

# The Ballpark at League City Operational and Financial Assessment Proposal

**RFP 26-016**

Prepared for League City, TX | February 05, 2026



**RFP 26-016 Cover Sheet**  
**Due Date: Monday, February 2<sup>nd</sup>, 2026, at 2p.m.**

Kemper Sports Management, LLC

Name of Firm/Company

Jeremy Goldblatt

Chief Operating Officer

Agent's Name (Please Print)

Agent's Title

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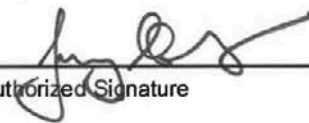
Zip

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Telephone Number

Email Address



1/29/2026

Authorized Signature

Date

**Submission Checklist**

Submission package shall consist of the following items. **Be sure to review the RFP documents for details of required proposal format.**

- Cover Sheet
- Proposal (If hard copy submitted: one copy marked "original" and one copy marked "copy")
- Cost Sheet
- Bid Bond [if Applicable]
- References
- Public Information Act Form
- HB 89 Verification Form
- Conflict of Interest Questionnaire (if required)

**Certification and Addenda Acknowledgement**

Agent must initial next to each addendum released to verify receipt:

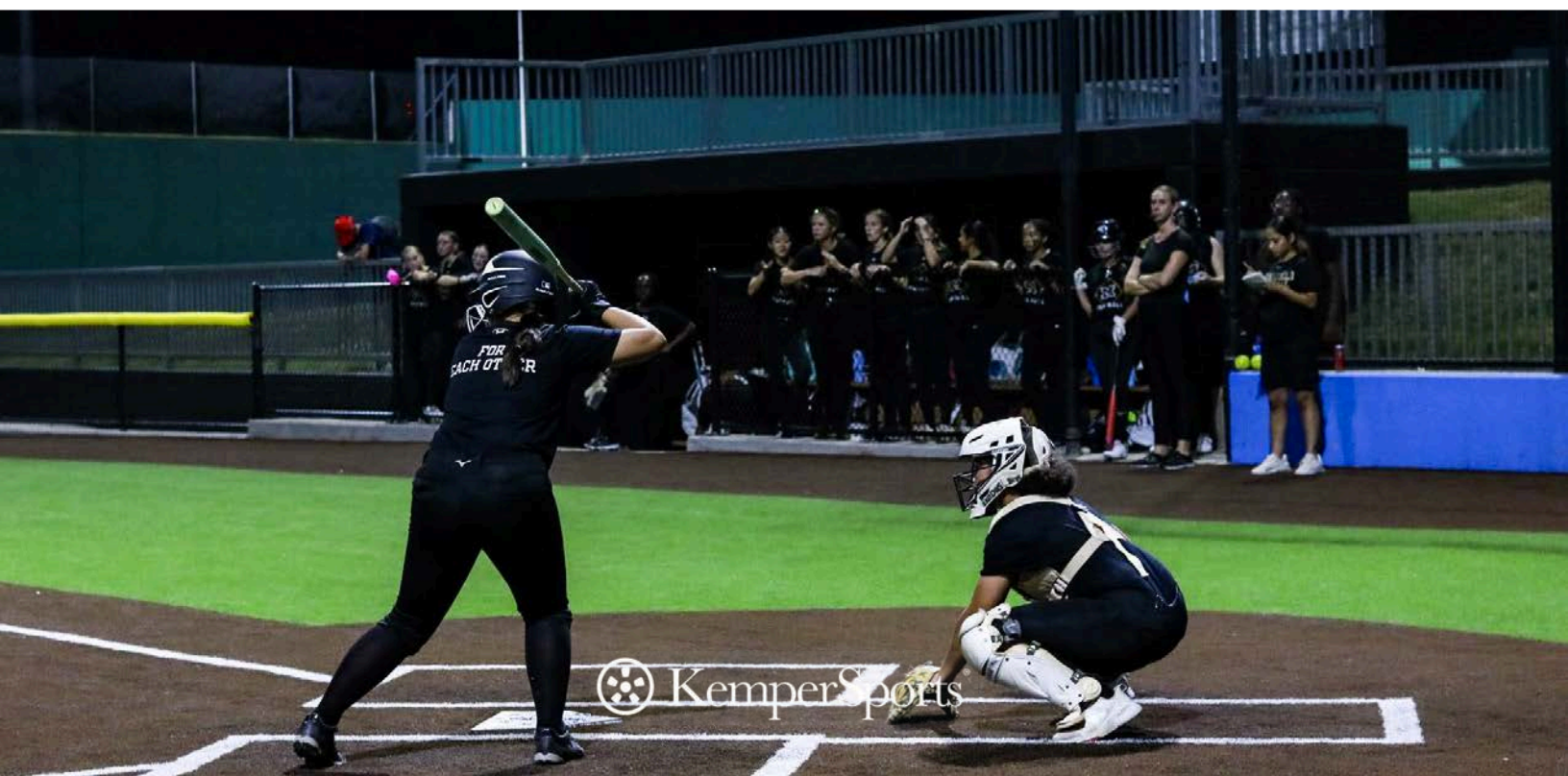
Addendum #1     jsk     Addendum #2     jsk     Addendum #3 \_\_\_\_\_

Addendum #4 \_\_\_\_\_ Addendum #5 \_\_\_\_\_ Addendum #6 \_\_\_\_\_

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# Cover Letter



City of League City, Texas  
Attn: Procurement and Evaluation Committee  
300 W Walker, League City, TX 77573  
purchasing@leaguacitytx.gov  
281-554-1400

**RE: RFP # 26-016 The Ballpark at League City Operational and Financial Assessment**

Dear Evaluation Committee,

KemperSports is pleased to submit this proposal in response to RFP 26-016 for the Operational and Financial Assessment of The Ballpark at League City. We appreciate the opportunity to support the City's efforts to evaluate and strengthen the long-term performance, sustainability, and community value of this important municipal asset.

KemperSports is uniquely positioned to meet the requirements of this RFP based on our extensive experience working with municipal partners throughout Texas, our deep understanding of the regional youth sports and sports tourism market, and our hands-on operational expertise with large-scale baseball and softball complexes. Our team has supported numerous Texas municipalities through operational assessments, financial and economic analyses, capital planning efforts, and ongoing consulting engagements for tournament-capable facilities operating in competitive markets.

Of particular relevance is KemperSports' recent engagement with the City of Mansfield, Texas, where we completed a comprehensive operational assessment for the City's formerly known Big League Dreams facility under a scope of work comparable in size, complexity, and objectives to that proposed for League City. This experience provides our team with direct insight into the operational models, tournament economics, facility layouts, and reinvestment considerations unique to previously branded and operated Big League Dreams complexes, allowing us to deliver practical, implementation-ready recommendations.

KemperSports also maintains a strong regional presence in North Texas, with several senior leadership and operational support roles based in Mansfield, Texas. This proximity allows us to provide League City with hands-on support, efficient in-market coordination, and consistent senior-level engagement throughout the assessment process.

Our project team is composed of industry experts with decades of combined experience in sports and recreation facility planning, operations, marketing, and sports tourism strategy. This ensures that all analyses and recommendations are grounded in real-world operational considerations and aligned with the City's goals.

We look forward to the opportunity to partner with the City of League City and deliver a clear, actionable assessment that supports informed decision-making and long-term success for The Ballpark at League City.

Sincerely,



**Jason Sands**  
Vice President, KemperSports Venues  
817.223.0706 | [jsands@kempersports.com](mailto:jsands@kempersports.com)



# Tab A – Firm Qualifications and References

# KemperSports Overview

While our history confirms our abilities as a leader in the sports, recreation, hospitality, and golf management space, it's our passion, agility and willingness to be different that puts us above the rest in delivering for our partners. We leverage our past successes to build a better, more innovative and exciting future for you.

Our portfolio reaches from sports and recreation, sports tourism, and golf property management to event marketing, hospitality, and one-of-a kind destination resorts. Our core values of service, relationships, loyalty, integrity, creativity and financial discipline are ingrained in who we are. We use our expertise and dedication to transform the industries in which we work and deliver success for our clients.

**Independently Owned & Operated Since**

**1978**

**States In Operation**

**40**

**Staff & Team Members**

**10,000+**

**Facilities In Portfolio**

**215+**



**National Scope,  
Local Focus.**

## 69 Municipal Partners

- Bolingbrook Park District (IL)
- Borough of Old Tappan (NJ)
- Broward County (FL)
- City of Arcadia (CA)
- City of Austin Parks & Recreation (TX)
- City of Buena Vista (CA)
- City of Burbank (CA)
- City of Carson (CA)
- City of Castro Valley (CA)
- City of Chula Vista (CA)
- City of Clovis, (NM)
- City of Clyde (TX)
- City of Deer Park (TX)
- City of Dinuba (CA)
- City of Dublin (OH)
- City of Eagle Pass (TX)
- City of El Paso (TX)
- City of Fairfield (CA)
- City of Fredericksburg (TX)
- City of Janesville (WI)
- City of Henderson (NV)
- City of La Crosse (WI)
- City of Lake Jackson (TX)
- City of Lancaster (TX)
- City of Mansfield (TX)
- City of Modesto (CA)
- City of Mountain View (CA)
- City of Mill Valley (CA)
- City of Needles (CA)
- City of Newton (KS)
- City of North Richland Hills (TX)
- City of Oakland (CA)
- City of Palm Desert (CA)
- City of Portland (OR)
- City of Round Rock (TX)
- City of San Buenaventura (CA)
- City of Santa Rosa (CA)
- City of Saraland (AL)
- City of Stockton (CA)
- City of Superior (WI)
- City of Vallejo (CA)
- City of Ventura (CA)
- City of Yorba Linda (CA)
- Clark County (NV)
- County of Hunterdon (NJ)
- County of Los Angeles (CA)
- County of Union (NJ)
- East Bay Regional Park District (CA)
- Historic Triangle Recreational Facilities Authority (VA)
- Howard County (MD)
- Hudson County Improvement Authority (NJ)
- Illinois International Port District (IL)
- Incorporated Village of Lawrence (NY)
- Incorporated Village of Sands Point (NY)
- Morris County Park Commission (NJ)
- New York City Parks Department
- Pierce County (WA)
- Presidio Trust (CA)
- Prospect Recreation & Park District (CO)
- Stonebridge Neighborhood Improvement & Beautification District (LA)
- The City of Lake Forest (IL)
- The City of Port Orange (FL)
- The County of Tunica (MS)
- Township of West Orange (NJ)
- Tunica County Public Projects, Inc. (MS)
- Village of Bolingbrook (IL)
- Village of Estero (FL)
- Village of Lawrence (NY)
- Village of Sands Point (NY)
- Village of Vernon Hills (IL)
- Village of Winnetka (IL)
- Wedd County Parks & Recreation (TX)

## Who We Are...

- Pioneering the development of the next generation of sports tourism facilities nationwide
- 47 years of experience planning and operating sports, recreation, entertainment, golf, and destination resort properties nationwide
- A boutique operations approach tailored to your unique facility planning, development, and operating needs
- Recognized industry leaders in youth sports facility planning, development, and operations
- Facility planning, development, and operations experts
- Regional and national support network of industry experts
- Manage over 215+ facilities of which 69 are municipal clients

## Our Mission

To be the best sports and hospitality management company, delivering outstanding customer experiences, operational excellence and innovative partner solutions in a socially and ecologically responsible manner.

## Our Values

Our portfolio reaches from sport facility planning and consulting and multisport complex management, to golf property management and event marketing and unique destination resorts. Our core values of service, relationships, loyalty, integrity, creativity and financial discipline are ingrained in who we are. We use our expertise and dedication to transform the industries we work in, from our founding KemperSports cornerstone to our latest expansion into youth and recreation sports facility management.

## Our Purpose

Your passion is our purpose. We thrive on what fuels our clients, guests and our own team to create a must-have experiences around life's passions—because we feel that passion too. We have a competitive entrepreneurial spirit that delivers operational excellence at every turn. We focus on building one relationship at a time to grow and positively impact our communities.

## Our Beliefs

We leverage our past success only to build a better, more innovative and exciting future. Our history proves our abilities as a leader in the sports, entertainment, and hospitality management space. It's our fierce passion, agility and creativity that put us above the rest in delivering for our partners.



## **WHAT WE BELIEVE**

### ***Our partners and their brands are the stars.***

We enhance our partner's efforts by leveraging our depth of expertise for their gain. We customize solutions and execute proven tactics to maximize results. We take it one relationship at a time.

### ***Our company was built on family values.***

We have and always will act and conduct business with integrity while holding our relationships sacred. We treat our business, our teams, our partners and our customers like family. We focus on building one relationship at a time to grow and positively impact our communities.

### ***We do things differently, because we can.***

We are a privately held company with the agility and willingness to follow our instincts that put us above the rest in delivering for our partners. It's our competitive entrepreneurial spirit that fuels us.

### ***Our size is our strength.***

We offer a boutique, personalized service from single-unit properties to expansive multi-experience operations. We have the exceptional talent and operational efficiencies of a large company with the attentive partner and customer service of a small one.

### ***We deliver results. Period.***

We have over 47 years experience powering our partners into profitable businesses and driving revenue growth. Our model allows us to make long-term business decisions and our core company value of financial discipline grounds us.



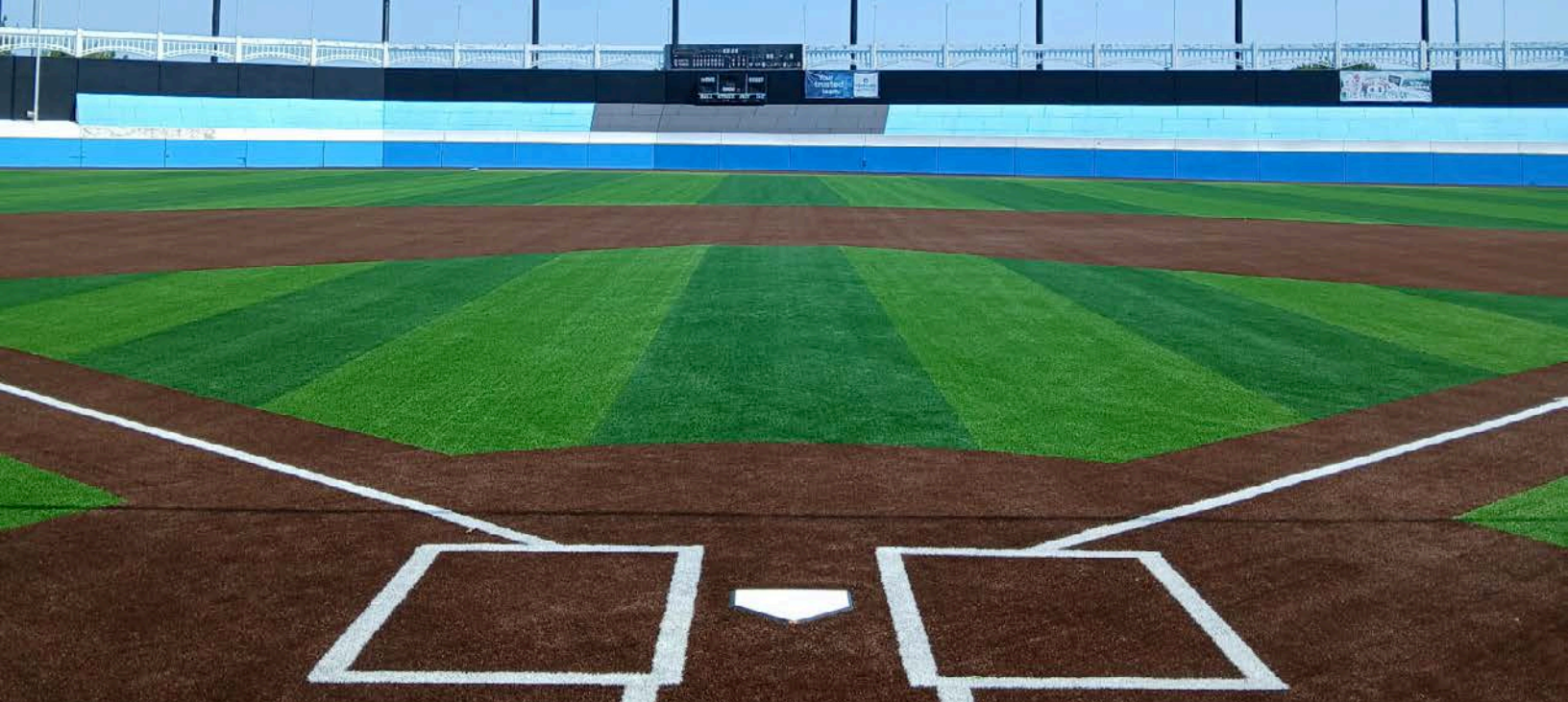
# Relevant Experience

KemperSports is pioneering the development of the next generation of sports and entertainment complexes nationwide. With a forward-thinking perspective and a proven track record, we deliver innovative, high-impact destinations that redefine how communities engage with sports, recreation, and entertainment.

Our visionary approach looks beyond today's standards to anticipate tomorrow's opportunities, designing complexes that not only compete in the marketplace but also set the bar for excellence. By blending bold ideas with deep operational expertise, we create destinations that inspire participation, attract tourism, and leave a lasting impact on the communities we serve.

The following information highlights a sample of KemperSports' prior service experience in delivering the proposed services for organizations of comparable size and complexity to the City of League City, drawn from recent projects completed within the last two years. This portfolio sample demonstrates KemperSports' ability to support municipalities through detailed assessments and feasibility studies, guide projects through development and implementation, and provide ongoing management and operational support to successfully bring complex sports and entertainment projects to fruition.





# Fields at Station 63

 Mansfield, Texas




## Facility Overview

The Fields at Station 63 is a 40-acre, multi-use sports complex that originally opened as Big League Dreams in March 2008, following an initial investment of \$24.6 million. KemperSports supported the City through a comprehensive facility assessment to identify required repairs, renovations, and strategic enhancements. This effort also included the development of a five-year financial forecast, economic impact analysis, and a prioritized capital improvement plan.


Based on the findings of this assessment, the facility underwent a \$12.5 million renovation featuring significant infrastructure upgrades, field improvements, and enhanced spectator amenities. These investments were intentionally designed to reposition the complex as one of the premier sports facilities in the Dallas–Fort Worth region and surrounding markets. The upgraded facility officially reopened in September 2025.

## Renovation Costs

 \$12.5 Million

## Facility Facts

 40-Acre Multi-Use Sports Park  
8 Outdoor Synthetic Turf Baseball/Softball Fields  
8 Multi-Purpose Fields (Over Outfields)  
Miracle League Field  
26,000 Square Foot Indoor Multi-Purpose Building

 Indoor Multi-Purpose Turf Field  
Indoor Batting Cages  
Indoor Baseball/Softball Training  
Indoor Sports Performance Training  
Outdoor Playgrounds  
2 Dedicated Restaurants and Bars

# Project Timeline

The following timeline outlines KemperSports' comprehensive involvement with the park, including a full facility assessment and feasibility analysis, design and construction work addressing significant renovations and enhancements, marketing initiatives, a complete rebranding of the park, and culminating with the grand re-opening celebration for the community.

