Harrah 23rd Street Economic Development Framework

Harrah 23rd Street Economic Development Framework

Authority-Led Sports Tourism, Hotel Development, and Community Reinvestment

Prepared for: Harrah City Council
Context: City Manager interview & strategic economic development planning
Prepared by: Kenneth Crawford

1. Executive Purpose

This summary presents a **governance-first economic development model** for the City of Harrah that:

1. Enables **hotel and commercial development** without increasing general sales tax
2. Uses a **Parks & Recreation Authority** as a lawful enterprise vehicle
3. Aligns **23rd Street infrastructure** with turnpike-driven growth
4. Converts **youth sports tourism** into a **net public benefit**
   Establishes a **transparent surplus reinvestment framework** supporting Harrah public services

This approach is grounded in **Oklahoma public-trust law**, **real-world sports facility operations**, and **longitudinal USSSA event data** developed through the candidate's doctoral research.

2. The Governance Problem Cities Face (and Harrah Can Avoid)

Across Oklahoma, cities often:

- Build sports facilities as **cost centers**
- Subsidize private operators without oversight
- See hotel and retail growth stall due to lack of demand certainty
- Experience public distrust from opaque financial practices

Harrah has an opportunity to **invert this model**—using governance, data, and authority structure to make **economic development self-funding and accountable**.

3. Authority Model as the Structural Solution

A **Harrah Parks & Recreation Authority (HPRA)**, structured as a public trust, provides:

- Separation from the General Fund
- Enterprise-style accounting and auditing
- Ability to issue revenue-backed obligations
- Contractual partnerships with private developers
- Lawful reinvestment of surplus revenues for public purposes

This model is already normalized across Oklahoma for utilities, airports, hospitals, and civic facilities. Applying it to **sports tourism + hotels** is a matter of alignment, not novelty.

4. Sports Complex as a Hotel Demand Engine

A regional baseball, softball, and soccer complex functions as:

- A **predictable room-night generator**
- A weekend and seasonal occupancy stabilizer
- A catalyst for restaurant and retail viability
- A risk-reduction mechanism for hotel underwriting

Hotels do not locate on *hope*—they locate on **measured demand**. Youth sports tournaments provide that demand with precision.

5. Cross-Reference: Bouse Sports Complex (Within 5 Miles of Harrah)

The **Bouse Sports Complex** is a critical comparative case:

- Hosts extensive USSSA baseball and softball activity
- Draws regional and out-of-state teams
- Generates substantial team entry fees and visitor traffic
- Demonstrates **latent hotel demand** near Harrah's geography

Key insight from your USSSA research:

- The economic value is **not captured by the hosting city alone**
- Visitor spending spills into nearby municipalities
- Without an authority model, **cities absorb costs but lose upside**

Harrah can **internalize this externality** by hosting its own authority-run complex along the 23rd Street corridor.

6. Infrastructure Alignment: 23rd Street as the Spine

Rather than viewing infrastructure as a prerequisite cost, this framework treats it as a **shared asset**:

- Sports complex
- Hotel sites
- Turnpike access
- Future retail and dining

Using **Tax Increment Financing (TIF)** for corridor infrastructure:

- Captures *new growth only*
- Avoids tax rate increases
- Reduces developer risk
- Protects the General Fund

Infrastructure is justified not by one project, but by **multi-use public benefit**.

7. Lawful Surplus Reinvestment (Not “Dividends”)

Your proposal to allocate **a percentage of surplus revenues** is **legally viable** if structured correctly.

Key distinction:

- ❌ Private “dividends” → not allowed
- ✅ **Public-purpose surplus allocations** → allowed and common

After:

1. Operations
2. Wages
3. Debt service / buyback
4. Required reserves

…the Authority may allocate **a defined percentage of net surplus** to **connected public purposes**.

Eligible examples (by policy, not discretion):

- Harrah Fire Department (event safety, EMS readiness)
- Harrah Police Department (traffic & tournament security)
- Harrah Friends of the Park (facility stewardship)
- Harrah Public Schools (youth recreation partnerships)
- Harrah Roads & Bridges (corridor access)

This converts sports tourism into **visible, recurring community benefit** without touching sales tax.

8. Why This Model Protects Public Trust

This framework satisfies:

- Public purpose doctrine
- Bondholder protections
- Audit transparency
- Political accountability

Unlike ad-hoc subsidies, it is:

- Pre-authorized
- Policy-driven
- Reported annually
- Legally defensible

It avoids the failures documented in your **USSSA research**, where cash-based systems, opaque contracts, and fragmented oversight undermine public confidence.

9. Strategic Value to Harrah City Council

Adopting this framework allows Council to say:

- “We grew without raising taxes.”
- “Visitors helped fund public safety.”
- “Infrastructure paid for itself over time.”
- “Our facilities are governed, not exploited.”
- “Economic development serves residents first.”

This is **city-manager-level leadership**, not project advocacy.

10. Closing Statement (Council-Ready)

> *Harrah does not need to chase development.*
> *Harrah needs a structure that allows development to come responsibly, pay its way, and give back to the community it impacts.*

The **Authority-led sports tourism + hotel model** accomplishes exactly that.

Bouse Sports Complex and Harrah, OK Development Briefing

Executive Summary

This briefing document synthesizes key data and strategic plans concerning regional sports tourism and municipal development in Eastern Oklahoma County. The analysis is presented in two parts: a detailed review of the Bouse Sports Complex's performance and a comprehensive summary of the City of Harrah's 2018 Comprehensive Plan.

Bouse Sports Complex Key Takeaways: The Bouse Sports Complex in Choctaw is a significant driver of economic activity, primarily through its partnership with the United States Specialty Sports Association (USSSA). The complex has generated a total economic impact of 18.2million∗∗acrosstheanalyzedperiod.Financialandoperationalmetricsshowastronggrowthtrajectoryfrom2016to2023,with2021and2023beingparticularlystrongyears.In2024,topeventorganizerslikeRickGlasserUSSSAOklahomaandBigShowProductionsUSSSAareresponsibleforthevastmajorityofrevenue,playerparticipation,andeconomicimpact,withRickGlasser
,

seventsaloneprojectedtogeneratean∗∗11 million economic impact.

