

Outside the Lines

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Chairman's Note

See you in West Palm Beach. The SABR convention will be held June 22-25, 2000. The Business of Baseball Committee meeting is tentatively scheduled for 8:00 a.m. on Saturday, June 24.

Data available. This issue of *OTL* contains a complete 10-year run of ticket price and Fan Cost Index data, as compiled by Team Marketing Report. Anyone who wants this data in spreadsheet form, just drop me an E-mail.

I've also compiled two more master lists:

- (1) Spreadsheet of team payrolls since 1977, including the MLBPA team-by-team averages for 1977-99; MLB's team-by-team totals for 1985-87 and 1990-99; media estimates of Opening Day salaries from 1986-2000; and more.
- (2) List of all salary arbitration results since 1974, with complete lists of filers for all seasons except 1974-75-78-79-81.

These documents are available to all Committee members in electronic form, or in hardcopy for the cost of photocopying and postage. And I'd deeply appreciate any help members can provide in terms of finding the missing data.

MLB News

Opening Day salaries rise 15%. According to USA Today, the average player on an Opening Day roster this year will earn \$1,983,849, up from \$1,724,310 last year. The median salary rose even faster, up from \$495,000 to \$700,000.

Ticket prices up 11.8%. The double-digit increase is misleading insofar as most of it is attributable to Detroit, Houston and San Francisco, the three clubs opening new parks this season. The Astros raised prices by about 50%; the Giants by 75%; and the Tigers by more than 100%. (This issue of *Outside the Lines* contains a complete table of ticket prices and *Team Marketing Report's* Fan Cost Index for the 1991-2000 seasons.)

Realignment talks continue. MLB expects to vote in June on a proposal to realign the National and American Leagues. Under the likeliest scenario, the Arizona Diamondbacks and Tampa Bay Devil Rays will switch leagues. Arizona would then join the AL West, with Texas shifting to the Central and Cleveland or Detroit to the East. The AL would retain the current three-divisions-plus-wildcard format. The NL, however, would be divided into four four-team divisions with no wildcard: Montreal, New York, Philadelphia and Pittsburgh in the Northeast, Atlanta, Florida, Cincinnati and Tampa Bay in the Southeast, Chicago, Houston, Milwaukee and St. Louis in the Central, and Colorado, Los Angeles, San Diego and San Francisco in the West. The plan also provides for an unbalanced schedule and rotation of interleague games.

Umps: new bosses, new union. During the off-season, MLB consolidated both leagues' umpiring staffs under a central authority. Crews were broken up and reassigned, with each new crew including at least one umpire from each league. Meanwhile, Richie Phillips lost his last chance to retain power when the NLRB rejected his challenge to the election which designated the new World Umpires Association as the bargaining representative for major league arbiters.

Frank Robinson named Dean of Discipline. As part of its trend toward centralization, MLB named Hall of Famer Frank Robinson as its first vice president of on-field operations. Robinson, one of only eight men in major league history to have been ejected from games in five decades [I'll have much more to say on this topic at the SABR convention], is now responsible for fining and suspending errant players. His duties also

also include speeding up games and enforcing rules governing uniforms and stadium configurations.

Retired players win royalties from computer game manufacturers. Settling a series of lawsuits filed in Georgia, the makers of several games have agreed to pay retired players the same 8.5-9% royalty which active players receive for use of their names and images. The settlement also includes several hundred thousand dollars in back royalties.

Around the Majors

Comerica Park: lots of luxury suites, relatively few fans. The Tigers expect to earn about \$10 million/year from the luxury suites in their new den. The 102 boxes, 12 of which are set aside for single-game rentals, cost between \$90,000 and \$125,000/season. Half are rented for four years with 6% annual price increases, the other half for seven years with 3% annual increases. However, Comerica hasn't boosted attendance as much as the Tigers had hoped, with average attendance running about 15,000 below capacity. Lesson: fans are smart enough not to pay twice as much to see a terrible team, no matter what the setting.

