Motorcycles and Money
A Benefit and Cost Study of the Sturgis Motorcycle Rally on Sturgis, SD

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Committee Chair: Prof. Tim Green
Committee Member: Dr. Barry Nocks
The Sturgis Motorcycle Rally

Sturgis, SD in June
Population: 6,627, people
Area: 3.99 sq miles
Density: 1,660 /sq mile
Source: U.S. Census Bureau, 2010 Census

Sturgis, SD in August
Population: 450,000 people
Source: City of Sturgis, Rally & Events Dept.
Assumed Benefits

• For the City/Region
  • $800 million dollars
  • Great Publicity

• For the Citizens
  • Variety of Events to Attend
  • Chance to Make Extra Money

Source: Dan Ainslie, City Manager, 2013
Potential Problems

For the City

- High Cost of being Host Town
  - Not Enough Tourism Infrastructure
  - Uncaptured Revenue Leaking Outside the City
- Not Enough City Employees
- Crime

For the Citizens

- Crowds
- Noise
- Property Damage
Question

What are the economic impacts of the Sturgis Motorcycle Rally on the city of Sturgis?
Literature Review: Theoretical

Capacity Constraints

• Miss out on direct spending by visitors
  • Lots of money spent outside of Sturgis
  • Lots of money spent at vendors
  • Uncertain how much of the remaining money is captured by Sturgis

• Money is unable to circulate throughout the community
  • Smaller indirect and induced effects

• Reoccurring Annual Events Provide Extra Challenges
  • Have to deal with it on a yearly basis
Literature Review: Impact Measurement

Benefit-Cost Analysis

• Tangible Benefits and Costs
  • Extra Income from Temp Work, Property Damage
• Intangible Benefits and Costs
  • Enjoying events, escaping crowds
• Input-Output Modeling
  • Common, Accepted Method for Measuring Economic Impacts
  • Measures the Effect of an Increase in Final Demand
    (Campbell & Brown, 2003)
  • Direct Impact < Total Regional Earnings
How Does This All Relate to the City of Sturgis?

Available Capacity
- Increasing Capacity May Not Be Feasible

Outside Vendors
- Fees and Taxes
- Take Revenue Out of the Region

Large Events Have Higher Costs
- Increased Stress on City Resources

Benefit-Cost Analyses
- Measure different impacts on citizens
- Input-Output Modeling
  - Measure spending effects of visitors in the region
Methodology

Objective: Identify what the benefits and costs of the rally are on the city of Sturgis
Methodology - Overview

Determine Data Needs
  • Build Flow Chart of Spending
    • Layout Assumptions
  • Determine Data Sources
Citizens of Sturgis
  • Survey
Total Visitor Spending
  • Construct Tree
City Government
  • Obtained from City Offices
Synthesis of Data into Benefit-Cost Table
Methodology – Flow of Money

- **Rally**
  - D Tangible: Property Damage
  - Intangible: Noise/Traffic/Crime

- **Residents of Sturgis**
  - A Tangible: Property Rentals/Employment
  - Intangible: Spending at Events

- **City Government**
  - E Fees, Fines, Etc.
  - B Increased Revenues Spent on City Services
  - F Insurance, Extra Employees, Etc.
  - G Spending By Rally Attendees

- **Black Hills Region (IO Data)**
  - C Share of Direct, Indirect, and Induced Earnings
Methodology - Assumptions

• All spending at the Rally happens in Meade, Pennington, and Lawrence Counties
• Visitor spending does not happen only at vendors nor does it never happen at vendors
• All vendor spending leaks outside the region
• The three sectors most affected by visitor spending are the accommodations sector, gambling/recreation sector, food/drink sector, which see equal shares of the spending
• Money spent by locals would be spent in the region regardless of the existence of the rally
• Whether the locals leave Sturgis during the Rally or spending money at the Rally reveals a preference to the presence of the Rally in Sturgis
# Methodology – Data Sources