City of Harrah Comprehensive Plan Key Takeaways: The City of Harrah's strategic vision focuses on balancing the preservation of its rural character with targeted economic development. The impending completion of the Northeast Oklahoma County Loop ("the Turnpike") is identified as the primary catalyst for growth. The plan prioritizes concentrating commercial development at the new turnpike interchanges (notably at 23rd Street and Reno Avenue), revitalizing the historic Downtown core, and significantly expanding public recreational amenities. Key initiatives include enhancing the EOC Sports Complex, expanding Heritage Park with a "health and wellness" focus, and developing a regional trail system. The plan is underpinned by a fiscally conservative approach, emphasizing the need for strategic infrastructure investment, updated master plans for water and wastewater, and a diverse range of funding mechanisms to support its ambitious "Big Ideas."

Bouse Sports Complex: Performance Analysis

The Bouse Sports Complex, located at 1333 N. Indian Meridian Rd in Choctaw, Oklahoma, is a major venue for USSSA-sanctioned baseball and softball events. Data analysis reveals a robust and growing operation with significant economic contributions.

Key Metrics by Event Organizer (2024 Data)

Event organizers play a crucial role in the complex's success. Rick Glasser USSSA Oklahoma and Big Show Productions are the dominant entities, driving the majority of activity and revenue.

Metric	Rick Glasser USSSA OK	Big Show Productions	Midwest Sports Pro...	Top Gun USSSA	Others
Total Event Economic Impact	~$11,000,000	~$9,000,000	~$2,500,000	~$1,000,000	N/A
Event Entry Fees	$554,454	$510,127	$252,700	$147,800	N/A

Total Event Income	~$1,100,000	~$900,000	~$400,000	~$200,000	N/A
Total Event Players	21,556	20,856	~$10,000	~$5,000	N/A
Total Event Games	~4,027	~5,789	N/A	N/A	N/A
Total Officials Pay	$313,560	$450,000	N/A	~$100,000	$215,207

Note: Some figures are approximated from bar charts.

Historical Performance Overview (2016-2023)

The complex has demonstrated significant year-over-year growth across multiple financial and operational metrics, indicating sustained demand and successful management.

Financial Trends (2016-2023)

Year	Event Entry Fees	Total Event Income	Total Event Expenses	Total Event Net	Total Economic Impact
2023	$237,400	$497,800	$161,900	$335,900	$3,600,000
2022	$160,800	$338,800	$141,400	$197,400	$2,800,000
2021	$214,100	$449,700	$194,800	$254,900	$3,900,000
2020	$178,200	$390,000	$165,600	$224,500	$3,600,000
2019	$55,700	$286,800	$166,600	$120,200	$1,300,000
2018	$77,700	$287,400	$136,300	$151,100	$1,300,000
2017	$30,400	$167,700	$49,900	$117,800	$1,000,000
2016	$56,600	$114,900	$53,200	$61,700	$642,700
Total	$1,010,900	$2,525,100	$1,070,200	$1,454,900	$18,142,700

Note: Figures are derived from provided charts and may be approximate.

Operational Trends (2016-2023)

Year	Event Games	Event Players	Officials Pay
2023	2,167	8,133	$171,600
2022	1,525	6,006	$120,500
2021	1,738	7,634	$146,500
2020	1,767	7,997	$138,800
2019	~1,000	~2,800	$117,100

2018	~1,100	~2,100	$131,800
2017	~492	~2,400	$41,400
2016	~718	~1,900	$42,600

Associated Entities and Mottos

- BaseballHeaven.net: A prominently featured entity associated with the Brian Crawford Memorial.
- Motto: "I Can Do All Things Through Christ Who Gives Me Strength" Phil 4:13.
- Fundraising: A text-to-donate phone number (405-266-2513) is consistently displayed.

City of Harrah: Comprehensive Plan Synthesis

The 2018 Comprehensive Plan for the City of Harrah outlines a strategic roadmap for growth, focusing on leveraging new infrastructure while preserving the community's core identity.

Community Snapshot (2016 Data)

Category	Data Point
Population	5,714 (experiencing steady growth)
Area	12.75 square miles (8,160 acres), with 42% undeveloped
Median Age	38.7 years (higher than Oklahoma County's 34.3)
Racial Composition	87.1% White, 4.8% American Indian, 5.6% Two or More Races
Median Household Income	$56,995 (higher than Oklahoma County's $48,987)
Unemployment Rate	4.6% (lower than Oklahoma County's 5.6%)
Average Commute	32.2 minutes (longer than Oklahoma County's 20.9)
Median Housing Value	$145,300
Housing Composition	80.8% single-unit, detached; 69.7% owner-occupied
Top Industries	Educational/Health Care (17.6%), Public Administration (16.9%), Retail Trade (13.3%)

Harrah 23rd Street Economic Development Framework

Guiding Vision and Public Mandate

Public input from a 2017 online survey and an Advisory Committee shaped the plan's five core Focus Areas:

1. Fiscally Responsible: Ensuring city investments are well-planned and strategic.
2. Economic Development: Providing employment and tax revenue, focused on the Turnpike and Downtown.
3. Rural Character: Maintaining the city's existing rural atmosphere.
4. Sense of Community and Identity: Enhancing community bonds and establishing a distinct identity.
5. Quality of Life: Providing recreational amenities, health opportunities, and local shopping.

A 2006 community survey ("Help Harrah Happen") indicated strong resident satisfaction with parks and schools, but dissatisfaction with shopping options and city government. The 2017 survey revealed that the quality of nonresidential development is the greatest long-term concern for residents, and 75% of households do less than half of their shopping locally.

Key Land Use and Growth Recommendations

The plan's recommendations are designed to be actionable, addressing the community's vision for a "self-sustaining bedroom community" that is a "destination for families."

1. Capitalize on the Northeast Oklahoma County Loop ("the Turnpike")

The Turnpike is the plan's most significant development catalyst, with three interchanges planned within Harrah (23rd Street, Reno Avenue, 29th Street).

• Strategy: Concentrate nonresidential development (Local and Regional Services) at these Turnpike nodes to capture sales tax revenue and serve as a buffer between the highway and residential areas. The 23rd Street interchange is identified as the biggest opportunity.

• Goal: Strengthen the city's economy and fund services without compromising the rural character of outlying areas.

2. Facilitate Downtown Enhancements

The plan identifies the historic Downtown as the heart of the city's identity and a key area for investment.

• Strategy: Encourage infill development, preserve historic structures, and improve pedestrian/bike amenities. The goal is to link Downtown to other community assets like Heritage Park.