No cruise-ship cash for new Marlins park. Florida owner John Henry's proposal to obtain up to \$320 million in public money for a new stadium by taxing cruise ship passengers \$4/day died a quick death when Miami-Dade and Broward County commissioners voted unanimously to oppose the tax and Governor Jeb Bush said he'd veto it.

Surprise! David Glass buys control of Royals. The former Wal-Mart CEO, who has been running the team since Ewing Kauffmann's death, paid a reported \$96 million for the franchise – almost \$20 million below the competing bid submitted by a syndicate headed by Miles Prentice. MLB, which had rejected Prentice's bid last year, reportedly took all of 40 seconds to approve Glass's. Glass subsequently named five members of his family to the Royals' board of directors.

Dodgers add luxury suites, club seats. In the off-season, the Dodgers added 33 luxury suites (\$125,000-\$300,000/season each) and a 565-seat "Dugout Club" behind the plate (\$195-\$225/game each). If all of these seats are sold at full price, the club will recoup the \$50 million construction cost in one season.

Expos open season with no English-language broadcasting. When none of Montreal's English-language radio stations met new owner Jeffrey Loria's price, Loria began the season with no English-language radio or TV. Since broadcaster Dave Van Horne was already under contract to the Expos, he's calling the club's games over an Internet-only audio site. Loria also accepted a 20-year, \$100 million sponsorship deal with Labatt's, including \$40 million for naming rights to the Expos' new park.

Yankees turn eight-figure profit in 1998. In connection with a bond issue floated by the new YankeeNets entity, the Yankees reported operating income of \$20.1 million and net income of \$12.7 million in 1998, when the club received \$11.5 million in postseason revenue. Financial information for 1999 was incomplete. YankeeNets issued \$200 million of seven-year bonds at the junk-bond rate of 12.75% interest, but less than \$15 million of the proceeds will be used for operations. The remainder will be distributed to the club's owners or used to pay interest on the bonds – in effect, artificially reducing the club's profitability while putting more money in George Steinbrenner's pocket. YankeeNets subsequently bought the NHL's New Jersey Devils for \$175 million, furthering speculation that the company plans to start its own sports cable network when the Yankees' deal with MSG Network expires after the 2000 season.

Pirates offer premium seat licenses for new PNC Park. 384 seats behind home plate are available for a license fee of \$4,000-\$6,000 plus ticket charges of \$100-\$125/game. (The lucky purchasers will also enjoy unlimited free concessions.) The 2,500 best seats in the infield grandstand will also carry license surcharges of \$2,000-\$3,000.

Padres announce new stadium plans. Their new 46,000-seat, \$450-million park will be constructed in a downtown warehouse district. The park will incorporate a 90-year-old warehouse as part of its left field wall – the foul pole will be affixed to the building, 30 feet of which will be in play – and will feature a grassy area behind center field which can hold up to 3,500 fans. The new park is scheduled to open in 2002.

Cardinals propose new park for 2004. St. Louis estimates that a 47,900-seat park, to be built on the site of a parking garage owned by the Cardinals, will cost about \$370 million, which they hope to fund through tax-exempt revenue bonds. Despite record attendance and extensive renovations to Busch Stadium, the Cardinals claim they need more luxury boxes and premium seats. In announcing the proposal, club president

president Mark Lamping said, apparently with a straight face, that the new stadium “would pay for itself.”

Giants’ Pac Bell Park an artistic and financial success. To construct the \$319 million park without public money, the Giants borrowed \$170 million, then sold seat licenses, naming rights, and advertising everywhere one could look. So far, their gamble has been rewarded: the Giants sold out the entire season in advance, and reaped tremendous favorable publicity for using their own money instead of leaning on the taxpayers. The club anticipates that its annual revenues will double, from \$60 million to \$120 million, easily covering the annual debt service.

Mariners report \$2.6 million profit in 1999, thanks to Seattle taxpayers. Some 800 miles north of San Francisco, the Mariners claimed that moving in midseason from the Kingdome to new Safeco Field turned a projected \$6 million loss into a \$2.6 million profit. Virtually all of the reported gain came from increased advertising and premium-seat revenue – money kept by the club even though it contributed about 10% of Safeco’s cost.