- 
- October 2023**  
Engaged by the City to conduct a comprehensive Facility Assessment and Feasibility Analysis of the former Big League Dreams complex
  - November 2023**  
Due to safety concerns, the City temporarily closed the park to conduct a comprehensive evaluation of renovation needs, enhancement opportunities, and long-term redevelopment planning
  - March 2024**  
The Facility Assessment and Feasibility Analysis was completed, providing a clear roadmap for renovation, redevelopment, and long-term operations
  - June 2024**  
City of Mansfield Issues RFP for Park Operations
  - August 2024**  
KemperSports selected as park operator
  - January 2025**  
Design work for park renovations and enhancements begins
  - March 2025**  
Design work completed; Renovations begin
  - August 2025**  
Park rebranding finalized with new name, logo, and brand standards
  - September 2025**  
Renovations completed; Park grand re-opening
  - October 2025**  
KemperSports entered into a multi-year partnership with Perfect Game to bring regional and national-level baseball and softball events to the park

## Project Background

KemperSports has played a pivotal role in supporting the Mansfield through the transition of The Fields at Station 63 into a new era of sports facility management. As part of this effort, KemperSports conducted a comprehensive facility assessment to identify the renovations, repairs, and enhancements required to elevate the complex into a premier regional and national tournament destination.

This work was supported by a detailed feasibility study evaluating the anticipated financial and operational performance of the renovated park, ensuring that recommended upgrades aligned with the City's long-term vision to attract large-scale sports tourism events. As part of this engagement, KemperSports provided the City with a holistic review of operations, finances, market demand, and facility conditions, including an evaluation of staffing and scheduling practices, maintenance and customer service standards, revenue streams and expenditures, facility utilization and programming opportunities, and capital needs associated with deferred maintenance and long-term lifecycle costs.

These analyses culminated in a set of strategic business, marketing, and capital improvement recommendations, along with a five-year implementation framework outlining prioritized actions, estimated costs, responsible parties, and potential funding sources.

Following a competitive procurement process, KemperSports was selected as the national management company to oversee the park's transformation. In this role, KemperSports led the \$12.5 million renovation project, serving as the project's general contractor and executing a strategic modernization plan to significantly enhance the facility's infrastructure, fields, and spectator amenities. Leveraging its national expertise in sports facility management and event operations, KemperSports is positioning The Fields at Station 63 as a state-of-the-art destination capable of hosting major tournaments and events, reinforcing Mansfield's standing as a leading sports tourism market in the Dallas-Fort Worth region and beyond.



## Project Background (Continued)

The renovations, completed in September 2025, included the installation of new, high-quality synthetic turf across all eight fields, upgraded modern lighting systems to enhance playability and visibility, and field expansions designed to accommodate multi-sport use. Additional improvements included high-definition scoreboards and video displays, upgraded dugouts to enhance player safety, and the addition of a flexible, climate-controlled indoor turf facility featuring practice areas, batting cages, pitching tunnels, and adaptable multi-sport training space.

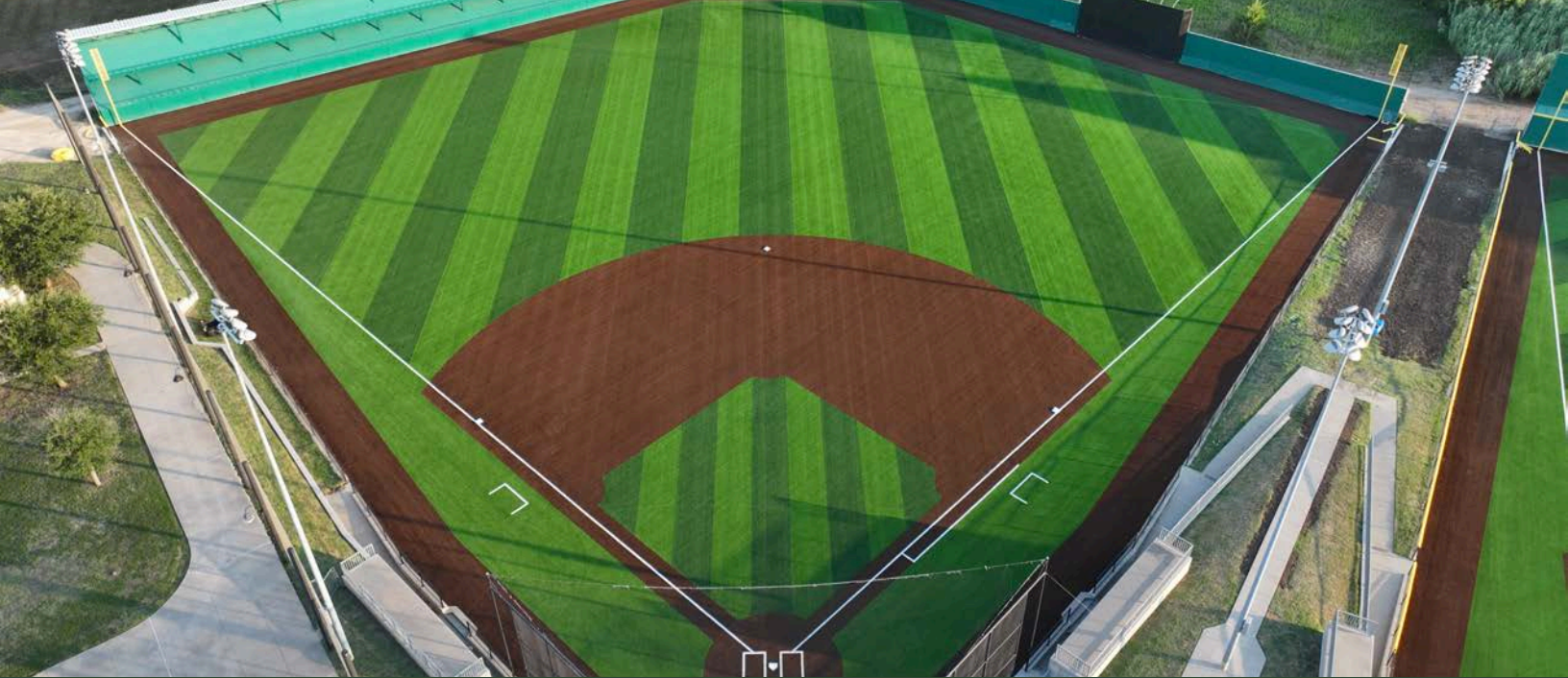
The project also reimagined the central plaza to serve as a vibrant community gathering space, incorporating a new shaded playground, expanded seating areas, open green space, and an inclusive Miracle Field designed to support athletes of all abilities. Concession facilities were modernized to provide expanded food and beverage offerings, including in-seat ordering capabilities to enhance the spectator experience.

As part of the facility's strategic repositioning, KemperSports entered into a multi-year partnership with Perfect Game to host more than 35 high-profile baseball and softball events annually at The Fields at Station 63. This partnership establishes the complex as a core regional hub within Perfect Game's national tournament network and significantly expands the scale, consistency, and quality of events hosted at the facility. The increased event calendar is expected to drive a substantial rise in non-local participation, resulting in increased hotel room nights, extended lengths of stay, and higher levels of direct visitor spending across lodging, food and beverage, retail, and local attractions, materially strengthening the economic impact generated for the Mansfield.

In parallel with the expanded tournament schedule, KemperSports has implemented a series of targeted operational enhancements designed to improve efficiency, elevate the participant and spectator experience, and strengthen the facility's overall financial performance. These improvements include optimized staffing and scheduling models aligned with peak tournament demand, enhanced maintenance and field-care standards, upgraded customer service and guest-experience protocols, improved food and beverage operations, and the implementation of refined pricing, rental, and programming strategies. Collectively, these initiatives have resulted in improved operating margins, stronger cost control, and more predictable revenue generation.

Through disciplined operational management, enhanced programming, and a significantly elevated event experience, The Fields at Station 63 has emerged as a premier destination for athletes, families, and event operators. These efforts have not only improved the facility's financial sustainability but have also delivered measurable economic benefits to the City by increasing visitation, visibility, and market competitiveness. As a result, Mansfield continues to strengthen its reputation as a leading sports tourism destination within the Dallas-Fort Worth region and a nationally competitive host market for youth and amateur sporting events.





## Project Highlights

- The revitalized complex is strategically located adjacent to Staybolt Street, a vibrant, new mixed-use development featuring a 10,000-seat USL stadium, hotel and conference center, single-family residential, High 5 family entertainment center, and high-density retail and commercial spaces.
- Additional commercial development projects planned surrounding the park include new hotels, sport-themed family entertainment center concepts, driving range enhancements, and a variety of restaurants.
- Partnered with the City of Mansfield to strategically align operations with the vision of establishing The Fields at Station 63 as a premier destination for baseball, softball, and multi-sport events, serving both the local community and the broader region.
- Completed a full rebranding of the facility, including a new name, logo, and brand standards.
- On pace to increase food and beverage revenue by 13% in the first year following re-opening, driven by renovated restaurant spaces and re-engineered menu offerings, as well as enhanced programming, improved guest flow, and optimized points of sale.
- On pace to increase overall revenue by 30% in the first year following re-opening.
- Served as general contractor for a \$12.5M renovation, managing vendor bids, construction timelines, and delivery of upgrades including synthetic turf fields, lighting, dugouts, fencing, scoreboards, playgrounds, landscaping, and other infrastructure improvements.
- Repositioned the park as a central hub for sports, recreation, and community engagement.
- Secured a strategic partnership with Perfect Game, the nation's leading baseball tournament event rights holder, to deliver a consistent pipeline of regional and national-level events to Mansfield, significantly expanding the City's sports tourism footprint.
- Delivered a 250% increase in annual events, expanding the calendar to more than 35 regional and national tournaments per year.
- The renovated facility is anticipated to generate more than \$10 million in economic impact within its first year of operations following reopening, representing a significant increase in total economic activity delivered to the City.
- The renovated facility is forecasted to attract more than 225,000 visitors to the park within the first year following reopening.





# Hanner Sports Complex

 Clyde, Texas



## Facility Overview

The Hanner Sports Complex, located in Clyde, Texas, is a multi-sport recreational destination designed to support both community use and competitive youth athletics. The complex serves local residents while also positioning Clyde as a host for regional tournaments and special events.

The facility includes six baseball and softball diamonds and a multi-purpose stadium, providing flexibility for league play, tournaments, scholastic sports, and community events. Additional athletic amenities include four tennis courts, four pickleball courts, and two sand volleyball courts, expanding daily use and supporting a wide range of recreational programming.

Family-oriented amenities such as a splash pad, playground, and landscaped gathering spaces enhance the overall visitor experience and encourage extended stays. The complex is supported by food and beverage amenities, concession and restroom facilities, spectator seating, and on-site parking to accommodate large events and tournament activity.

With its diverse mix of sports facilities and supporting amenities, Hanner Sports Complex functions as a key community asset and an emerging sports tourism venue for Clyde and the surrounding region.

## Facility Facts

- 28-Acre Multi-Use Sports Park
- 6 Baseball/Softball Diamonds
- 1 Multi-Purpose Stadium
- 4 Tennis Courts
- 4 Pickleball Courts

- 2 Sand Volleyball Courts
- Splash Pad
- Playground
- Food & Beverage Amenities

# Project Timeline

The following timeline summarizes KemperSports' comprehensive involvement with the complex, including sales and marketing support, branding and business development consulting, and the current role providing operational and program consulting services.

- May 2024**  
KemperSports was engaged to support sales, marketing, branding, and business development initiatives at the complex to strengthen market positioning and drive demand.
- May 2025**  
KemperSports' engagement was expanded to support the City with operations and program consulting, providing guidance on staffing, scheduling, maintenance, and program delivery.

## Project Background

The Hanner Sports Complex is a municipally owned, multi-sport facility developed by the City of Clyde, Texas, to expand recreational opportunities, support youth athletics, and strengthen the City's ability to host competitive events and regional tournaments. Conceived as a long-term community investment, the complex was designed to serve local residents while positioning Clyde as a growing sports tourism destination within the broader region. Following development and construction, the facility opened with a primary focus on baseball and softball, complemented by a range of recreational amenities that support both everyday community use and large-scale tournament activity.

As the complex matured, the City identified an opportunity to further elevate market visibility, utilization, and revenue performance through enhanced branding, sales, and business development efforts. In May 2024, the City of Clyde engaged KemperSports to provide comprehensive sales, marketing, branding, and business development consulting services tailored specifically to the Hanner Sports Complex.

Under this initial engagement, KemperSports led the development and implementation of a cohesive branding and marketing platform for the complex. Services included creation of core brand assets such as a visual brand language and brand guide, social media playbook, content creation, brand collateral, website development with integrated software tools, and a targeted search engine optimization strategy. Together, these efforts established a consistent, professional brand identity intended to increase awareness, engagement, and competitive positioning within the regional sports marketplace.

In parallel, KemperSports supported sales, marketing, and business development initiatives focused on driving utilization and revenue growth. This work included development of marketing systems and calendars, assistance with tournament and event bookings, and coordination of marketing strategies for local programming. KemperSports also promoted the facility at industry trade shows, leveraged national and regional industry relationships to attract events, and supported growth planning across multiple revenue streams including sponsorships, food and beverage, field rentals, and City-owned and operated programming such as camps, clinics, leagues, and tournaments. Advisory support related to sponsorship strategy, valuation methodologies, and negotiation approaches was also provided to help maximize non-user revenue opportunities.

Building on the success of this initial engagement, the City of Clyde expanded its relationship with KemperSports in May 2025 to include operations and programming consulting support. This expanded scope focused on strengthening day-to-day facility performance through staffing consulting, maintenance planning, and food and beverage strategy. By integrating operational expertise with ongoing marketing and business development efforts, KemperSports has supported the City in aligning the Hanner Sports Complex's brand promise with operational execution, positioning the facility for sustainable performance, enhanced user experience, and long-term community and economic impact.



# Project Highlights

- Expanded tournament and event activity, increasing the number of hosted tournaments and events by 28% from 2024 to 2025, strengthening the complex's regional and national competitive profile.
- Significantly increased overall visitation, with total visits to the complex growing by 36% year-over-year, reflecting improved market positioning and utilization.
- Enhanced on-site revenue performance, with average visitor spending increasing by 18% from 2024 to 2025, driven by improved programming, food and beverage offerings, and spectator experience.
- Strengthened community engagement and weekday utilization by establishing a structured process for local user group outreach and coordination, resulting in broader community access and increased non-tournament visitation.
- Improved operational performance and consistency as KemperSports' role expanded in 2025 to include consulting support focused on implementing best practices across key business lines, including maintenance, staffing, food and beverage operations, and program delivery.







# The Dream Complex & Community Park

Justin, Texas



JUSTIN  
1887

## Facilities Overview

The Dream Complex is a project in Justin, Texas, with a recently completed feasibility assessment. This indoor and outdoor sports complex will feature 12 baseball and softball fields, outdoor shade structures, and a 34,000-square-foot indoor multi-use sports facility. Designed to serve a rapidly growing community, the complex will enhance the city's park infrastructure and host regional and national tournaments and events, driving non-local visitation, hotel room nights, and new direct spending to the City of Justin.

Community Park in Justin, Texas serves as the city's primary hub for youth and community recreation, featuring baseball, softball, and soccer fields, as well as walking trails and playgrounds. The City is relaunching the park through its new JRec programming initiative, focused on creating inclusive, well-structured opportunities for all ages and skill levels. KemperSports is currently transitioning the park from the previous operator and through our partnership with the city, the park is positioned to become a vibrant center for community engagement and active lifestyles.

## Development Costs

\$37 Million

### Dream Complex Facility Facts

- 60-Acre Multi-Use Sports Park
- 12 Outdoor Baseball/Softball Fields
- 34,000 Square Foot Indoor Facility
- 1 Indoor Multi-Purpose Field
- 2 Indoor Baseball/Softball Infields
- 12 Batting Cages
- Sports Performance Training
- Food and Beverage Amenities

### Community Park Facility Facts

- 4 Baseball & Softball Fields
- 2 Multi-Purpose Fields
- Playground
- Food and Beverage Amenities

# Project Timeline

The following timeline summarizes KemperSports' comprehensive role across both projects, spanning planning and feasibility analysis, capital improvement planning, program development, and ongoing operational support.

## March 2025

KemperSports was engaged to conduct a feasibility assessment for the Dream Complex, evaluating market demand, financial performance, operational considerations, and long-term development viability.

## April 2025

KemperSports was engaged to conduct an operational feasibility assessment of the existing Community Park, evaluating alternative management structures that better align with the City's long-term parks and recreation programming goals.

## May 2025

Completed the feasibility assessment for the Dream Complex to support next-step planning and decision-making.

## June 2025

The Community Park operational feasibility assessment has been completed, providing recommendations to align management and operations with the City's long-term parks and recreation programming goals.

## July 2025

Evaluation of funding sources for the Dream Complex begins to support development of a comprehensive funding and financing strategy.

## September 2025

KemperSports was selected as the design and management partner for the Dream Complex and as the management partner for the Community Park.

## October 2025

KemperSports began the operational transition process at Community Park, including staffing alignment, operational procedures, and systems integration.

## November 2025

Collaborated with the City to plan approximately \$200,000 in initial capital improvements at Community Park focused on addressing safety issues, improving field playability, and enhancing overall usability.

## December 2025

Initial capital improvements at Community Park begin

## February 2026

Initial capital improvements at the facility are completed, addressing priority safety and playability needs.

## March 2026

City of Justin's new recreational programming (JRec) to be launched at Community Park



## Project Background

Justin is experiencing unprecedented and rapid growth, reshaping the community while creating both new opportunities and emerging challenges. To proactively support its expanding population and enhance overall quality of life, the City prioritized strategic investment in its existing parks infrastructure while also planning for the long-term future through the development of a new sports complex. These efforts were intended to ensure the City continues to deliver high-quality services and amenities that meet the needs of a rapidly growing community.

To support these initiatives, KemperSports partnered with the City to complete two separate feasibility assessments. The first focused on evaluating the feasibility of developing a large-scale, multi-use indoor and outdoor sports complex, tentatively named the Dream Complex. This project was envisioned not only as a significant enhancement to the City's parks and recreation system, but also as a state-of-the-art destination designed to serve residents, strengthen community connections, and promote health, wellness, and active lifestyles. In parallel, the complex was strategically positioned to establish Justin as a premier destination for hosting large-scale tournaments and events capable of generating meaningful economic impact for the local economy.

The second engagement involved an operational feasibility assessment of the City's existing Community Park. This analysis evaluated alternative management structures that more closely aligned with the City's long-term parks and recreation programming goals. As part of this effort, KemperSports also collaborated with the City to develop a five-year capital improvement plan for the park, addressing deferred maintenance, safety concerns, and priority upgrades needed to improve overall functionality, playability, and long-term sustainability.

Through the comprehensive feasibility assessment for the proposed sports complex, KemperSports conducted an in-depth analysis of local and regional market conditions, providing a clear understanding of demand drivers, participation trends, and the competitive landscape. This analysis was supported by detailed development cost estimates designed to validate the project's financial feasibility and long-term sustainability.

In addition to physical and operational planning, KemperSports developed a robust financial forecast projecting the complex's anticipated operating performance. The forecast reflected a balanced programming strategy that integrated community-based recreation with large-scale tournaments and events intended to attract non-local visitation. An accompanying economic impact analysis quantified projected visitor volumes, hotel room nights, and direct spending, demonstrating the complex's potential to generate substantial new economic activity for the community.

