

**MINUTES OF THE WORK SESSION
OF THE MAYOR AND BOARD OF ALDERMEN
OF THE CITY OF STARKVILLE, MISSISSIPPI
February 13, 2026**

Be it remembered that the Mayor and members of the Board of Aldermen met in a Work Session on Friday, February 13, 2026 at 11:00 a.m. in the second-floor conference room of City Hall located at 110 West Main Street, Starkville, MS. Present were Mayor Lynn Spruill, Alderwoman Kim Moreland, Alderwoman Sandra Sistrunk, Alderman Kyle Skinner, Alderman William Pochop, and Alderman Henry Vaughn, Sr., Mike Brooks appeared telephonically as well as City Attorney Berk Huskison and City Clerk Joanna McLaurin were also present.

Mayor Spruill opened the work session. The work session was properly noticed pursuant to Miss. Code Ann. §25-41-13 and a copy of that notice is included in the minutes. The work session was live streamed on Facebook. The public and media were welcomed and attended. The session is also available for viewing on the City website.

Evan Eleff and Cole Lacey of Sports Facilities Companies gave a presentation of the Parks Master Plan update. Cody Burnett gave a brief update on the Skate Park grant.

Rodney Lincoln gave an update on the grant application for the terminal building for George M. Bryan Field.

The Mayor and members of the Board discussed items on the upcoming February 17, 2026 agenda. Department Directors were available to answer questions related to the items. All agenda items were discussed.

Mayor Spruill closed the work session

SIGNED AND SEALED THIS THE 3RD DAY OF MARCH 2026.

MAYOR D. LYNN SPRUILL

Attest:

Seal

JOANNA MCLAURIN, CITY CLERK



WORK SESSION

CITY OF STARKVILLE, MISSISSIPPI

February 13, 2026

11:00 a.m.

- A. CALL THE WORK SESSION TO ORDER**
- B. PRESENTATION OF THE PARKS MASTER PLAN UPDATE FROM COLE LACEY AND EVAN ELEFF OF SPORTS FACILITIES COMPANIES**
- C. UPDATE FROM RODNEY LINCOLN ON THE GRANT APPLICATION FOR THE TERMINAL BUILDING FOR GEORGE M. BRYAN FIELD.**
- D. DISCUSSION OF THE AGENDA ITEMS FOR THE FEBRUARY 17, 2026, MEETING OF THE BOARD OF ALDERMEN FOR THE CITY OF STARKVILLE.**
- E. ADJOURN MEETING**

10-YEAR RECREATION MASTER PLAN

PREPARED FOR: CITY OF STARKVILLE, MISSISSIPPI

DRAFT REPORT DELIVERY DATE: JANUARY 2026



THIS PROJECT IS REPRESENTED BY

FOR MORE INFORMATION VISIT
WWW.SPORTSFACILITIES.COM

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EXECUTIVE SUMMARY

This 10-Year Recreation Master Plan provides Starkville with a practical roadmap to protect and improve existing assets, expand access and participation, and continue growing sports tourism impacts through high-performing facilities and programs. The plan is intentionally action oriented, with short- and mid-term recommendations centered on cost-effective improvements, partnerships, and funding readiness.

Sports Facilities Advisory (SFA) developed this plan in partnership with the City of Starkville and informed by a structured process that included market research, levels-of-service and gap analysis, stakeholder engagement, and projected facility performance ranges for financial performance, as well as economic impact.

PURPOSE AND GOALS

- Maintain and enhance quality parks, facilities, and programs with low-cost improvements that elevate participant and spectator experience.
- Expand program-based recreation opportunities across ages and ability levels to support health, wellness, and community connection.
- Grow sports tourism that generates visitor spending and tax revenue, building on the success of Cornerstone Park and related assets.
- Develop partnerships with key allies, including Oktibbeha County, Mississippi State University, and the medical sector, to expand services and impact.
- Create a flexible decision framework through 2035 that helps leaders prioritize projects and accelerate high-value initiatives when outside funding is available.

