

INTERFACE

PUBLIC POLICY RESEARCH CENTER

UNIVERSITY OF MISSOURI-ST. LOUIS

LIVABLE communities don't just **HAPPEN**. They are **CREATED** by the **PEOPLE** who **LIVE** in them.

THE CARDINALS, A NEW BALLPARK, AND MAJOR LEAGUE BASEBALL: A ROAD MAP FOR SUCCESS IN ST. LOUIS

By Mark Rosentraub, Ph.D., Professor & Associate Dean, School of Public and Environmental Affairs
Indiana University

The New Economics of Baseball: Why Do The Cardinals Want A New Ballpark?

In terms of annual attendance, the St. Louis Cardinals are one of Major League Baseball's most successful franchises. Penetration rates refer to the tickets sold per capita, and the St. Louis region buys more tickets for baseball than do the residents of any other market. The only MLB team to sell more than 1 ticket for each person in their region was the St. Louis Cardinals, and the team accomplished this feat in both 1998 and 1999. The penetration indices permit a comparison with the average penetration rate for all teams. The Cardinals with penetration indices of 227 and 234 indicate the team's penetration rates were more than twice the level of the averages for all of MLB's other teams.

With penetration rates and indices of this level it is hardly surprising that the team is attracting in more than 3 million fans to their games. In 1998, 3,195,921 fans attended games, and last season the Cardinals attracted

3,225,334 fans. This year, despite Mark McGwire's injuries, if current attendance levels continue through the end of the season, the Cardinals will sell 3,367,169. Attendance levels and penetration rates of this magnitude raise at least two questions. First, "Do the Cardinals really need a new ballpark?" Second, if the team is so popular can they afford to pay all of the costs associated with the building of a new ballpark?"

When almost 3.4 million fans attend games it seems almost foolish to suggest that a team cannot remain financially viable without a new ballpark. Yet, relative to the sources of income available to other teams, and in the absence of an appropriate revenue sharing program, the owners of the Cardinals do not have the same set of opportunities to earn as much revenue as do teams in newer facilities.

The economics of MLB have changed just as the competitive environment for all businesses has been radically altered across the past two decades. Relative to the position of the Cardinals' ownership, if these revenues are not available to the team they will not consistently earn sufficient money to both attract and retain the players needed to field a championship team

Rosentraub's article was excerpted from a paper he will present at the September 7

METROPOLITAN ISSUES FORUM

THE CARDINALS, A NEW BALLPARK,
AND MAJOR LEAGUE BASEBALL:
A ROAD MAP FOR SUCCESS

OTHER SPEAKERS INCLUDE:

MARK LAMPING, PRESIDENT
THE ST. LOUIS CARDINALS
MICHAEL JONES, DEPUTY MAYOR
FOR DEVELOPMENT, CITY OF ST.
LOUIS
JOE CAVATO, CHAIR
GREATER ST. LOUIS SPORTS
AUTHORITY

To reserve a seat for this event call (314) 516.5273.

INSIDE

Letter from the
Director

Community & Neighborhood
Development

MIDAS

Research

Meet the PPRC Staff

Metropolitan Issues Forum

Activities & Partnerships

PPRC Fellows Program And More...



Dear Friends and Colleagues,

This issue of *Interface* formally launches a major communications strategy for PPRC. Since my appointment as Director in January 2000, the Center has undertaken a major strategic planning exercise that included considerable discussion of communications. In addition to this newsletter,

PPRC will be maintaining a web site [www.umsi.edu/services/pprc/index.htm] and publishing a variety of reports, papers, policy briefs and related materials. Further information on this aspect of Center activity is available elsewhere in this issue.

In broader terms, the Center's Strategic Plan—which will guide our activities for the next five years—includes:

- A new mission statement
- Reorganization of PPRC along three functional levels: research, neighborhood and community development, and data collection and analysis. The latter activities involve the reactivation of the former Urban Information Center as the Metropolitan Information and Data Analysis Services (MIDAS).
- A focus on partnerships with regional agencies. PPRC has already established solid relationships with the East-

“As we pursue our mission, we will be guided by our goal of improving the development and implementation of public policies that foster livable communities.”

West Gateway Coordinating Council, the Regional Chamber and Growth Association, UM Outreach & Extension, and housing authorities throughout the Region.

- The establishment of an active PPRC Advisory Committee to provide direct linkages with the university and regional communities.
- Re-establishment of linkages with faculty across campus in the Colleges of Arts & Sciences, Education, Business, Nursing and Graduate Studies.
- Revitalization of the PPRC Fellows Program.
- The organization of two speaker series beginning in September: The Metropolitan Issues Forum and the Public Policy Applied Research Seminars.

- Continuing sponsorship of photographic exhibitions on themes relating to the Center's mission.

In the coming months, PPRC will become more active and visible on the regional scene. As we pursue our mission, we will be guided by our goal of improving the development and implementation of public policies that foster livable communities.

Alan F.J. Artibise, Ph.D., Director and
E. Des Lee Endowed Professor of
Community Collaboration & Public Policy

ABOUT THE DIRECTOR

Dr. Alan F.J. Artibise was appointed as Director in January 2000. He is also a Professor in the Department of History and the Public Policy Administration Program, and is the E. Des Lee Endowed Professor of Community Collaboration and Public Policy.

Artibise comes to St. Louis from the University of British Columbia where he had been a Professor of Planning and Director of the School of Community and Regional Planning since 1988. He has also served as the Director of the Institute of Urban Studies at the University of Winnipeg and has taught at the Universities of Victoria and Manitoba. In addition, Artibise launched the International Center for Sustainable Cities in Vancouver in 1993 and served as the founding executive director.