Looking Back

100 years ago: The NL contracts from 12 teams to eight by buying out Louisville, Cleveland, Baltimore and Washington. Louisville receives \$10,000 to drop out; Cleveland, \$10,000 plus \$15,000 for its plant and players, if not sold within a reasonable time; Washington, \$39,000 for franchise, plant and players; Baltimore, \$30,000 for franchise and plant, retaining the right to dispose of its players. The money comes from a 5% tax on gate receipts in 1900 and 1901.

Seeing an opportunity, two potential rivals jockey for position. Francis Richter of *Sporting Life* promotes a new American Association, with Cap Anson at its head and John McGraw to run the Baltimore franchise. Unable to secure sufficient backing in the East, the Association collapses in February. Meanwhile, Ban Johnson’s Western Association changes its name to the American League, takes over the NL’s abandoned Cleveland site, and is allowed to place a team on the South Side of Chicago in return for letting the Cubs draft two AL players at the end of the season.

After losing a third of their jobs in the off-season and hearing widespread rumors of salary reductions in their future, the players unionize. At a July 29 meeting, the new Players Protective Association hires former player Harry Taylor, now a Buffalo attorney, to represent their interests. The NL tries to ignore the Association, but after the AL effectively declares itself a major by refusing to renew its membership in the National Association and withdrawing its players from the draft, the NL grudgingly agrees to let Taylor address an owners’ committee at the December annual meeting.

In his address, Taylor asks that the reserve be limited to 3-5 years; that limits be placed on the number of players subject to the reserve; and that players not be sold, traded or farmed without their consent. When NL owners ask Taylor to put his proposals in writing, he infuriates them by adding additional demands. In response, the NL rejects Taylor’s requests on the spot, a move that will backfire when the AL accepts the no-farming clause. The battle for players is about to begin.

75 years ago: In January 1925, a plan for federal control of baseball is briefly floated. Under the scheme, MLB would be governed by a three-man commission appointed by the President. All clubs, players, managers and umpires would be licensed; all trades and player sales would have to be approved by majority vote of all clubs. Player salaries would be strictly tied to seniority, except that each club could pay a bonus to its best hitter, pitcher and fielder. Although the plan dies a quick death, the following month New York Congressman Fiorello LaGuardia proposes a 90% tax on all player sales for more than \$5,000 unless the player himself receives the money.

50 years ago: Two national networks begin “Game of the Day” radio markets in non-major-league cities. Mutual Broadcasting’s 350-station network airs an AL Game of the Day from Monday through Saturday, reaching all or part of 31 states; Liberty Broadcasting’s NL Game of the Day is carried on 250-300 stations. The minors howl in protest.

Less than a month after a front-page *Sporting News* headline proclaims, “New Seven-Year Chandler Contract Assured,” Commissioner Happy Chandler is denied re-election when only nine of the required 12 clubs support him. The opposition to Chandler is led by the Yankees and Cardinals, backed by the Braves, Phillies, Browns, Red Sox and White Sox. The owners then unanimously vote to start the search for a new

Commissioner, while Chandler refuses to resign.

25 years ago: Andy Messersmith and Dave McNally win the grievance which establishes a player's right to free agency. Messersmith and McNally play the entire season without signing 1975 contracts. The reserve clause in their 1974 contracts states: "If prior to March 1, the Player and the Club have not agreed on the terms of the contract, then on or before 10 days after said March 1, the Club shall have the right by written notice to the player to renew this contract for a period of one year." Backed by the MLBPA, the pair ask Peter Seitz, MLB's neutral arbitrator, to interpret this clause: does it create a one-year renewal right followed by free agency, or does "renewal of this contract" automatically renew the reserve clause, too, thereby creating a perpetual reserve?

In December, Seitz rules in favor of Messersmith and McNally. After pausing just long enough to fire Seitz, Commissioner Bowie Kuhn surveys the future with his usual prescience: "I think you could expect bankruptcies, sharp retrenchment of franchises and great dissatisfaction among the players themselves as the money gravitates to the top -- to the super stars -- at the expense of the majority of the players."