WHAT WE HEARD AND WHAT THE DATA SHOWS

- Residents and stakeholders prioritized better maintenance and facility quality, along with stronger programming and access.
- Walkability and trails emerged as key quality-of-life priorities that also support wellness, tourism, and community connectivity.
- Demand signals point to meaningful participant bases for court sports, rectangular fields, and diamond sports within the broader region, supporting both community use and tournament potential.

NEAR-TERM FOCUS, YEARS 1 TO 7

The plan prioritizes strengthening what is already working and addressing foundational needs before pursuing capital-intensive projects.

- Protect existing assets. Use consistent daily and preventative maintenance, track work orders, and plan for replacements with a simple, transparent capital renewal approach.
- Improve resident experience. Deliver targeted, low-cost upgrades such as pool repairs, shade, restrooms, seating, lighting, and wayfinding, focusing on high-use locations and equity of access.

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

- Expand programming. Assess the full program portfolio, grow high-performing offerings, redesign low-performing programs that still meet community needs, and expand inclusive programming and fee support options.
- Strengthen trails and connectivity. Advance walkability and trail implementation, including rails-to-trails readiness, to create a connected system that supports everyday use and community health.
- Grow partnerships and funding readiness. Maintain a ready-to-fund project shelf, pursue capital stacking, and formalize shared-use and cost-sharing partnerships to expand services without overreliance on City funding.
- Pursue CAPRA accreditation. Use the CAPRA pathway to strengthen standards, policies, and performance reporting, and to reinforce credibility for future funding and partnerships.

LONG-TERM FACILITY OPTIONS AND PERFORMANCE EXPECTATIONS

To support long-term opportunities, SFA evaluated asset types and developed high-level facility options that may be advanced if market demand and funding align.

Option	Primary Intent	Scale	Order-of-magnitude cost (2025)	Performance expectation (high level)
Indoor sports and special events facility	Year-round indoor sports and events destination	150,000-200,000 SF; 10-14 acres	\$60-80M	NOI: \$0 to \$750K; Direct spending: \$30-40M
Outdoor multi-purpose field tournament complex	Expand tournament capacity with flexible synthetic turf	60-75 acres	\$36-48M	NOI: -\$360K to \$240K; Direct spending: \$36-48M
Community recreation and wellness center	Expand local recreation and wellness services	75,000-100,000 SF; 6-10 Acres	\$50-70M	NOI: \$0 to \$1,000,000; Direct Spending: \$0-5M

DECISION FRAMEWORK FOR 2025 TO 2035

- Use a consistent scorecard to compare opportunities across alignment, demand, community input, sports tourism synergy, cost, operating sustainability, and long-term ownership impacts.
- Apply a fast-track pathway when outside funding or partnerships create a time-sensitive opportunity, while still validating scope, operating plan, and long-term sustainability.
- Publish an annual update that shows what advanced, what is on hold, and why, with simple performance indicators residents can understand.