Since 1988, Artibise managed a successful consulting firm—the Cascadia Planning Group—that specialized in urban and regional planning; transportation planning and public policy; governance issues; community visioning, planning, and implementation; corporate and community development and revitalization; and all aspects of tourism and resort planning and development. He also worked with communities and the private sector in promoting and achieving sustainable development. Clients included governments at all levels, community groups, development firms, unions, and public policy and research centers.

Professor Artibise has also had a distinguished academic career, having written or edited sixteen books; forty professional reports; over eighty articles in scholarly journals, collections, and magazines; and more than one hundred book reviews. He has lectured extensively on urban issues and planning in the United States and Canada, and in eighteen other countries.

Artibise is a member of the Transportation Policy Committee of the East West Gateway Coordinating Council, the Regional Workforce Policy Group organized by the EWGCC and the Regional Chamber and Growth Association and is an advisor to the RCGA's "Forward Metro St. Louis" initiative. He is also active in a number of professional associations including the Urban Affairs Association, the American Planning Association and the Urban Land Institute.

The Public Policy Research Center's Research Division provides local government and nonprofit agency leaders a resource for considering the views of the people they serve and for examining the effectiveness of the programs that they operate. This information becomes part of the process of developing new initiatives or adjusting existing programs. The Research Division primarily engages in two types of research activities:

- Public opinion research: determining public knowledge and opinions of specific issues,
- Evaluation research: determining the outcomes and impacts of public programs.

Public Opinion Research

Information can be collected from the residents of a community through a variety of interview and survey techniques. Personal interviews can be conducted one-on-one or in groups. In some cases *individual* interviews are appropriate or necessary. These interviews are most often conducted by visiting people in their homes or offices. In other cases a *group* interview will bring together a number of people with a common background or interest and ask them a series of questions. A *focus group* does not follow a format of specific questions by an interviewer but rather raises a general topic and then promotes discussion among the group participants.

When there is need for a very accurate assessment of the opinions of large population, a telephone survey frequently is conducted. The telephone survey provides the ability to scientifically select a small sample of people from a large group and quickly contact them for an interview. The responses of the small sample can then be used to estimate the opinions of the larger group. A *mail survey* provides a less costly means of

contacting a large number of people, but among other issues, the number of responses is not as controlled as it is in a telephone survey.

After the Research Division has conducted interviews using one or more of these methods for a particular project, a report is prepared which details to the agency not only respondents' answers in general, but also to the degree that there may be differences based on demographic or geographic characteristics, an analysis of factors that appear to relate to differences in opinion.

Evaluation Research

Evaluation research compares "what is" with "what should be." Programs operated by public and nonprofit agencies typically are set up with a particular goal and a fixed amount of resources. There are many factors that can affect whether or not the goal is achieved: the program design, the level of funding, or the people assigned to manage or deliver the program. Evaluation research collects information from the agency, from the program operators, and from the people affected by the program to make a judgment about whether the program is doing what it was intended to do and/or whether it is efficiently using the resources available. Using the survey techniques described above, and reviewing agency records, and records that other governments or agencies may have about the people or community affected by the program, the Research Division compares what the program is doing with what it was designed to do. A report of the findings is prepared for the agency leaders.

The Research Division uses these information collecting methodologies to work with agencies in a wide variety of public services areas including community and economic development, health care, parks and recreation, and transportation.

ABOUT THE RESEARCH STAFF



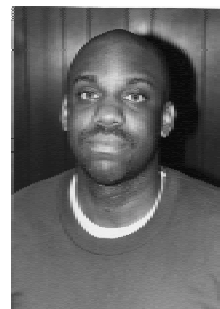
Associate Director, Research,
Mark Tranel, Ph.D.

Dr. Mark Tranel joined the Public Policy Research Centers staff in 1990 as Senior Research Analyst. Tranel received his doctorate in public policy analysis and administration from St. Louis University. He has taught public administration in the UM-St. Louis Department of Political Science, and economic development at the Southern Illinois University-Edwardsville Department of Public Administration and Policy Analysis. He has written and spoken extensively on urban sprawl.

Tranel is a member of the Board of Directors of Sustainable St. Louis and of North County, Inc., and a member of the research committee of the St. Louis Smart Growth Alliance. He is an active participant in a number of housing and community development organizations. In 1999, PPRC exhibited his work, "Street Banners, Urban Identity and Information." He currently is working on an exhibit entitled, "Metromorphosis."

Prior to joining the staff at UM-St. Louis his experience included Director of Real Estate Development, Economic Council of St. Louis County where he was responsible for industrial development sites and the small business incubator program, and Manager of Neighborhood Preservation and Community Planner, Normandy Municipal Council. In this capacity he was responsible for housing, community and economic development programs for 20 municipalities.

Cornelius Lewis is currently advancing on his dissertation proposal in industrial/organizational psychology at UM-St. Louis. He joined the public policy team in May 2000. His previous work involved program evaluation. His work interests and training are in research methods and statistics. Cornelius also has job experience in human resources



Senior Research Analyst,
Cornelius F. Lewis, M.A.

As the new century begins, the St. Louis metropolitan region finds itself, like all communities, facing a wide range of issues and challenges relating to its economic and social health. Confronting these issues, finding solutions and overcoming the challenges will require careful planning based upon timely and thorough research provided by entities and organizations with the skill and capacity to conduct thorough public policy analysis. One such organization is the newly coined Metropolitan Information and Data Analysis Services (or MIDAS) of the Public Policy Research Center at the University of Missouri-St. Louis. Armed with the resources of the University's faculty, recently added staff and today's information technology, MIDAS is rapidly developing the capacity to provide the type of information and data needed to help plan solutions and overcome regional challenges.