The Farm Report: The Business of Minor League Baseball, by Anthony Salazar

AAA

City Welcomes New Team to Area

The city of Sacramento welcomed the RiverCats (PCL - A's) to town by agreeing to pick a portion of the cost of shuttle service to RiverCat games this season. The city has pledged support of one-third of the cost of the route between downtown and Raley Field, which is roughly about \$34,000. The team also inked a deal with local credit union, Golden 1, to be the exclusive banking partner and ATM provider. Additionally, eight games will be broadcast on KMAX, UPN 11.

The Rose City Finally Gets a Triple A Team

After all the maneuvering over the past two years, the city of Portland, OR and Portland Family Entertainment finally secured a Triple A team. The Albuquerque Dukes (PCL - Dodgers) will play their last season in the New Mexico city before heading north in time for the 2001 season. Portland had been home to the longtime PCL member Beavers before the team moved to Salt Lake City after the 1993 campaign. The Class A Short Season Portland Rockies (NWL - Rockies), however, not announced where they will move to, through their departure had long been anticipated. Portland's Civic Stadium is currently set for a \$37 million renovation at the end of this season.

Ten Millionth Fan Passes Through Richmond Gates

For years, the Richmond Braves (IL) have been averaging over 293,000 fans a season, and over 500,000 the past seven years. This season, the Triple A Braves watched their ten millionth fan walk through the turnstiles. The lucky fan, who had not previously attended a Braves game, was showered with gifts galore.

Knights Launch New Web Site

In conjunction with the local NBC affiliate's web site, the Charlotte Knights (IL - White Sox) launched the their web site, www.aaaknights.com.

A

Mudville Nine May Leave Stockton Home

Formerly known as the Stockton Ports, the Mudville Nine (Cal L - Brewers) are considering leaving the north central California city. The team is working with the league to find another community to call home. Though a new ballpark had been planned, an environmental impact report on a downtown site has delayed the project indefinitely.

AquaSox Benefit Everett Public Schools

After play end for the Everett AquaSox (NWL - Mariners) this summer, new aluminum bleachers will replace the older wood seats along both baselines. The AquaSox, which plays in the school district-owned Civic Memorial Stadium, will pay for the cost of the new seats, and donate them to the district, a value of over \$200,000. The original wood bleachers will be turned over to the city, which provided the seats originally.

Dragons Have New Part Owner with Hoops Past

Earvin 'Magic' Johnson, former NBA star with the Los Angeles Lakers, bought an interest in the Dayton Dragons (MWL - Reds). The club, which operated last year in Rockford, IL, did not release the amount Johnson paid for co-ownership. The team is also owned in part by former Heisman Trophy winner Archie Griffin. The team's majority owner is Mandalay Sports Entertainment, which also owns the Triple A Las Vegas Stars (PCL - Padres).

INDEPENDENTS

Little Saints Will Come Marching In

The St. Paul Saints of the Northern League will host a 'Kids Only Day' promotion. The team hopes to encourage third, fourth and fifth graders and their chaperones to the May 23rd contest.

Arizona Team Begins Play in Western League

The (Scottsdale) Valley Vipers will unveil a new season with the Western League. The team's owners, American Sports Equities, invested over \$1 million to bring a club to the area to fill the void left by the Phoenix Firebirds. The former Triple A team moved to Fresno when the Arizona Diamondbacks began play. The Western League, which plays a 90-game season, is comprised of eight teams from Arizona, Washington, California and Oregon. The Vipers are expected to draw up to 3,000 fans a game.

MINOR NOTES

Webcasts Benefit Minor League Teams

Minor league games are no longer confined to the fans attending their local team's contests. The advent of modern technology comes to the rescue as minor league teams plug in to gain more exposure. A number of teams through the various levels of the minors have employed the use of allowing their fans to hear games broadcast via the Internet. Live streaming video has also been a favorite tool to utilize. Most games in the Southern League are available for live transmission feeds, though special downloadable software is needed.