INTRODUCTION, OBJECTIVES, & GOALS

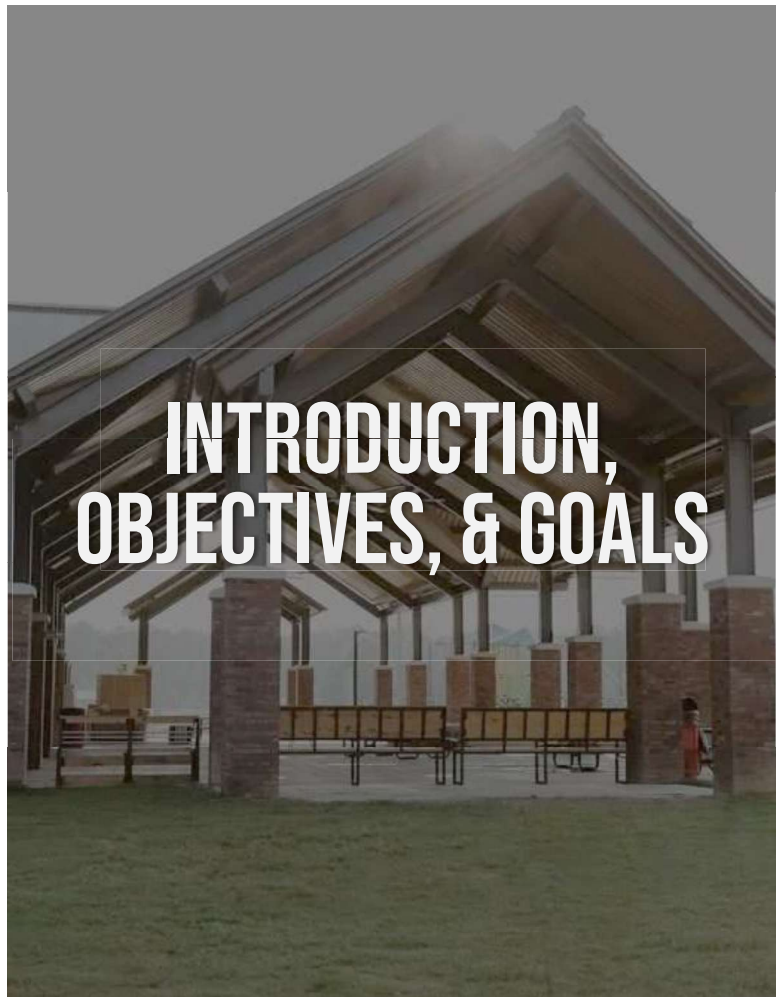
INTRODUCTION

In January of 2025, Sports Facilities Advisory, LLC (SFA) was engaged by the City of Starkville, Mississippi to develop a 10-Year Recreation Plan that provides current and future elected officials, City staff, and community stakeholders with reliable, achievable initiatives to enhance recreation opportunities and services in Starkville.

To guide the development of the 10-Year Recreation Plan, SFA and City leaders collaborated to develop a streamlined scope of work that achieves each of the City's goals for the plan, process, and results. That scope of work included four phases encompassing 14 steps:

- Phase I: Project Initiation
 - Kick-Off Meeting
 - Market and Recreation Industry Research and Trends
 - Levels of Service and Program Gap Analysis
 - Custom Community Engagement Website
- Phase II: Site Visit and Community Engagement
 - Site Visit with Market and Facility Tours
 - Development Planning Session
 - Stakeholder and User Group Meetings
 - Community Vision Open House
 - Community Survey
- Phase III: Facility Recommendations and Performance Expectations
 - Asset Prioritization Analysis and Recommendations
 - Facility Recommendations
 - Projection of Performance Expectations
- Phase IV: 10-Year Recreation Plan and Presentation
 - 10-Year Recreation Plan
 - Final Presentation

This document details the research, data, findings, and strategic recommendations required to develop an actionable, achievable 10-Year Recreation Plan that will achieve the City's goals while responding to the needs of the community and continuing to elevate Starkville's status as a leading community for sports, recreation, and wellness in the State of Mississippi.



INTRODUCTION, OBJECTIVES, & GOALS

OBJECTIVES OF THE STUDY

Based on SFC's existing operational footprint in Starkville, in response to discussions with City officials, staff, and residents, and reflective of multiple conversations with City leaders about the need for a 10-Year Recreation Plan, SFC developed and confirmed the following objectives for this assessment:

- Develop a 10-year Recreation Plan that provides current and future elected officials and community stakeholders with achievable initiatives to enhance recreation opportunities and services in Starkville.
- Launch a collaborative process that engages City leaders, residents, program partners, local businesses, and current/potential partners to ensure the 10-Year Recreation Plan reflects comprehensive community priorities.
- Provide data-driven insights and recommendations founded in best practices to establish a clear pathway to achieving the desired outcomes of the City and its constituents.
 - Recommendations for the short-term (1-3 year) and mid-term (4-7 year) periods should focus on cost-effective strategies that do not require capital-intensive investments.
 - Recommendations for the long-term (8-10 year) period should utilize current data combined with future-facing trends to identify potential new developments and/or major expansions that would require significant capital investments.
- Create a flexible decision framework that can be utilized through 2035 as conditions, demand, and opportunities shift across the City, the State of Mississippi, and the recreation, sports, and wellness industry.
 - Importantly, the decision framework should support the evaluation of opportunities to fast-track capital-intensive projects when non-City funding mechanisms are identified (e.g., public-private partnerships, grants, state and federal programs, etc.).