Headed by Dr. David Laslo, MIDAS plans to provide a wide range of information and data that will be useful to the planning and implementation of public policy solutions. It is the ambition of MIDAS to supply this information and data at various levels of geography, spatial relationships and/or typologies so that it can be used by any organization or planning process no matter their size or location within the metro area. In short, MIDAS and the PPRC hope to become a significant regional resource and clearinghouse for information and data that serves the agenda of helping the

"MIDAS plans to provide a wide range of information and data that will be useful to the planning and implementation of public policy solutions."

St. Louis metropolitan area to realize its full economic and social potential.

Among the many types of information and data that MIDAS plans to provide, some will be familiar while others will be unique. A talented staff of research analysts including Courtney Andrews, Zina Karapetyan and Alvaro Martin-Guerrero have already begun compiling data for these products and they will cover a wide range of economic and social topics presented and displayed at various geographies. And with the release of data from the 2000 Census due to begin in early 2001, MIDAS anticipates the creation of a series of data products that will provide a good overview of the change the metro area has experienced since the last

census in 1990 and what it portends for the decade ahead. Also MIDAS has begun the design and construction of a regional workforce information system that will ultimately provide timely and locally specific occupation and skills information to workforce and economic development officials, businesses looking for workers and residents looking for employment or career opportunities. At the same time, this information will better inform all those involved to make good public policy and planning as it relates to the regional workforce and its employers. Together, these data and information sources, and all the others that will be accumulated over time,



Associate Director, MIDAS,
David Laslo, Ph.D.

ABOUT THE MIDAS STAFF

Dr. David Laslo recently joined the Public Policy Research Center in May, 2000 as Associate Director of the Metropolitan Information and Data Analysis Services (MIDAS). Laslo received his doctorate from the UM-St. Louis in political science with emphasis on urban politics and urban development. His dissertation on the proliferation of convention centers in the U.S. has lead to conference invitations and paper presentations at the American Political Science Association, the Midwest Political Science Association, the Industrial Relations Research Association and the North American Institute for Comparative Urban Research.

Since 1990, Dr. Laslo has been a member of the St. Louis Chapter of the American Statistical Association (ASA) having served as Treasurer and is currently Secretary. He is also a member of the Population Committee of the ASA that does annual population estimates and projections for counties in the metropolitan area. He served as a committee member on various St. Louis and metropolitan research and information planning groups including the United Way Social Indicators Research Committee, the Regional Jobs Initiative and the St. Louis Empowerment Zone, and the Board of Directors of the Community Facilities Corporation.

Before joining PPRC his experience included research into a wide range of public policy issues as Deputy Planning Director and Senior Research Associate for the City of St. Louis. This experience included the design, planning and execution of numerous research projects in support of neighborhood planning, commercial development in the CBD and other City locations and the formulation of housing and economic development policy. Projects have included diverse topics such as the production of neighborhood demographic and business profiles, the impact of airport noise on housing prices, mortgage lending practices, a survey of city home buyers, a market condominium study, and housing and service needs assessments of population segments such as the homeless and those with special needs.

MIDAS WELCOMES NEW STAFF MEMBER

Associate Director Dr. David Laslo is happy to announce the addition of **Richard Rabe** to the MIDAS staff. Richard joins MIDAS from the UM-St. Louis Department of Criminology where he worked for the past six years as a research analyst, database administrator and department webmaster. Richard is the first full-time staff person in the newly formed MIDAS. His duties will include the development of the section's web page, the management of numerous databases and analytical services for MIDAS clients.

One of the three functional units of the Public Policy Research Center focuses on community and neighborhood development, linking the university's resources with the issues and needs of St. Louis communities. This unit encompasses the Urban Neighborhood / University Partnerships initiative, funded by University Outreach and Extension's Outreach Development Fund. The Urban Neighborhood / University Partnerships initiative was created in September 1998 to:

- Link university resources with urban neighborhood needs and priorities
- Develop mutually respectful research and action partnerships
- Strengthen the capacity of both the university and the community to build flourishing neighborhoods

The initial project of PPRC's Community and Neighborhood Development unit has focused on the municipalities surrounding the UM-St. Louis campus – the community “where we live.” In April 1999, PPRC staff, in cooperation with county leaders, sent out an invitation to community leaders throughout the Normandy and Wellston School District, asking them to join with UM-St. Louis staff to explore ways to work together to improve the overall community. After completing a commitment to meet three times to develop recommendations, the group voted to stay together, eventually forming a not-for-profit organization called the Mid County Partners for Progress.

Mid County Partners for Progress serves as a coordinating entity to share ideas, combine resources and develop collaborative approaches to the common challenges of the 24 municipalities in the area. An alliance of mid-county residents, businesses, municipalities, nonprofits, schools and clergy, Mid-County Partners for Progress is committed to:

- Pursuing economic development opportunities
- Promoting civic involvement and community pride
- Increasing racial understanding
- Revitalizing the community through planning and problem-solving
- Preparing schools to meet 21st century challenges

“When we speak with one collaborative voice, we will be able to increase the effectiveness, creativity, strength and vigor of every community within the alliance.”

A priority project of the Mid County Partners for Progress is its Streetscape program, described as “... a dramatic example of what we can accomplish if we work together.” The Streetscape program brings together 18 mid-county municipalities to create a unified design strategy for façade improvement and landscaping among the community's main thoroughfares. The Streetscape program has been funded by a \$50,000 planning grant from the East- West Gateway Coordinating Council.