• Action Items: Review and amend Central Business District (CBD) zoning to promote a more pedestrian-oriented mix of uses, and potentially offer incentives for facade improvements.

3. Expand Parks and Emphasize "Health and Wellness"

Improving quality of life through recreation is a central theme, with a desire for a "health and wellness" focus to attract residents and industry.

• EOC Sports Complex: The plan supports further development of this 75-acre complex to include a multi-purpose recreation facility.

• Heritage Park: A major expansion is proposed, potentially adding 105 acres to connect the park north towards Downtown and create links to the North Canadian River.
• Action Item: The city is advised to develop a formal Parks, Recreation, and Open Space Master Plan to guide these efforts and qualify for funding.

4. Plan for Regional Connectivity

The plan advocates for improved transportation and recreational networks.
• Regional Trail System: Harrah will participate in the Eastern Oklahoma County Partnership's proposed regional trail. A key trailhead is proposed near the Church Ave/23rd St intersection to connect Downtown, Heritage Park, and the North Canadian River.
• Roadway Improvements: The plan calls for coordination with ODOT and Oklahoma County on key corridors and recommends studying the relocation of SH 270 along a widened Harrah Road to improve access to I-40.

5. Address Infrastructure and Implementation

Strategic infrastructure planning is critical to support concentrated growth.
• Water & Wastewater: The plan strongly recommends conducting system-wide master plans to evaluate capacity, identify necessary improvements for fire protection in new commercial areas, and plan for system extensions.
• Former Cookieland Site: The city is to coordinate with the Oklahoma Turnpike Authority (OTA) regarding the future use of the former 108-acre Girl Scout Camp, advocating for preservation, trail connections, and limited commercial development.
• Implementation: An extensive Implementation Matrix provides a timeline (1-5 years, 6+ years, Ongoing) and assigns responsibility for each action item to guide the City Council, Planning Commission, and Staff. Potential financing options include TIF districts, municipal bonds, grants, and public-private partnerships.

Harrah 23rd Street Economic Development Framework

A Strategic Plan for Economic Development Through Sports Tourism in Harrah

1.0 The Strategic Imperative: Seizing a Generational Opportunity for Growth

The City of Harrah stands at a critical juncture. The community faces the persistent challenge of economic leakage while simultaneously being presented with the unprecedented growth opportunity of the new Northeast Oklahoma County Loop ("the Turnpike"). This plan puts forth a data-driven, proven strategy to capitalize on this unique confluence of need and opportunity, turning a long-standing vision into a sustainable reality. It is a direct response to the community's needs and aspirations, as meticulously documented in the 2018 Harrah Comprehensive Plan, providing a clear path to capture local spending, attract new investment, and enhance the quality of life for every resident.

The core challenges facing Harrah, identified by its own citizens in the 2018 Comprehensive Plan, paint a clear picture of the need for decisive action:
• **Significant Economic Leakage:** A staggering 75% of households conduct less than half of their shopping locally, representing a substantial loss of potential sales tax revenue for the city.
• **Demand for Commercial Amenities:** Residents have clearly stated their desire for more local retail and commercial options, reflecting a gap in the current market that forces them to spend their money in other communities.
• **Concerns Over Development Quality:** The "quality or type of nonresidential development" was identified as the single greatest concern for residents, both in the short-term (1-3 years) and the long-term (5+ years).

The construction of the new Turnpike is not merely an infrastructure project; it is the single greatest economic development catalyst for Harrah in a generation. With three interchanges planned within the city's boundaries, this corridor represents a prime opportunity to create the high-quality commercial hubs that residents desire. The 2018 Comprehensive Plan foresaw this potential, explicitly recommending that the city capitalize on these "Turnpike Nodes" to foster targeted, nonresidential growth.

The following sections detail a proven strategy to leverage this historic opportunity: positioning Harrah as a regional destination for youth sports tourism.

2.0 The Proven Model: Deconstructing the Economic Power of Youth Sports Tourism

To mitigate risk and ensure success, this strategy is not based on theory but on a proven, local, and highly successful case study. The Bouse Sports Complex in the neighboring city of Choctaw provides a powerful, data-driven model demonstrating how a well-managed youth sports facility can become a formidable economic engine. By examining its performance, Harrah can adopt a blueprint for success with a clear understanding of the potential returns.

Key Economic Impact Metrics
The data from the Bouse Sports Complex reveals a consistent and significant positive impact on the local economy. These metrics represent visiting families spending money on lodging, dining, and retail, directly benefiting the host community.
• **Total Economic Impact:** The complex has generated a total economic impact of
18.2*million**.Thisfigureillustratesthemassivecumulativepowerofsportstourism.Theannualimpactisconsisten*

*tlyrobust,generatingapproximately***3.9 million in 2023** and **$3.6 million in 2021**, showcasing the facility's role as a reliable year-over-year revenue driver.
• **Player and Game Volume:** The facility consistently attracts a high volume of visitors. In 2023 alone, it hosted **8,133 event players**. Even in 2020, a challenging year for public gatherings, it facilitated **2,167 event games**, demonstrating the resilience and consistent demand for youth sports tournaments.
• **Direct Tournament Revenue:** Beyond the secondary economic impact, the complex generates substantial direct revenue. Total event income exceeded 400,000*inmultipleyears,reaching***497.8K in 2023**. Event entry fees alone regularly surpass 200,000,*totaling***237.4K in 2023**.

These metrics are not independent; they form a virtuous economic cycle. The high volume of players and games creates a captive audience for the local economy, which drives the broad economic impact. In turn, the direct tournament revenue provides the operational funding necessary to maintain a premier facility and attract even more events, ensuring the model's long-term sustainability.

This proven model directly addresses Harrah's most pressing economic challenges. A sports complex of this nature creates a sustained, predictable demand for the very amenities that residents want and that are perfectly suited for development at the new Turnpike interchanges. The thousands of families visiting for weekend tournaments require hotels, restaurants, and retail services, thereby creating the ideal market conditions to attract the high-quality nonresidential development Harrah needs to capture local and regional spending.

Our analysis concludes that this is a low-risk, high-reward strategy. By adopting this blueprint, Harrah is not experimenting; it is making a strategic investment based on a proven, hyper-local success story.

3.0 Vision and Strategic Goals: Defining Harrah's Future as a Premier Family Sports Destination

This plan envisions a future where Harrah is not just a "bedroom community," but a vibrant, self-sustaining city and a recognized regional destination for families and youth sports. By building this distinct identity, Harrah will capture new revenue, create local amenities, and fundamentally enhance the quality of life for its residents, securing a prosperous future for generations to come.