INTRODUCTION, OBJECTIVES, & GOALS

GOALS

SFA facilitated multiple meetings and activities to establish and refine the City's short-, mid-, and long-range goals/desired outcomes for any actions recommended within or stemming from the 10-Year Recreation Plan.

SHORT-TERM (1-3 YEAR) GOALS

- Prioritize low-cost investments that maintain current assets (e.g. pool repairs) and/or improve the participant and spectator experience (e.g., shade structures and restrooms).
- Enhance program-based recreation opportunities to maintain and expand the City's reputation as an active and healthy community known for accessibility and service to residents of all ages and abilities.
- Grow Starkville's sports tourism program, generating additional spending from non-local visitors that support local businesses, align with economic development goals, and generate additional tax revenue for the City.

MID-TERM (4-7 YEAR) GOALS

- Develop and execute partnerships with key allies (e.g., Oktibbeha County, Mississippi State University, the medical sector, etc.) to expand recreation, sports, and wellness services and assets.
- Seek CAPRA accreditation, allowing Starkville Parks & Recreation to market itself as meeting national standards for service, accountability, public responsiveness, and continuous improvement.
 - Of note, no Parks & Recreation agencies in the State of Mississippi were CAPRA accredited as of the end of 2025.
- Establish Starkville as one of Mississippi's top communities for recreation, activity, and health.

LONG-TERM (8-10 YEAR) GOALS

- Develop new and/or expand sports and recreation assets to:
 - Meet local (community) demand for places to play and programs to participate.
 - Capitalize on opportunities in sports tourism.
 - Stimulate economic development opportunities (e.g., attracting new businesses, attracting new residents, increasing the City's budget).

SFA recommends that the City continues to identify and consider partnership and funding opportunities on an ongoing basis; if those opportunities create a path to developing new and/or expanding sports and recreation assets in the short- or mid-term future as defined above, SFA recommends completing a detailed financial feasibility study as the first step in determining the viability of the potential development.

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SERVICE AREA POPULATION DATA

SFA conducted an in-depth demographic and socioeconomic analysis of the local Starkville market. The goal of this portion of the analysis is to determine baseline conditions for age, income, and spending. This analysis identifies key data points that influence factors such as participation rates, expected demand, and more. As well, the analysis details projected changes to population size, demographics, and socioeconomic over the next five years. This analysis will inform how the service area is expected to change and how those changes will impact participation rates, future demand, and more.

The chart that follows displays some of the key demographic and socioeconomic factors that most influence participation rates, expected demand, and more, as they relate to existing parks and recreation assets in Starkville. SFA derived the incorporated data from best-in-class data sources like Esri ArcGIS and the U.S. Census. Following this, SFA included data that aims to inform community leaders about projected changes to population size, demographics, and socioeconomic in Starkville in the next five years.

CURRENT SERVICE AREA DEMOGRAPHIC AND SOCIOECONOMIC FACTORS

Starkville, Mississippi (2024)	
Category	Data
Population	25,576
Median Household Income (U.S. Median: \$74,580)	\$38,761
Median Household Income % Above/Below Adjusted Cost of Living (Index: 75)	-31.62%
Median Age (U.S. Median: 38.5)	28.5
Total Households	12,049
Spending Rec. Lessons (U.S. Avg.: \$143)	\$83.05

FUTURE SERVICE AREA DEMOGRAPHIC AND SOCIOECONOMIC FACTORS

Starkville, Mississippi (2025-2029)	
Category	Data
Five-Year Population Trend	+0.05%
Five-Year Total Household Trend	+2.80%
Five-Year Median Household Income Rate Trend	+15.65%

The current state of Starkville includes serving approximately 25,600 residents. The median household income falls below the adjusted median after accounting for a lower cost of living in the community when compared to the average community in the United States. The median age also sits well below the national median of 38.5. SFA acknowledges that the presence of Mississippi State University in Starkville and the high volume of student residents substantially impacts both of these demographic and socioeconomic factors. The city consists of just over 12,000 total households who spend approximately \$83.05 per year on recreational lessons.