Collectively, the feasibility analysis established a clear roadmap for the project, empowering City leadership with the information needed to evaluate alternatives, manage risk, and position the complex for long-term operational success and financial sustainability.

Following completion of the feasibility assessment, the City has initiated an evaluation of multiple potential funding and financing scenarios to identify the most sustainable and advantageous path forward for project implementation. KemperSports is continuing to work closely with City leadership to analyze each option in detail, assessing long-term financial viability, risk allocation, operational flexibility, and overall alignment with the City's strategic goals and community priorities.

KemperSports also supported the Justin through a second engagement focused on an operational feasibility assessment of the City's existing Community Park. This assessment evaluated alternative management and operating models to determine which structures most effectively aligned with the City's long-term parks and recreation goals. The analysis included detailed financial projections comparing the anticipated operating performance of each management model. In addition, KemperSports developed a five-year capital improvement plan that identified and prioritized investments needed to address safety concerns, improve field playability, and enhance overall park functionality to better serve the community.

Based on the findings of the operational feasibility assessment, KemperSports was ultimately selected as the management partner for Community Park and led the operational transition. In this role, KemperSports has collaborated closely with the City on the development, design, and implementation of the City's new recreational programming initiative, JRec, which will launch its inaugural season in Spring. Support for this initiative included the creation of program policies and operating procedures, branding and logo development, marketing and community outreach, registration systems, and full program implementation.

KemperSports is also currently serving as the contractor for the first phase of capital improvements at Community Park, which are scheduled to be completed prior to the Spring season to ensure renovated, tournament-ready fields are in place for the launch of JRec.

## Project Highlights

- The Dream Complex is a planned, next-generation sports destination in Justin, encompassing approximately 60 acres of integrated indoor and outdoor athletic facilities designed to serve both community recreation and large-scale tournament play.
- Once developed, the complex is expected to significantly expand non-local visitation, positioning Justin as a competitive regional and national host for tournaments and special events while delivering measurable economic returns to the community.
- The project represents an estimated \$37 million capital investment, creating a modern, high-quality sports asset intended to support long-term operational sustainability and economic impact generation.
- In its first full year of operations, the Dream Complex is forecasted to host approximately 37 tournaments and events, generating an estimated \$11.7 million in economic impact, driven by increased visitor spending, hotel room nights, and regional exposure for the City of Justin.
- Alongside planning for the Dream Complex, KemperSports is delivering near-term improvements and programming at Community Park. KemperSports is overseeing approximately \$200,000 in initial capital improvements to address priority safety issues, improve field playability, and enhance overall park usability.
- KemperSports is also supporting the launch of the City's new recreational programming initiative, JRec, scheduled to debut in Spring 2026. Early demand has been strong, with more than 400 participants already registered for the Spring 2026 baseball and softball season.
- To support long-term planning, KemperSports developed a five-year capital improvement plan for Community Park that prioritizes safety, deferred maintenance, and field enhancements to accommodate continued growth in participation and community use.
- Together, these efforts deliver immediate community impact while positioning Justin for long-term recreation and sports tourism success.







# The Land Sports & Recreation Complex

 Saraland, Alabama




**THE LAND**  
SARALAND SPORTS & RECREATION COMPLEX

## Facility Overview

Nestled in the charming city of Saraland, Alabama, The Land offers residents and visitors premier sports and recreation opportunities while fostering shared experiences and lasting memories. This state-of-the-art complex features cutting-edge sports fields, hard courts, multipurpose event spaces, an indoor recreation center, a family entertainment center, and a wide range of amenities supporting diverse sports and leisure activities. Notably, The Land is home to the largest indoor recreation center in Mobile County.

The project is being delivered in two phases to strategically enhance the community's sports and recreation offerings. Phase 1 opened in March 2025 and includes five outdoor baseball and softball fields. Phase 2 opened in November 2025, introducing the indoor sports and recreation complex along with outdoor tennis, pickleball, and sand volleyball courts. The final three baseball and softball fields are scheduled for completion in February 2026. Together, these improvements significantly expand recreational opportunities for residents while attracting top-tier youth and amateur sports tournaments and events to Saraland, further solidifying The Land as a premier sports and recreation destination in the region.

## Development Costs

 \$72 Million

## Facility Facts

100-Acre Property with 40-Acres of Indoor/Outdoor Multi-Sport Facilities  
78,000 Square Feet Indoor Recreation Center  
4 Indoor Basketball Courts  
8 Indoor Volleyball Courts  
Fitness Center  
Family Entertainment Center

Indoor Walking Track  
5 Outdoor Synthetic Turf Multi-Purpose Fields  
8 Outdoor Synthetic Turf Baseball/Softball Fields  
Outdoor Tennis, Pickleball, and Beach Volleyball Courts  
Food & Beverage Amenities

# Project Timeline

The following timeline outlines KemperSports' comprehensive involvement with the complex, including a detailed recreational assessment, design/build consulting, pre-opening services, and ongoing operations.

- 
- April 2023**  
KemperSports retained to perform a comprehensive City recreational assessment
  - May 2023**  
KemperSports broadens its partnership with the City to deliver design/build consulting services for The Land
  - October 2023**  
The City releases a Request for Proposals (RFP) seeking an operator for the complex
  - November 2023**  
KemperSports selected as the complex operator
  - December 2023**  
Completion of design-build work for The Land
  - February 2024**  
Phase 1 construction begins at The Land
  - August 2024**  
Phase 2 construction begins at The Land
  - February 2025**  
Phase 1 construction completed
  - March 2025**  
Phase 1 of The Land opens
  - November 2025**  
Phase 2, including the indoor sports center and outdoor tennis, pickleball, and sand volleyball courts, is complete
  - February 2026**  
Remaining Phase 2 construction, including three additional baseball and softball fields, is complete

## Project Background

KemperSports began assisting the City of Saraland by conducting a comprehensive recreational assessment of all City Parks & Recreation programs, benchmarking them against industry standards. The goal of this assessment was to improve performance and operational efficiency. Since then, KemperSports has played an instrumental role in enhancing Saraland's recreational programming, supporting over 1,500 participants across a variety of sports including baseball, softball, flag football, tackle football, cheer, volleyball, and basketball. Through this partnership, KemperSports has contributed significantly to the development, management, and execution of these programs, ensuring they operate effectively while fostering a positive environment for community engagement.

A key component of this involvement is KemperSports' expertise in managing recreational facilities, ensuring that infrastructure and resources meet the needs of athletes, coaches, and spectators alike.

By overseeing scheduling, field and court maintenance, and safety protocols, KemperSports ensures participants have access to high-quality facilities that promote both skill development and enjoyment. Additionally, we collaborate closely with local organizations, schools, and volunteer groups to create a seamless experience for families, providing a structured and organized framework that enhances the recreational experience for youth athletes in Saraland.

Beyond facilities management, KemperSports is deeply involved in the operational and programming aspects of Saraland's recreational sports. We assist with league coordination, registration, and implementation of best practices to elevate program quality. Leveraging our sports management expertise, we ensure leagues and tournaments are structured to maximize participation, competition, and skill development. KemperSports actively promotes inclusivity by developing programming that accommodates various skill levels, ensuring every child, regardless of experience, has an opportunity to participate and grow.



## Project Background (Continued)

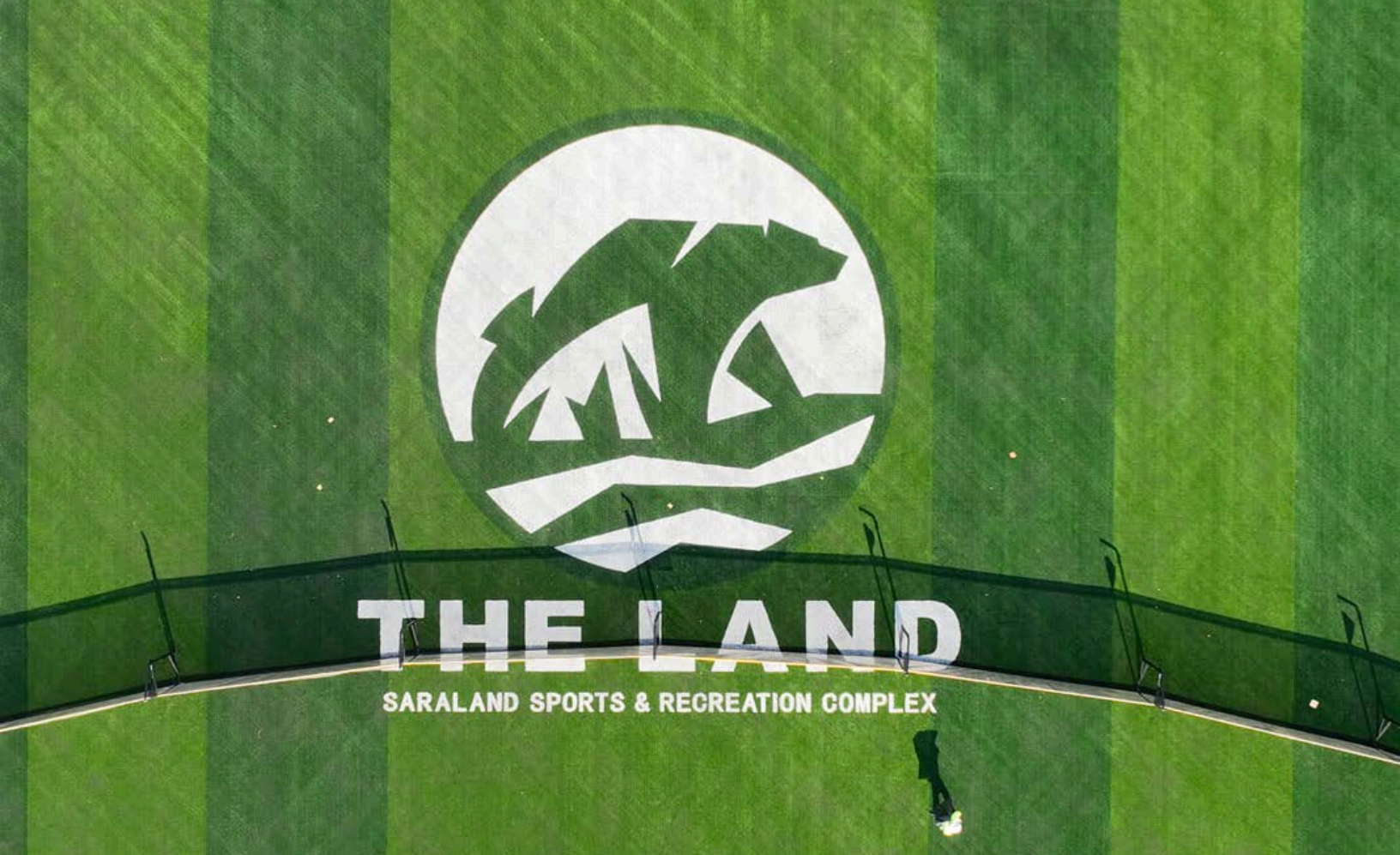
Aligned with the city's goal of driving economic impact, the complex is strategically designed to attract large-scale tournaments and events that will bring significant tourism revenue to the area. These tournaments and competitions will not only support local sports organizations but also benefit hotels, restaurants, and businesses throughout the community. By hosting high-caliber sporting events, the complex is positioning itself as a key contributor to the city's long-term economic growth and visibility in the sports tourism industry.

Beyond traditional sporting events, The Land Sports and Recreation Complex will also serve as a versatile venue for non-sports gatherings, including trade shows, expos, and community functions. This focus on diverse programming ensures that the complex remains a dynamic, multipurpose destination that caters to a wide audience. As operations expand, the complex will continue to bring new opportunities for entertainment, business engagement, and community connection, further reinforcing its value as a regional asset.

In addition to operational and facility management, KemperSports is committed to fostering community engagement and enrichment initiatives. We emphasize character development, teamwork, and sportsmanship, integrating these values throughout our programming. Furthermore, KemperSports collaborates with city officials and local leaders to assess evolving community needs, ensuring recreational programs grow and adapt in alignment with population growth and emerging interests.

By maintaining a forward-thinking approach, KemperSports plays a vital role in shaping the future of youth sports in Saraland, reinforcing its commitment to providing high-quality recreational experiences for the city's young athletes. Through this comprehensive and dedicated approach, KemperSports continues to elevate the recreational landscape in Saraland, creating lasting benefits for the entire community.





## Project Highlights

- In its first year of operations, the facility already has 43 indoor and outdoor events pre-booked.
- Projected to host over 325,000 visitors in the first year of operations.
- Conducted a comprehensive recreational assessment of all City Parks & Recreation programs, benchmarking them against industry standards.
- KemperSports is now responsible for all City Parks & Recreation program registration and implementation.
- Serves over 1,500 participants enrolled in city recreational programming, including baseball, softball, flag football, tackle football, cheer, volleyball, and basketball.
- The Land Sports and Recreation Complex also serves as a versatile venue for non-sports gatherings, including trade shows, expos, and community functions. One highly anticipated event is the Fishing Expo, expected to attract over 2,500 visitors and showcase a diverse range of outdoor and recreational vendors
- KemperSports collaborates with city officials and local leaders to assess the evolving needs of the community, ensuring recreational programs continue to grow and adapt in alignment with population growth and emerging interests.



**THE LAND**  
SARALAND SPORTS & RECREATION COMPLEX



# West Henderson Fieldhouse

 Henderson, Nevada

## Facility Overview

The West Henderson Fieldhouse, located in Henderson, Nevada, will be a centerpiece of a larger master development plan that includes Chicken N Pickle's first Nevada location, along with other commercial amenities.

Once completed, the 160,000-square-foot facility will redefine how Henderson comes together through sports, recreation, and shared experiences. It will offer a vibrant mix of indoor sports, recreation, entertainment, and community spaces directly addressing the growing demand for accessible, inclusive venues where people of all ages can gather, stay active, and connect.

The Fieldhouse will serve as the home for all City recreational programming, with Henderson residents receiving a 20% discount on all programs and services to ensure broad community participation. In addition to local programming, the facility will host tournaments and special events, meeting a clear need in the Las Vegas market and the greater Southwest region for high-quality, tournament-capable indoor venues.

## Development Costs

 \$70 Million

## Facility Facts

160,000 Square Feet (2 Level Facility)  
4 Basketball Courts  
8 Volleyball Courts  
40,000 Square Foot Indoor Turf Area  
2 Indoor Multi-Purpose Turf Fields  
Fitness Center  
Community, Event, and Party Rooms

30,000 Square Foot Family Entertainment Center  
24 Bowling Lanes  
Redemption Arcade  
Axe Throwing  
Laser Tag  
Outdoor Mini Golf  
Dedicated Bars/Restaurant Operations

# Project Timeline

The following timeline outlines KemperSports' comprehensive involvement with the facility, including consulting and feasibility assessment work, supporting the design-build process through drafting the RFP, participating in the firm selection process, and collaborating with the design-build team throughout construction, leading up to the facility's grand opening and ongoing operations.

## June 2023

KemperSports engaged to provide consulting services to review the City's completed feasibility assessment

## July 2023

KemperSports expanded its partnership with the City to conduct a new feasibility assessment aligned with the City's goals

## October 2023

The updated feasibility assessment completed, providing a clear path forward for facility development

## May 2024

Provided support to the City by drafting the RFP for a firm and completing related design-build services work

## August 2024

Supported the City as a member of the selection committee evaluating design-build firms

## September 2024

The design-build firm awarded the project

## October 2024

Design-build work on the Fieldhouse began

## May 2025

A groundbreaking ceremony was held to mark the start of construction.

## July 2025

The design-build phase completed

## Fall 2026

Facility grand opening

# Project Background

KemperSports was initially engaged by the City of Henderson in a consultative capacity to assess and review a completed feasibility study for an indoor sports complex and provide professional feedback. Following this review, KemperSports prepared an updated feasibility assessment that included comprehensive financial and economic impact modeling. This updated study provided a clear path forward for facility development, aligning closely with the City's long-term goals and vision for the project.

KemperSports also supported the City throughout the design-build process by assisting in the preparation of the RFP for the design-build scope of services, participating on the selection committee responsible for reviewing submissions from qualified firms, and helping determine which firm would be awarded the contract.

The West Henderson Fieldhouse will feature a dynamic blend of sport and social concepts, including multiple courts, turf areas, and a fitness center.

In addition, a 30,000-square-foot family entertainment center will provide opportunities for sports, recreation, and entertainment, ensuring the facility serves as a hub for all members of the community.

Once open, the Fieldhouse will host all City Parks and Recreation programming, with KemperSports responsible for program registration and implementation. Henderson residents will receive a 20% discount on all programs and services, reflecting the City's commitment to providing a facility that benefits the entire community.

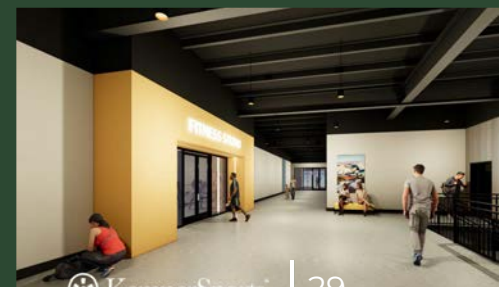
The facility addresses a growing need in the Greater Las Vegas market and the Southwest region for indoor, tournament-capable venues and will host a wide range of tournaments, events, and community activities.

This project is made possible through a public-private partnership between the City of Henderson and KemperSports, combining municipal vision with private-sector expertise to deliver a facility that will serve the community for years to come.



## Project Highlights

- The facility supports the City's goal of providing a community hub for recreation by providing a dedicated home for all Parks and Recreation programming.
- Once operational, the facility is projected to generate and sustain roughly 239 local jobs.
- The Fieldhouse is expected to generate approximately \$1.5 million in tax revenue annually.
- The facility fulfills Henderson's goal of enhancing park infrastructure by addressing the growing demand for accessible, inclusive spaces where people of all ages can gather, stay active, and connect.
- The facility addresses a regional need in the Southwest by providing an indoor sports venue capable of hosting tournaments and events, driving non-local visitation and generating new direct spending.
- The West Henderson Fieldhouse features a blend of sports and social concepts, reflecting a growing industry trend that enhances the user experience, supports year-round engagement, and enables revenue diversification.





