

October 10, 2025

To: City Council

From: Todd Shanks, Community Services Director

Re: Feasibility Study for Indoor Sports Complex

Executive Summary

The City of West Plains is seeking approval to enter into a contract with Hunden Partners of Chicago, Illinois for the creation of a feasibility study for a new indoor sports complex for the West Plains Parks & Recreation Department.

Discussion

The City of West Plains advertised for Request for Proposals (RFPs) on August 29, 2025, for the creation of a comprehensive feasibility study that would determine the viability of a new indoor sports complex. The study will assess the potential economic and tourism impact of such a facility, including a market and needs assessment, a conceptual design, and operating costs.

The city received RFPs from eight qualified firms from throughout the nation. Hunden Partners received the highest score based on their experience, competitive pricing and strong references. Hunden also has led numerous feasibility studies throughout the region, including facilities for Branson and Joplin.

Fiscal Impact

The cost for the feasibility study is \$55,000, plus an estimated expense budget of no more than \$2,000, and will be funded from the general fund operating budget, including \$50,000 that was budgeted for a building/zoning code update that is being deferred until a later date when more funds are budgeted for the study. The remaining funds will come from savings within the department and/or surplus in the general fund if needed.

Timeline

If approved, the project would kick off on November 3, and the final report would be available no later than February 13, 2026.

BILL NO. 2025-22

RESOLUTION NO. _____

A RESOLUTION OF THE CITY OF WEST PLAINS, MISSOURI, AUTHORIZING THE CITY ADMINISTRATOR TO EXECUTE A CONTRACT WITH HUNDEN PARTNERS FOR A FEASIBILITY STUDY TO DETERMINE THE VIABILITY OF AN INDOOR SPORTS COMPLEX FOR THE CITY OF WEST PLAINS.

WHEREAS, the City of West Plains seeks to explore the feasibility of constructing a new indoor sports complex to serve the community through the Parks and Recreation Department; and

WHEREAS, The City advertised for Request for Proposals (RFPs) on August 29, 2025, and received responses from eight qualified firms across the country; and

WHEREAS, after careful review and scoring, Hunden Partners of Chicago, Illinois, was selected as the most qualified firm based on experience, competitive pricing, and strong regional references; and

WHEREAS, Hunden Partners will prepare a comprehensive feasibility study to include market and needs assessment, economic and tourism impact analysis, conceptual design, and operating cost projections; and

WHEREAS, the cost of the feasibility study shall be \$55,000, with an additional reimbursable expense allowance not to exceed \$2,000, to be funded through the City's general operating budget.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WEST PLAINS, MISSOURI AS FOLLOWS:

Section 1: The city council hereby authorizes the city administrator to enter into a contract with Hunden Partners of Chicago, Illinois, for the purpose of conducting a feasibility study for a new indoor sports complex, in a form substantially similar to the contract attached hereto as Exhibit A.

Section 2: The total contract amount shall not exceed \$57,000 including reimbursable expenses.

Section 3: The study shall commence on or around November 3, 2025, with a final report due no later than February 13, 2026.

Section 4: This resolution shall be in full force and effect from and after its passage and approval, as provided by law.

PASSED AND APPROVED THIS _____ DAY OF _____, 20____.

CITY OF WEST PLAINS, MISSOURI

(SEAL)

MAYOR MICHAEL TOPLIFF

ATTEST:

CITY CLERK KELLIE MAYERS

Recommendation Memo

To: City of West Plains Parks and Recreation Department

From: Kristopher Bates, Purchasing Agent

Subject: Evaluation of Feasibility Study Proposals for Indoor Sports Complex

Date: October 2, 2025

Overview

The City received eight proposals in response to its RFP for a feasibility study for a new Indoor Sports Complex. Each proposal was evaluated based on five key criteria:

- Relevant Experience and Qualifications
- Proposed Methodology and Understanding of Needs
- Knowledge of Sports Facility Operations & Impact
- Cost Effectiveness and Value
- References and Past Performance

Cost effectiveness was weighted most heavily in scoring.

Top Recommendations

Firm	Base Cost	Add-On Cost	Total Score	Notes
Hunden Partners	\$55,000	\$25,000	45	Best overall score; strong value and experience.
Victus Advisors + Ampere	\$95,420	\$40,000	44	Sports tourism specialists; excellent modeling.
SFC + Mammoth Construction	\$89,500	\$9,500	44	Full-service team; strong Missouri experience.

Other Strong Contenders

- Pinnacle Indoor Sports (Score: 43) – Cost listed as \$47,500; travel excluded.
- SFS Architecture + Ballard*King (Score: 43) – Strong local experience; higher cost.
- Grace Design Studios (Score: 42) – Balanced proposal with strong design focus.