Vision Statement
To establish Harrah as a premier regional destination for family-oriented sports tourism, creating a vibrant, self-sustaining economy that enhances the quality of life for all residents.
Strategic Goals
This vision is achieved through five strategic goals, which are directly aligned with the five "Focus Areas" identified by the community in the 2018 Harrah Comprehensive Plan.

1. **Foster Economic Development**

   This initiative directly answers the community's primary concern. The sports complex will serve as a powerful anchor tenant at a Turnpike interchange, creating the necessary market demand to attract high-quality commercial, retail, and hospitality developments. This will significantly expand the city's sales tax base, fund essential public services, and create local jobs.

2. **Enhance Quality of Life**
   The new, state-of-the-art facilities will be available for local leagues, schools, and residents when not hosting tournaments, providing premier recreational amenities. This investment fosters a community-wide "health and wellness" focus, a stated desire in the 2018 plan. Furthermore, the resulting commercial growth will provide residents with the local shopping and dining options they have long sought.
3. **Strengthen Sense of Community and Identity**
   This project gives Harrah a unique, positive, and marketable brand identity that distinguishes it from other communities in the region. Becoming "the place for family sports" fosters civic pride and creates a compelling narrative that will attract new families and investment, solidifying a strong sense of place.
4. **Preserve Rural Character**
   A key value of Harrah residents is the preservation of the community's rural atmosphere. This plan achieves that by strategically concentrating high-intensity commercial development at the designated, highly-accessible Turnpike nodes. This purposeful land use prevents commercial sprawl and protects the low-density, rural character of Harrah's established residential areas.
5. **Ensure Fiscally Responsible Governance**
   This model is designed to be self-sustaining. The economic activity generated by tourism—sales tax from hotels, restaurants, and retail—creates a new revenue stream that can be used to pay for the development and maintenance of the public facilities. This creates a virtuous economic cycle that minimizes the financial burden on existing residents while delivering maximum public benefit.

   While these goals define our destination, achieving them requires the right vehicle. The next section details the essential governance structure needed to navigate the complexities of this project and ensure its success.

4.0 The Implementation Framework: Establishing the Harrah Parks & Recreation Authority

Successful execution of a project of this scale requires a "governance-first" approach. The complex demands of financing, developing, and operating a regional sports tourism destination necessitate a dedicated, specialized public entity. Attempting to manage this initiative within existing municipal departments would strain resources and lack the focused expertise required for success.

Therefore, this plan proposes the formation of a **Harrah Parks & Recreation Authority**. As outlined in the 2018 Comprehensive Plan's section on "Economic Development Authorities (EDAs)," such an authority can be established as a public entity focused specifically on economic development through the expansion of parks and recreational facilities. This structure provides the ideal combination of public accountability, operational agility, and financial capability needed to bring this vision to life.

Core Functions and Rationale of the Authority

Core Function	Rationale
Financing	The Authority will have the legal standing to issue municipal bonds, the most common and effective method for funding large-scale public projects. This mechanism, explicitly described in the 2018 plan, allows for the financing of land

	acquisition and construction without placing an immediate burden on the city's general fund. This structure directly enables the strategic goal to Ensure Fiscally Responsible Governance.
Development & Construction	The Authority will act as the central project manager, overseeing everything from site selection and architectural design to the construction of the sports facilities and supporting infrastructure. This specialized focus ensures the project is managed efficiently, on time, and on budget.
Operations & Management	Once constructed, the Authority will be responsible for the professional management of the complex. This includes marketing the facility to tournament organizers regionally and nationally, managing event logistics, and overseeing daily operations to ensure a high-quality visitor experience and maximize economic impact.

The creation of the Harrah Parks & Recreation Authority is the critical first step. It establishes the legal, financial, and operational vehicle required to transform this strategic plan from a document into a physical reality and a cornerstone of Harrah's economic future.

5.0 Phased Action Plan: A Roadmap to Success

This action plan outlines a logical, phased sequence of steps designed for methodical execution, fiscal accountability, and stakeholder alignment. Each phase builds upon the last, ensuring that a solid foundation is in place before moving forward and allowing for adjustments based on detailed analysis at each stage.

1. **Phase I: Foundation & Feasibility (Year 1)**
   Legally establish the Harrah Parks & Recreation Authority by the Harrah City Council.
   Appoint the Authority's governing board, comprised of community leaders and stakeholders.
   Commission a formal market analysis and site selection study. This study will validate the business model and identify the optimal location, focusing on the prime Turnpike interchanges at **23rd Street and Reno Avenue**, as recommended in the 2018 Comprehensive Plan.
2. **Phase II: Design & Funding (Year 2)**
   Develop a formal **Parks and Recreation Master Plan**, a specific recommendation of the 2018 plan. This document will guide facility design and serve as a required basis for many state and federal funding applications.
   Secure project financing through the issuance of municipal bonds by the Authority.
   Simultaneously, investigate and apply for state and federal grant opportunities identified in the 2018 plan's financing section.
   Finalize architectural and engineering designs for the sports complex, access roads, and supporting utility infrastructure.
3. **Phase III: Construction & Commercial Partnership (Years 3-4)**
   Initiate construction of the sports facilities and necessary public infrastructure, including water, wastewater, and road improvements.
   The Authority, in close partnership with the City, will begin actively recruiting hotel, restaurant, and retail developers for pad sites adjacent to the complex at the selected Turnpike node, using the construction of the complex as a tangible commitment to the area's economic vitality.
4. **Phase IV: Operation & Growth (Year 5 and Beyond)**

Launch tournament operations and execute comprehensive marketing campaigns to attract regional and national events.
Implement a system to monitor key economic impact metrics, such as sales tax revenue, hotel occupancy rates, and visitor spending, to measure success and report to the community.
Based on operational success and market demand, develop plans for the future expansion of facilities or the addition of complementary amenities.

This phased approach provides a clear and accountable roadmap, transforming strategic intent into tangible economic growth for the City of Harrah.

6.0 Projected Public Benefits and Fiscal Impact

The ultimate goal of this strategic plan is to create a fiscally responsible economic engine that delivers tangible, lasting benefits to the citizens of Harrah. The investment in a sports tourism complex is projected to generate a powerful return, not only in dollars, but in the overall quality of life and long-term vitality of the community.