# References

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▶ Contracting Agency Information:

**Contracting Agency Name:** City of Mansfield, Texas  
**Contact Person Name:** Vanessa Marrero  
**Contact Person Title:** Assistant City Manager / Deputy City Attorney  
**Contact Phone Number:** 817-276-4274  
**Contact Email:** vanessa.marrero@mansfieldtexas.gov

▶ Contracting Agency Information:

**Contracting Agency Name:** City of Justin, Texas  
**Contact Person Name:** Matthew Cyr  
**Contact Person Title:** Director of Development & Economic Development  
**Contact Person Phone Number:** 940-648-2541  
**Contact Person Email:** mcyr@cityofjustin.com

▶ Contracting Agency Information:

**Contracting Agency Name:** City of Clyde, Texas  
**Contact Person Name:** Rodger Brown  
**Contact Person Title:** City Manager  
**Contact Person Phone Number:** 325-893-4234  
**Contact Person Email:** rodgerbrown@clyde-tx.gov

▶ Contracting Agency Information:

**Contracting Agency Name:** City of Saraland, Alabama  
**Contact Person Name:** Ashley-Nicole Flowers  
**Contact Person Title:** Director of Parks and Recreation  
**Contact Person Phone Number:** 251-679-5511  
**Contact Person Email:** aflowers@saraland.org

▶ Contracting Agency Information:

**Contracting Agency Name:** City of Henderson, Nevada  
**Contact Person Name:** Liz Fuentes  
**Contact Person Title:** Design & Construction Project Manager  
**Contact Person Phone Number:** 702-267-3006  
**Contact Person Email:** liz.fuentes@cityofhenderson.com



# Tab B - Project Understanding and Approach

# Project Understanding

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## **Project Understanding and Methodological Approach**

KemperSports demonstrates a clear understanding of the City of League City's objectives for The Ballpark at League City, including the need to evaluate operational performance, financial sustainability, facility condition, market positioning, and long-term capital reinvestment in a manner that is both data-driven and implementation-ready. The City's goal to protect public investment while improving efficiency, competitiveness, and community value is directly aligned with KemperSports' approach to facility assessment and optimization.

KemperSports brings extensive experience with outdoor baseball and softball complexes across the State of Texas, supported by a deep portfolio of facility assessments, feasibility studies, capital planning engagements, and ongoing operational management assignments. This experience is particularly strong within the Dallas–Fort Worth Metroplex, where KemperSports has partnered with municipalities to evaluate, reposition, and optimize large-scale, tournament-capable baseball and softball facilities operating in highly competitive youth sports markets. This regional experience informs a methodology grounded in realistic operating assumptions, local market dynamics, and Texas-specific municipal considerations.

Our familiarity with Texas municipal ownership structures, funding mechanisms, sports tourism dynamics, and user-group expectations allows us to tailor our methodology to League City's specific context rather than relying on generic national benchmarks. The proposed approach integrates operational review, financial and economic analysis, utilization assessment, market positioning, and facility condition evaluation into a coordinated framework that supports clear decision-making and prioritization.

KemperSports has also worked directly with municipalities that own formerly Big League Dreams–branded facilities, providing unique insight into the physical layouts, operating models, tournament economics, and reinvestment challenges associated with these complexes. A highly relevant example is KemperSports' recent engagement with the City of Mansfield, Texas, where we completed a comprehensive operational and facility assessment for a formerly Big League Dreams facility under a scope and level of effort comparable to that proposed for League City. Lessons learned from this engagement directly inform our methodology, including how to evaluate staffing models, tournament utilization, maintenance standards, capital needs, and financial performance within this facility typology.

The proposed methodology is intentionally structured to be both comprehensive and practical. It combines quantitative analysis with operational insight, stakeholder input, and peer benchmarking to produce recommendations that are actionable, financially realistic, and aligned with City objectives. By sequencing work across defined phases while allowing overlapping analysis, KemperSports ensures early findings inform later recommendations and that the final work product supports near-term decision-making as well as long-term planning.

This combination of Texas-specific experience, direct familiarity with former Big League Dreams facilities, and an integrated, implementation-focused methodology positions KemperSports as a strong partner to support the City of League City. Our approach ensures the Operational and Financial Assessment delivers clear guidance that improves operational efficiency, strengthens financial performance, and positions The Ballpark at League City for sustainable success as both a community asset and regional sports tourism destination.

# Non-Disruptive Service Delivery Approach

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## Overview

KemperSports will perform the Operational and Financial Assessment of The Ballpark at League City in a manner that maintains uninterrupted daily operations, scheduled programming, tournaments, league play, and public use. We fully understand the importance of completing this assessment without disrupting existing programming, services, or operational workflows, particularly at an active, tournament-capable facility that serves both local users and visiting teams.

Our methodology is intentionally designed for live municipal environments, where continuity of service, user experience, and staff effectiveness are critical. KemperSports has extensive experience conducting assessments at facilities that remain fully operational throughout the study period, and our approach ensures the City can continue to deliver high-quality services while the assessment is underway.

The following information details KemperSports' structured, non-disruptive approach to delivering the assessment while maintaining uninterrupted operations and user experience.

**Project Initiation & Data Collection:** All initial data review is conducted off-site using City-provided financials, operating reports, schedules, policies, and maintenance records, with consolidated data requests to minimize staff time and avoid repeated follow-up.

**Facility Condition Assessment:** On-site walkthroughs will be coordinated in advance and scheduled around the facility's event calendar to avoid tournaments and peak usage periods. Assessments will rely on visual inspection, observation, and limited testing conducted during non-peak times, with no closures, access restrictions, or interruption to play, programming, or guest circulation.

**Operational Review (Staffing, Scheduling, Procedures):** Staffing models, schedules, and procedures are evaluated through document review and targeted interviews, supplemented by passive observation, without modifying staffing levels, assignments, or service delivery.

**Financial Assessment:** Revenue, expense, cost recovery, and subsidy analyses are completed entirely off-site using historical and current financial data, with no pricing changes, pilot programs, or operational testing during the assessment period.

**Facility Utilization & Programming Analysis:** Utilization is analyzed using existing booking data, field schedules, and reservation records to identify optimization opportunities without altering current programming, league allocations, or event schedules.

**Market & Economic Analysis:** Market demand, competitive positioning, and economic impact are evaluated through secondary research, benchmarking, and historical event data, without placing additional demands on facility operations or City staff.

**Stakeholder & Staff Engagement:** Interviews and meetings are scheduled in advance, coordinated with City leadership, limited in duration, and conducted virtually when feasible to avoid disruption to daily operations.

**Communication & Project Management:** A single KemperSports point of contact manages all coordination with the City under a defined communication plan that limits ad hoc requests and ensures predictable engagement.

**Reporting & Recommendations:** Findings and recommendations are developed independently of live operations and delivered as implementation-ready strategies that can be phased at the City's discretion following project completion.

**Implementation Framework:** The final implementation roadmap identifies actions, timing, costs, and responsible parties without initiating operational changes during the assessment period, with all implementation occurring only at the City's direction.



# Customer Service

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## **Philosophy**

At KemperSports, customer service and hospitality are foundational to everything we do. First and foremost, we are hospitality professionals, and that perspective informs how we operate, manage, and evaluate every property within our portfolio. Across our sports, recreation, entertainment, golf, and destination resort properties nationwide, our operating philosophy is centered on delivering a safe, welcoming, and high-quality experience for every guest, regardless of the size, scale, or complexity of the facility.

This hospitality-first mindset is embedded into all aspects of our operations, from frontline staff interactions and event-day execution to facility presentation, communications, and service recovery. We recognize that guest experience directly influences participation, repeat visitation, community perception, and financial performance, particularly at municipal sports facilities that serve both local residents and visiting tournament participants.

Through decades of experience operating and advising facilities nationwide, KemperSports has developed proprietary training programs, service standards, and performance management systems designed to ensure consistency and accountability across all properties. These programs provide standardized customer service training for every employee, emphasizing professionalism, responsiveness, safety, and guest engagement. Training is reinforced through ongoing coaching, operational reviews, and clearly defined service expectations aligned with each facility's mission and user base.

By embedding hospitality into every operational decision and interaction, KemperSports ensures that customer service is not treated as a standalone function, but as a core driver of operational excellence, community satisfaction, and long-term facility success. This approach enables us to deliver consistent, memorable, and high-quality experiences that meet the expectations of residents, attract repeat visitation, and support the broader goals of municipal partners.

## **Customer Service Approach, Plan, and Program**

KemperSports' customer service approach is rooted in the understanding that The Ballpark at League City serves multiple customer groups, including residents, local leagues, tournament operators, visiting teams, spectators, and community partners. Our approach evaluates customer service not as a standalone function, but as an integrated component of operations, staffing, facility condition, and programming, ensuring recommendations are both measurable and sustainable.

## **Customer Service Assessment Approach**

As part of the Operational and Financial Assessment, KemperSports will evaluate customer service delivery across all touchpoints, including facility access, guest arrival and circulation, staff interactions, amenities, concessions, event operations, and post-event experience. This assessment will be conducted through a combination of:

- Review of existing customer service policies, procedures, and standards
- Interviews with City staff and frontline personnel to understand service delivery models and training practices
- Observation of live operations during normal activity and events, without disruption to service
- Synthesis of available customer feedback, complaints, and anecdotal input from user groups

### **Customer Service Plan**

Based on assessment findings, KemperSports will develop a practical customer service plan that aligns with the City's operational capacity and financial objectives. The plan will focus on:

- Clearly defined service standards and expectations for staff and volunteers
- Staffing alignment to demand patterns during tournaments, league play, and peak use periods
- Communication protocols for users, tournament organizers, and the public
- Consistent service delivery across programming types and event scales

The plan will be designed to support both local community use and sports tourism activity, recognizing the importance of maintaining a high-quality experience for residents while meeting the expectations of visiting teams and event operators.

### **Customer Service Program Recommendations**

KemperSports will provide actionable recommendations to strengthen customer service performance, which may include:

- Training and onboarding enhancements tailored to frontline staff and event operations
- Operational adjustments to improve guest flow, wayfinding, and facility accessibility
- Service recovery procedures to address issues quickly and consistently
- Performance metrics and feedback mechanisms to monitor service quality over time

All recommendations will be prioritized based on impact, feasibility, and cost, ensuring they can be implemented by City staff without disruption to ongoing operations.

Through this structured and integrated approach, KemperSports will help the City of League City enhance customer service delivery at The Ballpark in a way that supports operational efficiency, improves user satisfaction, and reinforces the facility's role as both a community asset and a competitive sports tourism venue.

# Maintenance Plan

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## Maintenance Approach and Framework

KemperSports' maintenance framework for The Ballpark at League City is designed to protect public investment, maintain tournament-quality playability, and extend asset life across a hybrid field system consisting of synthetic turf infields and natural grass outfields. The plan integrates routine, preventive, corrective, and capital maintenance into a coordinated program that aligns with utilization intensity, tournament schedules, and long-term capital planning objectives outlined in the RFP.

Maintenance recommendations are structured to balance performance expectations, safety, staffing capacity, and cost control while supporting both community use and high-volume tournament operations.

## Routine and Preventive Maintenance Program

### Synthetic Turf Infields

Daily and weekly grooming to redistribute infill, reduce compaction, and maintain consistent surface performance in high-wear areas such as base paths, batter's boxes, and sliding zones.

Regular inspection of seams, edges, transitions to natural grass, and drainage interfaces to prevent separation, trip hazards, or water intrusion.

Scheduled debris removal and surface cleaning to prevent contamination, reduce heat retention, and protect fiber integrity.

Periodic infill depth testing and top-off to maintain shock absorption and player safety standards.

Annual deep cleaning to remove fine particulates and organic matter that accelerate wear and reduce drainage performance.

### Natural Grass Outfields

Mowing schedules adjusted seasonally and based on tournament density to maintain consistent turf height and ball roll.

Irrigation monitoring and scheduling to optimize turf health while minimizing water use and field closures.

Fertilization, aeration, and overseeding programs aligned with soil conditions and recovery needs following peak use periods.

Integrated pest and weed management practices to maintain field quality without disrupting play schedules.

Drainage inspections and spot repairs to address low areas, compaction, and turf loss in high-traffic zones.

## Transition Zones and Field Interface Management

Focused maintenance at the interface between synthetic turf infields and natural grass outfields to address wear, edge integrity, and drainage continuity.

Reinforcement and edging strategies to prevent grass encroachment into synthetic areas and infill migration into turf zones.

Regular inspections following tournaments to identify early signs of separation or uneven play surfaces.

## Lighting, Amenities, and Support Infrastructure

### ► Lighting

Routine inspections of fixtures, poles, controls, and electrical components to ensure safe evening operations and consistent light levels.

Cleaning and re-aiming of fixtures to maintain performance and reduce energy inefficiencies.

Proactive replacement planning for lamps and controls nearing end of useful life.

### ► Amenities and Support Facilities

Regular cleaning and inspection of restrooms, dugouts, pavilions, seating, fencing, scoreboards, and concessions.

Preventive maintenance for plumbing, electrical, and mechanical systems to reduce service disruptions during tournaments.

Ongoing ADA compliance checks to ensure accessibility features remain functional and compliant.

## Corrective and Reactive Maintenance

Establish clear response protocols for addressing safety concerns, weather-related damage, turf failures, lighting outages, or infrastructure issues.

Prioritize corrective actions based on risk, operational impact, and scheduled programming.

Document corrective maintenance activities to inform staffing needs, budget planning, and capital replacement decisions.

## Staffing and Resource Alignment

Evaluate maintenance staffing levels and skill sets relative to the demands of managing both synthetic and natural turf systems.

Define roles for in-house staff versus specialized contractors for tasks such as synthetic turf deep cleaning, turf renovation, irrigation repair, or electrical work.

Align staffing schedules with tournament calendars and peak usage periods to minimize deferred maintenance and emergency repairs.

## Performance Standards and Monitoring

Establish field performance standards for surface consistency, safety, cleanliness, and response times aligned with tournament expectations.

Track metrics such as maintenance hours per field, cost per acre, frequency of corrective repairs, and downtime incidents.

Use performance data to refine maintenance practices and resource allocation over time.

## Capital Maintenance and Lifecycle Planning

Establish a capital maintenance and lifecycle planning framework that differentiates routine annual maintenance from longer-term capital repair and replacement needs across major asset types at the complex.

Develop high-level lifecycle assumptions for key asset categories, including field surfaces, lighting, fencing, irrigation, drainage, hardscape, and supporting infrastructure, recognizing that performance and longevity vary by asset type, usage intensity, and maintenance practices.

Evaluate how utilization levels, environmental conditions, and operating demands influence asset wear, performance degradation, and reinvestment timing, without prescribing fixed replacement schedules.

Identify assets approaching the end of their functional life, experiencing increasing maintenance costs, or presenting operational, safety, or reliability risks if not addressed proactively.

Coordinate capital maintenance needs with the Five-Year Capital Investment and Implementation Plan to support phased reinvestment, reduce unplanned failures, and smooth capital spending over time.

Align lifecycle planning with operational priorities and utilization patterns to improve budget predictability and protect long-term performance of the complex.

Provide the City with an asset-based capital maintenance strategy that supports informed decision-making, financial planning, and long-term stewardship of public investments while remaining flexible and adaptable to changing conditions.

## Budget Integration and Cost Control

Align maintenance practices with operating budget realities while identifying efficiencies through scheduling, standardization, and proactive maintenance.

Quantify the long-term cost implications of deferred maintenance for both synthetic and natural turf systems.

Support development of sustainable maintenance funding assumptions tied to utilization levels and revenue performance.

## Documentation and Continuous Improvement

Maintain detailed maintenance logs, inspection checklists, and work order records for both turf systems and supporting infrastructure.

Integrate maintenance findings into the Operational Assessment, Facility Condition Assessment, and Capital Improvement Plan deliverables.

Use documented data to support informed decision-making, transparency, and long-term asset stewardship.

KemperSports' maintenance approach is grounded in direct, hands-on experience operating, assessing, and reinvesting in large-scale baseball and softball complexes, including facilities that were previously developed, branded, and operated under the Big League Dreams model. These facilities have unique maintenance demands driven by high tournament intensity, extended hours of use, specialized field components, and elevated customer experience expectations.

Our familiarity with these nuances allows us to distinguish between cosmetic upkeep, operationally critical maintenance, and true capital reinvestment needs, ensuring that limited resources are directed where they have the greatest impact on safety, playability, and long-term asset performance.

Through this maintenance plan, KemperSports provides the City with a practical, asset-based framework that balances day-to-day maintenance realities with long-term lifecycle planning. By aligning routine maintenance practices with capital reinvestment strategies, the City can reduce unplanned failures, extend asset life, and improve budget predictability while maintaining the quality standards expected of a regional tournament destination.

Our experience with former Big League Dreams facilities enables us to move beyond generic maintenance guidance and deliver recommendations that reflect how these complexes actually operate, age, and perform under sustained demand, positioning The Ballpark at League City for reliable operations, protected public investment, and long-term sustainability.





# Tab C – Project Team and Experience

# Your Starting Lineup

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At KemperSports, our approach is grounded in providing hands-on, implementation-focused support tailored to the specific objectives, operating environment, and community priorities of each municipal client. We recognize that the City of League City is seeking practical, data-driven recommendations that can be executed by City staff, aligned with public accountability, and responsive to long-term operational and financial sustainability. Our methodology balances localized insight with national best practices to ensure recommendations are both realistic and defensible.

Our project team is intentionally composed of industry experts with decades of combined experience in sports and recreation facility planning, development, day-to-day facility operations, marketing, and sports tourism destination development. This depth of experience ensures the project is managed with a strong understanding of how facilities actually function in practice, not just in theory. As a result, our analyses and recommendations are grounded in real-world operational and market considerations including staffing, maintenance, scheduling, capital reinvestment, cost recovery, branding, demand generation, and tournament attraction. This integrated perspective directly supports the RFP's emphasis on actionable, implementable outcomes that strengthen operational performance while expanding market reach and sports tourism impact.

While KemperSports supports more than 215 properties nationwide with the resources of a 150-person headquarters team, our work on projects such as this remains highly customized and collaborative. We bring structured analytical tools, benchmarking data, and proven frameworks to the engagement while maintaining close coordination with City staff to ensure findings reflect League City's policies, funding structures, service expectations, and operational capacity.

A defining element of KemperSports' delivery model is the active involvement of senior leadership throughout the engagement. Our executives participate directly in project oversight, key milestone reviews, and strategic decision-making to ensure consistency, accountability, and alignment with City objectives. This structure provides League City with direct access to experienced decision-makers who have led comparable operational, financial, and capital planning efforts for municipally owned sports complexes across Texas.

By combining senior-level oversight, disciplined project management, and a project team grounded in hands-on operational experience, KemperSports is uniquely positioned to support the City of League City through a comprehensive Operational and Financial Assessment. Our approach ensures recommendations are grounded in operational reality, responsive to public-sector constraints, and structured to support informed decision-making, long-term asset performance, and responsible stewardship of public investment.



### **Steve Goris**

Senior Vice President, KemperSports Venues

Steve Goris joined KemperSports in October 2022 as Senior Vice President of KemperSports Venues. In this role, he oversees the strategy, growth, and operations of the business unit dedicated to serving and supporting KemperSports' expanding portfolio of youth sports and recreation facilities. A proven leader and seasoned industry veteran, Steve most recently served as Senior Vice President of Vieste, LLC, where he led the development of multiple sports and entertainment projects, including the Memphis Sports and Events Center. Prior to that, he served as Vice President of Planning and Development for Sports Facility Management (SFM) after co-founding and serving as Chief Operating Officer of Spooky Nook Sports in Lancaster, Pennsylvania, the largest indoor sports complex in North America.

Steve is a resident of Mansfield, Texas, further strengthening KemperSports' regional leadership presence in North Texas and enabling hands-on executive engagement and support for municipal partners across the state.



### **John DiMeglio**

Vice President, KemperSports Venues

John Di Meglio joined the KemperSports family in 2015 as the general manger of Union County Concessions. In September 2023, he was promoted to vice president of operations for KemperSports Venues, a division of KemperSports he helped launch in 2022, after spending the previous four years as KemperSports' national food and beverage director. With a distinguished career spanning food and beverage, operations, and hospitality management, John has led many properties within the KemperSports family and helped grow Union County specifically into one of the company's flagship locations. John's dedication earned him the KemperSports Hospitality Professional of the Year award in 2018.