<table>
<thead>
<tr>
<th>Entity</th>
<th>Benefit/Cost</th>
<th>Data Requirements</th>
<th>Data Sources</th>
<th>Flow Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents of Sturgis</td>
<td>Benefits</td>
<td>Additional Income</td>
<td>Citizen Survey</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Renting of Personal Property</td>
<td>Citizen Survey</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td></td>
<td>City Spending on City Services</td>
<td>City Government</td>
<td>B</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Share of Total Regional Earnings</td>
<td>IO Model</td>
<td>C</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Willingness to Support Rally Events</td>
<td>Citizen Survey</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>Cost</td>
<td>Damage to Property/Incurred Expenses</td>
<td>Citizen Survey</td>
<td>D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Induced Travel/Willingness to Avoid Rally Events</td>
<td>Citizen Survey</td>
<td>D</td>
</tr>
<tr>
<td>City Government</td>
<td>Benefit</td>
<td>Tax Revenue</td>
<td>City Government</td>
<td>E</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fees and Other Income</td>
<td>City Government</td>
<td>E</td>
</tr>
<tr>
<td></td>
<td>Cost</td>
<td>Rally Specific Expenditures</td>
<td>City Government</td>
<td>F</td>
</tr>
<tr>
<td>Black Hills Region</td>
<td></td>
<td>IO Data</td>
<td>City Government/RIMS-II</td>
<td>G</td>
</tr>
</tbody>
</table>
Methodology – Flow of Money

- Rally
  - Tangible: Property Damage
  - Intangible: Noise/Traffic/Crime
- Residents of Sturgis
  - Increased Revenues Spent on City Services
  - Share of Direct, Indirect, and Induced Earnings

- City Government
  - Fees, Fines, Etc.
  - Increased Revenues Spent on City Services
  - Insurance, Extra Employees, Etc.
  - Black Hills Region (IO Data)

- Black Hills Region (IO Data)
  - Spending By Rally Attendees

A: Tangible: Property Rentals/Employment
   Intangible: Spending at Events

B: Increased Revenues Spent on City Services

C: Share of Direct, Indirect, and Induced Earnings

D: Tangible: Property Damage
   Intangible: Noise/Traffic/Crime
Methodology – Citizen Survey

- Lynn’s Dakotamart
- Dec. 20\textsuperscript{th} – 22\textsuperscript{nd}
  - Avoid Christmas
- Varied Times
  - 4-hour Intervals
- Target: 100
  - Collected: 114
- Data was extrapolated over the entire population.
Methodology – Citizen Survey

• 15 Questions
  • Zip-Code of Residence
  • Present During Rally?
  • Money Spent at Rally?
  • Cost of Trip, if Due to Rally?
  • Additional Incomes Realized Due to Rally?
    • Sources? (Additional Hours, Temp Work, Property Rental, Other)
  • Additional Expenses Realized Due to Rally?
    • Sources? (Property Damage, Other)

• Asked According to Household to Factor in Gender Bias of Surveying in Front of a Grocery Store
Methodology – Flow of Money

- Rally
  - Tangible: Property Damage
  - Intangible: Noise/Traffic/Crime
  - Intangible: Spending at Events
  - Fees, Fines, Etc.
  - Insurance, Extra Employees, Etc.
  - Spending By Rally Attendees

- Residents of Sturgis
  - Increased Revenues Spent on City Services

- City Government
  - Share of Direct, Indirect, and Induced Earnings

- Black Hills Region (IO Data)
Methodology – Visitor Spending Effect

Initial Data From City of Sturgis, Rally and Events Department
  • Survey Conducted of Visitors Yearly
Local Attendance Data Estimated Using Citizen Survey
  • Split-out due to money likely being spent in the region regardless
Share of Sales to Local Businesses Unknown
  • Vendors Take Revenue out of the Region
  • Used Three Scenarios for Local Spending
    • High: 66%
    • Medium: 50%
    • Low: 33%