Public Policy Research Center staff will continue to work with this and other community initiatives, lending organizational expertise and support for efforts to strengthen and improve neighborhoods throughout the metropolitan area.



Associate Director,
Community & Neighborhood
Development,
Kay Gasen, M.P.P.A.

ABOUT THE CND STAFF

Kay Gasen joined the Public Policy Research Center in 1998 as part of a new Urban Neighborhood/University Partnership Initiative supported by University Outreach and Extension. She is a graduate of UM-St. Louis, with a Masters Degree in Public Policy Administration. Ms. Gasen is currently on the faculty of the Missouri Community Development Academy, serves on the Board of Directors of the Teen Pregnancy Prevention Partnership, and is a graduate of the Leadership St. Louis Class of 1998-1999.

Ms. Gasen served as Regional Director for University Outreach and Extension from 1992-1998. In addition, she served as a Community Development Specialist for University Outreach and Extension from 1986-1992. Prior to joining the staff at UM-St. Louis, her experience included work with the city governments in Bridgeton, Missouri and

Courtney Andrews joined PPRC in March of 2000 as a research specialist. She completed her Master of Public Policy Administration in May of 2000 and is currently pursuing her Ph.D. in Political Science at UM-St. Louis. Ms. Andrews' experience includes the management and analysis of large complex databases, qualitative evaluation research, participant observation, and ethnographic research.

Prior to joining PPRC, Ms. Andrews worked as a Graduate Research Assistant in the Master of Public Policy Administration Department analyzing and managing data pursuant to an ongoing project examining the Missouri Foodstamp Program. Her experience also included working as an intern for Focus St. Louis on a project sponsored by The Pew Partnerships' “Wanted: Solutions for America.” During which she conducted interviews of participants and reviewed their responses using the Results Mapping Technique for the Bridges Across Racial Polarization Program. Past work includes interning for the Buder Center for American Indian Studies at Washington University and assisting in the UM-St. Louis Anthropology Department's Summer of Service Learning Program and Center for Human Origins and Cultural Diversity.



Research Specialist,
Courtney Andrews, M.P.P.A.

Believing in the conjunction of the art of photography and the art of public policy, the Center, beginning in 1978, inaugurated special photographic exhibitions designed to further the concept that visual extensions of research can be valuable supplements to that research.

Because fellows of the Center concentrate their efforts on issues of concern to the metropolitan area, the photographic displays have emphasized collateral interests and, in particular, the pictures of the architecture of St. Louis and urban areas in general, of the inhabitants of cities, of the topography of urban areas, and of similarities and differences between St. Louis and other cities, extending even to cities abroad. To date, some 150 shows have been exhibited in the Center.

The artists selected for inclusion in these exhibitions have come from a broad spectrum of established and emerging photographers, including, on occasion, students attending

the University of Missouri-St. Louis.

The space allotted to these exhibits has grown over the years. When the project began in 1978, the exhibits were hung on wooden cabinets. By 1989, a gallery had been created consisting of parallel walls and track lighting. Because of the current renovation of the Center's office in 362 Social Science Building, ten feet of additional wall space will be joined to the gallery.

Between 1978 and 1990, photographs had to be borrowed from generous lenders and artists. Since 1990, the Regional Arts Commission has provided sufficient money to permit the inclusion of guest speakers for each exhibition and to send mailers to about 800 people in the community for each of the five programs a year. Further support has come, in the case of specific exhibitions, from the Departments of Physics, English, and Biology, the Office of Equal Opportunity, and the Centers for International Studies and

ABOUT THE GALLERY STAFF

Jean Tucker joined the Public Policy Research Center as a Fellow in 1974, and began to curate photographic and art exhibits. She is a graduate of Washington University with an MA in Art and Archeology. She has taught art history and photographic history at UM-St. Louis since 1968. She was responsible for organizing and directing the University's Gallery 210, and an interdisciplinary program in photographic studies.

Ms. Tucker is very active in regional arts organizations and has lectured extensively. She has also published several books on various aspects of photography. One of her exhibits on modernist still life was displayed in Greece, Morocco, and parts of South America.



Curator,
Jean S. Tucker, M.A.

PPRC COMMUNICATIONS

The dissemination of the results of applied research, community and neighborhood development activities, and the work of MIDAS are essential to the vision of PPRC. Therefore, communicative activities are given a high priority by the Center. Publications of PPRC's on-going series include:

- Interface, PPRC's Newsletter - published 3-4 times per year
- Policy Briefs – two-page summaries of policy areas designed for elected officials, managers, and policy analysts
- Research Papers - discussions of the results of research projects devoted to public policy
- Reports - the results of major research, including discussions of methodologies, results and recommendations
- Occasional Papers – legislative analyses and updates, including work by PPRC fellows as well as visiting scholars and dignitaries

[www.umsi.edu/
services/
pprc/index.htm](http://www.umsi.edu/services/pprc/index.htm)

PPRC also produces an Information Kit and publishes a brochure entitled, In the Public Interest: Public Policy

ABOUT THE COMMUNICATIONS STAFF

Mary Mobley joined PPRC in May 2000. She is in the process of completing her master's degree in Public Policy Administration at UM-St. Louis and will graduate in September. While pursuing her academic studies, she participated in research ranging from the insurgence of girl-gangs in minority communities to board and staff relationships in effective nonprofit organizations. Ms. Mobley has a graduate certificate in Nonprofit Management and Leadership.