### **Jason Sands**

Vice President - Business Development, KemperSports Venues

Jason Sands is a seasoned sports tourism leader with 21 years of experience generating economic impact and national exposure for communities through premier sporting events. As Executive Director of the Fort Worth Sports Commission, he played a central role in transforming Fort Worth into a nationally recognized sports destination, securing over 30 Olympic Championship events and high-profile competitions such as the NCAA Women's Gymnastics Championships, NCAA Men's Basketball 1<sup>st</sup> & 2<sup>nd</sup> Rounds, the USA Wrestling Olympic Team Trials, the MLB Draft, and the PBR World Finals. His career also includes award-winning tenures in both Evansville and the South Shore region of Indiana, proving his ability to deliver results across small, mid-sized, and large markets. Known for his strategic vision, stakeholder collaboration, and consistent success in landing and executing major events, Sands is a respected figure in the sports tourism industry.

Jason is a resident of Fort Worth, Texas, reinforcing KemperSports' strong regional presence and providing deep, firsthand understanding of the Texas sports tourism landscape. Known for his strategic vision, stakeholder collaboration, and consistent success in securing and executing major events, Sands is a highly respected leader within the sports tourism industry.



### **Keith Karem**

Senior Vice President, Marketing

Keith Karem leads corporate marketing and branding initiatives for KemperSports while overseeing property marketing strategies to support the company's growing roster of sports and entertainment complexes, daily fee golf courses, private clubs and destination resorts. Keith is a dedicated and passionate marketing leader with more than two decades of proven experience in marketing, brand management and strategic partnerships across multiple industries.



### **Richard Stiftinger**

Senior Project Manager, KemperSports Venues

Richard Stiftinger serves as a Senior Project Manager for KemperSports Venues, where he leads the Advisory Services department. In this role, he partners with clients and communities nationwide to deliver comprehensive feasibility assessments for sports, recreation, entertainment, and hospitality facility concepts, helping ensure the long-term viability and success of new developments. Richard also provides detailed reporting and analysis across KemperSports' national portfolio of operated facilities, supporting strategic decision-making and operational excellence.

Richard brings more than eight years of direct experience in the sports and recreation industry and over ten years of broader project management expertise. Before joining KemperSports, he served as a Project Manager with The Sports Facilities Companies, where he conducted hundreds of feasibility studies for municipalities nationwide. His career also includes project management and analyst roles with organizations such as Suncoast Credit Union and the Tampa Bay Rays. Richard holds multiple project management and agile certifications and earned his Bachelor's degree, Master of Business Administration, and Master of Science in Sport and Entertainment Management from the University of South Florida in Tampa, FL.



### **Will Spence**

Regional Operations Executive, KemperSports Venues

Regional Operations Executive, KemperSports Venues  
Will is a respected leader in the sports complex industry, focusing on local use play and tournaments across all sports. Will most recently served as executive vice president with Ripken Baseball, leading several sports and entertainment companies, including the Sports Force Parks at Cedar Point Sports Center, 17 Tournaments and Oakwood Lodging Group. Prior to that, he served as vice president of Sports Fields Inc. During his tenure he led teams that opened four sports complexes, launched 12 sports brands, and lead the integration and launch of dozens local youth recreational sports programming into facility operations. Prior to the youth sports industry, Will held multiple roles with Dick's Sporting Goods, focusing on teams to drive guest experience, business excellence, and focusing on entire company efficiencies and scalability.



### **Steve Ryan**

Regional Operations Executive & Fields at Station 63 General Manager

Steve Ryan brings more than 20 years of experience in sports and recreation facility operations, program development, and strategic planning, with a strong focus on translating planning efforts into practical, results-driven outcomes. His expertise spans the full lifecycle of facility management, including organizational leadership, staffing and volunteer development, fiscal management and budgeting, policy and procedure development, fundraising, sponsorships, and integrated marketing. Steve has managed facilities across private, municipal, public-sector, nonprofit, rehabilitation, and new-construction environments, providing a well-rounded understanding of how ownership structures, funding models, and community expectations shape daily operations and long-term sustainability.

Steve currently serves as the General Manager of Fields at Station 63 in Mansfield, Texas, and is a resident of Mansfield, reinforcing his deep connection to the regional sports market. In this role, he oversees day-to-day operations, programming, staffing, maintenance coordination, budgeting, and market positioning within a competitive youth sports tourism environment. This hands-on leadership at a highly comparable facility provides direct insight into the operational realities, reinvestment challenges, and revenue opportunities facing The Ballpark at League City.

Throughout his career, Steve has led facility start-ups, repositioned underperforming assets, and guided complex operations through periods of growth and transition. His experience ensures that recommendations are grounded in real-world considerations such as staffing efficiency, maintenance planning, scheduling optimization, customer experience, and cost recovery. Steve holds a bachelor's degree in sport management from MacMurray College, where he also competed as a member of the men's basketball team.



### **Wendy Kateley**

Regional Controller, KemperSports Venues

Wendy Kateley has 12 years of accounting experience, spending six years in the restaurant industry at Potbelly Sandwich Works with four years as Controller. During her time at Potbelly, Wendy successfully supported adding over 100 new sandwich shops and enjoyed the challenges of working in a growing business. Wendy earned her Bachelor of Science in Business - Accounting and Finance from Indiana University where she also played on the women's soccer team.

At KemperSports, Wendy plays a key role in establishing strong financial foundations at the property level. She is responsible for implementing financial controls, creating efficient processes, and developing reporting infrastructure that ensures accuracy, transparency, and accountability. Her work provides clients and facility teams with the tools and insights needed to make informed decisions and drive sustainable financial performance.

**Project Team**

The following chart outlines the proposed project team structure, illustrating key roles, responsibilities, and clear lines of communication with the City. This structure is designed to ensure efficient coordination, accountability, and direct access to senior leadership throughout the project, while maintaining consistent day-to-day support and responsiveness.




**\*STEVE GORIS**  
STRATEGIC OVERSIGHT  
FACILITY OPERATIONS,  
CAPITAL PLANNING



**JOHN DI MEGLIO**  
ACCOUNT EXECUTIVE  
FACILITY OPERATIONS,  
CAPITAL PLANNING



**RICHARD STIFINGER**  
PROJECT MANAGER  
PROJECT MGMT, FINANCIAL  
ANALYSIS, CAPITAL PLANNING



**\*STEVE RYAN**  
FACILITY OPERATIONS, CAPITAL  
PLANNING, REVENUE MGMT.



**WILL SPENCE**  
FACILITY OPERATIONS, CAPITAL  
PLANNING, REVENUE MGMT.



**WENDY KATELEY**  
FINANCIAL ANALYSIS, REVENUE  
MGMT.



**\*JASON SANDS**  
MARKETING, ECONOMIC  
IMPACT



**KEITH KAREM**  
MARKETING, REVENUE MGMT.

*Project team members denoted by an asterisk (\*) reside in the Dallas–Fort Worth, Texas area and will play a significant role in project execution. Their proximity allows for efficient on-site involvement, a hands-on service approach, and direct access to senior leadership located within the region.*

An aerial photograph of a baseball stadium under construction. The field and seating bowl are highlighted with a semi-transparent red overlay. The stadium is surrounded by green grass and some construction equipment is visible in the foreground. The text 'Tab D - Work Plan and Schedule' is overlaid in large white font across the center of the image.

# Tab D - Work Plan and Schedule

# Work Plan & Schedule

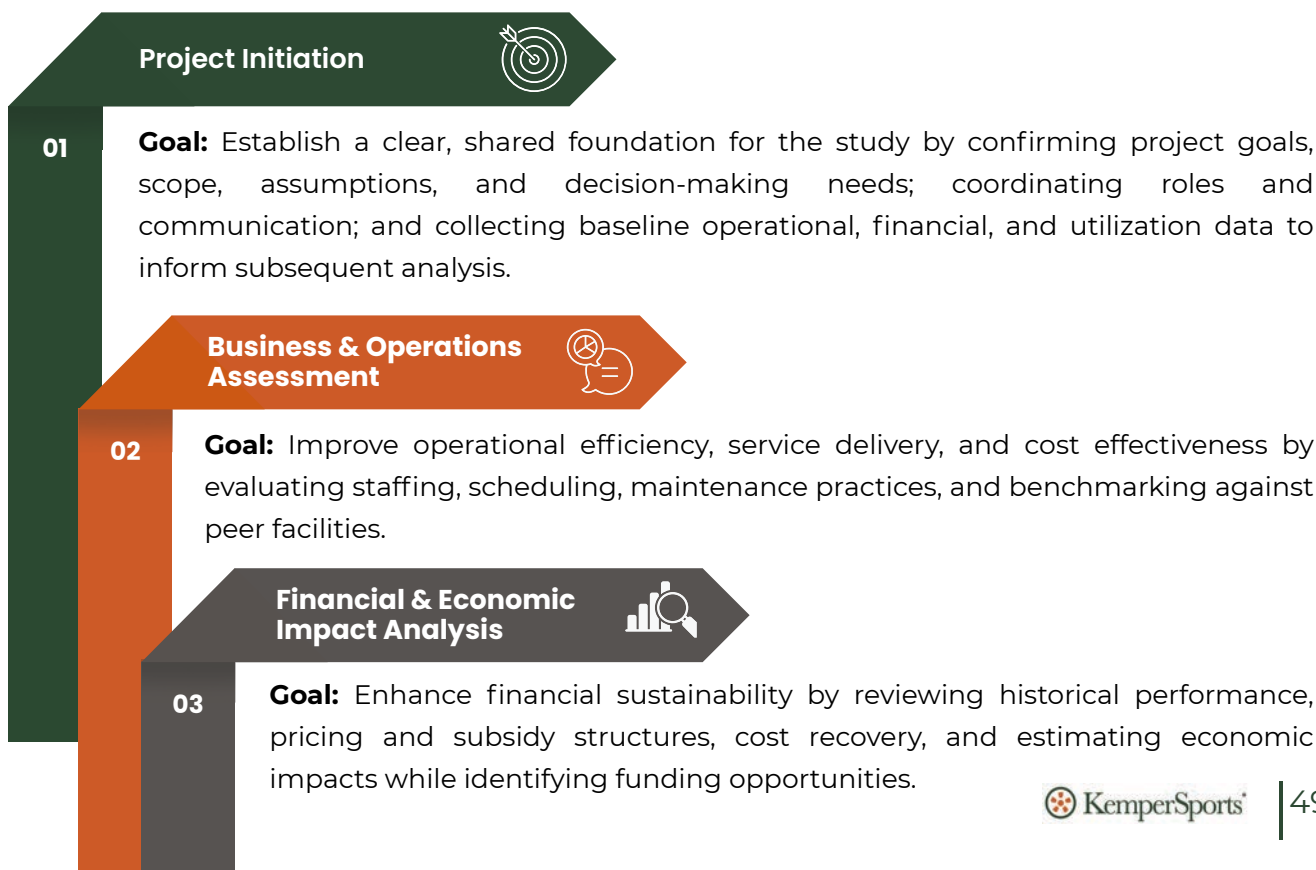
KemperSports' work plan is designed to deliver a comprehensive, data-driven, and implementation-ready Operational and Financial Assessment through a structured and efficient process. The plan follows a logical sequence of tasks that build upon one another, ensuring findings are well-informed, coordinated across disciplines, and aligned with the City of League City's objectives. Throughout the process, KemperSports emphasizes clear communication, minimal disruption to operations, and actionable outcomes.

Our project management approach combines the discipline of a structured, phase-based (waterfall) methodology with the flexibility of an adaptive, iterative (agile) framework. This hybrid approach allows KemperSports to move methodically from one project phase to the next while remaining responsive to new information, stakeholder input, or evolving priorities that may arise during the assessment.

Under the structured, phase-based approach, key tasks are sequenced to ensure foundational analyses inform subsequent findings and recommendations. At the same time, the agile component of our methodology allows certain tasks to be performed concurrently, enabling early insights from operations, financials, or facility condition reviews to inform ongoing analysis in real time. This ensures efficiency, reduces redundancy, and accelerates issue identification.

This hybrid methodology provides the City with the benefits of a clear roadmap and predictable milestones, while also allowing KemperSports to adapt the work plan as needed to address data availability, stakeholder feedback, or opportunities for deeper analysis. The result is a well-managed, transparent process that maintains structure and accountability while delivering timely, practical, and actionable results.

## Work Plan Overview



## Marketing & Revenue Potential



04

**Goal:** Increase revenues and market reach by identifying untapped sports tourism demand and recommending targeted marketing, sponsorship, and digital engagement strategies aligned with City branding.

## Facility Utilization and Space Optimization



05

**Goal:** Maximize use of existing assets by analyzing utilization patterns and identifying opportunities for year-round, multi-sport programming.

## Facility Condition Assessment



06

**Goal:** Protect public investment by identifying facility deficiencies, deferred maintenance, and lifecycle needs with associated cost estimates.

## Five-Year Capital Investment and Implementation Plan



07

**Goal:** Provide a phased, prioritized capital improvement roadmap with identified funding sources and implementation metrics.

## Stakeholder and Community Engagement



08

**Goal:** Ensure recommendations reflect community priorities through targeted engagement and integration of stakeholder input.

## Deliverables & Reporting



09

**Goal:** Deliver clear, actionable reports and presentations to support informed decision-making by City leadership and Council.

# Work Breakdown Structure

## Overview

The following information presents a detailed Work Breakdown Structure (WBS) that outlines the project plan, key phases, and associated tasks required to complete the Operational and Financial Assessment for The Ballpark at League City. The WBS is organized to align with the requirements of RFP 26-016 and provides a clear framework for how the work will be executed, managed, and delivered. Each phase breaks the project into logical, sequential activities to ensure thorough analysis, coordination with City staff, and timely delivery of actionable findings and recommendations that support informed decision-making and implementation.

### Project Initiation and Work Planning



01

- **1.1** Confirm project goals, scope boundaries, assumptions, and success criteria
- **1.2** Conduct kickoff meeting and establish coordination, communication, and decision-making protocols
- **1.3** Develop detailed project work plan, schedule, milestones, and deliverables
- **1.4** Collect existing financial records, operational data, utilization data, maintenance logs, policies, contracts, and prior studies
- **1.5** Validate data completeness and identify any material gaps requiring clarification or assumptions

### Business & Operations Assessment



02

- **2.1** Review organizational structure, staffing levels, roles, and labor deployment
- **2.2** Evaluate scheduling practices, hours of operation, booking procedures, and maintenance workflows
- **2.3** Assess preventive and reactive maintenance practices and standards
- **2.4** Evaluate program delivery models, customer service processes, and user experience
- **2.5** Benchmark operations, staffing ratios, and service models against comparable regional and national facilities
- **2.6** Identify operational efficiencies, best practices, and cost-saving opportunities aligned with City objectives

## Financial & Economic Impact Analysis



03

- **3.1** Collect, validate, and normalize five years of financial data
- **3.2** Analyze revenue and expense performance by category and key cost drivers
- **3.3** Evaluate pricing strategies, cost recovery levels, and subsidy structures
- **3.4** Assess long-term financial sustainability and sensitivity to utilization and cost changes
- **3.5** Develop optimized fee and revenue scenarios balancing affordability and performance
- **3.6** Estimate economic impacts associated with tournaments and sports tourism activity
- **3.7** Identify funding, sponsorship, partnership, and grant opportunities

## Marketing & Revenue Potential



04

- **4.1** Review current marketing strategies, branding, and outreach efforts
- **4.2** Assess market position and competitive environment
- **4.3** Identify untapped demand for tournaments, special events, and sports tourism
- **4.4** Evaluate sponsorship, advertising, and partnership revenue opportunities
- **4.5** Develop digital and social media engagement recommendations aligned with City branding

## Facility Utilization and Space Optimization



05

- **5.1** Analyze facility and field utilization by season, day, time, and user group
- **5.2** Identify underutilized time blocks and spaces
- **5.3** Evaluate scheduling efficiency and programming mix
- **5.4** Assess opportunities for multi-sport, flexible, and year-round use
- **5.5** Align utilization recommendations with operational capacity and asset sustainability

## Facility Condition Assessment



06

- **6.1** Review physical condition of fields, lighting, amenities, restrooms, and infrastructure
- **6.2** Identify deferred maintenance, lifecycle deficiencies, and safety concerns
- **6.3** Assess ADA compliance and operational impacts of facility conditions
- **6.4** Develop detailed cost estimates for repairs, upgrades, and replacements

## Five-Year Capital Investment and Implementation Plan



07

- **7.1** Identify capital improvement needs informed by operational, utilization, stakeholder feedback, financial, and condition findings
- **7.2** Prioritize projects based on impact, urgency, feasibility, and alignment with City goals
- **7.3** Develop a phased five-year capital investment plan
- **7.4** Identify funding sources and implementation considerations

## Stakeholder and Community Engagement



08

- **8.1** Support staff, user group, and stakeholder engagement efforts
- **8.2** Facilitate public input opportunities as required
- **8.3** Integrate stakeholder feedback into findings and recommendations

## Deliverables & Reporting



09

- **9.1** Prepare draft findings and recommendations for City review
- **9.2** Incorporate feedback and refine analysis
- **9.3** Deliver final reports, capital plans, and supporting documentation
- **9.4** Prepare executive summary and presentation materials for City leadership and Council

The Work Breakdown Structure included is intended to represent our preliminary approach to the project based on the requirements and scope outlined in the RFP. During Phase 1 – Project Initiation & Work Planning, we will work collaboratively with the City to further refine and confirm the project plan to ensure it aligns with the City's goals, priorities, and decision-making needs.

While the WBS is presented in a waterfall-style format to clearly document tasks, responsibilities, and requirements, our delivery approach will be agile. As reflected in the accompanying project timeline, multiple phases and work streams will be underway simultaneously where appropriate, allowing insights from one area of analysis to inform others in real time and support an efficient, coordinated project delivery.