SFA expects the community to grow slightly in the next five years, with the total number of households growing at a faster rate. Furthermore, SFA expects the five-year median household income rate to grow, likely tracking inflation rates and increases in the cost of living.

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PARTICIPATION RATES

As part of the process of reviewing the current state of sports and recreation in Starkville, SFA analyzed the estimated number of core sport participants in Starkville, in the sub-regional market, and in the region.

SFA calculates sports participation using a blend of national and regional sports participation rates as reported by the National Sporting Goods Association (NSGA) and the Sports and Fitness Industry Association (SFIA). The projections consider only active sports participants who play their respective sport in an organized format a specific number of times per year. The qualifying participation threshold varies by sport and is intended to separate casual participants from core participants; core participants are more likely to pay to visit the facility because they play consistently enough to consider paying for and participating in an organized program on a regular basis.

The following table lists sports and activities that could be accommodated within existing and/or new facility types in Starkville. The table also lists the number of potential participants that could be attracted from the local, sub-regional, and regional marketplaces.

POTENTIAL CORE SPORTS PARTICIPANTS

Sport/Activity	Core Participation Rate	Starkville Participants	Sub-Regional (60 min.) Participants	Regional (240 min.) Participants
Basketball	6.24%	1,596	14,416	568,906
Tennis	4.93%	1,260	11,377	448,988
Soccer	2.79%	714	6,451	254,583
Baseball	2.68%	686	6,193	244,400
Volleyball	2.47%	632	5,710	225,327
Pickleball	2.42%	618	5,580	220,212
Softball	1.93%	495	4,465	176,220
Tackle Football	1.64%	420	3,789	148,511
Skateboarding	1.48%	378	3,413	134,699
Archery	1.41%	361	3,259	128,610
Gymnastics	1.06%	271	2,443	96,396
Martial Arts	1.02%	261	2,354	92,914
Flag Football	1.01%	258	2,330	91,944
BMX	0.94%	241	2,180	86,025
Futsal	0.81%	208	1,880	74,177
Wrestling	0.67%	172	1,549	61,140
Cheerleading	0.60%	154	1,392	54,950
Track & Field	0.59%	151	1,363	53,807
Lacrosse	0.38%	98	887	35,013
Swim Team	0.34%	87	788	31,090
Ultimate Frisbee	0.18%	47	424	16,718
Rugby	0.12%	32	288	11,373

SFA calculates the potential participants by multiplying each sport's core participation rate with each interval population. SFA notes that this calculation does not factor in existing service providers; competitors in the local, sub-regional, and regional marketplaces will impact the capture of participants at Starkville facilities.

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PARTICIPATION TRENDS

As a preliminary step in determining the market opportunity for certain sports and recreation services, SFA groups core participation rates and potential participants in the region by asset type. As shown in the charts below, there is a sizable base of potential participants that new indoor court, multi-purpose field, and diamond field assets could capture.

Indoor Court Sport/Activity	Core Participation Rate	Local (30 min.) Participants	Sub-Regional (60 min.) Participants	Regional (240 min.) Participants
Basketball	6.02%	7,666	53,067	747,350
Volleyball	3.04%	3,870	26,787	377,242
Pickleball	1.99%	2,532	17,526	246,824
Gymnastics	1.14%	1,454	10,063	141,715
Martial Arts	1.06%	1,350	9,346	131,621
Futsal	0.77%	979	6,779	95,477
Cheerleading	0.73%	932	6,455	90,907
Wrestling	0.63%	798	5,525	77,804
Total	15.39%	19,581	135,547	1,908,941

Grouping court sports together, court-based assets in Starkville, MS could serve approximately 15.39 percent of the regional population, totaling over 1.9 million players of various indoor sports listed above.