• **Increased Municipal Revenue:** The influx of thousands of tournament attendees each year will create a significant new stream of sales tax revenue. As visiting families spend money on lodging, food, fuel, and retail, they will directly bolster the city's budget, providing crucial funding for public safety, road maintenance, and other essential services. This diversifies Harrah's revenue base and reduces its fiscal vulnerability.

• **Targeted Commercial Growth:** The sports complex will act as a powerful catalyst, creating the sustained customer traffic needed to attract high-quality hotels, family-friendly restaurants, and retail stores to the Turnpike interchanges. This directly fulfills a key objective of the 2018 Comprehensive Plan and finally provides residents with the local amenities they have consistently requested.

• **Enhanced Quality of Life for Residents:** This plan provides Harrah's families with access to state-of-the-art sports facilities for local leagues and recreational use. The development spurred by the complex will provide more local job opportunities and convenient access to shopping and dining. This aligns perfectly with the community's desire for a "health and wellness" focus and contributes to a more vibrant and convenient lifestyle.

• **Strengthened Community Identity:** By becoming a recognized hub for youth sports, Harrah will establish a distinct and positive regional brand. This identity will foster civic pride, make the city more attractive to new families looking to relocate, and encourage further private investment, creating a positive cycle of growth and community enhancement.

This initiative represents a strategic investment in Harrah's future, with multifaceted returns that will strengthen the city's financial foundation, improve public amenities, and build a lasting legacy for the entire community.

7.0 Conclusion and Formal Recommendation

The City of Harrah is presented with a unique and time-sensitive opportunity to chart a new course for its economic future. The convergence of the new Turnpike construction and the clear community mandate for high-quality commercial development creates a window for transformative action. This strategic plan provides a clear, low-risk, and high-reward path forward. By leveraging the proven economic power of sports tourism, as demonstrated by the success of the Bouse Sports Complex, Harrah can create a self-sustaining engine for growth. The proposed

Harrah Parks & Recreation Authority establishes a sound governance structure to ensure professional management and fiscal accountability. The resulting public benefits—from increased municipal revenue and targeted commercial growth to an enhanced quality of life and a stronger community identity—are significant, tangible, and directly aligned with the long-term vision of its citizens. This is the moment to act decisively and secure a more prosperous, vibrant, and self-reliant future for Harrah.

It is therefore formally recommended that the Harrah City Council pass a resolution to authorize the formation of a Harrah Parks & Recreation Authority and begin Phase I of the action plan outlined within this document.

Harrah Oklahoma's Turnpike Growth Blueprint

Comparative Analysis of Sports Complex Operations: Strategic Insights for the City of Harrah

1.0 Introduction and Strategic Objective

This analysis evaluates the operational and financial models of established sports complexes to provide data-driven recommendations for the development of a new or expanded recreational facility in Harrah, Oklahoma. This report provides a strategic blueprint for developing a sports complex that functions not merely as a recreational amenity, but as a self-sustaining economic development engine capable of generating significant tax revenue and accelerating commercial growth along the new turnpike corridor. By benchmarking against a successful regional sports complex, the City of Harrah can better inform its strategic planning, optimize its investment, and align the project with its long-term economic and community development objectives.

This report conducts a deep-dive analysis of the Bouse Sports Complex, for which extensive multi-year financial and operational data has been provided. The Eastern Oklahoma County (EOC) Sports Complex is also considered as a key local asset, based on its strategic importance outlined in Harrah's comprehensive planning documents. However, as detailed financial and operational data for the EOC and other regional complexes were not available within the source materials, the Bouse Sports Complex will serve as the primary case study for benchmarking performance and identifying best practices.

The findings from this comparative review will culminate in a set of strategic recommendations tailored to Harrah's specific economic development goals and community vision. These recommendations are designed to provide a clear, actionable framework for developing a sports facility that can serve as both a community asset and an economic engine for the city.

2.0 Strategic Context: Harrah's Development Goals and Recreational Vision

To be successful, any new capital project must be fundamentally aligned with a city's established vision and strategic priorities. A sports complex represents a significant investment in public infrastructure; its development should directly address the needs and aspirations articulated by the community it serves. This section grounds the analysis in the specific goals outlined in the City of Harrah's Comprehensive Plan, ensuring that subsequent recommendations are relevant and purpose-driven.

The Harrah Comprehensive Plan reveals a clear and consistent vision for the city's future, shaped by extensive public input. Key strategic priorities relevant to recreational development include:

- Core Community Values: Residents place a strong emphasis on family life and maintaining a rural atmosphere. The plan explicitly identifies a community value for and desire to have more "outdoor activities and sports facilities."
- Economic Development Focus: A central economic goal for Harrah is to capitalize on the new Northeast Oklahoma County Loop ("the Turnpike"). The city aims to leverage the new interchanges at 23rd Street and Reno Avenue to stimulate commercial growth and expand its tax base.
- Quality of Life Enhancements: The community has expressed a clear desire for improved recreational amenities that support a "health and wellness" focus. Providing

more activities for children is a recurring theme and a key component of enhancing the overall quality of life for residents.
• Existing Recreational Assets: The city recognizes the EOC Sports Complex, located on 75 acres with four ballfields, as a valuable asset. The comprehensive plan notes that there is strong community support for expanding this site into a more comprehensive multi-purpose recreation facility.

These foundational goals provide the strategic lens through which a potential sports complex project should be viewed, transitioning the focus from Harrah's needs to an in-depth analysis of a successful operational model.

3.0 Case Study: Bouse Sports Complex Financial and Operational Analysis

The Bouse Sports Complex in Choctaw, Oklahoma, provides a detailed and transparent case study of a successful regional sports facility. By analyzing its key performance indicators (KPIs) over a multi-year period from 2016 to 2023, it is possible to identify the primary financial drivers, operational scale, and economic impact that characterize a high-performing complex. This data offers a valuable benchmark for understanding the potential of a similar facility in Harrah.

3.1 Scale of Operations and Participation

The operational volume of a sports complex is a direct indicator of its reach and activity level. The Bouse Sports Complex demonstrates a capacity for hosting a significant number of events, games, and players annually, with performance peaking in recent years.

• Peak Player Volume: The complex hosted a maximum of 8,133 event players in 2023.
• Peak Game Volume: The facility managed a maximum of 2,167 event games in 2023.