# Project Schedule

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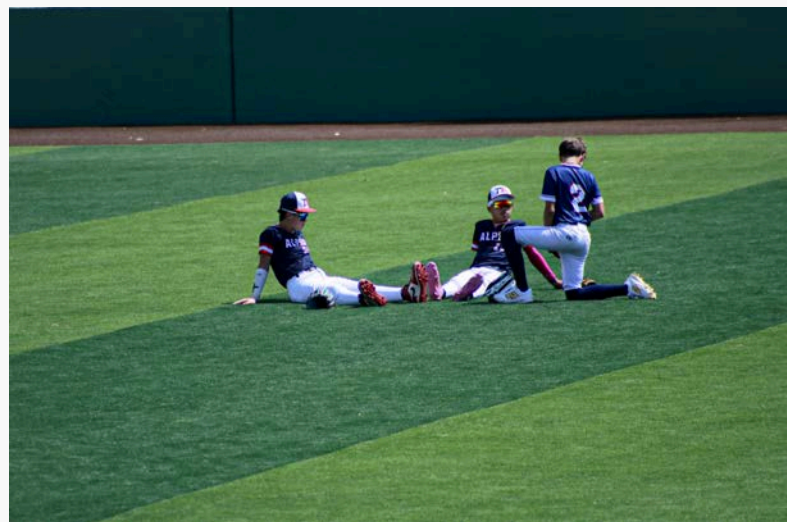
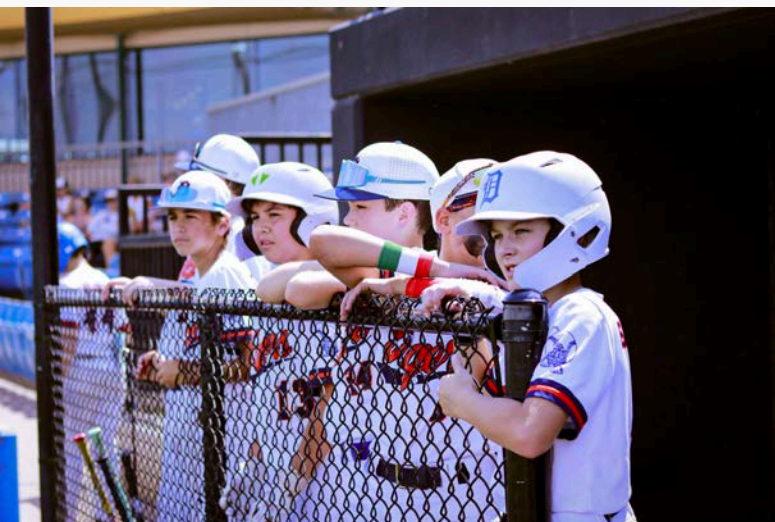
## Overview

The following table presents the anticipated project timeline from contract execution through completion. Consistent with the RFP, the schedule assumes a project start date of March 1, 2026 and a total duration of approximately 16 weeks, culminating in final deliverables and presentations.

KemperSports brings a well-informed and realistic perspective to project scheduling based on extensive experience delivering comparable operational, financial, and capital planning engagements throughout the State of Texas. This includes a recent, similarly scoped assessment for the City of Mansfield, Texas, at the formerly known Big League Dreams facility, which required a comparable level of analysis, coordination, and resource commitment.

As outlined in the project approach, the work plan is intentionally structured to allow multiple phases to progress concurrently, each with its own critical path. This overlapping, agile delivery model enables early findings from operations, utilization, and financial analyses to inform subsequent phases in real time, supporting efficient decision-making while maintaining alignment with City review cycles and milestone requirements.

The table on the following page provides the preliminary project schedule, broken down by phase and anticipated duration. This schedule reflects KemperSports' current understanding of the project requirements and will be finalized collaboratively with the City during Phase 1 – Project Initiation and Work Planning to ensure alignment with City priorities, review cycles, and project goals.





# Project Risk, Change Management, and Continuity

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## **Overview**

KemperSports recognizes that no planning or assessment project is without risk and that unforeseen challenges may arise over the course of an engagement. Our approach emphasizes proactive risk management, clear communication, and structured decision-making to ensure that issues are addressed efficiently without compromising project quality, schedule, or outcomes. This approach is grounded in practical experience delivering complex, multi-disciplinary planning efforts for public-sector clients with diverse stakeholders and evolving priorities.

## **Project Management and Communication**

KemperSports utilizes formal project management tools and established workflows to maintain transparency, coordination, and accountability throughout the project. These tools support detailed task tracking, milestone management, document control, and clear assignment of responsibilities across the project team. Regular coordination meetings and progress updates with City staff provide ongoing visibility into project status, allow for early identification of risks or constraints, and ensure that adjustments can be made collaboratively while maintaining alignment with City priorities, review cycles, and decision-making timelines.

## **Change Management and Scope Control**

Any changes to the scope of work will be managed through a clearly defined and documented change order process. This process is designed to formally capture requested changes, evaluate potential impacts to schedule, budget, staffing, and deliverables, and obtain mutual agreement before additional work proceeds.

The intent of this process is to protect both the City and KemperSports by maintaining clarity around expectations, avoiding unintended scope reduction or expansion, and ensuring that any modifications remain aligned with project objectives, funding constraints, and available resources.

## **Decision Documentation and Record Retention**

KemperSports will maintain a decision log to document key and critical decisions made throughout the course of the project. This decision matrix will capture the context of each decision, alternatives considered, the rationale for the selected direction, and the approval authority involved. Maintaining this record supports transparency, continuity, and institutional knowledge, and provides a clear reference for future implementation, audits, or follow-on planning and capital investment efforts.

### **Managing Unforeseen Challenges**

While unforeseen challenges can occur on any project, KemperSports' experience significantly reduces both their likelihood and potential impact. Our direct experience delivering a similarly scoped operational and financial assessment for the City of Mansfield, Texas, including familiarity with previously developed, branded, and operated Big League Dreams facilities, provides a strong foundation for anticipating common operational, financial, and facility-related complexities.

This experience allows us to proactively identify risks, validate assumptions early in the process, and apply proven mitigation strategies before issues escalate or affect project outcomes.

### **Staffing Continuity and Resource Management**

KemperSports staffs projects with depth and redundancy to mitigate staffing risks and ensure continuity of effort. Core project roles are supported by senior oversight and cross-trained team members with specific expertise in facility planning, operations, and capital improvement work, particularly within environments that require careful prioritization of limited resources. This structure allows qualified team members to step in as needed to maintain progress, preserve institutional knowledge, and ensure that deliverables remain on schedule even if staffing availability changes.

### **Equipment, Data, and Technology Reliability**

Because this engagement relies primarily on data analysis, site assessments, and stakeholder coordination rather than specialized or highly technical equipment, the risk of equipment failure is inherently low. All project data, working files, and deliverables are maintained in secure, cloud-based systems with routine backups and access controls. This approach ensures continuity of work, minimizes downtime in the event of technical disruptions, and protects project information throughout the engagement.

Through disciplined project management, structured change control, thorough documentation, and experienced staffing, KemperSports is well positioned to manage unforeseen challenges effectively while maintaining transparency, schedule integrity, and alignment with the City's goals and expectations.



# Tab E - Fee Proposal



# Fee Proposal

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## Overview

KemperSports' fee proposal is informed by a clear understanding of the scope, level of effort, and analytical rigor required to successfully complete the Operational and Financial Assessment outlined in the RFP. Having recently delivered a highly comparable assessment for the City of Mansfield, Texas, at its formerly known Big League Dreams facility, KemperSports brings a unique and practical perspective to this engagement. That experience provided direct insight into the operational, financial, maintenance, and market nuances associated with evaluating previously developed, branded, and operated Big League Dreams-style complexes.

This prior work allows KemperSports to accurately anticipate the complexity, coordination requirements, and staff hours necessary to produce a comprehensive, implementation-ready work product for the City of League City. As a result, the proposed fee reflects a realistic allocation of senior-level expertise and technical resources required to meet the RFP's requirements while maintaining efficiency, transparency, and value for the City. Our fee approach is designed to ensure sufficient depth of analysis, meaningful stakeholder engagement, and actionable recommendations without unnecessary scope expansion or cost escalation.

## Reimbursable Travel Expenses

KemperSports has preliminarily budgeted reimbursable travel expenses to support in-market engagement essential to completing the scope of work. These expenses account for project team travel to conduct an initial site visit and facility tour, stakeholder and staff meetings, coordination with City staff and user groups, public engagement activities as applicable, detailed facility audits and assessments, and final presentations.

Based on our current understanding of the project, we have assumed that the scope will require approximately three to four in-market visits. The number, timing, and duration of these visits may vary depending on project needs and milestone sequencing. If selected, KemperSports will work collaboratively with the City during Phase 1 – Project Initiation and Work Planning to confirm an in-market visit strategy that aligns with City priorities, project goals, and desired outcomes. This process will include clearly defined objectives and agendas for each visit to ensure efficient and productive use of on-site time.

All out-of-pocket travel expenses incurred by KemperSports in support of the project will be passed through to the City at cost, with no mark-up. Travel expenses will be reasonable, customary, and necessary, and will be limited to coach-class airfare, standard hotel accommodations, and meals in accordance with the City's Travel and Expense Policy, or if no such policy is provided, generally accepted industry standards. KemperSports will provide detailed supporting documentation, including receipts, for all reimbursable expenses.

## RFP 26-016 Cost Sheet (Attachment A)

The following pages present KemperSports' detailed fee proposal as submitted on the RFP 26-016 Cost Sheet included as Attachment A in the RFP packet. The cost sheet reflects itemized costs by task, including the professional services subtotal and the reimbursable expenses subtotal, which together comprise the total proposed project cost and provide clear transparency into the proposed fee structure.

**RFP 26-016 Cost Sheet**  
Due Date: Monday, February 2<sup>nd</sup>, 2026 at Time 2p.m.

Unit prices listed below are good for ninety (90) calendar days after receipt of proposal.

Scope Component	A. Itemized Cost by Task			
	Description of Services	Proposed Hours	Hourly Rate	Total Cost
1. Business & Operations Assessment	Staffing review, scheduling, maintenance, benchmarking	<u>12</u>	<u>\$225</u>	<u>\$ 2,700</u>
2. Financial & Economic Analysis	Revenue/expenditure review, pricing strategies, economic impact	<u>60</u>	<u>\$225</u>	<u>\$ 13,500</u>
3. Marketing & Revenue Potential	Marketing evaluation, sponsorship assessment, digital strategies	<u>40</u>	<u>\$225</u>	<u>\$ 9,000</u>
4. Facility Utilization & Space Optimization	Usage review, underutilized space analysis	<u>18</u>	<u>\$225</u>	<u>\$ 4,050</u>
5. Facility Condition Assessment	On-site inspections, ADA needs, maintenance inventory	<u>60</u>	<u>\$225</u>	<u>\$ 13,500</u>
6. Five-Year Capital Investment Plan	Capital planning, phasing, cost estimates, funding sources	<u>70</u>	<u>\$225</u>	<u>\$ 15,750</u>
7. Stakeholder & Community Engagement	Interviews, meetings, public engagement process	<u>16</u>	<u>\$225</u>	<u>\$ 3,600</u>
8. Deliverables & Reporting	Draft and final reports, presentations, supporting materials	<u>12</u>	<u>\$225</u>	<u>\$ 2,700</u>

**Subtotal – Professional Services: \$ 64,800**

**B. Total Proposed Project Cost**

Category	Amount
Professional Services Subtotal	\$ 64,800
Optional Services Subtotal (if any)	\$ 0
Reimbursable Expenses Subtotal	\$ 10,000

**Total Proposed Cost (Not to Exceed):**

**\$ 74,800**

# Fee Schedule

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## Overview

As previously outlined, KemperSports anticipates that the scope and requirements of this RFP will be completed over an approximately 16-week project duration. The following information presents the proposed fee schedule, with the professional services subtotal distributed across four equal payment installments over the course of the engagement. This structure is intended to align invoicing with project progression, major milestones, and City review periods, while providing predictable and transparent budgeting throughout the project lifecycle.

<b>Initial Payment:</b>	\$16,200, due upon signing
<b>Second Payment:</b>	\$16,200, due month two of contract
<b>Third Payment:</b>	\$16,200, due month three of contract
<b>Fourth Payment:</b>	\$16,200, due month four of contract
<b>Total Payment:</b>	<b>\$64,800</b>

*\*It is important to note that KemperSports works with municipalities across the country, each of which may have specific requirements governing payment schedules. If selected, KemperSports will work collaboratively with the City to establish a final fee schedule that aligns with the City's objectives, policies, and regulatory requirements should the proposed structure require modification.*

*\*\*Additionally, the \$10,000 reimbursable travel expense allowance is excluded from the professional services fee schedule, as these costs will be incurred outside of the standard payment installments and billed separately in the month(s) in which they occur. All reimbursable travel expenses will be invoiced monthly and reimbursed by the City within thirty (30) days of receipt, provided they include proper supporting documentation and have been reviewed and approved by the City.*

*This amount represents a preliminary travel budget based on KemperSports' current understanding of anticipated project-related travel needs. If selected, KemperSports will work collaboratively with the City to finalize a site visit and travel schedule that aligns with City objectives and overall project goals. To the extent that actual travel requirements are reduced, the total reimbursable costs incurred and the overall not-to-exceed amount will be reduced accordingly.*

# Tab F - Forms





**Texas Public Information Act**

**Steps to Assert that Information is Confidential or Proprietary**

All proposals, data, and information submitted to the City of League City are subject to release under the Texas Public Information Act (“Act”) unless exempt from release under the Act. You are not encouraged to submit data and/or information that you consider to be confidential or proprietary unless it is absolutely required to understand and evaluate your submission.

On each page where confidential or proprietary information appears, you must label the confidential or proprietary information. Do not label every page of your submission as confidential as there are pages (such as the certification forms and bid sheet with pricing) that are not confidential. It is recommended that each page that contains either confidential or proprietary information be printed on colored paper (such as yellow or pink paper). At a minimum, the pages where the confidential information appears should be labeled and the information you consider confidential or proprietary clearly marked.

Failure to label the actual pages on which information considered confidential appears will be considered as a waiver of confidential or proprietary rights in the information.

In the event a request for public information is filed with the City which involves your submission, you will be notified by the City of the request so that you have an opportunity to present your reasons for claims of confidentiality to the Texas Attorney General.

**In signing this form, I acknowledge that I have read the above and further state (Please check one):**

- The proposal/bid submitted to the City ~~contains confidential information~~ and may be released to the public if required under the Texas Public Information Act.
- The proposal/bid submitted ~~contains confidential information~~ which is labeled and which may be found on the following pages: \_\_\_\_\_ and any information contained on page number not listed above may be released to the public if required under the Texas Public Information Act.

Vendor/Proposer Submitting: Kemper Sports Management, LLC

Signature:  Date: 1/29/2026

Print Name: Jeremy Goldblatt Print Title: Chief Operating Officer

Not Applicable

<b>CONFLICT OF INTEREST QUESTIONNAIRE</b>		<b>FORM CIQ</b>
<b>For vendor doing business with local governmental entity</b>		
<p><b>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</b></p> <p>This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	<b>OFFICE USE ONLY</b>	
	<b>1 Name of vendor who has a business relationship with local governmental entity.</b>	Date Received
<b>2</b> <input type="checkbox"/> <b>Check this box if you are filing an update to a previously filed questionnaire.</b> (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)		
<b>3 Name of local government officer about whom the information is being disclosed.</b>		
_____ Name of Officer		
<b>4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.</b>		
A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?		
<input type="checkbox"/> Yes <input type="checkbox"/> No		
B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?		
<input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.</b>		
<b>6</b> <input type="checkbox"/> <b>Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).</b>		
<b>7</b>		
_____ Signature of vendor doing business with the governmental entity		
_____ Date		

**CONFLICT OF INTEREST QUESTIONNAIRE**  
**For vendor doing business with local governmental entity**

A complete copy of Chapter 176 of the Local Government Code may be found at <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.176.htm>. For easy reference, below are some of the sections cited on this form.

**Local Government Code § 176.001(1-a)**: "Business relationship" means a connection between two or more parties based on commercial activity of one of the parties. The term does not include a connection based on:

- (A) a transaction that is subject to rate or fee regulation by a federal, state, or local governmental entity or an agency of a federal, state, or local governmental entity;
- (B) a transaction conducted at a price and subject to terms available to the public; or
- (C) a purchase or lease of goods or services from a person that is chartered by a state or federal agency and that is subject to regular examination by, and reporting to, that agency.

**Local Government Code § 176.003(a)(2)(A) and (B)**:

(a) A local government officer shall file a conflicts disclosure statement with respect to a vendor if:

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(2) the vendor:

(A) has an employment or other business relationship with the local government officer or a family member of the officer that results in the officer or family member receiving taxable income, other than investment income, that exceeds \$2,500 during the 12-month period preceding the date that the officer becomes aware that

- (i) a contract between the local governmental entity and vendor has been executed;
- or
- (ii) the local governmental entity is considering entering into a contract with the vendor;

(B) has given to the local government officer or a family member of the officer one or more gifts that have an aggregate value of more than \$100 in the 12-month period preceding the date the officer becomes aware that:

- (i) a contract between the local governmental entity and vendor has been executed; or
- (ii) the local governmental entity is considering entering into a contract with the vendor.

**Local Government Code § 176.006(a) and (a-1)**

(a) A vendor shall file a completed conflict of interest questionnaire if the vendor has a business relationship with a local governmental entity and:

- (1) has an employment or other business relationship with a local government officer of that local governmental entity, or a family member of the officer, described by Section 176.003(a)(2)(A);
- (2) has given a local government officer of that local governmental entity, or a family member of the officer, one or more gifts with the aggregate value specified by Section 176.003(a)(2)(B), excluding any gift described by Section 176.003(a-1); or
- (3) has a family relationship with a local government officer of that local governmental entity.

(a-1) The completed conflict of interest questionnaire must be filed with the appropriate records administrator not later than the seventh business day after the later of:

- (1) the date that the vendor:
  - (A) begins discussions or negotiations to enter into a contract with the local governmental entity; or
  - (B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or
- (2) the date the vendor becomes aware:
  - (A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);
  - (B) that the vendor has given one or more gifts described by Subsection (a); or
  - (C) of a family relationship with a local government officer.

**City of League City  
House Bill 89 Verification**

I, Jeremy Goldblatt (Person name), the undersigned  
representative of (Company or Business name) Kemper Sports Management, LLC

(hereafter referred to as company) being  
an adult over the age of eighteen (18) years of age, after being duly sworn by the  
undersigned notary, do hereby depose and verify under oath that the company named-  
above, under the provisions of Subtitle F, Title 10, Government Code Chapter 2270:

1. Does not boycott Israel currently; and
2. Will not boycott Israel during the term of the contract.

*Pursuant to Section 2270.001, Texas Government Code:*

1. "Boycott Israel" means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli-controlled territory, but does not include an action made for ordinary business purposes; and
2. "Company" means a for-profit sole proprietorship, organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, or any limited liability company, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate of those entities or business associations that exist to make a profit.

1/29/2026  
DATE

  
SIGNATURE OF COMPANY REPRESENTATIVE

On this the 29 day of January, 2026, personally appeared  
Jeremy Goldblatt, the above-named person, who after  
by me being duly sworn, did swear and confirm that the above is true and correct.

1/29/2026  
Date





A baseball player in a grey jersey and white pants is captured in the middle of a powerful swing, holding a yellow bat. The player is wearing a blue helmet and white sneakers. The background shows a blurred crowd of spectators in a stadium setting.

# Tab G - Pictures

# Fields at Station 63

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The following images provide visual context for Fields at Station 63, formerly known as the Big League Dreams facility in Mansfield, Texas. The images illustrate the condition of the facility at the time KemperSports conducted its Facility Assessment and Financial Optimization Study, document key phases of the approximately \$12.5 million capital renovation process, and highlight the complex following completion of improvements. Collectively, these visuals demonstrate the transformation of the facility and the direct outcomes of a data-driven capital improvement and repositioning strategy.

## **Indoor Turf Building**

The facility includes an approximately 26,000 square foot indoor space that was originally programmed as a small-sided, boarded synthetic turf field intended to support supplemental indoor play.