Multi-Purpose Field Sport/Activity	Core Participation Rate	Local (30 min.) Participants	Sub-Regional (60 min.) Participants	Regional (240 min.) Participants
Soccer	3.40%	4,322	29,921	421,388
Tackle Football	1.77%	2,258	15,631	220,130
Flag Football	1.20%	1,527	10,571	148,878
Lacrosse	0.44%	555	3,843	54,127
Ultimate Frisbee	0.23%	293	2,030	28,590
Rugby	0.13%	170	1,177	16,569
Total	6.94%	8,833	61,143	861,091

Grouping multi-purpose field sports together, rectangular fields in Starkville, MS could serve approximately 6.94 percent of the regional population, totaling over 861,000 players of the various multi-purpose field sports listed above.

Diamond Field Sport/Activity	Core Participation Rate	Local (30 min.) Participants	Sub-Regional (60 min.) Participants	Regional (240 min.) Participants
Baseball	3.05%	3,877	26,836	377,936
Softball	2.43%	3,096	21,431	301,812
Total	5.48%	6,972	48,266	679,748

Grouping diamond field sports together, diamond fields in Starkville, MS could serve approximately 5.48 percent of the regional population, totaling over 679,000 baseball and softball players.

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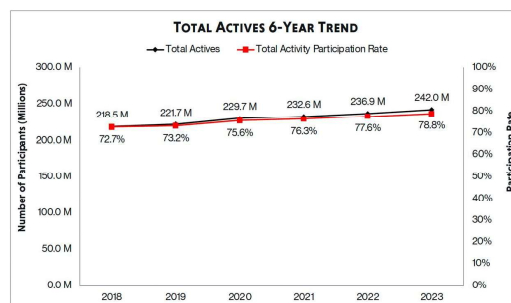
INDUSTRY TRENDS

SFA reviewed historic and analyzed future changes within the recreation, sports, and wellness industries. This section details that analysis and identifies key factors that SFA will consider when establishing the 10-Year Recreation Plan. SFA has presented trends in the recreation, sports, and wellness industries, generally, followed by sports tourism industry trends across the country and in the Southeast.

RECREATION, SPORTS, AND WELLNESS TRENDS

As the cultural, demographic, socioeconomic, and technological makeup of the country changes, so do trends in recreation, sports, and wellness across the United States. Based on SFA's pre-development advisory work completed on an annual basis, the real-world operating experience and insights of SFA's management partner, Sports Facilities Management (SFM), and research conducted throughout this study utilizing industry-standard sources, SFA has identified various ongoing trends taking place that will likely influence recreation, sport, and wellness for the next 10 years. Many of these trends relate to sports participation, while other trends relate to the influence of technology on recreation and sport, and the reassessing of priorities and desired activity types at an individual and societal level.

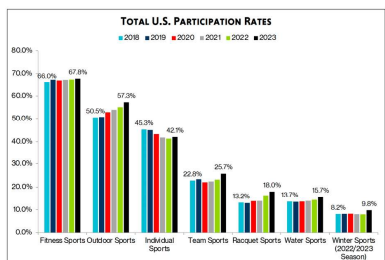
Based on industry data from the SFIA, more Americans, by volume (242 million people) and by percentage (78.8%), are participating in sports and recreation activities at least once on an annual basis. Five million more Americans participated in sports and recreation activities in 2023 than the year before. This year-over-year trend has remained constant for the previous 10 years and SFA would expect this trend to continue. More core participants participated in their sport of choice in 2023 compared to the previous year, as well, signaling a desire of current participants to participate more or new participants to jump in, participating more actively in a sport or recreation activity. However slight the change, SFA expects a steady increase in activity levels. Increased activity levels signals an increased demand for spaces to recreate and participate in sports, whether through existing facilities or new facilities to match current demand and plan for future demand. The graph below, created by the SFIA, illustrates the trend in number of participants and total activity participation rate over the six previous years studied to date.