Stadium Woes in New England City Hold Up Minor League Dreams

For 10 years, the city of Springfield, MA has been hoping to get a stadium built, as supporters and their opponents spar in court over the proposed project. Since 1997, the city has been on the hunt for a minor league team. Supporters had hoped that a non-profit corporation to build the stadium and buy a team. As a non-profit, the corporation would qualify for tax-exempt bonds. Charitable organizations would benefit from revenues past payment of construction bonds. Although the city signed a deal with the Northern League to place a team in Springfield, other factions have presented a plan to Minor League Baseball to bring in an Eastern League team. While the controversy has ensued, two teams had indicated their interest in moving, only if a new stadium is built by the next season. As the battle raged on, one team backed out of their support.

The View from Japan, by **Yoshihiro Koda**

On March 29 and 30, the Chicago Cubs and New York Mets played the first official MLB games in Japan. Tickets for those games sold out within hours on the very first day they were available. I think these games were much welcomed by Japanese fans and proved successful.

The day before the first game, the Tokyo American Center held a seminar regarding the globalization of baseball. The main speaker was Dale A. Petroskey, the President of the National Baseball Hall of Fame and Museum. Two officials from the American and National Leagues were also invited. I attended the seminar, where one of their suggestions was that Japanese teams should show their skills to American fans.

Several Japanese clubs have already played exhibition games in the United States during spring training. Similarly, some American clubs and specially picked all-star teams have played exhibition games in Japan. The speakers proposed that the Japanese clubs play official games in the United States, just as the Mets and Cubs did in Japan. But I doubt that North American fans will be as interested in regular-season games between Japanese teams as Japanese fans were in regular season games between American clubs. So what is the best way for Japanese clubs to show their skills to Americans?

Some Japanese fans may dream of a "real" World Series between the American champion and its Japanese counterpart. It would be fantastic if such a "real" World Series took place, but I believe that for American fans and players, this is just a fantasy. Is there a more realistic idea?

One possibility would be for MLB to invite both of the Japanese league champions, from the Central and Pacific Leagues to post season games in North America. Perhaps they could take the place of the wild-card teams in the division series. Since the American League and Japan's Pacific League use the DH, these leagues would be well matched, with Japan's Central League playing teams from the National League.

I admit that there are some advantages to the wild-card system. On the other hand, it's strange that even a team which finished second in its own division can be named World Champion. I understand that some Americans share this feeling – perhaps my proposal would be acceptable to these fans.

I also recognize that there are many obstacles to my proposal. For example, if the Japanese league champions were to join the American playoffs, the Japanese regular season would have to end before the end of September. The Japan Series would also have to be eliminated. This would mean no more October baseball in Japan, even though October is a good season for playing and watching baseball in Japan. Given this problem, my suggestion may not be realistic.

But consider this. Ten years ago, Japanese players had no right to become free agents. It was not realistic for them to aspire to playing in the American leagues. But now, it is not rare for Japanese free agents to sign with North American clubs, as Kazuhiro Sasaki of the Seattle Mariners did this year. So if more people are interested in the globalization of baseball, my suggestion, or a more fully developed idea for international competitions, may not be a fantasy for long.

New Addresses

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Ticket Prices and "Fan Cost Index," 1991-2000, by Doug Pappas

Since 1991, *Team Marketing Report* has published an annual survey of major league ticket prices and a "Fan Cost Index" which includes tickets, parking, food, drink and souvenirs for a family of four. So far as I know, this data has never before been compiled into a single chart.

Although the price of an average ticket increased by 11.8% this year, nearly all the increase is attributable to six teams: the Tigers, Astros, Giants and Mariners, who have moved into new stadiums since the start of the 1999 season, and the Mets and Red Sox, both of whom advanced to the LCS for the first time in years. Interestingly, all five teams which cut ticket prices for 2000 (the Orioles, White Sox, Devil Rays, Rangers, and Blue Jays) play in stadiums constructed between 1989 and 1994.