3.2 Revenue and Income Stream Analysis (2016-2023)

An analysis of revenue streams reveals that tournament entry fees are a cornerstone of the complex's financial model. The facility has demonstrated consistent growth in its ability to generate income, driven by a high volume of event participation.

Metric	Key Finding
Total Event Income	Peaked at $497,800 in 2023
Event Entry Fees	Peaked at $237,400 in 2023

A critical factor in this revenue generation is the complex's relationship with key event promoters. The top two promoters, Big Show Productions and Rick Glasser USSSA, were responsible for generating approximately 554.5K**and**510.1K in event entry fees, respectively. The dominance of these two promoters, who collectively generated over $1.06 million in entry fees, demonstrates that the financial viability of the Bouse model rests on securing a small number of high-volume, strategic partnerships, rather than a large number of smaller event organizers.

3.3 Expense Structure Analysis (2016-2023)

The primary expenses for the Bouse Sports Complex are directly tied to event execution, with payments to officials representing a major and necessary cost of operations.

Metric	Key Finding
Total Event Expenses	Peaked at $194,800 in 2020
Total Officials Pay Per Event	Peaked at $171,600 in 2020

3.4 Net Performance and Profitability (2016-2023)

By effectively managing the relationship between its revenues and expenses, the Bouse Sports Complex has achieved significant and growing profitability. This net performance highlights the financial viability of a tournament-focused operational model. The complex achieved a peak Total Event Net revenue of $335,900 in 2023.

3.5 Economic Impact Assessment

Beyond direct profitability, the most significant contribution of the Bouse Sports Complex is its substantial economic impact on the surrounding community. This "downstream" value, generated by visitor spending on lodging, food, and retail, represents a powerful return on investment for the host city.

The cumulative Total Event Economic Impact generated by the Bouse Sports Complex is an impressive $18.2 million.

Analysis shows a variance in impact based on the sport. Over the period studied, baseball-related events generated a total economic impact of $97,928.5, while softball events generated $57,672.5, indicating baseball's higher secondary spend.

The ability to generate millions of dollars in local economic activity demonstrates the power of a well-run sports complex as a tool for economic development, a key lesson that can be directly applied to Harrah's strategic planning.

4.0 Best Practices and Strategic Opportunities for Harrah

This section distills the key lessons from the Bouse Sports Complex case study and applies them to Harrah's strategic context to identify actionable opportunities. By adopting proven best practices, Harrah can significantly enhance the probability of success for a new or expanded sports facility.

The Bouse model reveals three primary best practices that drive its financial success and economic impact:

1. Leverage Strong Promoter Partnerships: Bouse's ability to generate significant revenue from entities like Big Show Productions and USSSA highlights the critical importance of a partnership-driven model. Securing relationships with established tournament organizers ensures a consistent schedule of large-scale events that attract a high volume of teams and visitors.
2. Prioritize High-Volume Tournament Play: The Bouse data provides a clear financial formula: high player volume drives not only direct net revenue (peaking at over $335,000 in 2023) but, more critically, it unlocks the multi-million dollar economic impact that justifies the facility as a public investment. One cannot be

achieved without the other. The core business model is centered on attracting and efficiently hosting large tournaments.
3. Cultivate a Diversified Sports Offering: By hosting both baseball and softball, the Bouse complex caters to a wider audience of athletes and families. This diversification creates distinct revenue streams and broadens the facility's overall economic impact throughout the year.

Integrating these best practices with the goals outlined in the Harrah Comprehensive Plan illuminates several strategic opportunities for a new or expanded sports complex:

• Opportunity for a Multi-Purpose Facility: There is a clear opportunity to merge the community's desire for a multi-purpose recreation facility at the EOC site with a tournament-capable design. This hybrid model would allow the city to capture regional tournament revenue while simultaneously providing year-round recreational programming for Harrah residents, meeting both economic and quality-of-life goals.

• Synergy with Turnpike Development: Strategically positioning a state-of-the-art complex at a new turnpike interchange is not merely an opportunity; it is a prerequisite for competing for regional tournament traffic. This location provides a decisive logistical advantage over established competitors and is the single most important factor in maximizing the facility's economic reach.

• Focus on "Health and Wellness" Branding: Developing a modern sports and recreation complex aligns perfectly with Harrah's desire to brand itself as a destination focused on "health and wellness." Such a facility would serve as a tangible symbol of this identity, improving the quality of life for current residents while attracting new families and businesses to the community.

These opportunities provide a strong foundation for the specific, actionable recommendations that follow.

5.0 Strategic Recommendations for a Harrah Sports Complex

Based on the preceding analysis of the Bouse Sports Complex and the strategic goals of the City of Harrah, the following recommendations provide a clear and actionable path forward for developing a successful sports and recreation facility.

1. Develop a Partnership-Centric Operating Model Harrah should proactively seek and cultivate strategic partnerships with major youth sports associations (like USSSA) and established event promoters. As demonstrated by the Bouse model, these partnerships are the most significant driver of tournament bookings and associated revenue. An operating plan that prioritizes and incentivizes these relationships will be essential for securing a robust and profitable event schedule.

2. Design for High-Volume Tournament Capacity The design of any new or expanded facility must be dictated by the demands of high-volume tournament play. This includes an adequate number of high-quality fields, efficient traffic flow,

sufficient parking, and supporting amenities. The Bouse case study proves that maximizing the volume of players and games is the key to unlocking both direct facility revenue and, more importantly, the multi-million-dollar secondary economic impact that benefits the entire city.

3. Integrate Community and Tournament Use The city should pursue the multi-purpose facility concept envisioned in the Harrah Comprehensive Plan. This approach creates a powerful synergy, allowing the facility to generate significant revenue from weekend tournaments while serving Harrah residents with health, wellness, and recreation programs during the week. This integrated model ensures the facility is a vibrant community hub that meets quality-of-life goals while also functioning as a self-sustaining economic asset.

4. Align Facility Location with Regional Transportation Corridors Site selection is not a passive consideration; it is a critical success factor. Therefore, the City must exclusively consider sites offering direct, high-visibility access from the 23rd Street and Reno Avenue interchanges to fully capitalize on the regional traffic promised by the new turnpike. This will maximize its attractiveness to visiting teams, reduce travel friction, and fully capitalize on the primary economic development opportunity identified in Harrah's long-term vision.