Lower Scoring Proposal

- Sportsman Solutions (Score: 36) – Highest cost; solid operational background but less competitive on value.

Recommendation

Based on the scoring and cost analysis, I recommend the City consider Hunden Partners as the top candidate, with Victus Advisors and SFC + Mammoth as strong alternatives depending on final budget and desired scope.

CONTRACT: Feasibility Study For Indoor Sports Complex

To: City of West Plains
Todd Shanks, Community Services Director
Todd.Shanks@westplains.gov
417-256-7176, ext. 2211

From: Rob Hunden, CEO
Hunden Partners
213 W Institute Place, Suite 707
Chicago, IL 60610
rob@hunden.com

Date: October 14, 2025

Understanding

The Hunden Partners team (Hunden or Team), including sports facility design partner Convergence Design, is pleased to provide the City of West Plains Parks and Recreation Department (City or Client) with a proposal to conduct a comprehensive market demand, financial feasibility, and economic impact study for a new Indoor Sports Complex (Complex or Project). The City has identified the need to expand recreational opportunities for residents while creating a facility that can attract regional tournaments, enhance sports tourism, and generate long-term community and economic benefits.

Currently, West Plains provides valuable recreational assets, including the Jimmie Carroll Sports Complex with two indoor basketball/volleyball courts, outdoor baseball/softball fields, and limited pickleball options. However, the community lacks several amenities common in modern indoor tournament complexes, such as dedicated indoor pickleball courts, racquetball or multipurpose spaces, a walking/running track, weight and fitness areas, and enhanced spectator and support facilities. As a result, the City has limited ability to host multi-day tournaments or larger-scale regional events that have the capability to drive significant visitation and economic activity.

With a population of slightly more than 12,000, West Plains serves as the largest city and the economic and cultural hub of Howell County and the broader South Central Missouri region. The community draws from a larger regional market area that includes students, families, and athletes across southern Missouri and northern Arkansas. Its location along U.S. Highway 63, coupled with its role as a service center for retail, healthcare, and education (home to Missouri State University-West Plains), positions the City with a competitive opportunity to host tournaments and events that can attract visitors beyond the immediate population base.

The goals of the study are to evaluate the demand and feasibility for a new indoor sports complex, determine the optimal facility program and mix of amenities, assess operating requirements, and estimate both the financial sustainability of the facility and its potential for broader tourism and economic impact. The Hunden team proposes to deliver actionable recommendations supported by a thorough market analysis, data-driven demand projections, and financial modeling to guide the City's decision-making process.

In addition, the City has expressed interest in exploring the feasibility of a **3–5 field youth baseball/softball complex in a wagon-wheel configuration**, which our team can evaluate as an optional add-on task. This analysis would parallel the indoor study, ensuring the City receives a coordinated view of both indoor and outdoor sports opportunities and their combined economic and tourism impacts.

Beyond Hunden's market and financial analysis, our inclusion of Convergence Design provides the City with critical insight into how modern tournament facilities are successfully designed and operated. Their expertise ensures that order of magnitude cost estimates, layouts, and site considerations are aligned with real-world functionality, creating a clear picture of "what you get" for the investment.

Through this study, Hunden and Convergence Design will provide the City of West Plains with a roadmap for a transformative indoor sports tournament facility that enhances community recreation, drives sports tourism, and supports the City's long-term economic growth.

Scope of Work

Hunden's work process is proposed as follows:

- Task 1 – Project Kickoff and Stakeholder Engagement
 - Task 1a – In-Person Discovery
 - Task 1b – Project Implementation Review
- Task 2 – Market and Needs Assessment
 - Task 2a – Economic, Demographic and Tourism Analysis
 - Task 2b – Local and Regional Indoor Sports Facilities Market Analysis
 - Task 2c – Case Studies and Best Practices
- Task 3 – Site Analysis, Facility Program and Conceptual Design
 - Task 3a – Site Analysis
 - Task 3b – Facility Program and Recommendations
 - Task 3c – Conceptual Design
- Task 4 – Operational and Financial Analysis
- Task 5 – Economic and Tourism Impact Analysis
- Task 6 – Final Report and Presentation
 - Task 6a – Project Implementation: Next Steps Framework Summary
 - Task 6b – Final Report and Presentation
- Optional Add-On Task 7 – Youth Baseball/Softball Complex
 - Task 7a – Local and Regional Outdoor Sports Facilities Market Analysis
 - Task 7b – Outdoor Field Recommendations, Cost Estimates and Conceptual Designs
 - Task 7c – Demand and Financial Projections for Outdoor Fields
 - Task 7d – Economic, Fiscal and Employment Impact Analysis