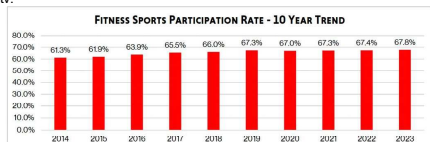
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INDUSTRY TRENDS

Through the SFIA, SFA has also reviewed the total U.S. participation rates for various activities including fitness sports, outdoor sports, individual sports, team sports, racquet sports, water sports, and winter sports.



As noted above and supplemented in the image produced by the SFIA shown below, fitness sports have experienced moderate growth over the last six years and more noticeable growth in the last 10 years. SFA expects this trend to continue as fitness sports have generally lower associated barriers to entry like cost, skill level, or accessibility.



On the other hand, total individual sports participation rates have decreased over the last 10 years, sparked by a more notable but continuing trend of less participation amidst the coronavirus pandemic (2020-2022). Participation in individual sports peaked in 2015 and did not experience a single positive change year-over-year until 2023. SFA expects these rates to increase to pre-pandemic levels in time. Team sports participation faced a similar decrease during the pandemic period, but rebounded quicker and higher to the highest level in 10 years. SFA expects this to continue to grow through sport-specific team sport trends as explained subsequently.



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INDUSTRY TRENDS

Recreation, Sports, and Wellness Trends (Continued)

Team sports make up the fastest growing sport types, as well as outdoor sports, generally, and racquet sports. Team sports and outdoor sports generally require dedicated facility types to accommodate regular programming to support expected demand. Swimming on a Team experienced a 14.8% increase in participation year-over-year, participation in indoor volleyball grew by 13.4% year-over-year, while team fast-pitch softball has also experienced notable growth.

As mentioned previously, racquet sports have benefitted from a dramatic increase in participation over the last decade, up to the highest level experienced in the last decade and over a percent and a half higher than the next highest year. This can largely be attributed to the popularity of pickleball. According to the SFIA, pickleball is the fastest-growing sport in the U.S., with a 51.8% one-year growth increase and a 223.5% increase over the last three years.



Since participation rates for fitness sports remain the highest amongst other sports categories, SFA has provided insights into trends specific to fitness and wellness.

After understanding national programmatic trends among core participants, SFA used survey data from the American College of Sports Medicine (AMCS) Health & Fitness Journal to understand the industry's top fitness program trends. The top fitness trends AMCS identified include the following:

- Wearable Technology
- Home Exercise Gyms
- Outdoor Activities
- High-Intensity Interval Training (HIIT)
- Body Weight Training
- Online Live and On-Demand Exercise Classes

Many of the activities above include self-directed or self-paced programs, suggesting active individuals want more flexibility in program options. Some fitness activities like High-Intensity Interval Training or Body Weight Training can be completed at home, while parks and recreation facilities can also offer programs aligned with these trends through group instruction led by parks and recreation staffers, by providing rentable spaces to sanctioned third-party trainers, or by offering flexible public spaces free to use for residents during operating hours.

Parks and Recreation departments across the country already supervise and maintain facilities like sheltered pavilions, small event lawns, multi-purpose rooms, gymnasiums, among others, for residents. Finding creative and flexible uses for existing and new spaces will help serve changing trends in resident activity interests, satisfy those wants, and avoid perpetual development of costly facilities that lack long-term interest or financial sustainability.

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SPORTS TOURISM INDUSTRY TRENDS

Starkville offers numerous parks and recreation assets that currently drive non-local visitation to the community through sports tourism that generates economic impact, in addition to providing high-quality local recreation spaces. Accordingly, SFA has provided insights related to the sports tourism industry. Sports tourism helps to drive economic impact and non-local spending in the market, benefitting the entire community, including those who may never utilize the facility itself.