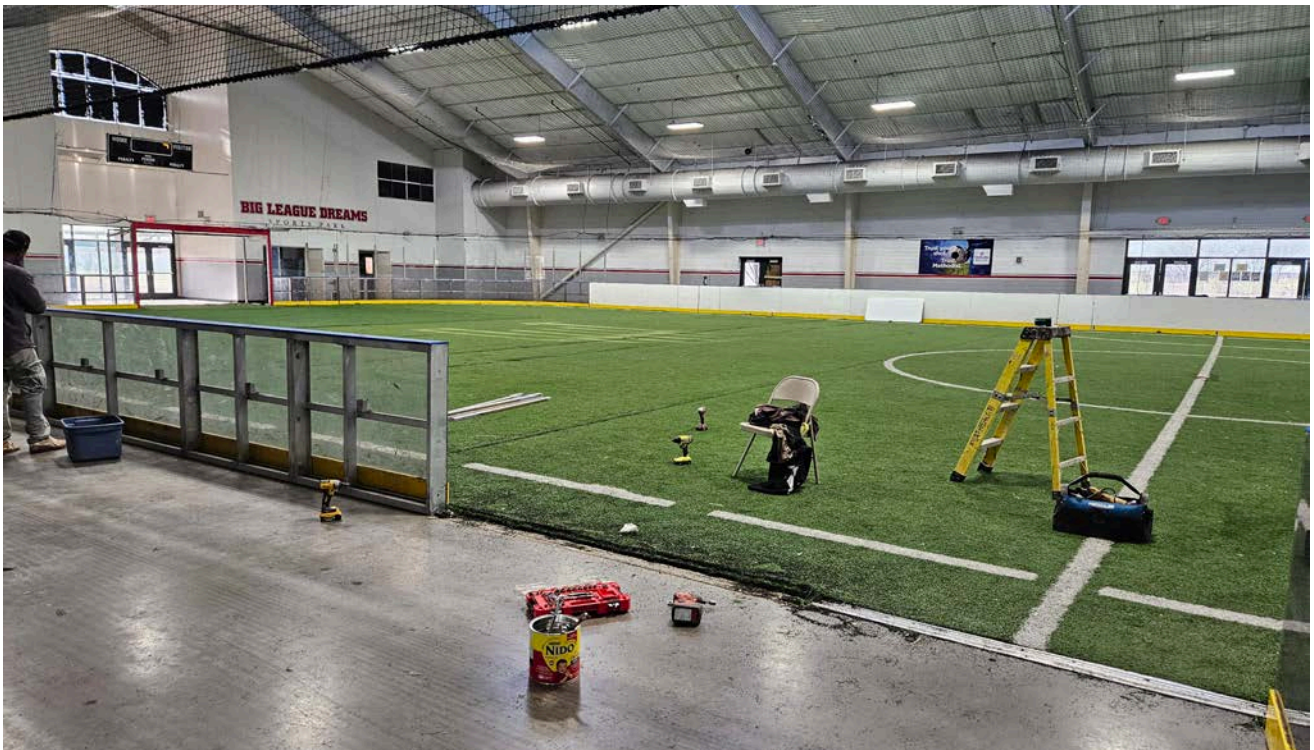
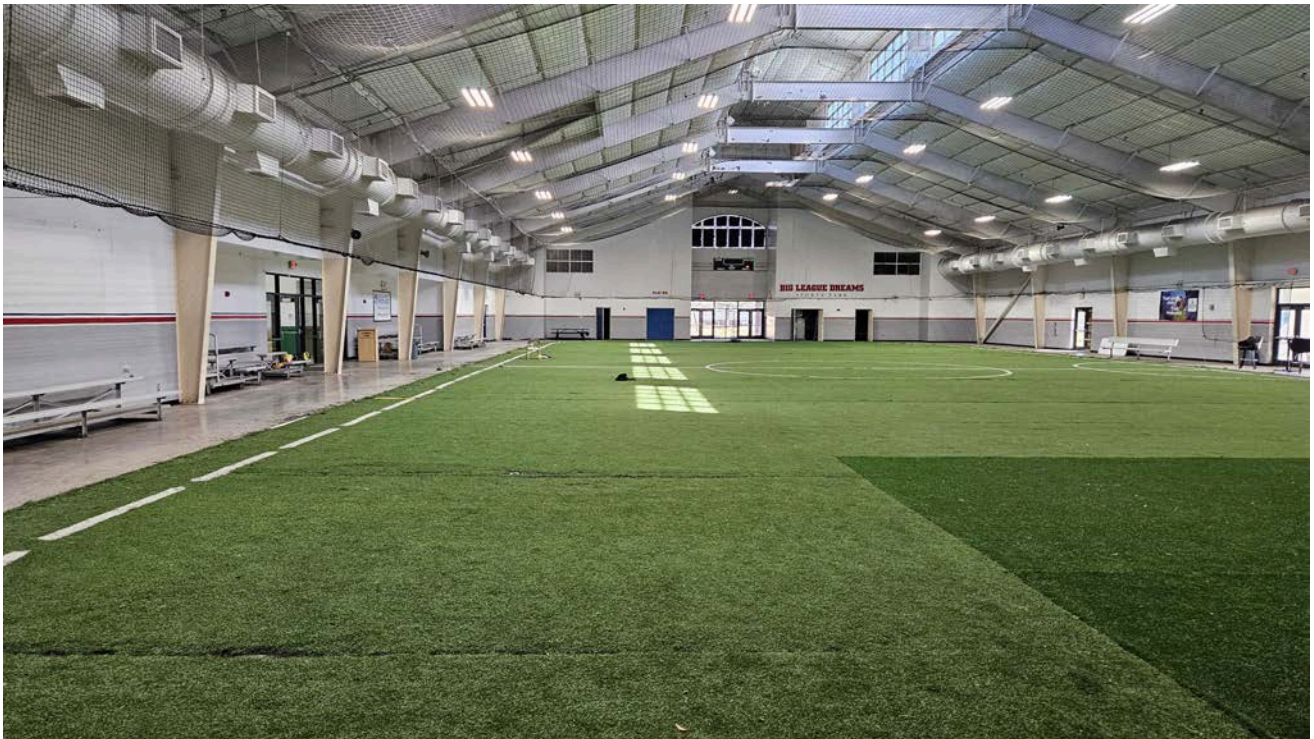
**Challenge:** Over time, the turf field experienced significant safety and playability issues, including uneven turf seams, surface inconsistencies, infill displacement, and accelerated wear in high-use areas. These conditions limited safe use, reduced scheduling flexibility, and ultimately led to the space becoming underutilized and misaligned with both athlete needs and City objectives.

**Solution:** Through stakeholder engagement, operational analysis, and alignment with City goals, the decision was made to repurpose the space into a dedicated indoor baseball and softball training environment. The renovation replaced the boarded turf field with batting cages and throwing tunnels, HitTrax technology, and a sports performance training area designed to support skill development and year-round training.

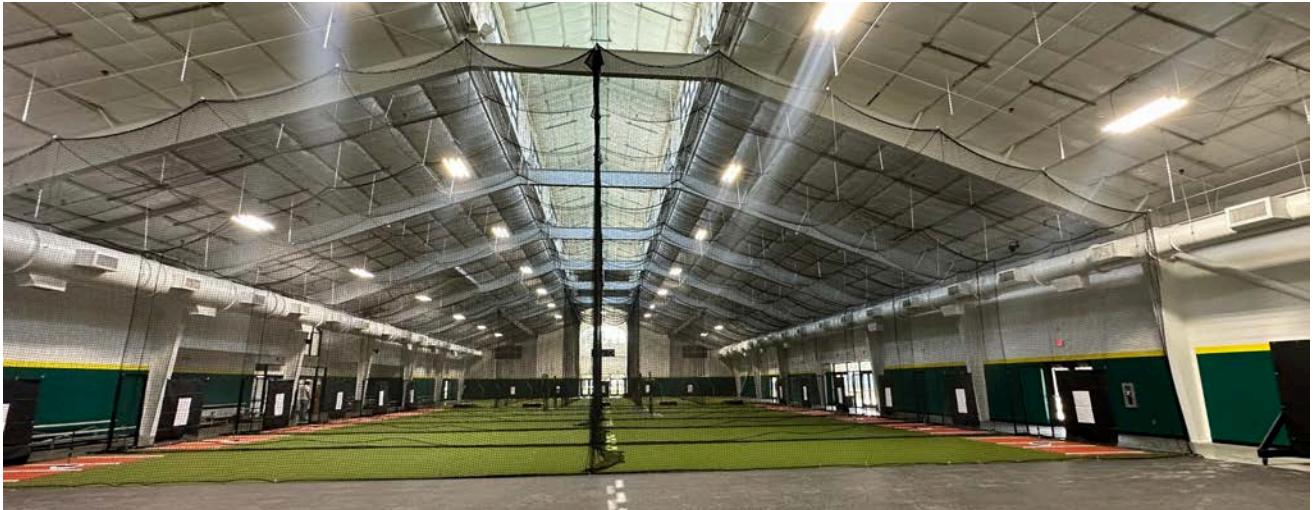
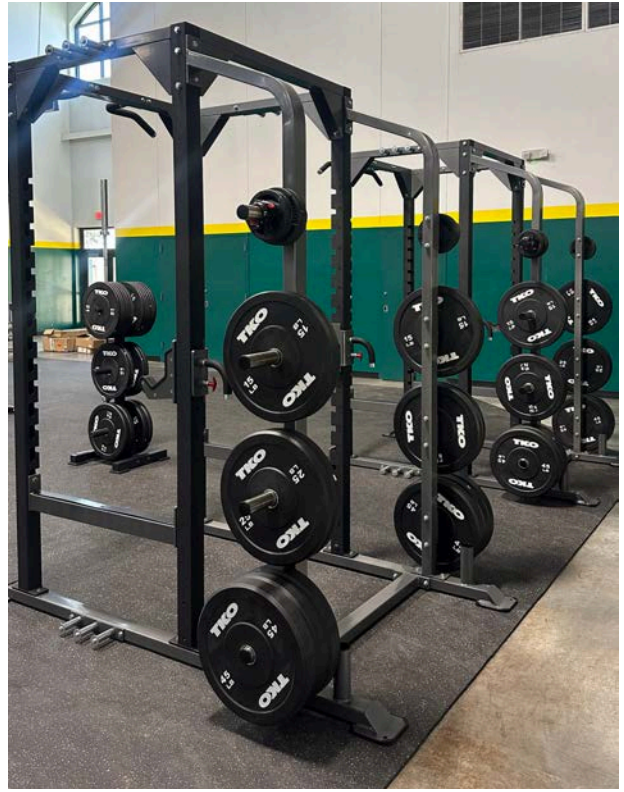
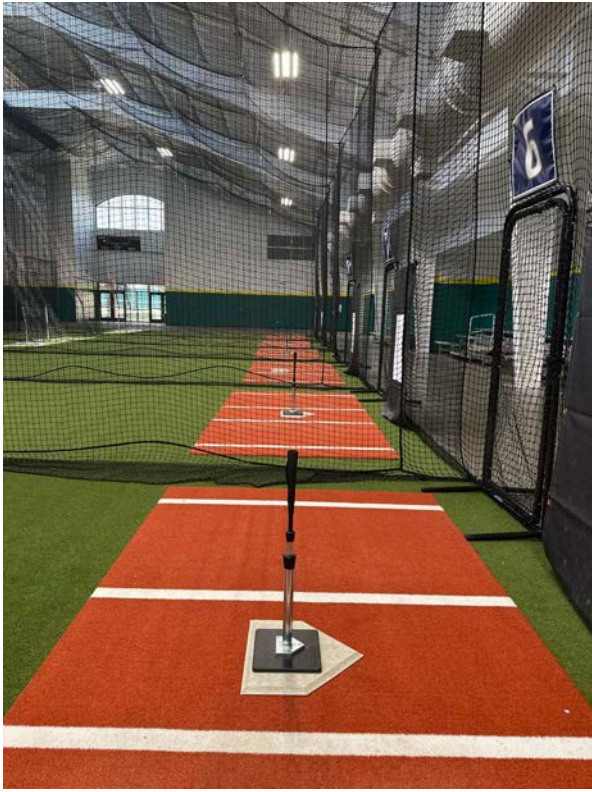
**Outcome:** The conversion transformed an underperforming and safety-constrained space into a high-value, purpose-built training asset. The renovated facility now drives consistent weekday utilization through training and programming while also serving as a state-of-the-art warm-up and development space for teams participating in weekend tournaments and events, significantly improving safety, utilization, and overall return on investment.



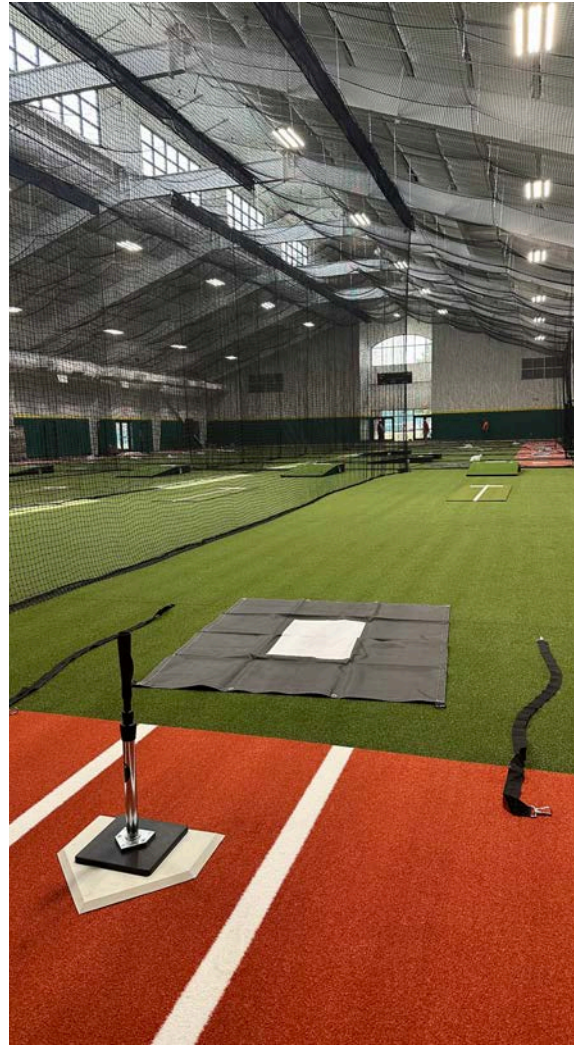
*The images above illustrate the condition of the indoor turf field building at the time of KemperSports' facility assessment.*



*The images above illustrate the early stages of renovation to transform the indoor turf building into a modern, state-of-the-art training facility.*







***The images above show the fully renovated indoor turf building, now transformed into a state-of-the-art indoor training facility.***

## **Restaurant Buildings**

The complex includes two restaurant buildings overlooking the primary playing fields, intended to serve spectators and participants during practices, games, and tournaments.

### **Challenge**

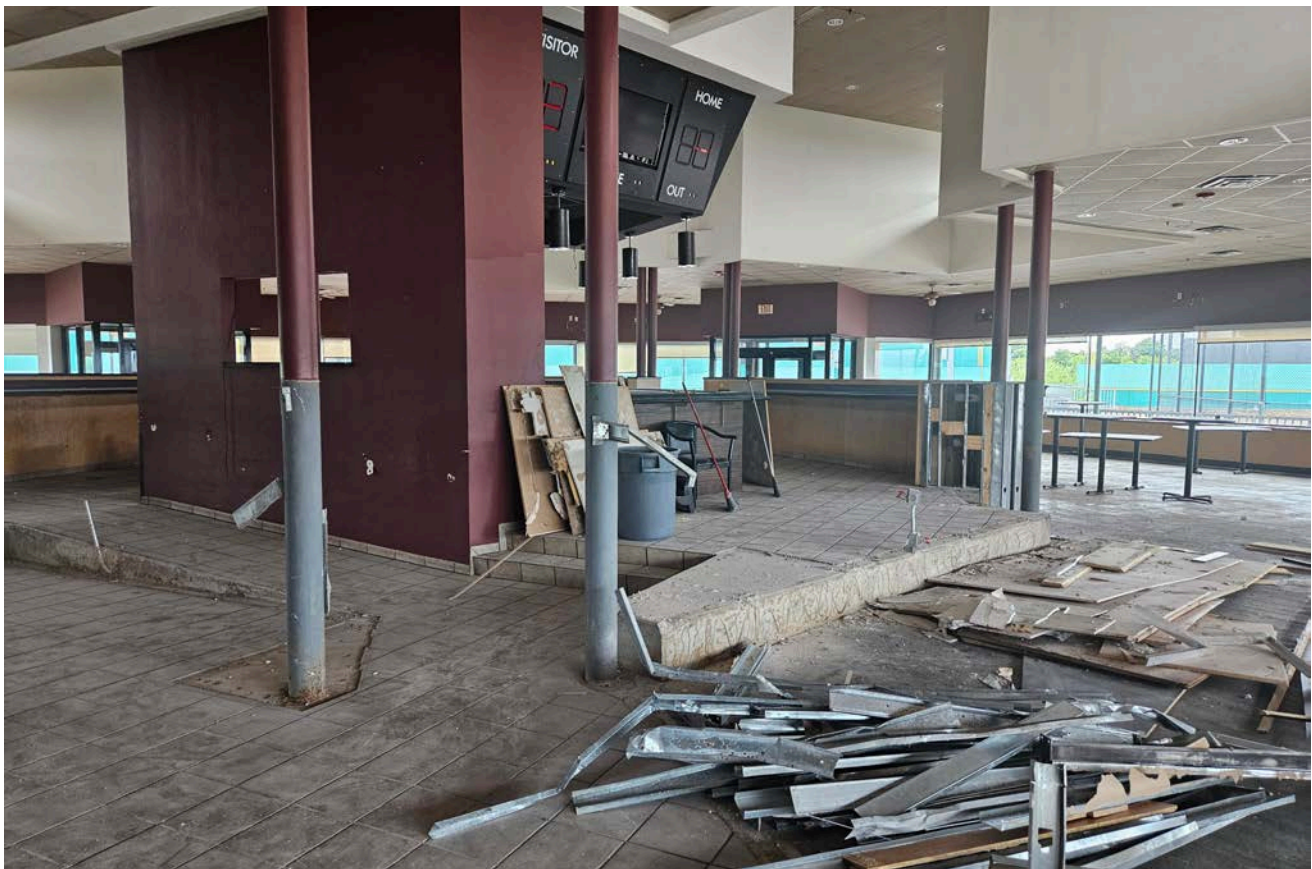
Previously, these spaces operated primarily as bar-focused venues tied to adult-centered programming, resulting in limited food options and an outdated spectator experience that no longer aligned with the needs of families, youth sports participants, or modern sports tourism visitors.