Her previous professional experience includes program planning and evaluation for a nationally innovative nonprofit training program as well as a residential leadership-training program for Midwestern college women. She has experience conducting national grants research, and has created and maintained a regional talent bank database of women seeking appointment to government boards and commissions.



Communications
Coordinator,
Mary Mobley, B.A.



Executive Staff Assistant
Cosandra Addington

Cosandra Addington joined PPRC in 1989 and serves as Executive Staff Assistant. She attended Wayne State University in Michigan and is currently pursuing a bachelor's degree in Management at UM-St. Louis. Ms. Addington brings strong organizational and managerial skills to her position having worked as a volunteer in several community environments, including the faith community and conferences to address youth violence issues. She has been instrumental to the Center in organizing and delivering local and international conferences.

Diane Loewe joined PPRC in 2000. While a resident of Elm Grove, Wisconsin she served on a variety of community boards and committees, including the Parent Teacher Organization, the Elm Grove Junior Guild, Elm Grove Parks and Recreation, and Friends of the Library. Most recently she co-chaired the successful fundraising campaign for the Milwaukee Youth Symphony Orchestra; helping to fulfill the dreams of over 100 gifted young musicians to participate in a Mediterranean Odyssey tour. Upon reentering the workforce Ms. Loewe was employed as assistant to the Registrar of the Medical College of Wisconsin. Past experience includes work with the Missouri State Government. Ms. Loewe attended UM-St. Louis and is currently studying graphic design.



Senior Secretary
Diane Loewe

PPRC'S LINKS TO THE COMMUNITY



University Outreach & Extension
Community Development

Miranda Duncan joined the Public Policy Research Center staff in 1987 as part of the Dispute Resolution Program. Currently she is the Community Development Specialist with University Outreach and Extension. Ms. Duncan works with local and regional leaders to help resolve issues regarding land use, environmental resources, family policy and neighborhood vitality. She conducts training and provides technical assistance in strategic planning, public involvement, project collaboration and dispute resolution. Ms. Duncan is housed in the Public Policy Research Center.

Ms. Duncan has served as adjunct faculty in the Clinical Law Program at St. Louis University School of Law, and at the Summer Institute in Conflict Intervention, UM-St. Louis. She is the former president of the Midwestern Association of Mediators. She has also published a wide variety of articles on mediation, intervention and conflict resolution in collections and scholarly journals.

As a member of PPRC, **Richard Patton** serves as Director of Vision for Children at Risk (VCR). VCR conducts research and facilitates policy and program development focused on the needs of St. Louis area children and families—particularly those facing serious socio-economic risk. Policy and program development activities are carried out through the St. Louis Children's Agenda, a collaborative initiative involving some 500 representatives of community organizations, businesses, and agencies in Metropolitan St. Louis.

Patton joined UM-St. Louis in 1977 and his work has focused on public policy issues that include child welfare, metropolitan government reorganization, school desegregation, urban development, housing, municipal service delivery, conflict resolution, and the process of public policy formulation. He has served on a variety of community boards and committees, including the St. Louis County Government Strategic Plan Task Force, ARCHS Data Committee, Regional Report Card Data Collaborative, Foster Care Coalition of Greater St. Louis, Family Support Council, Delinquency and Youth Violence Prevention Policy Board for the City of St. Louis, Cardinal Ritter High School, and Adult Welfare Services for the City of St. Louis.



Senior Research Analyst,
Richard H. Patton, M.A.



Claude A.
Louishomme, M.A.

Claude Louishomme is currently completing his dissertation in political science at UM-St. Louis and is a graduate assistant in the Public Policy Research Center. He has researched and published articles on regional politics and governing in the St. Louis metropolitan area, and the impact of casino gambling in Missouri. His civic activities include serving on the board of Forest Park Forever, the City of St. Louis Private Industry Council, and the City of St. Louis' Heritage and Urban Design Commission. Prior to joining PPRC his experience includes work with the St. Louis Development Corporation of the City of St. Louis, and Real Estate and Community Development at the St. Louis County Economic Council.

ABOUT THE PPRC GRADUATE ASSISTANTS

Alvaro Martin Guerrero obtained his BA degree in 1996 in Law at Universidad Autonoma de Madrid. He came to UM-St. Louis as an exchange student in 1998 and started his masters degree in Public Policy Administration. He has worked as a Research Assistant for the MPPA department and is currently an Intern for the Center. In the near future he would like to become a Policy Analyst. Alvaro has concentrated his studies on areas pertaining to housing & social policy issues, non profit management, and international policy.



Alvaro Martin-Guerrero, B.A.



Zina Karapetyan, M.A.,

Zina Karapetyan currently is a Ph.D. student in Political Science at the University of Missouri – St. Louis. Her areas of study are methodology, international relations, and international finance. Her research interests include liberalization of financial markets and its influence on democratic development and economic growth of the former socialist countries.

PPRC is a campus-wide unit that works closely with faculty from all UM-St. Louis colleges and with other University centers and institutes. PPRC focuses its resources on issues related to neighborhood and community development, economic vitality, governance (at the local, county, and regional levels), land-use and transportation policy planning, and health, education and social policy.

Internally PPRC is organized around core activities (administration, publications and communications, and photographic displays), and three functional activities, each headed by an Associate Director: Research, Neighborhood & Community Development, and Metropolitan Information and Data Analysis Services.

PPRC resources are primarily focused on the bi-state, metropolitan St. Louis region. Notwithstanding this geographic focus, the Center will from time to time engage in state, national or international projects if they fall within the mission statement purview.