TASK 1: PROJECT KICKOFF AND STAKEHOLDER ENGAGEMENT

Task 1a – In-Person Discovery

The kickoff will be attended by members of the Hunden team and the Client to confirm the goals of the study and other contextual issues related to the Project. Hunden will:

- Obtain information and data from the City of West Plains and the West Plains Parks and Recreation Department, relevant county and city departments and their respective support staffs, and any other organizations that the Client deems appropriate.
- Tour existing sports complexes and related infrastructure in West Plains. Tour possible sites for a new facility, as identified by the Client.
- Interview stakeholders from a variety of local private and public organizations, including local government entities, sports organizations, and community groups, gather insights, and perform fieldwork as appropriate.
- Gather and analyze background data related to the Project, as well as any previously completed sports complex plans or feasibility reports, as available and appropriate.
- Gather and review available economic, demographic, and financial data.

Hunden will collaborate with the Client to develop and refine the work plan, timeline, and communication protocol for the study.

Task 1b – Project Implementation Review

Within the larger placemaking and development process, the feasibility study serves as a pivotal step and foundation upon which the subsequent business planning real estate development process is built. To facilitate and increase the likelihood that a project moves forward, it is important to begin discussions early about the common and unique factors that are critical to the success of a project. Hunden recognizes that each destination, project, and client has their own unique set of development factors and circumstances to plan for. Hunden will review critical development factors with the Client, including:

- Site control,
- A clear understanding of the purpose and goals of the Project,
- Key Client stakeholders and decision-makers,
- Potential financing tools,
- Approach to project development, and
- Other important implementation factors.

At the conclusion of the feasibility study, Hunden will prepare a **Next Steps Framework Summary** that will provide guidance to the Client, outlining the next steps to consider in order to advance development of the Project if it is feasible and the Client wants to move forward with the Project.

TASK 2: MARKET AND NEEDS ASSESSMENT

Task 2a – Economic, Demographic and Tourism Analysis

Hunden will evaluate the West Plains market as an economic center of activity as well as a destination for visitors, especially as it relates to sports facilities, tournaments, and special events. This analysis will provide a realistic assessment of the area's strengths, weaknesses, opportunities, and threats (SWOT). Among the data gathered and analyzed will be:

- Geographic attributes, accessibility, and transportation links,
- Trends in population and income,
- Demographics and employment information,
- Corporate presence,
- Education levels,
- Detailed job market data using a powerful tool called Lightcast,
- Tourism and placemaking elements, using Placer.ai and other tools,
- New, underway, and proposed developments in the area.

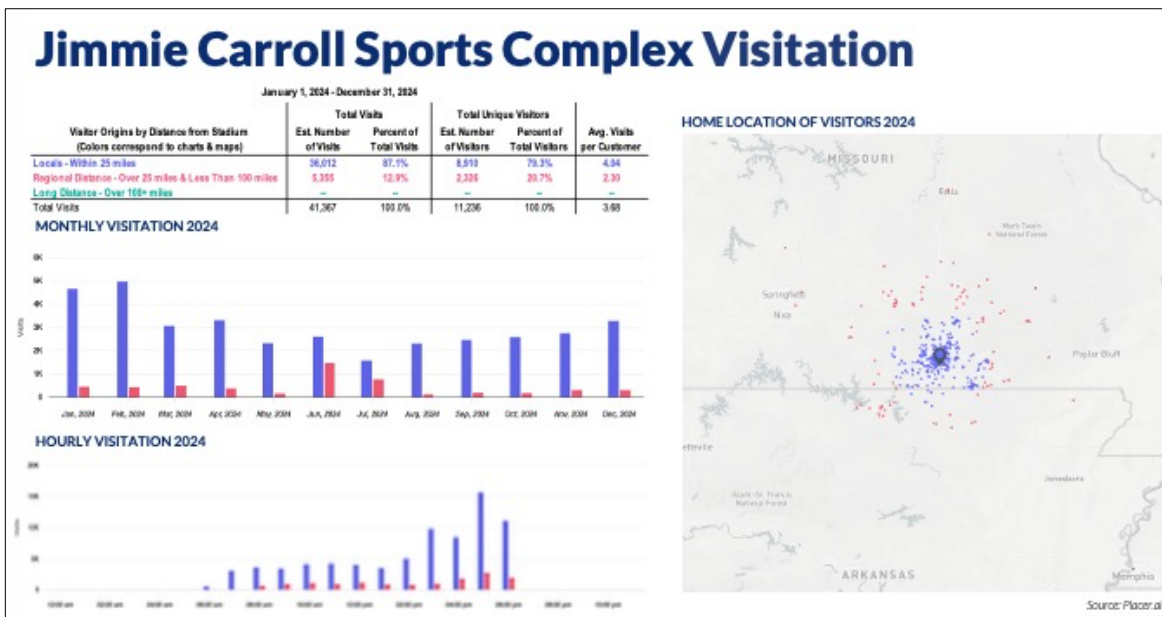
Hunden utilizes the latest market data, visitor origin data, demographic data, and other resources to determine a comprehensive view of your marketplace.