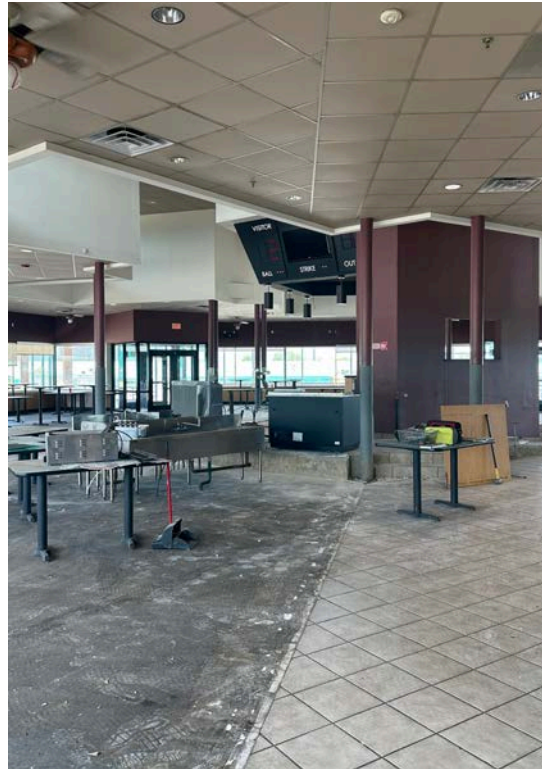
### **Solution**

Both restaurant buildings were fully renovated and repositioned as full-service, family-friendly dining venues with upgraded kitchens and integrated bar service. Menus were re-engineered to feature locally inspired offerings and higher-quality food and beverage options consistent with current consumer preferences and City objectives.

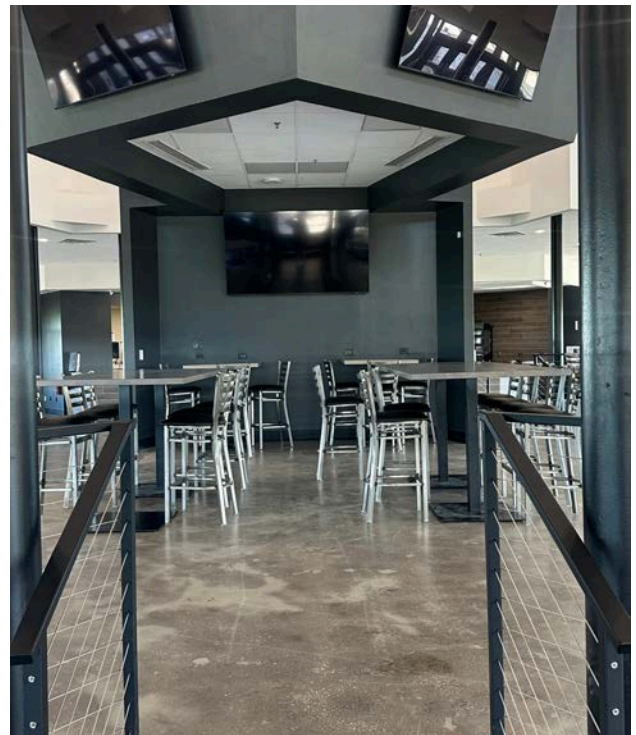
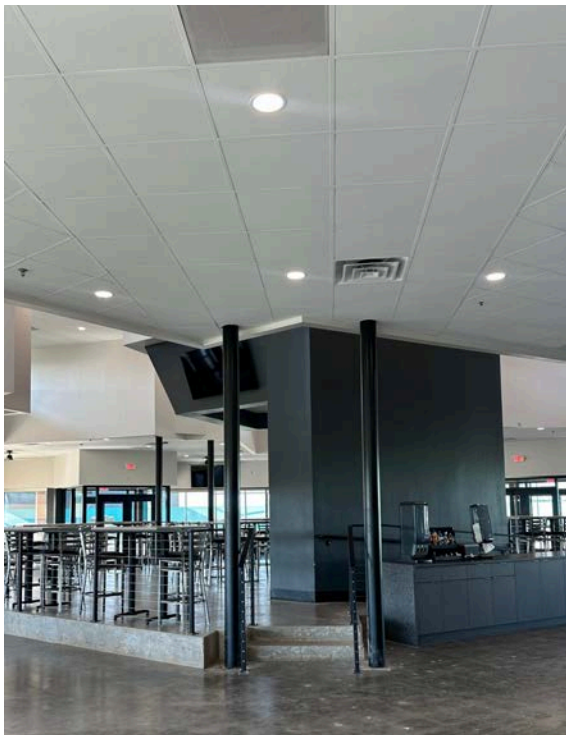
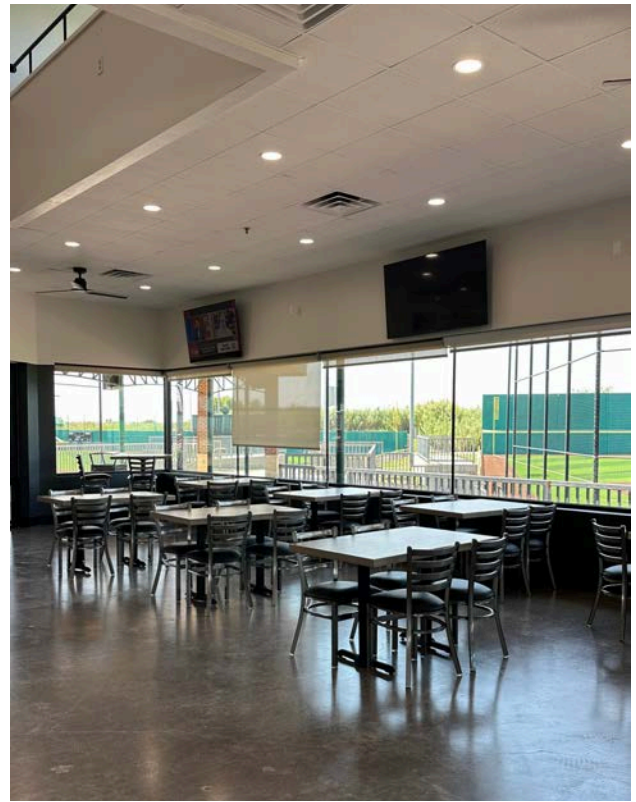
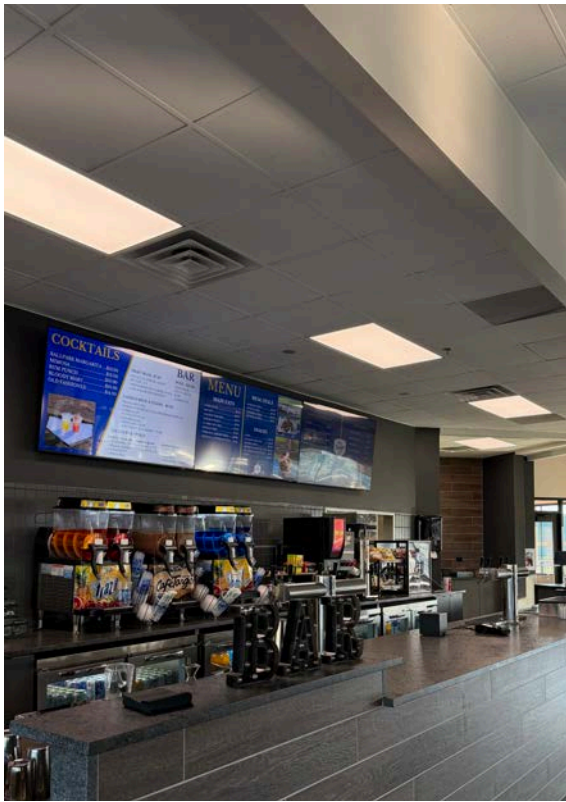
### **Outcome**

The renovated restaurants are now activated throughout the week, enhancing the spectator experience, supporting youth sports tourism events, and generating consistent food and beverage revenue during practices, games, tournaments, and special events.





***The images above document the ongoing renovation of the restaurant buildings as they are repositioned into modern, full-service dining destinations.***



***The images above showcase the completed renovation of the restaurant buildings, now operating as modern, full-service dining destinations that support year-round facility activation.***

## **Fields**

The complex previously included eight outdoor baseball and softball fields featuring a hybrid configuration with synthetic turf infields and natural grass outfields.

## **Challenge**

The hybrid surfaces created safety and playability concerns, including uneven seams, differential settling, inconsistent ball response, and tripping hazards at the turf-to-grass transition. Additional deficiencies included insufficient lighting levels even for recreational play, dugouts exposed to foul-ball safety risks, deteriorated fencing, and dated outfield facades with torn banners and faded paint. Collectively, these issues reduced user confidence, limited scheduling flexibility, and contributed to declining local usage and tournament demand.

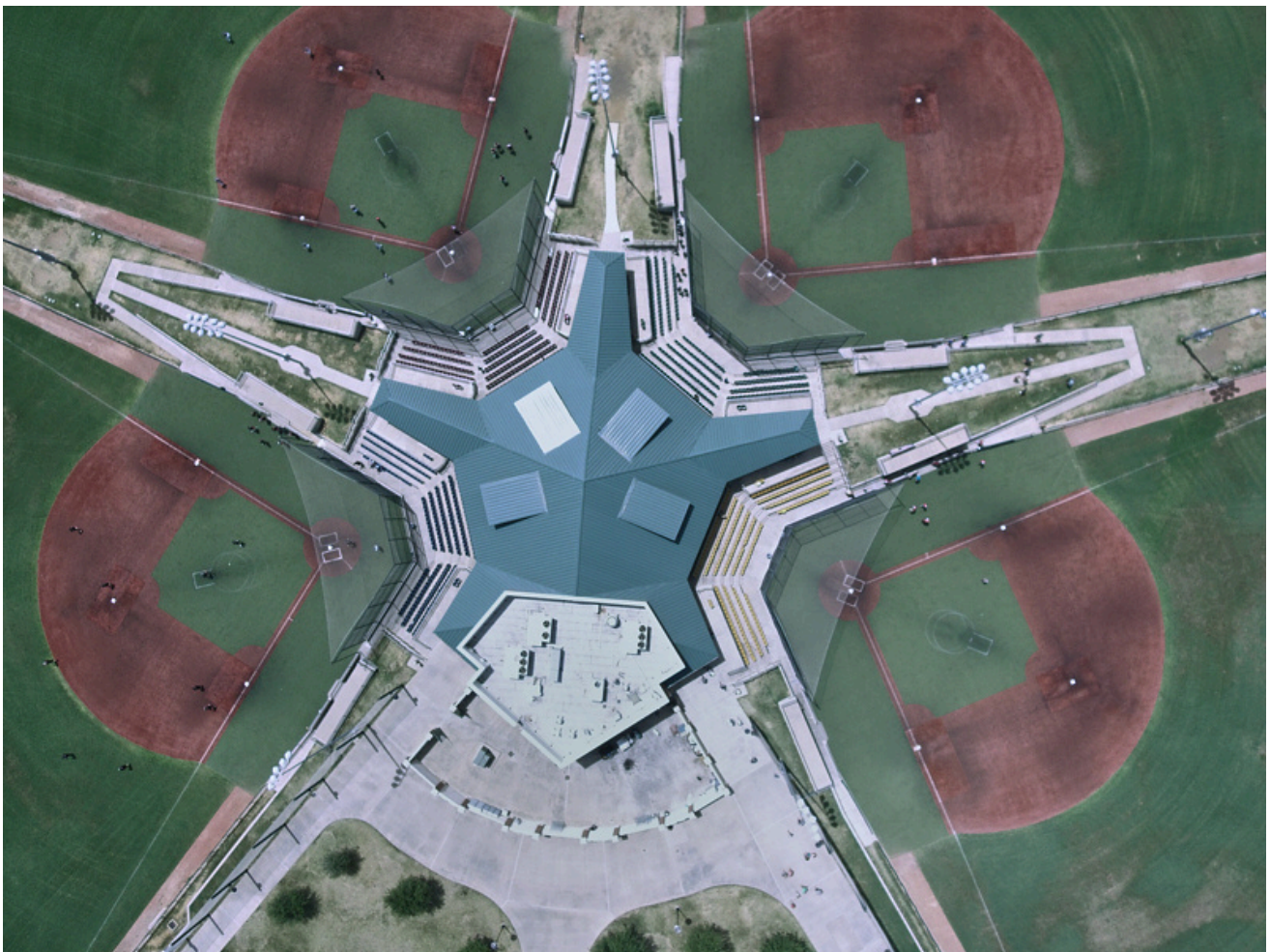
## **Solution**

All fields were fully renovated with a complete synthetic turf system to eliminate transition hazards and improve consistency. Lighting was replaced across all fields with modern LED systems meeting competitive foot-candle standards. Dugouts and fencing were upgraded for safety, and outfield facades were repainted and refreshed to restore a professional, tournament-ready appearance.

## **Outcome**

The renovations delivered a fully activated campus with reliable, year-round playability. The complex now supports consistent weekday local use and hosts 35+ regional and national tournaments on weekends, re-engaging local user groups, increasing visitation, and significantly improving safety, utilization, and overall market competitiveness.





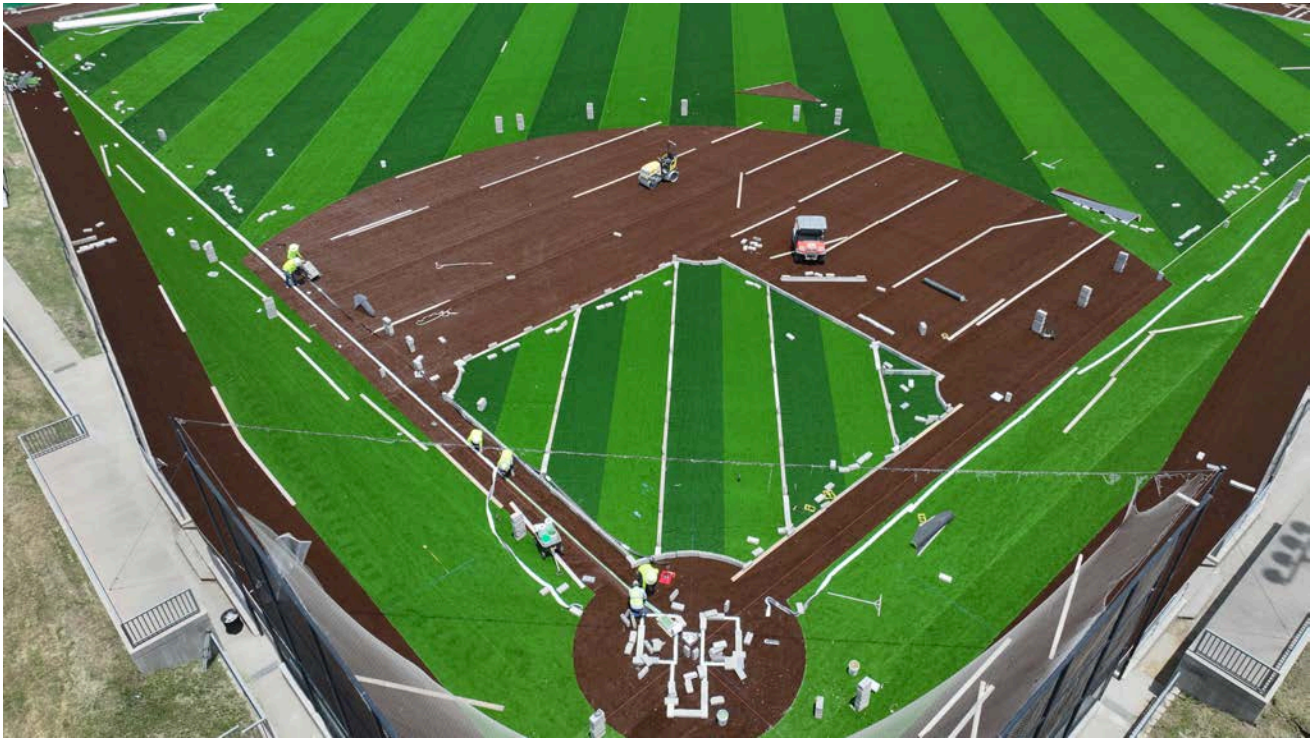
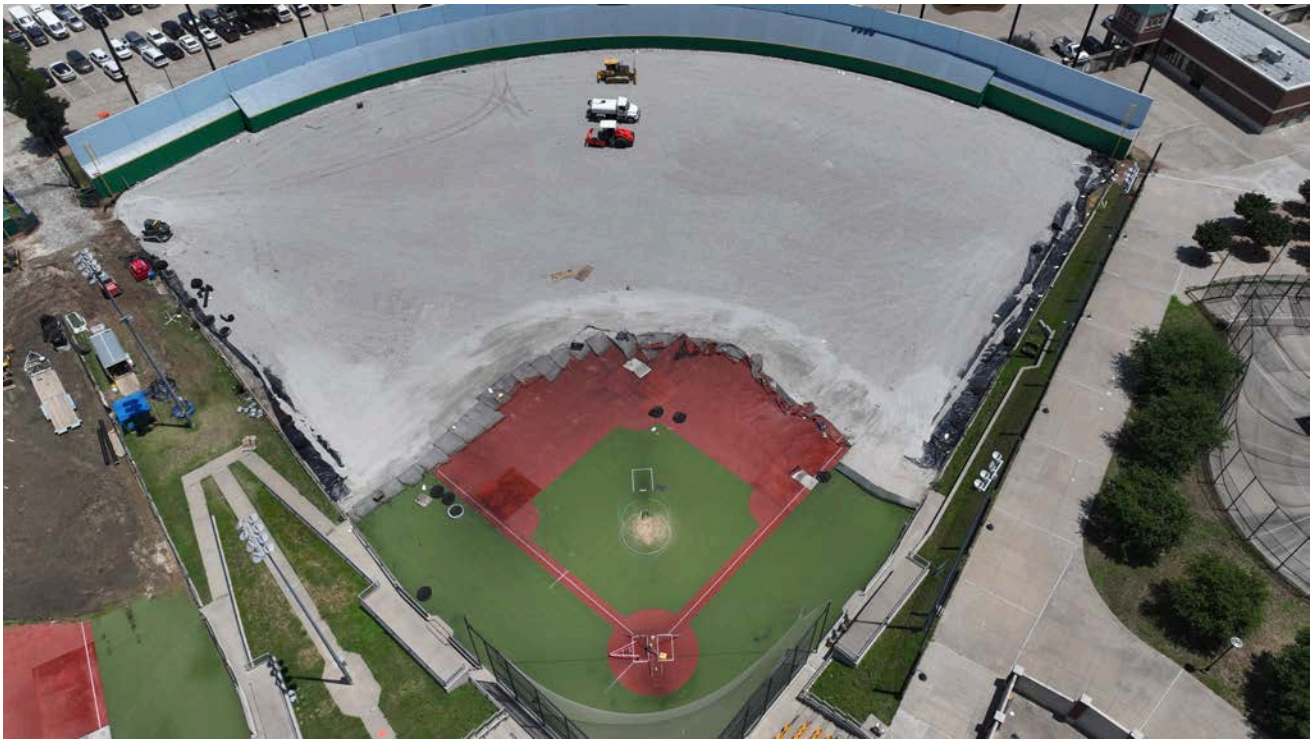
*The images above show the condition of the outdoor fields at the time KemperSports' facility assessment began.*



***The images above capture the groundbreaking ceremony that marked the commencement of the \$12.5 million renovations.***



***The images above show renovations underway, with fields prepared for geotechnical assessments to support full-field synthetic turf installation.***



***The images above show full-field synthetic turf installation underway on all outdoor fields as part of the comprehensive renovation program.***



*The images above present an aerial view of the fully renovated complex after completion of the \$12.5 million capital improvement program.*





***The images above highlight the grand reopening of the newly branded and renovated Fields at Station 63, celebrating the return of Mansfield residents to a fully transformed, reactivated, and community-focused park.***