In conclusion, the Bouse Sports Complex provides a proven, profitable, and high-impact model that aligns perfectly with Harrah's strategic goals. By adopting these recommendations, the City of Harrah can de-risk its investment and move forward with confidence, positioning itself to capture a significant share of the regional sports tourism market and deliver a landmark asset that enhances both quality of life and economic vitality for decades to come.

Harrah Oklahoma’s Turnpike Growth Blueprint

Case Study: How Sports Can Power a City's Growth - The Harrah Plan

Harrah 23rd Street Economic Development Framework

Introduction: A Small Town with a Big Opportunity

The City of Harrah, Oklahoma, is a community that values its history and its small-town, rural character. It's a place where families are drawn to the good schools and the quality of life that comes from being close to the amenities of a big city while maintaining a tight-knit community feel. Like many growing towns, Harrah faces a central question: "How can a small city create new jobs, build better parks, and attract new businesses without raising taxes on the people who live there?" This is a classic challenge facing countless American towns: how to build a better future without placing the financial burden on current residents.

This case study explores Harrah's innovative answer to that question. Instead of relying on traditional economic development, the city has a plan to use a powerful and often overlooked engine for growth: youth sports. We will break down how Harrah plans to transform its local sports complex into a hub that attracts visitors, generates new revenue, and directly funds improvements for its own residents.

---

1. Setting the Scene: What Does Harrah Want?

To understand Harrah's strategy, we first need to understand the community's vision for its future. The city's comprehensive plan, developed with extensive public input, outlines a clear set of goals that balance growth with preservation.

The Community's Goals

Based on surveys and meetings with residents, several key priorities emerged:

- More Economic Development: Residents want more local shopping and business growth. An online survey revealed that 75% of households do less than half of their shopping locally and want to reduce their need to drive far for goods and services.

- Better Quality of Life: This means providing more recreational amenities for everyone. Residents desire more parks, trails, and activities for children and families, creating a more vibrant and healthy community.

- Preserving its Rural Character: This is a crucial point. While Harrah's residents want growth and new amenities, they are adamant about maintaining the city's "small town feel" and rural atmosphere. They want to grow smartly, without losing what makes Harrah unique.

A Big Opportunity: The New Turnpike

A major catalyst for Harrah's future is the construction of the Northeast Oklahoma County Loop, a new highway often referred to as "the Turnpike." This major transportation corridor will pass directly through Harrah, creating three new interchanges. For city planners, a new highway exit is a massive opportunity for economic development, particularly at the primary development node at 23rd Street. This new turnpike provides a direct answer to the residents' desire for more local shopping, as the new interchanges create prime real estate for the very businesses people currently have to leave town for.

With a clear vision of what its citizens wanted and a major new highway on the way, Harrah's leaders identified a creative way to achieve their goals: sports.

---

2. The Big Idea: Using Sports as an Economic Engine

The core of Harrah's plan relies on "sports tourism"—the powerful economic effect that occurs when traveling families, in town for a weekend tournament, spend money on hotels, gas, restaurants, and shopping, injecting outside cash directly into the local economy.

Proof It Works: A Nearby Success Story

While Harrah plans its expansion, we can look at the Bouse Sports Complex in the nearby town of Choctaw to see the powerful economic impact of this strategy. The data from this complex shows that a well-run facility is far more than just a place to play games—it's a significant economic driver.

Metric	Impact
Total Economic Impact	$18.2 million
Peak Annual Economic Impact (2021)	$3.9 million
Players Attracted in a Single Year (2023)	8,133
Games Hosted in a Single Year (2023)	2,167
Net Revenue in a Single Year (2023)	$335,900

This success proves that a well-managed sports complex isn't just a community expense; it's a real business that attracts thousands of visitors and generates substantial profit. This is the model Harrah aims to replicate and build upon.

But to make this kind of project work for the city without raising taxes, it needs a special kind of management structure.

---

3. How It Works: The "Public Trust" Model

To manage a project like a sports complex effectively, Harrah can use a structure similar to an Economic Development Authority (EDA), often called a "public trust" or "authority." Think of it like a non-profit organization that the city creates to run a specific business, like a park or an airport. This strategic separation is key. A city's general budget has to cover everything from police to road repairs, meaning a park's needs can get lost in the

shuffle. A dedicated authority, however, can operate with a singular, business-like focus on making the sports complex a profitable success.

Here are the three main benefits of using a Parks & Recreation Authority for this project:

1. Focused Mission It can focus 100% on making the sports complex successful, operating like a business with a clear goal of generating revenue and providing a great experience.

2. No New Taxes for Residents The complex is funded by the revenue it generates from tournaments (like team entry fees and gate fees), not from local property or sales taxes paid by residents.

3. Reinvesting the Profits This is the most powerful part of the model. Any surplus money (profit) the complex makes doesn't just go into a general city fund. Instead, it can be reinvested to make the park even better—adding new fields or amenities—or used to fund other community projects. For instance, profits generated by a weekend softball tournament at the EOC Sports Complex could directly fund new playground equipment for Heritage Park, turning visitor dollars into tangible benefits for Harrah families.

With this smart structure in place, let's look at Harrah's specific game plan.

---

4. Harrah's Game Plan: Putting It All Together

Harrah's plan is to expand the existing EOC Sports Complex, located along the key 23rd Street corridor near a future turnpike interchange. The vision includes not only more baseball and softball fields but also adding a multi-purpose recreation facility that can serve the entire community. Based on the success of the nearby Bouse complex, which generated $3.9 million in economic impact in a single year, Harrah's leaders see a clear path for this expanded facility to become a major financial asset for the city.

This plan is designed to create a virtuous cycle of economic growth that directly benefits residents:

- Step 1: The Harrah Parks & Rec Authority expands the EOC Sports Complex.
- Step 2: The complex hosts baseball and softball tournaments, attracting thousands of visitor families from across the region.
- Step 3: Visitors spend money at Harrah's hotels, gas stations, and future restaurants near the new Turnpike interchanges. This activity generates new sales tax revenue for the city.
- Step 4: The complex itself makes a profit from tournament fees, which creates a surplus for the Authority.
- Step 5: The Authority reinvests its surplus to improve the complex and other city parks (like Heritage Park), while the city uses the new sales tax revenue to improve other city services, such as public safety and road maintenance.

Ultimately, the plan is designed to be a win-win-win: it delivers the economic development residents want, funds a better quality of life through superior parks, and does it all by leveraging visitor spending, thereby preserving the fiscally responsible, small-town character of Harrah.