Task 2b – Local and Regional Indoor Sports Facilities Market Analysis

Indoor Sports Participation Trends. Hunden will analyze regional participation trends in the industry for key indoor sports, including basketball, volleyball, pickleball, and other emerging activities, to understand trends in current demand levels and growth trajectories. This review will leverage national and regional trends data, as available, as well as interviews with local leagues and tournament organizers completed later in this task, to provide context for facility usage, scheduling needs, and long-term programming opportunities.

Local Competitive Market. Hunden will detail the existing offerings for indoor sports facilities in the competitive local markets and their suitability for tournament and league play. Hunden's work will show how many visitors frequent the relevant local facilities and where the facilities draw attendees from in order to assess utilization and gaps in the market, as data is available.

Hunden has invested in **geofencing research technology** (Placer.ai) as a key resource to study customer origin and traffic analytics. This research technology provides data on consumer behaviors and visitor origins back to 2017. We can also determine demographics and other datapoints that provide insight into user group behaviors. Our performance models are then used to support economic impact projections. The following figure is an example of findings using this powerful tool.



Hunden will compile a supply and demand matrix that will identify whether the current inventory of indoor facilities in the local West Plains market and/or greater region is adequate for each sport/field type studied.

Regional Competitive Market. Hunden will profile and analyze the regional competitive indoor sports facilities to understand the competitive situation. The profiles will consider the following conditions, as available and appropriate:

- Site and facility type/layout,
- Capacity,
- User and attendee counts, including local versus out-of-town,
- Event types,
- Type of sports usage,
- Utilization times,
- Rental rates,
- Amenities, and
- Unique characteristics.

Hunden will utilize geofencing research technology to gather visitation and performance data for the relevant competitive sports complexes. This research output can show how many visitors frequent the facilities (and on dates when there is a large tournament) and where the facilities draw attendees from.

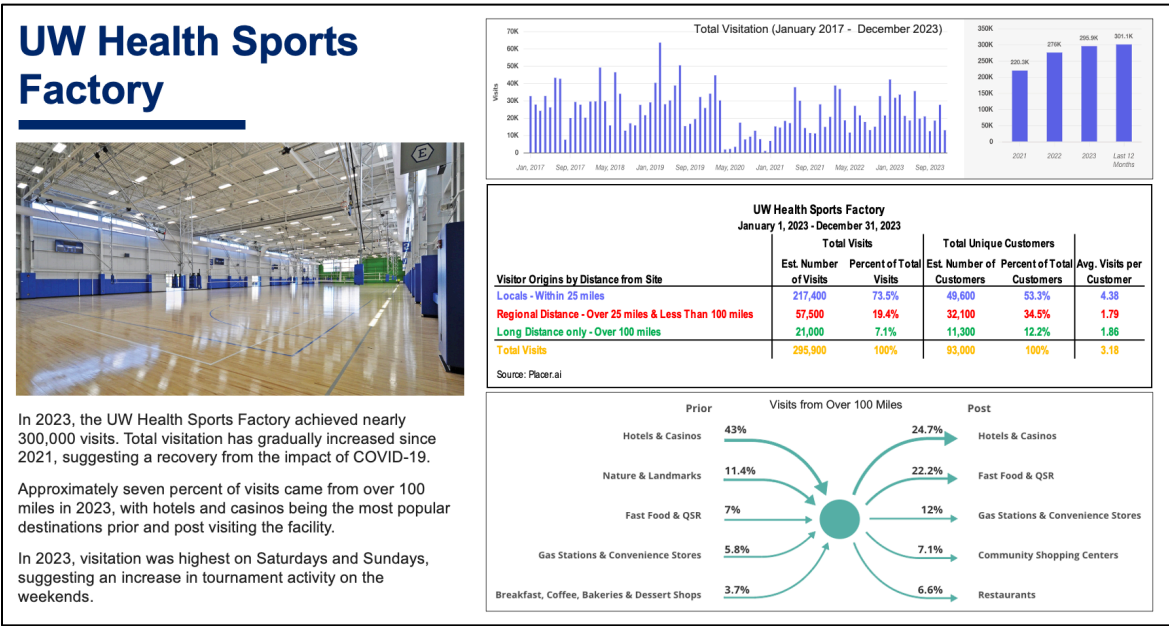
The regional competitive sports facilities analysis will provide a sense of strengths and weaknesses, as well as opportunities and threats. With so many communities embarking on youth and amateur

sports facilities, it is important to understand how the elite teams and leagues operate, how they determine where to host events, and where they choose to play. This analysis will answer both the competitive supply question and the regional demand question.