IO Model
  • Three-County Region
  • Earnings Multipliers
    • Indirect and Induced Earnings
Sturgis Share of Regional Earnings
  • Used Sturgis’ share of regional employment
Methodology – Visitor Spending Effect

1. Total Attendance at the Rally
2. Visitor Attendance at the Rally
3. Local Attendance at the Rally
4. Estimated Days Spent at Rally/Person
5. Estimated Money Spent at Rally Events/Person/Day
6. Estimated Money Spent in Region Due to Rally
7. Estimated Share of Sales to Local Businesses
8. Estimated Share of Sales to Vendors
9. IO Model (Earnings Multiplier)
10. Total Regional Earnings
11. Sturgis Share of Regional Employment
12. Sturgis Impact From Rally Visitors

Rally Survey Administered by City Officials
Sturgis Citizen Survey Extrapolated Across BH Region
Rally Survey Administered by City Officials
Data Unknown. High, Medium, and Low Scenario Run
RIMS-II Data for Three-County Region
Share of Regional Earnings Calculated Using Sturgis Share of Regional Employment
Methodology – Flow of Money

- **Tangible: Property Damage**
- **Intangible: Noise/Traffic/Crime**

**Resident of Sturgis**

**Rally**

- **Tangible: Property Rentals/Employment**
- **Intangible: Spending at Events**

**City Government**

- **Increased Revenues Spent on City Services**

**Black Hills Region (IO Data)**

- **Share of Direct, Indirect, and Induced Earnings**

- **Fees, Fines, Etc.**

- **Insurance, Extra Employees, Etc.**

- **Spending By Rally Attendees**
Methodology – Sturgis Taxes Collected

• City Tax Rates
  • Sales: 2%
  • Lodging: 1%

• Vendor Taxes
  • Taxable Sales Within City and Sales Tax Revenue
    • Obtained from the City of Sturgis, Rally and Events Department
    • Used to Estimated the Lodging Tax Revenue

• Local Business Taxes
  • Estimated Using Sales to Local Business Estimates
Methodology – Sturgis Taxes Collected

- Taxes for the City
Methodology – City Revenue/Expenses

- Spreadsheets Obtained from City Manager
  - Interviewed over the Summer
- Revenues
  - Fees, Fines, Sponsorships, Property Rentals
- Expenses
  - Insurance, Extra Employment, Paying Bands
- Donations
  - Gave to a few local charities
Findings – Flow of Money

Rally

A
Tangible: Property Rentals/Employment $2,630,794
Intangible: Spending at Events $712,374

E
Fees, Fines, Etc.
$1,878,263
$933,857

F
Insurance, Extra Employees, Etc.

D
Tangible: Property Damage $335,084
Intangible: Noise/Traffic/Crime $685,516

B
Increased Revenues Spent on City Services $975,128

G
Spending By Rally Attendees
Low: $119,672,663
Medium: $181,322,217
High: $239,345,326

C
Share of Direct, Indirect, and Induced Earnings
Low: $5,320,780
Medium: $8,061,788
High: $10,641,560