---

5. Conclusion: Key Lessons from the Harrah Plan

The City of Harrah's strategy offers a valuable lesson in modern community development. By looking closely at its assets and goals, the city developed a creative plan that turns a recreational facility into an economic powerhouse.

Here are the key takeaways from this case study:

1. Economic Growth Can Be Creative Cities don't have to rely only on traditional factories or office parks for growth. Specialized attractions like sports complexes can be powerful economic drivers that also enhance a community's character.

2. Visitors Can Fund Community Improvements By focusing on sports tourism, Harrah's plan uses money from outside the community to pay for amenities—like upgraded parks and new recreation centers—that local residents can enjoy year-round.

3. Strategic Governance Matters Using a public authority allows the city to operate the complex with the focus and agility of a private business while ensuring the profits are reinvested for public good. This governance model creates a self-sustaining engine for community improvement that doesn't rely on raising local taxes.

A Beginner's Guide to USSSA Tournament Finances

Introduction: Welcome to the World of Sports Management

Understanding the finances of a sports tournament can seem complex at first glance, but it really boils down to a few core concepts. Once you grasp the fundamentals of how money moves in and out of an event, you'll have a powerful toolset for measuring its success and planning for the future.

This guide is designed to explain the key financial terms for running a USSSA tournament in a simple, accessible way. Whether you're a student, an aspiring event director, or just curious, this document will provide the foundational knowledge you need to talk confidently about tournament finances.

1. The Big Picture: Income, Expenses, and Net

At its heart, the financial management of any event is about one fundamental concept: money comes in, and money goes out. The money that a tournament generates is its Income. The money that a tournament costs to run is its Expenses.

The difference between these two numbers tells you if the event was financially successful. This final number is called the Net.
Total Income - Total Expenses = Total Net
Now, let's break down exactly where that money comes from and where it goes.

2. Money In: Understanding Total Event Income

Total Event Income is all the revenue generated by the tournament. Think of it as every dollar that comes into the event's bank account. This income is typically composed of several different streams:
• Total Event Gate: This is the money collected from selling tickets to spectators.
• Total Club Fee: This includes any general administrative fees charged to the participating clubs.
• Event Sponsorship: This is revenue from local or national businesses that pay to be associated with the event.
• Stay To Play Incentive: This refers to income generated from lodging partners or requirements for out-of-town teams.

To put that in perspective, when combined, these streams can be substantial. Top USSSA organizers at a complex like Bouse can generate over $1.2 million in Total Event Income.

The Most Important Revenue Source: Event Entry Fees

For most USSSA tournaments, the primary source of income is the fee that each team pays to participate. This is the financial engine of the event.

Event Entry Fees are calculated by multiplying the number of teams by the fee each one pays.
(Club Teams x Team Entry Fee) = Total Event Entry Fees
Here's where the theory meets reality. In a real-world scenario, this is the financial engine. For a major tournament organizer, entry fees can account for over $550,000 in revenue, as shown in

the Bouse Sports Complex data. As the primary revenue source, the health of your Event Entry Fees directly determines the potential for a positive Total Event Income.

With a clear picture of how money comes in, the next step is to understand all the costs required to put on the event.

3. Money Out: Understanding Total Event Expenses

Total Event Expenses represent all the costs required to run the tournament. These are the bills you have to pay to make the event happen. Just like income, expenses are made up of several key components:

- Total Officials: This is the cost to pay all the umpires, referees, and other game officials.
- Awards: This includes the cost of purchasing trophies, medals, and any other prizes for the winning teams.
- BCM Sports CL Fees: Specific fees related to the BCM Sports organization.
- User Fees: General fees for using the system or facility.
- National Fees: Fees paid to the national sanctioning body, USSSA.

A Major Cost: Officials Pay

One of the largest and most critical expenses for any tournament is paying the officials who ensure the games are played fairly and safely.

Total Officials Pay Per Event is calculated by multiplying the number of officials by the fee they are paid per game.

(Total Officials x Officials Per Game Fee) = Total Officials Pay Per Event

This is a significant line item. For a large series of events, this can easily exceed $170,000. Because Officials Pay is often the largest single expense, managing this cost effectively is critical to controlling your Total Event Expenses.

Once you know all the money that came in and all the money that went out, you can calculate the most important number for the event organizer.

4. The Bottom Line: What is the Total Event Net?

Total Event Net is the ultimate measure of an event's financial performance for the organizer. It is simply the profit (or loss) from the tournament—the money left over after all expenses have been paid from the income.

As we saw at the beginning, the formula is straightforward:

Total Event Income - Total Event Expenses = Total Event Net

This final number tells a clear story. What this looks like in a successful operation is a Total Event Net of over $300,000 in a single year, demonstrating a healthy, sustainable operation. A positive net means the tournament made money, which can be reinvested into future events or facilities. A

negative net means it lost money, signaling that changes may be needed. This is the key metric for the tournament's direct financial health.

However, a tournament's financial story doesn't end with its own balance sheet. It also has a major impact on the surrounding area.

5. Beyond the Balance Sheet: Understanding Economic Impact

It's crucial to distinguish between Total Event Net and Total Event Economic Impact. While the "Net" measures the profit for the tournament organizer, "Economic Impact" measures the total new money the event brings into the local community.

This matters because it quantifies the benefit to local hotels, restaurants, gas stations, and shops from all the visiting players, coaches, and families. For a sports complex, demonstrating a strong economic impact is a powerful way to show its value to the city and local government, as it proves the facility is a driver of local business.

(Total Event Players x Total Economic Impact Per Player) = Total Event Economic Impact

This number is powerful for community relations. A year of successful tournaments can generate a total economic impact of over $3.5 million for the local community, showcasing the facility's value far beyond its own balance sheet.

Conclusion: Your Foundation in Sports Finance

Congratulations! You now have a solid understanding of the core financial concepts behind running a successful sports tournament. By breaking it down, we can see it's not so complicated after all.

Let's quickly recap the four key terms you've learned:
• Total Event Income: All the money the tournament brings in.
• Total Event Expenses: All the money the tournament costs to run.
• Total Event Net: The tournament's direct profit or loss (Income - Expenses).
• Total Event Economic Impact: The new money the tournament brings into the local community.

Mastering these terms not only helps you manage a single event, but also allows you to analyze performance over time and benchmark your operation against other organizers in the industry. You now have the vocabulary and understanding to build upon this foundation and explore the exciting world of sports management.