Demand Interviews and Tournament Opportunity. Conducting demand interviews is one of the methods that Hunden uses to determine existing participation data, rental rates and costs for facilities in the city and the competitive regional marketplace, and other key datapoints to identify gaps and determine recommendations. Hunden will conduct interviews with tournament directors, leagues, school district representatives, management at competitive facilities and others who are likely to use the new indoor sports complex. These interviews will help determine what teams, leagues, and possibly tournaments are likely to come to a new indoor facility and under what conditions.

Task 2c – Case Studies and Best Practices

Hunden will profile comparable indoor sports facilities to gather implications and lessons learned. Hunden will utilize our experience and knowledge of relevant regional facilities to determine what case studies will be pertinent to the Project. As displayed by the following figure, Hunden creates custom data profiles of comparable sports facilities.



The case studies analysis will consider the following datapoints, as available and appropriate:

- Summary and overview of the facility site and market traits,
- Facility details including size/number of courts/fields,
- Performance and visitation of the facility,
- Operations/Governance/Management structure, and
- Others, as appropriate.

Geofencing/cell phone research technology will be used, as well as interviews with management representatives as available. The case studies will be profiled, and implications discussed. The results will provide the Client with lessons learned and critical elements of success or failure.

TASK 3: SITE ANALYSIS, FACILITY PROGRAM AND CONCEPTUAL DESIGN

Task 3a – Site Analysis

Hunden and Convergence Design will evaluate up to three potential sites for the proposed indoor sports complex, as identified in consultation with the Client. This analysis will define the recommended acreage and high-level infrastructure needed to accommodate projected growth and demand for youth, community, and tournament sports. Key considerations will include sport-specific space needs, parking capacity, support amenities, and circulation.

Convergence Design will provide design-focused input on accessibility, utilities, and practical layout requirements to ensure that recommendations are both market-responsive and technically achievable. Hunden will complement this with an overview of surrounding commercial assets, such as hotels, restaurants, and retail, to assess whether the community can support visitor demand generated by tournaments and events.

The site analysis will provide the City with a clear framework for the land area and supporting amenities required for successful sports development, without recommending specific parcels.

Task 3b – Facility Program and Recommendations

Hunden will provide recommendations for the new Indoor Sports Complex. The recommendations for the Project may include:

- All physical programmed areas by use, size, and type,
 - Basketball/volleyball courts
 - Indoor dedicated pickleball courts
 - Walking/running track
 - Weight/fitness areas
 - Racquetball or multipurpose courts
 - Meeting rooms, concessions, and spectator seating
- Programming and events,
- Parking,
- High-level staffing requirements,
- Operations and management best practices, and
- Other on-site amenities as appropriate.

Hunden will provide recommended development scenarios, up to three, for the Client to consider.

Task 3c – Conceptual Design

In coordination with Hunden, Convergence Design will prepare high-level conceptual layouts that illustrate the configuration of up to three (3) recommended program scenarios. These layouts will specify facility size and amenities, while also addressing site accessibility, parking capacity, and support functions. As appropriate, the scenarios will include phasing strategies and expansion options to ensure long-term flexibility as community needs and demand evolve.

TASK 4: OPERATIONAL AND FINANCIAL ANALYSIS

Capital Cost Estimates. Convergence Design will provide order of magnitude cost estimates for the recommended scenarios. This work will ensure that the City has a clear understanding of how program and design decisions translate into investment levels.

Demand Projections. Based on the market opportunity, Hunden will make projections for demand for the agreed upon recommendations. These will be projected for a period of ten years. Projections will include demand by type of event/use, average attendance for each type, and total attendance by type. Hunden will model up to three scenarios.

Estimated Operating Financials. Based on the projection of demand and assumptions regarding rental rates, fees, concession per-capita revenues, and others as appropriate and relevant, Hunden will prepare a financial projection for the Project. This will include operation and maintenance costs which will influence the anticipated return on investment projections.

