2	
1. Souvenir Shop	Optional	Recommended
a. Shop (Store)		Optional
b. Stand		Optional
2. Souvenir Storage		Recommended
3. Promotion Storage		Inc. in Souv. Storage
4. Gate/Program Storage		Inc. in Souv. Storage
Total (F. "Novelty") Net		

AREA	NAPBL AGREEMENT Required/Recommended	Suggested Huntington Program for 4,500 seats
MEDIA		
PRESS PARKING	Recommended w/ direct access	Yes
PRESS BOX		
1. Print Media	Recommend for 6-10 media members	Yes, for 6 media
2. Television Broadcast	Recommended separate booth	Yes, 1 booth
3. Radio Broadcast	Recommend 2 booths (Home & Vis.)	Yes, 2 booths
4. Alt. Broadcast/Camera		Not Recommended
5. Scoreboard & Public Broadcast	Recommend 50 sq. ft.	Recommend 50+ sq. ft.
6. Sound Operator		Inc. in PA
7. Workroom	Optional	Recommended
8. Equipment		75-100 sq. ft. recommended
a. Sound		Included in Equip.
b. TV		Included in Equip
9. Toilets	Suggest Dir. Access, Sep. from Public	
10. T.V. Production Room		Not Recommended
11. Press Dining		Included in Workroom
12. Handicap Access	Yes, Mandatory (ANSI-A117.1)	Yes
13. T.V. Van Parking	Suggested	Yes
STADIUM ADMIN. & OPERATIONS		
A. ADMINISTRATIVE		
1. Team Operations		
2. Stadium Operations/Storage	250-300 sq. ft. per person	
a. Parking Personnel	Yes (Game Day)	Yes
b. Ushers	Yes (Game Day)	Yes
c. Lockers/Toilets	Recommended sep. from public	Yes
d. Lost & Found/Fan Relations		Yes
3. Security	Command Post, "Centrally Located"	Yes
4. First Aid	Yes, Recommend Cert. Med. Staff.	Yes
TEAM FACILITIES		
HOME TEAM		
1. Locker Room	1000 sq. ft.	1000 sq. ft.
a. Number of Lockers	Roster plus 5	Roster plus 5
2. Shower & Toilets		
a. Showers	8 (10 recommended)	10
b. Waterclosets	2	2
c. Urinals	2	2

AREA	NAPBL AGREEMENT Required/Recommended	Suggested Huntington Program for 4,500 seats
d. Lavatories	4 (8 recommended)	4
3. Training Rooms	300 sq. ft. required	300 sq. ft.
4. Trainer & Physician Office & Dressing	Recommended	Yes
5. Coaches Locker Room		Yes
a. Number of Lockers	4 minimum, 6 recommended	4
b. Square Feet/Lockers	Same as players'	Same as players'
6. Equipment Storage	300 sq. ft. required	300 sq. ft.
7. Laundry	Required for home team (w/ washer&dryer)	Yes
8. Weight Room	Not mentioned	Recommended
9. General Storage		Recommended
10. Manager's Office	Yes, required	Yes
a. Shower/Toilet	Yes, required	Yes
b. Meeting Space	Adequate for 6-8 persons	8 persons
c. Video Room	Not Mentioned	Included in Manager's Office
d. Pregame/Postgame Waiting	Recommended	Recommended
B. VISITING TEAM		
1. Locker Room	750 sq. ft. required	750 sq. ft.
a. Number of Lockers	Active 'A' Roster + 3	Active 'A' Roster + 3
2. Shower & Toilets		
a. Showers	6 (8 recommended)	8
b. Waterclosets	2	2
c. Urinals	2	2
d. Lavatories	4	4
3. Training Rooms	150 sq. ft. required	150 sq. ft.
4. Coaches Locker Room		Inc. in Visiting Players' Locker
5. Equipment Storage	Not Mentioned	Recommended
6. Manager's Office	Required	Yes
7. Laundry	Not Mentioned	Not Recommended
8. General Storage	Not Mentioned	Not Recommended
C. UMPIRE FACILITIES		
1. Locker Room	Req. 200 sq. ft. minimum	Yes
2. Shower & Toilets	Included in Locker Room	Yes, Included in Locker Room
D. AUXILIARY LOCKER ROOM		
E. PLAYING FIELD FACILITIES & EQUIP.		
PLAYING FIELD		
1. Playing Field Type		Grass
a. Left Field Dimensions	325 ft.	To be determined
b. Center Field Dimensions	400 ft.	To be determined
c. Right Field Dimensions	325 ft.	To be determined

Suggested Huntington

AREA	NAPBL AGREEMENT Required/Recommended	Program for 4,500 seats
d. Warning Track	15 ft.	To be determined
2. Outfield Wall	Minimum of 8 ft. high	To be determined
3. Batter's Eye	16' high, 40' wide (40'h,80w recommended)	To be determined
4. Bullpens	Yes, for each team	Yes
a. Pitching	2: 1 Home, 1 Visitor	Yes
b. Bench	Required/Large enough for 10 Players	Yes
5. Foul Poles	2 @ Min. 30 ft. high, 45ft. recommended	2 @ 40-45 ft.
6. Flag Poles	Required, 1	Yes, 1
B. FACILITIES		
1. Covered Dugouts	2 required, 25-30 players each	Yes
a. Bench	Bench w/ seatback	Yes
b. Helmet Rack	Yes required, minimum 15 helmets	Yes
c. Bat Rack	Yes required, minimum 30 bats	Yes
d. Toilet	Recommended direct access	Yes
e. Water Cooler	Recommended	Recommended
2. Bat Swing/Storage	Recommended accessible to dugout	Recommended
3. Covered Batting/Pitching Tunnels	Recommended, 2	Recommended, 1
4. Photographers Dugouts	Not mentioned	Not Recommended
5. Camera Dugouts	Not mentioned	Not Recommended
C. EQUIPMENT		
1. Tarp and Tarp Storage	Required	Yes
2. Field Screens		
a. Pitching Screen	Required 7' high * 8' wide w/ 4' * 4' notch	Yes
b. Double Play Screen	Req., 7' high * 14'wide, w/ hinged wings	Yes
c. First Base & Shag	Req., 7' high * 8' wide	Yes
d. Protector Screen	Not mentioned	Not mentioned
3. Batting Cage Storage		
a. Cage Size	Required, 18' Wide, 14' Deep, 9' High	Yes
TICKETS AND OPERATIONS		
1. Ticket Windows/Day of Game	1 per 1,500 seats	3 to 5
2. Ticket Windows/Advance	not mentioned	1
3. Turnstiles	1 per 1,500 seats (min. 30" wide)	3 to 4
4. Administrative Office	Not mentioned	Yes, If Univerity Facilities not Used
5. Group & Season Sales	Not mentioned	Yes, If Univerity

		Facilities not Used
	NAPBL AGREEMENT Required/Recommended	Suggested Huntington Program for 4,500 seats
AREA		
6. Vault	Not mentioned	Yes, If Univerity Facilities not Used
STADIUM EQUIP., FURNISHINGS & SERV.		
1.Scoreboard	Required, See rulebook Attach. 58, Sec. 8.2	Yes
2. Field Lighting		
a. Infield (Footcandles)	Req. 70 fc for Class 'A'	100 fc
b. Outfield (Footcandles)	Req. 50 fc for Class 'A'	100 fc

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