# FOURTH EDITION

# MANAGING SPORT FACILITIES

**Gil Fried, JD** University of New Haven

# Matthew Kastel, MBA

Stadium Manager, Oriole Park at Camden Yards



# Contents

Preface ix Note to Students xii

4

Acknowledgments xix

## Part I

### **Introduction to Sport** Facility Management . . . 1

1	

History and Future of Sport and Public Assembly Facilities	3
Facilities in Ancient Times	6
Facilities From the Middle Ages to the 1800s	13
Facility Management From Ancient to Modern Times	14
Evolution of Professional and Collegiate Facilities	15
Facility Focus	21
The Future of Sport Facilities	29
Trends That Will Affect Future Facilities	33
Summary	35
Discussion Questions and Activities	35

3

Facility Management	37
What Is Facility Management?	39
The Facility Manager's Responsibilities	40
What One Does as a Facility Manager	43
Stakeholders	46
Managerial Functions	52
Summary	61
Discussion Questions and Activities	61
Management Theory	63
Management Theory	66

Management Theory	66
Management Basics	68
Communication	68
Computer-Aided Facility Management	69
Simple Managerial Strategies	70
Leadership	72
Outsourcing	75
Summary	80
Discussion Questions and Activities	80

Human Resources	81
Employee Types	84
Union Labor	86
Hiring	88
Training	91
Other Labor Issues	93
Evaluation	93
Summary	95
Discussion Questions and Activities	95

Part II

```
Facility
Development . . . . . . . . . 97
```

129

# 5

Facility Planning	99
Fundamentals of Planning	101
Planning for Existing Facilities	103
Planning for Future Facilities	105
Summary	129

	E	

Facility Site and Design	131
Site Location	133
Site Cost	145
Site Selection	148
Facility Design	149
Summary	160

Discussion Questions and Activities

Summary	160
Discussion Questions and Activi	ities 161

**Facility Construction** 163 166 **Construction Planning** Preconstruction Phase 170 Project Costs 179 Completion and Analysis 181 Summary 184 Discussion Questions and Activities 184

257 258

298

298

### Part III

### Managing Specific Facilities . . . . 185

	C	)	
(	Č	D	

Stadium Management	187
Oriole Park at Camden Yards	188
Pratt & Whitney Stadium at Rentschle	r
Field	192
Stadium Operations	196
Operational Concerns at Oriole Park	202
Operational Concerns at Pratt	
& Whitney Stadium	203
Summary	205
Discussion Questions and Activities	205

Arena Management	
People's United Center at Quinnipiac	
University	208
Arena Operations	214
Summary	219
Discussion Questions and Activities	219

10

Fitness and Recreation Center	
Management	221

Beckerman Recreation Center at the	
University of New Haven	222
Fitness and Recreation Center	
Operations	224
Summary	231
Discussion Questions and Activities	231

#### Parks and Sportsplex 1 Management

Connecticut Sportsplex, North Branfor	ď
Connecticut	234
Sportsplex Facility Operations	239
Summary	243
Discussion Questions and Activities	243

#### Multiuse High School Facility Management 245

Multiple Facilities at a Large Public High	
School in Connecticut	246
Multiuse High School Facilities	
Operations	248
Summary	255
Discussion Questions and Activities	255

#### 13 **Multiuse College Facility** Management Yale Athletic Facilities—Ingalls Rink

Summary

#### Multiuse College Facility Operations 262 Summary 265 Discussion Questions and Activities 265

Part	IV

17

Facility Administration ..... 267

Marketing and Sales	269
Marketing Concepts	271
The Marketing Process	280
Facility Marketing	286
Sales	289
	Marketing Concepts The Marketing Process Facility Marketing

Discussion Questions and Activities

# 15

Finance and Budgeting	299
Financial Concepts	301
Revenue and Expenses	302
Financial Analysis	304
Budgeting	309
New Facility Financing	316
Selling a Facility	324
Summary	325
Discussion Questions and Activities	325

# 16

233

Legal Responsibilities	327
Basic Law	329
Tort Law	330
Risk Management and Insurance	333
Contracts	336
Property Law	340
Constitutional Law	342
Government Regulations	346
Summary	353
Discussion Questions and Activities	353

1

#### **Event and Activity** Part V Management ..... 355

7	Developing and Implementing a Security Plan

What Is Security?	359
Crowd Management	368
Other Safety Concerns	377
Crisis Management	377
Summary	381
Discussion Questions and Activities	381

**18** Facility Preparent for an Event

2	Facility Preparation
5	

for an Event	383
Revisiting Planning	386
Attracting Events	386
Event Preparation	396
Summary	407
Discussion Questions and Activities	407

19

357

#### Midevent Analysis 409 stad Miday ant Co

¥	
Unexpected Midevent Concerns	
and Their Impact	411
Summary	422
Discussion Questions and Activities	422

### 20 Postevent Facility Management 423

Postevent Analysis	425
Postevent Surveys	428
Marketing for the Future	429
Marketing Efforts and Costs	431
Postevent Logistics	431
Operational Analysis	434
Postevent Reporting	
and Documentation	437
Summary	440
Discussion Questions and Activities	440

Glossary 441	Refe	rences 449	Index	457
About the Authors	469	About the Contributors		rs 470