This financial analysis will include the following:

- **Estimated line-item revenues for ten years of operations.** Expenses directly related to the development will also be projected for the period. The demand profile, experience with similar developments, and data from existing facilities will be used to model the operating revenues and costs of the new development and will be incorporated into the business plan. The model will generate a pro forma operating statement that will include revenue and expense items, including the following:
 - Revenues: rental rates, tournament fees, ticket sales, fees, food and beverage, parking, and other income as relevant,
 - Direct operating expenses: wages and salaries, contract services, utilities, maintenance and repair, supplies, and other expenses, and
 - Unallocated expenses: employee benefits, advertising and promotion, general and administrative, professional services, insurance, and other expenses.

As stated above, the financials will be presented on a line-item by line-item basis, which will lead to estimates of net operating income or loss. Based on the operating loss or profit, there will be either funds remaining for debt service, or there will be a requirement for ongoing operating support by the public.

TASK 5: ECONOMIC AND TOURISM IMPACT ANALYSIS

Hunden will conduct an economic, fiscal, and employment impact analysis of the new economic activity generated by activity at the Project from visitors and events and the impacts generated from the construction of the development.

The following will be projected for the Client:

- **Direct Impact.** Based on the analysis, a projection of net new direct spending will be tabulated. New spending is that spending that is new to the community as visitors come to West Plains due to an event, spend the night, or otherwise spend time or money in the area due to the development and operation of the Project. Hunden will analyze the induced, net new/recaptured spending by residents and visitors. The net new and recaptured spending is considered to be the **Direct Impact**. These Direct Impacts will then circulate in the economy as indirect and induced impacts.
- **Total Impact** will include the net new *direct, indirect, and induced impacts* based on the new spending to the City economy. **Indirect spending** is spending that occurs within the Project to function as a business. So, in assessing a sports complex, for example, indirect spending is spending on supplies, cost of goods sold, and other spending necessary for the business to function. **Induced spending** also known as induced consumption, is spending that changes in response to income changes. It is a key part of household consumption and is closely linked to current income. When someone's income increases due to a new or higher-paying job, the person will have more income to spend in the economy. **Total impact** is a sum of direct, indirect, and induced spending.
- **Fiscal (Tax) Impacts** represent the incremental tax revenue collected by the City due to the net new economic activity related to activity occurring as a result of the Project.
- **Employment Impacts** include the incremental or net new employee compensation and supported full-time equivalent employment to the City due to the development and ongoing operations of the Project.

Hunden will use economic impact multipliers, which provide direct and total impacts, from regional Input-Output Modeling System (RIMS II) to perform the analysis. This input-output model estimates the indirect and induced impacts, as well as employment impacts, based on the relevant economy, in this case the City of West Plains economy. An input-output model generally describes the commodities and income that normally flow through the various sectors of the economy. The indirect and induced expenditure, payroll, and employment result from the estimated changes in the flow of income and goods caused by the projected direct impacts. The model data are available by various jurisdictional levels. This task will result in projections that can provide insight and guidance for the public sector as the Client seeks to identify tourism benefits for the City, and gather and structure financial support (incentives and related sources) for the Project.

TASK 6: FINAL REPORT AND PRESENTATION

Task 6a – Project Implementation: Next Steps Framework Summary

The market, financial feasibility, and impact study, together with any drawings and budgets, will provide an updated understanding of the Project’s viability and help answer many, though not all, of the preliminary questions required to advance the Project. To support decision-making beyond the study, Hunden will prepare a **Next Steps Framework Summary** as part of the final presentation of findings.

This framework will revisit and update the considerations outlined in Task 1b – Project Implementation Review, providing the Client with a clear view of outstanding issues and anticipated next steps. Hunden will review the status of key development factors and prepare a next steps framework summary to support future action. Factors to review may include:

- **Project Definition:** scope, scale, mix of uses, location, and overall quality parameters.
- **Site and Design Considerations:** unresolved site or design issues that may influence future decisions.
- **Design and Cost Sequencing:** when and how further design and cost estimating should inform next-stage decisions.
- **Financing Approach:** potential funding gap and options to address it in a future phase of work.
- **Development Strategy:** summary of the strategy and approach for engaging the partners necessary to deliver a project, whether private sector, public sector, or some combination thereof.

Based on the conclusion of the feasibility study and the needs identified, Hunden can facilitate a virtual presentation that reviews best practices, identifies common pitfalls, provides helpful guidance, and sets expectations about the development process. This will establish a shared foundation for next steps in the pre-development journey.

This step is provided at no additional cost and reflects the commitment to helping our clients move their project from vision to reality.

Task 6b – Final Report and Presentation

Hunden will complete all tasks in the scope of work through Task 6a and compile the results into a draft analysis of its findings, which will be sent to the Client electronically for review and comment. After receiving comments from the Client on the draft analysis, Hunden will issue its final analysis. Hunden is also prepared to present the Final Analysis virtually to the Client, Council, and key stakeholders.