Residents of Sturgis
## Findings – Citizen Survey

<table>
<thead>
<tr>
<th></th>
<th>Survey Average</th>
<th>Number of Households</th>
<th>Lower End CI</th>
<th>Higher End CI</th>
<th>Sturgis Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present?</td>
<td>Yes - 76</td>
<td>1944</td>
<td>1,733</td>
<td>2,155</td>
<td>$713,373.68</td>
</tr>
<tr>
<td>Spent at Rally?</td>
<td>$546.08</td>
<td>1305</td>
<td>$438.96</td>
<td>$653.20</td>
<td>$713,373.68</td>
</tr>
<tr>
<td>Present?</td>
<td>No - 38</td>
<td>972</td>
<td>761</td>
<td>1,183</td>
<td></td>
</tr>
<tr>
<td>Leave Due to Rally?</td>
<td>Yes - 30</td>
<td>767</td>
<td>662</td>
<td>873</td>
<td></td>
</tr>
<tr>
<td>Take Trip Anyway?</td>
<td>No - 16</td>
<td>409</td>
<td>295</td>
<td>524</td>
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</tr>
<tr>
<td>Cost of Trip?</td>
<td>$1,675.00</td>
<td>409</td>
<td>$1,066.60</td>
<td>$2,283.40</td>
<td>$685,515.79</td>
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<tr>
<td>Additional Income?</td>
<td>Yes - 61</td>
<td>1560</td>
<td>1,337</td>
<td>1,784</td>
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<tr>
<td>Sources? Hours</td>
<td>$694.23</td>
<td>665</td>
<td>$472.73</td>
<td>$915.73</td>
<td>$461,700.00</td>
</tr>
<tr>
<td>Sources? Temp</td>
<td>$1,662.96</td>
<td>691</td>
<td>$1,065.90</td>
<td>$2,260.02</td>
<td>$1,148,494.74</td>
</tr>
<tr>
<td>Sources? Rentals</td>
<td>$1,960.00</td>
<td>512</td>
<td>$1,070.81</td>
<td>$2,849.19</td>
<td>$1,002,694.74</td>
</tr>
<tr>
<td>Sources? Other</td>
<td>$350.00</td>
<td>51</td>
<td>$104.00</td>
<td>$596.00</td>
<td>$17,905.26</td>
</tr>
<tr>
<td>Additional Expenses?</td>
<td>Yes - 33</td>
<td>844</td>
<td>641</td>
<td>1,047</td>
<td></td>
</tr>
<tr>
<td>Sources? Damage</td>
<td>$332.14</td>
<td>716</td>
<td>$160.51</td>
<td>$503.77</td>
<td>$237,884.21</td>
</tr>
<tr>
<td>Sources? Other</td>
<td>$633.33</td>
<td>153</td>
<td>$0.00</td>
<td>$1,412.60</td>
<td>$97,200.00</td>
</tr>
</tbody>
</table>
Findings – Flow of Money

- Tangible: Property Damage $335,084
- Intangible: Noise/Traffic/Crime $685,516

Items:
- Rally
- Residents of Sturgis
- City Government
- Black Hills Region (IO Data)

Connections:
- A: Tangible: Property Rentals/Employment $2,630,794  Intangible: Spending at Events $712,374
- B: Increased Revenues Spent on City Services $975,128
- D: Tangible: Property Damage $335,084
- Intangible: Noise/Traffic/Crime $685,516

Additional Costs:
- E: Fees, Fines, Etc. $1,878,263
- F: Insurance, Extra Employees, Etc. $933,857

Graphical representation:
- G: Spending By Rally Attendees
  - Low: $119,672,663
  - Medium: $181,322,217
  - High: $239,345,326

- C: Share of Direct, Indirect, and Induced Earnings
  - Low: $5,320,780
  - Medium: $8,061,788
  - High: $10,641,560
## Findings – Sturgis
### Share of Regional Earnings

<table>
<thead>
<tr>
<th>Estimated Money Spent by Visitors in Region Due to Rally</th>
</tr>
</thead>
<tbody>
<tr>
<td>$362,644,433.24</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estimated Non-Vendor Sales in the Black Hills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low $119,672,663</td>
</tr>
<tr>
<td>Medium $181,322,217</td>
</tr>
<tr>
<td>High $239,345,326</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Estimated Spending in the Region Due to Visitor Spending at Local Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low $177,602,210</td>
</tr>
<tr>
<td>Medium $269,094,258</td>
</tr>
<tr>
<td>High $355,204,420</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Estimated Spending in Sturgis Due to Visitor Spending at Regional Local Businesses</th>
</tr>
</thead>
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<tr>
<td>Low $5,320,780</td>
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<td>Medium $8,061,788</td>
</tr>
<tr>
<td>High $10,641,560</td>
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</table>
Findings – Flow of Money

- **D**: Tangible: Property Damage $335,084
  Intangible: Noise/Traffic/Crime $685,516

- **A**: Tangible: Property Rentals/Employment $2,630,794
  Intangible: Spending at Events $712,374

- **E**: Fees, Fines, Etc.
  $1,878,263
  $933,857

- **F**: Insurance, Extra Employees, Etc.