To achieve its mission, PPRC:

ACTIVITIES & PARTNERSHIPS

- Undertakes objective basic and applied research
- Serves as a regional information and data analysis center
- Organizes forums and seminars for debates and discussions
- Publishes and disseminates policy briefs, issue papers, research, reports, and newsletters
- Comments on issues of public policy
- Identifies regional challenges and opportunities
- Provides training and certificate programs for community and government leaders and professional organizations
- Evaluates public and community programs

The Center undertakes these tasks and achieves its mission by developing partnerships with local, county, regional and state governments and agencies, non-governmental organizations, and citizens' groups. As of 2000, there are partnerships in place with the Public Policy Administration Program at UM-St. Louis, University Outreach & Extension, the East-West Gateway Coordinating Council, and the Regional Chamber and Growth Association. PPRC also seeks support

PPRC HISTORY

The University of Missouri Board of Curators established the *Center for Metropolitan Studies* in 1965 to provide "teaching, research, and service to the metropolitan community of St. Louis." The Center conducted public policy studies for many local, state, and federal agencies on issues including public housing and governmental structure.

UM-St. Louis Continuing Education/Extension developed *Public Policy Extension/Survey and Applied Research* in the early 1970's to assist local governments and engage in training and educational programs. The technical specialties of Public Policy Extension were public opinion research (telephone surveys, focus groups) and program evaluation.

The *James T. Bush, Sr. Center* was established in 1988 to enhance the ability of St. Louis and the State of Missouri to promote and manage social change constructively through policy research and community service activities. The Bush Center's Dispute Resolution Program provided individuals, organizations, and local governments with information and services to promote cooperative resolutions to conflict situations. Direct services included consulting, facilitation, community problem solving, strategic planning, mediation, and grievance hearings. The Bush Center also coordinated the Margaret Bush Wilson Scholarships and organized lecture series, particularly on African history.

Also in 1988, the *Institute for Policy Leadership* was created to provide leadership training for public officials along the model of the Kennedy School of Government at Harvard. The Institute developed the Regional Housing Alliance, a public-private partnership supported by the City of St. Louis and St. Louis County to increase the number of affordable housing units for low- and moderate-income families in the St. Louis region.

In September 1989, a consolidation of the administration and staffing of the Center for Metropolitan Studies, the James T. Bush, Sr. Center and Public Policy Extension/Survey and Applied Research created the University of Missouri-St. Louis Public Policy Research Centers. The Institute for Policy Leadership became part of the Centers in 1991. Because of the history and constituencies of the original units, their identities were maintained within the new Public Policy Research Centers.

In the early months of the Year 2000, the Centers conducted a strategic planning process that included broad-based representation from UM-St. Louis faculty and St. Louis regional public agencies. In spring 2000, a new relationship was forged and the Centers came to be called the Public Policy Research Center.

OUR MISSION

THE PUBLIC POLICY RESEARCH CENTER—A CAMPUS-WIDE OPERATING UNIT OF THE UNIVERSITY OF MISSOURI-ST. LOUIS—IS COMMITTED TO IMPROVING THE DEVELOPMENT AND IMPLEMENTATION OF PUBLIC POLICIES THAT FOSTER LIVABLE COMMUNITIES. THIS COMMITMENT INVOLVES WORKING IN PARTNERSHIP WITH PUBLIC, PRIVATE AND NON-GOVERNMENTAL AGENCIES TO DEVELOP STRATEGIES THAT PROMOTE THE ECONOMIC WELL BEING OF CITIZENS, ENCOURAGE SOCIAL DIVERSITY AND A PLURALITY OF LIFE STYLES, AND ADVANCE THE SUSTAINABILITY OF THE NATURAL AND BUILT ENVIRONMENTS.

THE DES LEE COLLABORATION VISION

In June 1996, Lee announced the Des Lee Collaboration Vision: Connecting St. Louis through Education and Community Partnerships, in conjunction with the University of Missouri-St. Louis. This historic announcement was the beginning of an incredible linking of key institutions in the St. Louis community, underwritten by the philanthropy of E. Desmond Lee.

Des Lee's Collaboration Vision is significant in its success in bringing together vital St. Louis educational and cultural institutions to establish programs and share resources that will benefit the St. Louis community, particularly those individuals who have been traditionally under served. Des Lee's vision is for a community which works together to address its own challenges. This includes the involvement of educational, cultural, social service and charitable organizations.

Des Lee's belief that education is the key to our progress and hope for the future is making a difference in the educational arena. The Collaboration includes over twenty endowed professors with three of them working at Washington University in conjunction with UM-St. Louis. These professorships range from tutorial education, music, museum studies,

art, science, character education, public policy and citizenship education. Many of the professorships joined in collaboration with the Missouri Historical Society, Missouri Botanical Garden, St. Louis Art Museum, Opera Theatre of St. Louis, St. Louis Science Center, St. Louis Symphony and St. Louis Zoo to create and bring educational and cultural opportunities to disadvantaged individuals in the St. Louis community.

**"EDUCATION IS
THE KEY TO OUR
PROGRESS AND
HOPE FOR THE
FUTURE."**

Currently, there are over 100 member organizations and twenty-four endowed professorships actively involved in the Des Lee Collaboration Vision. For additional information you may find the Collaboration at www.umsl.edu/~dlcollab/.

PPRC is directly linked to the Des Lee Collaboration through the Director. Dr. Artibise also holds an appointment as the Des Lee Endowed Professor of Community Collaborations & Public Policy. Since his appointment in January, Professor Artibise has developed collaborations with the East-West Gateway Coordinating Council, the Regional Commerce and Growth Association, and University of Missouri Outreach & Extension. Additional collaborations are being developed.