OPTIONAL ADD-ON TASK 7: YOUTH BASEBALL/SOFTBALL COMPLEX

If authorized, Hunden and Convergence Design can evaluate the feasibility of an outdoor youth baseball/softball complex configured as a five-field wagon-wheel (shared central hub) to complement the Indoor Sports Complex. The analysis will address market demand, tournament potential, program sizing (field dimensions by age group), support amenities, parking, and operations/staffing. Convergence Design will develop high-level conceptual diagrams illustrating the wagon-wheel layout and phased expansion options (e.g., 3 to 5 fields). Convergence will provide order-of-magnitude cost estimates, and Hunden will prepare operating projections (revenues/expenses), and economic, fiscal, and employment impact projections tied to tournament visitation. Hunden recommends the following tasks for the Optional scope of work:

- Task 7a – Local and Regional Outdoor Sports Facilities Market Analysis
- Task 7b – Outdoor Field Recommendations, Cost Estimates and Conceptual Designs
- Task 7c – Demand and Financial Projections for Outdoor Fields
- Task 7d – Economic, Fiscal and Employment Impact Analysis

These methodologies will closely mirror those outlined for the indoor facility tasks, ensuring consistency and efficiency across both components.

Our Team has extensive experience with analyzing and preparing conceptual designs for both indoor and outdoor sports complexes nationwide. We recommend that this optional task be integrated into the base study to ensure delivery of a cohesive, market-supported indoor/outdoor program that leads to a coordinated sports-tourism development strategy for the City of West Plains. A combined approach will also allow for cost and schedule efficiencies.

Touchpoints and Deliverables

- **Kickoff Organizing Call** – Once the administrative engagement paperwork process is complete, Hunden will schedule an initial kickoff organizing call/Zoom with the Client team for introductions and to schedule the in-person visit, tours of relevant locations, and meetings. Hunden will send a kickoff memo outlining requests for data, scheduling arrangements, and key contact information.
- **On-Site Visit/Local Discovery** – Members of the Hunden key personnel team will travel to West Plains to conduct an in-person kickoff trip with the Client, including stakeholder meetings and interviews, a tour of possible site locations (up to five), and tours of surrounding demand generators.
- **“Circle-Back Call”** – After the kickoff trip, Hunden will schedule a “circle-back call” with the Client to wrap up data requests and any outstanding discovery phase items.
- **Check-In Calls** – Throughout the market research tasks, Hunden can schedule check-in calls with the Client to ensure timely forward direction through the study process.
- **Market Findings Presentation (Deliverable)** – At the conclusion of Task 3c, Hunden will present a PowerPoint-style deliverable of market findings electronically to the Client. This will include our recommendations and scenarios as appropriate.
- **Draft Analysis (Deliverable)** – Hunden will complete all financial and impact modeling elements of the scope of work and compile the results into a draft analysis, which will be presented to the Client electronically for review and comment.
- **Final Analysis and Final Presentation (Deliverables)** – After receiving comments from the Client on the draft analysis, Hunden will issue its final analysis deliverable. Hunden is prepared to present the Final Analysis virtually to the Client and key stakeholders.

Timing

Hunden proposes the following timing for each distinct deliverable:

- **Market Findings Presentation** – approximately seven (7) weeks after the following have occurred: contract authorization, receipt of initial kickoff payment, and completion of in-person visit with Client
- **Draft Analysis** – approximately three (3) weeks after presentation of the Market Findings
- **Final Analysis** – approximately two (2) weeks after receiving the Client’s comments on the Draft Analysis

This schedule excludes observed winter holidays (Thanksgiving, Christmas, New Year’s Day).

Fees

BASE SCOPE (TASKS 1-6)

Hunden Partners proposes to complete the study for a professional fee of **\$55,000**, plus an estimated expense budget of up to \$2,000. Hunden will bill for research and travel related expenses separately, at-cost without markup. This fee assumes consultant time in market for one (1) trip to West Plains for the project Kickoff and Stakeholder Engagement.

Hunden proposes to bill the Client an upfront kickoff payment of \$11,000 to initiate work. The balance will be billed monthly based on the percentage of work completed, with the initial payment representing approximately 20 percent of the total fee and applied toward early project phases accordingly.

To authorize the Base Scope, sign here: _____

OPTIONAL – YOUTH BASEBALL/SOFTBALL COMPLEX (TASK 7)

Hunden proposes to complete the optional outdoor sports complex for an additional lump-sum fee of **\$25,000**.