- **B**: Increased Revenues Spent on City Services $975,128

- **G**: Spending By Rally Attendees
  Low: $119,672,663
  Medium: $181,322,217
  High: $239,345,326

- **C**: Share of Direct, Indirect, and Induced Earnings
  Low: $5,320,780
  Medium: $8,061,788
  High: $10,641,560

- **Resident of Sturgis**

- **City Government**

- **Black Hills Region (IO Data)**
Findings – Sturgis Taxes Collected

<table>
<thead>
<tr>
<th>Estimated Non-Vendor Sales in Sturgis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
</tr>
<tr>
<td>Medium</td>
</tr>
<tr>
<td>High</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estimated Total Sales Tax Collected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
</tr>
<tr>
<td>Medium</td>
</tr>
<tr>
<td>High</td>
</tr>
</tbody>
</table>
## Findings – City Revenue Expenses Sheet

### 2012 Rally Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplies &amp; Materials</td>
<td>$70,439</td>
</tr>
<tr>
<td>Insurance (Property/Event)</td>
<td>$3,257</td>
</tr>
<tr>
<td>Unemployment &amp; Work Comp</td>
<td>$7,746</td>
</tr>
<tr>
<td>Motoring Commissions</td>
<td>$163,056</td>
</tr>
<tr>
<td>Publishing</td>
<td>$145,485</td>
</tr>
<tr>
<td>Rental Expense</td>
<td>$19,017</td>
</tr>
<tr>
<td>Repairs &amp; Maintenance</td>
<td>$300</td>
</tr>
<tr>
<td>Special Events</td>
<td>$26,322</td>
</tr>
<tr>
<td>Travel</td>
<td>$3,112</td>
</tr>
<tr>
<td>Utilities</td>
<td>$1,786</td>
</tr>
<tr>
<td>Other - Rally</td>
<td>$26,057</td>
</tr>
<tr>
<td>Merchandise for Resale</td>
<td>$28,730</td>
</tr>
<tr>
<td>City Promotion</td>
<td>$12,054</td>
</tr>
<tr>
<td>Tipping</td>
<td>$24,557</td>
</tr>
<tr>
<td>Wages</td>
<td>$344,273</td>
</tr>
<tr>
<td>SMRI License Fee</td>
<td>$26,944</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$903,135</strong></td>
</tr>
</tbody>
</table>

(Includes porta-potties)  
(For stunt riders, fairgrounds, photo towers)  
(Sales, events, editorial, management)  
(Magazine, park guide, all others)  
(Pipe & drape, tents)  
(Stages, bands, swoops)  
(PD, paypal)  
(Rally, SCC)  
(Includes all year costs)  
(Landfill at Belle Fourche)  
(Two-weeks, all temps, all OT, One-year rally)  
(Per contract)

### 2012 Rally Income

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vendor Fees &amp; Fines</td>
<td>$262,875</td>
</tr>
<tr>
<td>Property Rentals</td>
<td>$289,604</td>
</tr>
<tr>
<td>Sponsorship Program</td>
<td>$289,127</td>
</tr>
<tr>
<td>Advertising</td>
<td>$210,082</td>
</tr>
<tr>
<td>Special Sanitation</td>
<td>$185,116</td>
</tr>
<tr>
<td>Brick Project</td>
<td>$45,003</td>
</tr>
<tr>
<td>Mayor's Ride (Sponsors)</td>
<td>$37,380</td>
</tr>
<tr>
<td>SCC Sales</td>
<td>$22,917</td>
</tr>
<tr>
<td>Photo Tower Sales</td>
<td>$17,775</td>
</tr>
<tr>
<td>Other - Mayor’s Ride Tickets</td>
<td>$30,620</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$1,390,499</strong></td>
</tr>
</tbody>
</table>