In longer-term trends, the Red Sox have had the majors' most expensive tickets for the past five years; since 1995, the cost of going to Fenway has doubled. (The Tigers have doubled their ticket prices since 1999.) Toronto, which had the most expensive tickets from 1991-93, now charges less than the major league average.

AVERAGE TICKET PRICES, 1991-2000

TEAM	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Anaheim	7.9	8.0	8.0	8.0	8.0	8.4	9.6	11.8	13.1	13.1
Arizona								N/I	16.5	16.5
Atlanta	7.1	8.4	9.7	12.0	12.0	13.0	15.5	17.7	19.2	19.7
Baltimore	10.3	9.6	11.1	11.1	13.1	13.1	15.6	19.7	19.8	19.5
Boston	10.3	11.6	11.6	13.5	13.5	15.4	17.6	20.6	24.0	28.3
Chi Cubs	10.1	10.8	11.7	13.1	13.1	13.1	14.6	14.4	17.4	17.5
Chi W Sox	10.2	11.7	11.7	12.9	12.9	14.1	16.1	14.4	15.0	14.3
Cincinnati	7.2	7.2	7.9	7.9	7.9	7.9	8.3	8.3	9.7	10.7
Cleveland	7.1	7.7	8.7	12.0	12.0	14.5	15.2	17.3	18.4	20.5
Colorado			7.9	7.9	10.6	10.6	11.3	15.8	15.7	16.5
Detroit	8.9	8.9	9.4	11.1	10.6	10.6	10.4	10.4	12.2	24.8
Florida			9.7	9.9	9.6	10.3	10.1	12.1	12.1	12.5
Houston	8.2	8.2	8.2	9.5	8.9	10.6	10.4	11.8	13.3	20.0
Kansas City	7.7	9.2	9.2	10.2	10.0	9.7	9.6	10.6	11.7	11.7
Los Angeles	8.1	9.1	9.1	9.6	9.6	9.9	11.1	12.2	13.6	15.4
Milwaukee	9.0	9.2	9.8	9.5	9.5	9.3	9.5	10.2	11.0	11.7
Minnesota	7.9	8.9	9.1	9.4	9.4	10.1	9.7	8.2	8.4	9.3
Montreal	9.1	8.6	8.6	8.5	8.9	9.0	6.8	9.9	9.3	10.2
NY Mets	10.2	10.8	10.8	10.8	10.9	11.8	13.0	16.1	19.8	24.2
NY Yankees	10.5	12.2	13.4	14.4	15.0	14.5	16.2	20.5	23.3	25.9
Oakland	10.0	10.0	10.4	10.6	10.6	11.3	10.5	10.5	10.1	11.3
Philadelphia	7.3	8.2	8.2	9.7	9.7	11.0	11.0	11.2	13.6	13.6
Pittsburgh	7.7	9.2	9.7	9.7	9.7	10.0	10.0	9.3	10.7	11.8
St. Louis	8.3	9.1	9.1	9.8	9.8	9.9	12.3	15.4	16.5	17.6
San Diego	8.5	8.5	8.7	9.2	9.1	9.8	10.5	11.3	11.9	13.0
San Francisco	8.7	8.9	9.3	10.5	11.0	10.6	10.1	11.4	12.1	21.2
Seattle	7.0	7.9	7.9	9.7	9.7	11.5	13.4	14.9	19.0	26.3
Tampa Bay								N/I	15.0	12.0
Texas	8.4	8.9	8.9	12.0	12.0	11.9	13.2	16.4	19.9	19.6
Toronto	13.1	12.9	13.7	13.9	13.3	13.9	14.8	16.3	16.6	16.2
Average	8.7	9.4	9.6	10.4	10.6	11.3	11.9	13.6	14.9	16.6

Notes: N/L = not listed for this season.
Club seats counted in ticket mix starting in 1997.