To authorize Optional Task 7, sign here: _____

We remain flexible in our approach and open to adjustments in order to best meet the Client's needs and expectations.

CONTRACTUAL CONDITIONS

These terms govern the engagement between Hunden Partners, Inc. (“Hunden”) and the Client.

CLIENT ACKNOWLEDGEMENTS.

The Client acknowledges and agrees that the final deliverable will be a PowerPoint-style report format unless otherwise agreed in writing.

The Client acknowledges and agrees that is responsible for providing timely access to necessary background information, documents, and data critical to the project. Delays in providing requested information will delay project completion without penalty to Hunden.

The Client acknowledges and agrees that destination development projects may not be commercially viable without public-sector investment or ongoing financial support.

SCOPE LIMITATIONS. Hunden’s services expressly exclude the following: bond marketing strategy; preparation, review, or distribution of official statements; municipal finance advice or services regulated under Section 15B(c)(1) of the Securities Exchange Act (15 U.S.C. § 78o-4(c)(1))

Hunden is not a municipal advisor. Clients must rely on licensed bond counsel and financial advisors for municipal debt matters.

Findings and recommendations are based on primary and secondary data sources considered reliable but are not guaranteed for accuracy or completeness. Forecasts and analyses are inherently subject to variability.

The Client receives only the final work product, not any models, source data, or working papers created in preparation of the report.

REVISIONS. Hunden will provide one initial draft and one final draft of the report. The Client feedback must be consolidated and provided within 15 business days after delivery of each draft. The draft will be considered final if feedback is not received within this timeframe. Additional revisions, meetings, or presentations beyond the two drafts will be billed at Hunden’s then-current hourly rates and will be billed monthly. Prior amounts owed will be due prior to the release of any future drafts or deliverables. Notification is not required for these hourly fees to accrue.

SCOPE ADJUSTMENTS. An \$8,000 advance deposit will be required for any additional services beyond the agreed scope. Hunden will notify client of any scope requests beyond the contracted scope and will submit an invoice accordingly.

UPDATES. Hunden has no obligation to update any work product for events or circumstances arising after its final delivery date. If Client feedback is not received within thirty (30) days of draft delivery, the deliverable will be considered final, and the corresponding invoice will become immediately due.

TIMING OF DELIVERABLES. The project timeline starts upon the later of: 1) receipt of initial payment, 2) execution of the agreement, 3) receipt of requested project information and materials from the Client

VIRTUAL PRESENTATIONS. This agreement includes up to two (2) virtual presentations of findings. Additional presentations (virtual or in-person) will be separately scoped and billed.

BILLING. Milestone deliverables will not be released unless all prior invoices are paid. Invoices unpaid after thirty (30) days will accrue interest at 3% per month. Invoices unpaid after ninety (90) days may result in legal action for collection. Failure to enforce late fees immediately does not waive Hunden’s right to impose them later. Client is responsible for all legal costs, collection costs, and attorney’s fees incurred by Hunden in recovering unpaid amounts.

TRAVEL. Client shall reimburse Hunden for any travel rebooking fees, price increases, or non-refundable travel costs incurred due to Client-requested changes after bookings are made.

USE OF DELIVERABLE. The work product is copyrighted and may not be edited, excerpted, reformatted, or modified without Hunden’s express written permission.

CONSULTANT INTELLECTUAL PROPERTY. All methodologies, models, spreadsheets, economic impact formulas, software, techniques, documentation, and data developed or licensed by Hunden (“Consultant Intellectual Property”) remain the sole property of Hunden and are not transferred to Client. No rights, title, or licenses are granted to the Client except as specifically set forth in the final deliverable.

TERMINATION. Either party may terminate this agreement with fifteen (15) days’ written notice if the other party materially breaches its obligations. Upon termination, Client must pay Hunden: All fees for services rendered through the termination date, and fees through the next unbilled milestone (even if incomplete). Hunden reserves all rights to pursue legal remedies for breach, including damages and specific performance.

If work does not commence within 180 days of execution, Hunden reserves the right to renegotiate the scope, timing, and fees.

Liability of Hunden to the Client is strictly limited to the total fees paid to Hunden under this Agreement. Use of Hunden’s deliverables by third parties is at the sole risk of the Client and such third parties.

DISPUTES. Any dispute, except nonpayment, shall be resolved by binding arbitration administered by the American Arbitration Association under its Commercial Arbitration Rules. Judgment upon the award may be entered in any court with jurisdiction. Nonpayment disputes may be pursued directly through court.

AUTHORIZATION

Accepted By:

Signature _____

Printed Name _____

Title _____

Company _____

Date: _____