PPRC FELLOWS

An integral component to the overall work of the Center is supporting the research efforts of UM-St. Louis faculty members through the PPRC Fellows Program. Fellows undertake public policy research in PPRC's areas of interest and work for and with neighborhood and community groups on advancing their agendas. Further details on the Fellows specific projects can be obtained by calling (314) 516.5273. The 2000—2001 Fellows are:

Terry Jones
Dave Robertson

Political Science
Political Science

Lana Stein
Brady Baybeck

Political Science
Political Science/
Public Policy Administration
Economics
Economics/
Public Policy Administration

David Rose
Tim McBride

Criminology
Criminology
Nursing
Business

Bruce Jacobs
Scott Decker
Roberta K. Lee
Michael Harris

Lia Nower
Lois Pierce
Cynthia Sanders
Uma Segal
Andrew Hurley
Louis S. Gerteis
Carole Murphy
Shawn Woodhouse
James Walter
Van Reidhead
Vetta Sanders Thompson

Social Work
Social Work
Social Work
Social Work
History
History
Education
Education
Education
Anthropology
Psychology

METROPOLITAN ISSUES FORUM

On a monthly basis, PPRC conducts forums to discuss issues relevant to the St. Louis metropolitan region.

The fall 2000 series includes:

September 7	The Cardinals, A New Ballpark, & Major League Baseball: A Road Map For Success
October 3	Trails to the Region's Future: The Clean Water, Safe Parks and Community Trails Initiative
November 14	The 2000 Elections: What they Mean for the St. Louis Region
December 5	Prescription for a New Century: Health Care & the Future of the St. Louis Region

For more information or to be placed on the MIF mail list, e-mail pprc@umsl.edu or call (314) 516. 5273.

SENEGAL VISITORS DISCUSS ECONOMIC REFORM

In recent years, many African governments have attempted to improve their economies by liberalizing and restructuring their economic and political systems. Through privatization of public activities, deregulation of national industries, and freeing of international trade, governments have agreed to limit their reach.

The government of Senegal believes that private sector investment is an integral component to economic growth and that through this type of investment they will be able to address pressing social concerns. In order to attract domestic and international capital, Senegal is focusing on eliminating red tape, lowering production costs, loosening credit restraints and creating a more transparent legal environment.

Mr. Ibrahima Diallo, Chief of Customer and Accounts Management Service, General Society of Banks and Ms. Oumy Sarr, Chief of the Office of Macroeconomics Planning, Ministry of Economy and Finance understand the complexities of privatizing national industries and the importance of economic reform. As members of the financial community, their visit with PPRC Director, Dr. Alan Artibise, included discussions about various ways to increase the Senegalese presence in the global business community and streamline current governmental procedures to improve economic reform.

ELEMENTAL WATERWAYS September 15—October 6

The next exhibit, Elemental Waterways, consisting of exquisite full-color photographs by John Paul Caponigro of Cushing, Maine, will be on view September 15 - October 6, 2000.

The opening will serve to inaugurate the Center's newly renovated offices. The speaker will be Pat Waterson, President of the Coalition for the Environment.

For more information about this exhibit or to arrange a tour of the PPRC Gallery, call (314) 516.5273. All PPRC Gallery Exhibits are free and open to the public Monday through Friday from 8:00 a.m. to 5:00 p.m.

APPLIED RESEARCH SEMINARS

In order to support the work of our Fellows, the Center sponsors monthly forums to discuss new and interesting research projects related to public policy. These brown bag lunches are designed to give PPRC Fellows an opportunity to share their ideas with other interested faculty and staff in an effort to improve communications between different departments and disciplines all working on public policy concerns.

The Applied Research Seminars are held once a month on Wednesday afternoons from 12:00—1:30 p.m. For more information check the Friday's Update or call 516.5273.



Republic of Senegal

Western Africa, bordering the North Atlantic Ocean.

Area-comparative: slightly smaller than South Dakota

Population: 10,051,930

Industries: agricultural and fish processing, phosphate mining, fertilizer production, petroleum refining, construction materials

(Continued from page #)

and generate the profits earned by the owners of other teams.

MLB teams earn their revenue from the sale of tickets, in-stadium revenues (luxury seating, concessions, advertising, etc.), and local media contracts. Each team also receives an equal share of MLB's national media contracts and the telecast of the playoffs, league championship series, and World Series games. Each team also shares in the revenues earned by Major League Properties from the sale of souvenirs. The most critical change in this mix of activities across the past decade has been revenue from local media contracts and ballpark-related revenues. For example, one team, the New York Yankees, earns more than \$45 million from its local media contract, and the earnings of several other teams that play in markets larger than St. Louis dwarfs the media income of Cardinals (estimated to be \$15 million).

Several teams playing in new facilities earn in excess of \$20 million from ballpark-related revenues (luxury seating, concessions, advertising, etc.), and virtually none of this money is shared with other teams. As a result, a league of "haves" and "have nots" has been produced, and those teams that have extra revenues that they do not share with other teams gives them an extraordinary advantage in attracting and retaining the best players. The availability of these additional revenues is the difference between making the playoffs with a profitable team or just wistfully waiting for next year in an effort to still earn some return on an owner's investment.