### Donations

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rally Charities Foundation</td>
<td>$13,472</td>
</tr>
<tr>
<td>Sturgis V Fire Department</td>
<td>$13,000</td>
</tr>
<tr>
<td>Sturgis Police Reserves</td>
<td>$4,000</td>
</tr>
<tr>
<td>National Fallen Fire Fighters</td>
<td>$250</td>
</tr>
<tr>
<td><strong>Total Donations</strong></td>
<td><strong>$30,722</strong></td>
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</tbody>
</table>

### Net Increase to General Fund

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>$1,390,499</td>
</tr>
<tr>
<td>Expenses</td>
<td>$903,135</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td><strong>$487,364</strong></td>
</tr>
<tr>
<td>Donations</td>
<td>$30,722</td>
</tr>
<tr>
<td><strong>General Fund</strong></td>
<td><strong>$456,642</strong></td>
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</tbody>
</table>
## Findings – Benefits and Costs to Sturgis

### The Benefits and Costs of Hosting the Rally on Sturgis Residents

<table>
<thead>
<tr>
<th></th>
<th>Benefits</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rented Property To Rally Visitors</td>
<td>$1,002,695</td>
<td></td>
</tr>
<tr>
<td>Found Other Income Sources Not Listed</td>
<td>$17,905</td>
<td></td>
</tr>
<tr>
<td>Money Spent at Rally Related Events</td>
<td>$712,374</td>
<td></td>
</tr>
<tr>
<td>Direct Effect</td>
<td>$5,432,227</td>
<td></td>
</tr>
<tr>
<td>Total Regional Earnings</td>
<td>$2,629,560</td>
<td></td>
</tr>
<tr>
<td>City Government 2012 Incomes</td>
<td>$1,390,499</td>
<td></td>
</tr>
<tr>
<td>City Sales Tax Collected</td>
<td>$487,764</td>
<td>$685,516</td>
</tr>
<tr>
<td>Left Sturgis Due To Rally</td>
<td></td>
<td>$237,884</td>
</tr>
<tr>
<td>Property Damaged By Rally Goers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incurred Other Expenses Not Listed</td>
<td></td>
<td>$97,200</td>
</tr>
<tr>
<td>City Government 2012 Expenses</td>
<td></td>
<td>$933,857</td>
</tr>
<tr>
<td><strong>Gross Totals</strong></td>
<td>$11,673,024</td>
<td>$1,954,457</td>
</tr>
<tr>
<td><strong>Net Total</strong></td>
<td>$9,718,567</td>
<td></td>
</tr>
</tbody>
</table>

Net Totals
- Low: $8,769,108
- Medium: $9,718,567
- High: $10,612,176
Conclusions & Recommendations

• Lack of Tourism Infrastructure
  • Cannot handle 350,000 visitors and 450,000 total
• Size Challenge
  • Expanded infrastructure would sit empty most of the year
  • Vendors fill the void during the Rally
• Residents are in a Better Position to Capture Revenue
  • Property Owners: Able to rent to visitors
    • Option Not Available for Housing Renters
  • Blue Collar and Hourly Positions: Able to increase hours worked
    • Probably not available to white-collar, office positions
  • Temporary Work: Available to anyone with the availability
• City Has Options
  • Increase Fees/Fines
  • Increase Advertising Space
  • Take on more Sponsors
Just the Beginning

• More research…
  • Into the direct impacts on residents
  • Into the spending habits of rally visitors
  • Into the amount of vendor spending
  • Into the leakage to surrounding region and out of region

Stay for the EXPERIENCE
Major Works Cited

• Ainslie, D. City Manager. (2013, July 2). Personal Interview.


• City of Sturgis, Rally and Events Department. (2013). Person Interview
Thank You