FAN COST INDEX, 1991-2000

TEAM	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Anaheim	73.2	79.6	84.6	90.2	90.2	92.2	117.7	113.3	121.8	117.8
Arizona								N/I	124.32	120.3
Atlanta	68.1	75.1	97.0	112.9	112.9	121.7	129.1	134.7	144.3	160.1
Baltimore	70.3	86.6	102.9	104.9	113.5	113.5	119.1	135.5	139.3	138.0
Boston	90.1	94.4	100.1	102.5	112.5	117.7	128.2	144.5	160.2	168.8
Chi Cubs	83.3	96.9	103.9	108.9	112.6	116.4	121.0	120.9	123.1	122.7
Chi W Sox	81.5	96.8	97.8	106.1	110.7	118.9	126.5	120.1	134.8	135.8
Cincinnati	66.7	72.2	77.3	79.3	81.3	81.3	82.4	89.9	96.3	104.4
Cleveland	69.0	74.3	87.3	103.7	99.7	115.0	116.6	126.9	133.2	142.8
Colorado			81.1	82.0	99.4	103.4	111.0	132.9	135.1	130.5
Detroit	83.5	82.9	92.1	103.4	96.3	109.3	108.0	102.0	108.4	165.3
Florida			98.8	92.1	86.1	93.0	89.9	102.6	100.0	104.1
Houston	73.5	85.0	80.5	89.2	87.6	94.5	101.8	108.5	120.3	161.7
Kansas City	68.0	86.2	86.2	98.7	98.2	96.9	85.1	96.2	110.1	100.6
Los Angeles	74.4	86.6	88.6	90.7	90.7	96.7	104.1	111.8	123.6	140.9
Milwaukee	77.1	87.5	91.6	87.5	86.5	85.9	94.2	97.1	95.8	100.6
Minnesota	74.1	78.7	82.6	90.6	97.6	100.6	103.4	97.8	97.8	102.3
Montreal	81.4	91.8	86.1	82.8	86.0	90.6	80.4	93.8	87.8	88.8
NY Mets	86.4	86.4	86.4	91.0	91.0	104.8	114.2	132.9	154.5	175.6
NY Yankees	89.1	101.6	113.4	115.2	118.0	117.3	126.0	148.5	166.8	174.5
Oakland	89.1	92.1	99.9	100.4	101.4	104.3	94.5	98.8	92.7	94.0
Philadelphia	71.4	77.8	82.8	91.0	91.0	111.5	99.5	94.1	121.9	126.8
Pittsburgh	73.1	81.4	91.4	93.4	93.9	96.3	87.3	94.8	99.0	107.7
St. Louis	69.2	78.5	78.5	91.7	91.7	91.6	104.4	129.3	127.3	133.4
San Diego	73.1	82.6	85.3	83.3	82.9	86.5	100.8	102.8	114.1	124.5
San Francisco	83.4	87.4	87.2	100.8	105.8	121.4	104.5	108.8	110.5	161.1
Seattle	74.0	77.4	85.3	98.4	95.4	106.3	118.6	125.7	136.8	191.2
Tampa Bay								N/I	120.74	120.6
Texas	71.6	78.7	92.7	99.2	100.2	101.8	110.6	127.4	139.3	156.5
Toronto	106.7	112.8	116.1	113.5	100.9	95.2	102.7	107.7	112.0	112.3
Average	77.7	85.8	90.8	95.8	97.6	103.0	106.2	114.8	121.3	131.8

Notes: N/L = not listed for this season.

Club seats counted in ticket mix starting in 1997.

"Fan Cost Index" represents the price a family of four would pay for four average price tickets, two small draft beers, four small soft drinks, four hot dogs, parking for one car, two game programs and two twill baseball caps.

Sources: *Team Marketing Report* annual surveys, reported by the AP as follows: 1991-92: 4/1/92 Dayton Daily News. 1993-94: 4/10/94 St. Louis Post-Dispatch. 1995: 4/25/95 Baltimore Sun. 1996: 3/28/96 SportsTicker. 1997: 3/27/97 Associated Press. 1998: 4/1/98 USA Today Baseball Weekly. 1999: 4/2/99 St. Petersburg Times. 2000: 4/4/00 Associated Press.