However, what is a source of concern for the team's owners and why they want to secure a ballpark with additional revenue opportunities can be seen from an assessment of the demographics of the St. Louis market compared to other served by MLB teams. Table 3 compares the 25 markets for professional baseball in terms of four different demographic characteristics. The market available to the St. Louis Cardinals relative to the wealth of potential baseball fans is not as robust as the markets enjoyed by the Yankees, Mets, Dodgers, Angels, Cubs, White Sox, Red Sox, Orioles, Phillies, Indians, Astros, and Tigers. While the people of St. Louis provide the team with substantial support, the lower concentrations of wealthier fans means the Cardinals will have a more difficult time earning the revenue needed to be among the most profitable teams with a competitive team. As a result, the team is seeking a facility that will maximize the number of revenue streams (see Table 3).

Table 3: Selected Characteristics of Markets With Ma-

Team	Regional Population	% Households With Disposable Incomes Above \$75,000	Number of Households With Incomes of \$150,000 or More	Number of Firms With 500 or More Employees
An. Angels/LA Dodgers	15,600,000	11.7	89,637	1,042
Atlanta Braves	4,400,000	11.6	24,701	342
AZ Diamondbacks	4,400,000	7.6	15,900	295
Baltimore Orioles	7,800,000	17.3	56,275	663
Boston Red Sox	7,300,000	15.2	44,094	610
Chicago Cubs/White Sox	8,800,000	16.9	71,715	892
Cincinnati Reds ¹	9,400,000	10.5	40,142	792
Cleveland Indians	5,900,000	14.3	25,480	449
Colorado Rockies	3,800,000	10.2	16,854	242
Detroit Tigers	6,000,000	14.7	27,025	455
Florida Marlins	3,700,000	11.2	25,736	269
Houston Astros	4,600,000	15.9	35,269	396
Kansas City Royals	3,300,000	10.4	9,547	213
Milwaukee Brewers	2,200,000	10.2	8,819	190
Minnesota Twins	3,900,000	10.8	17,710	364
New York Mets/Yankees	19,800,000	18.5	205,845	1,507
Oakland As/SF Giants	6,500,000	19.4	56,571	649
Philadelphia Phillies	7,700,000	15.7	55,161	540
Pittsburgh Pirates	2,900,000	10.7	15,273	239
San Diego Padres	2,700,000	10.6	12,834	204
St. Louis Cardinals	3,000,000	11.4	14,432	301
Tampa Bay Devil Rays	3,500,000	8.6	17,560	170
Texas Rangers	5,100,000	14.8	38,033	474

Column Legend: Population—Population in 1996 of Media Market; Pct HH \$75,000+ - Percent of Households With Disposable Incomes Of At Least \$75,000; N of HH \$150,000+ - Number of Households With Disposable Incomes Above 150,000; N of Firms 500 Employees+ - Firms With At Least 500 Employees.

Major League Baseball Teams

The Public and Private Benefits Generated by Baseball Teams

Sports can be considered similar to other businesses in that a service (entertainment) is provided for consumers in exchange for a fee collected through the sale of tickets or advertising for the broadcast of games. However, there are other benefits produced by baseball teams such as the St. Louis Cardinals that makes the enterprise of sports unlike other businesses. The first of these two benefits is the enjoyment fans and residents receive from simply having a team present and following its fortunes. There are probably but a few residents of the region who do not follow the team's progress, enjoy the exploits of its leading players, and also relish in the conversations with family members and friends regarding what the team should or should not do. These benefits are some of the externalities that sports teams generate and these outcomes are quite evident when a team wins. Last year, of course, St. Louis's fans also enjoyed the externality benefits produced by the Rams when they won the Super Bowl.

The second set of positive externalities generated by sports comes from the identity provided or established

(Continued from page #)

Louis or the 1990s. For more than three thousand years sports has been a defining characteristic of societies as geographically diverse as Mexico and Central America, ancient Egypt, Greece, and Rome, and the Ottoman Empire. Sports have been, and remain a constant and defining element of human civilization across more than 4,000 years of recorded history (Rosentraub, 1997). Sporting activities have attracted crowds and defined key political and social events and institutions since the Olympics began in ancient Greece and long before European culture was part of the history of the Western Hemisphere. This set of benefits or externalities is considerably larger than the direct or indirect economic impact from a single team's budget.

Analysts have debated who should be charged or pay to insure that these benefits exist for a city. At the heart of the discussion of the public sector's responsibility for building a new ballpark for the Cardinals is the question of what is the most equitable and appropriate way of collecting a fee for the positive externalities produced by the Cardinals.

St. Louis' Next Steps

Successful resolution of ballpark discussion involves informed dialogue between citizens and the public sector, between the corporate community and the public sector, and between the public sector and the team. If the public sector is going to be asked to provide a level of support, then taxpayers need to understand how a team earns money and the funds available to both pay players and return a profit to the team's owners. The additional revenues that might materialize in the future also need to be considered and be part of any plan for a new ballpark to insure that the interests of the public sector are fully protected. The potential increase in the value of a team needs to part of the dialogue to insure that excess profits are not realized at the public's expense.

Our goal is not to develop a plan for the new ballpark, but to build a road towards a successful resolution of this public policy debate. To that end, I hope the information provided here helps both sides recognize the benefits generated and the responsibilities assumed. If that goal was accomplished, then indeed St. Louis has started down the road to the successful resolution of this issue.

**PUBLIC POLICY RESEARCH CENTER
UM-ST. LOUIS
8001 NATURAL BRIDGE ROAD
ST. LOUIS, MISSOURI 63121-4499**

Other PPRC publications include:

- The PPRC Brochure
- PPRC Information Kits
- Legislative Updates
- Policy Briefs
- Occasional Papers

(314) 516.5273 TEL
(314) 516.5268 FAX

PPRC@UMSL.EDU

WWW.UMSL.EDU/SERVICES/PPRC/INDEX.HTM