GENERAL OVERVIEW

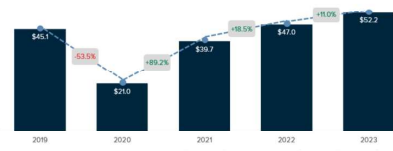
According to survey data collected by the Sports Events & Tourism Association (Sports ETA) published in its most recent "State of the Industry Report" in April of 2024, the sports tourism industry continues to grow and be an impactful part of life in the United States:

- In 2023, nearly 205 million people traveled to a sports tournament or event, setting a new all-time high for annual travelers.
- In 2023, there was approximately \$52.2 billion spent on travel for sports related tournaments and events.
 - \$13.5 billion was spent on transportation.
 - \$10.9 billion was spent on lodging and accommodations.
 - \$9.7 billion was spent on food, beverage, and dining.
 - \$6.9 billion was spent on recreation/entertainment.
 - \$6.5 billion was spent on retail.
 - \$4.7 billion was spent on tournament operations.
- Year-over-year total spending increased by 11 percent to exceed pre-pandemic spending levels by approximately \$7.1 billion.
- In 2023, spending related to travel sports tournaments and events resulted in approximately 757,600 jobs generated in total, with 63 percent of markets reporting that sports was the leading generator of room nights, and sports tourism leading to \$20.1 billion in generated tax revenues.

INDUSTRY GROWTH

The sustained growth in the youth and amateur sports tourism industry over the last 15+ years is one of the most compelling reasons to consider sports tourism as a reliable, attractive industry. In fact, sports tourism is the only segment of the tourism industry that did not decline in any quarter of the Great Recession, allowing it to be considered "recession resistant" and therefore of increased interest to communities across the country.

Sports-related travel spending and annual growth
(\$ billions and year-over-year percentage change)



Source: Sports ETA, Longwoods International, U.S. Travel Association, Tourism Economics

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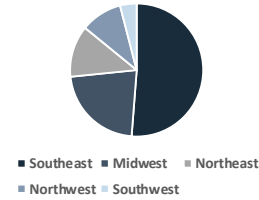
SPORTS TOURISM INDUSTRY INSIGHTS

EVENTS AND SPENDING BY REGION

In addition to overall growth, Sports ETA research breaks down youth and amateur sports tourism spending by region to demonstrate where activity has taken place.

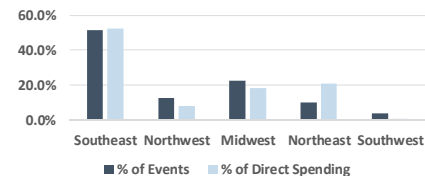
The chart that follows shows the distribution of events across five regions of the United States.

EVENTS BY REGION



The chart that follows demonstrates the percent of events and direct spending occurring in each region of the United States, with approximately 51 percent of events, and 53 percent of direct spending taking place in the Southeast.

% of Events vs. % of Direct Spending



AVERAGE EXPENDITURES

Based on data from hundreds of events, SFA analyzed how individuals and families typically spend when traveling for youth and amateur sports events by type of destination. The graphs that follow demonstrate the average individual spending per day and family spending per weekend for travelers attending events in standard and tourism destination markets. A standard market is categorized as a location that does not have a significant, established tourism industry while a tourism destination is defined as a location that generates significant activity through tourism outside of youth and amateur sports.

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SPORTS TOURISM INDUSTRY INSIGHTS



As demonstrated in a standard market, families currently spend approximately \$883 per weekend of travel for youth and amateur sports tournaments and events.

DESTINATION FACTORS

To capitalize on the opportunities created by youth and amateur sports tourism activities as described above, SFA highlights several destination factors that are important in the industry today.

- High Quality, Large Facilities and Assets**
 - The success of youth and amateur sports tourism starts with facilities. With the proliferation of competitive destination facilities, amenity quality is increasingly important as well as the number of spaces available to host teams, participants, and spectators. Additionally, supporting amenities like food and beverage services, entertainment options, etc. create a competitive advantage for facilities that feature them.
- Variety of Lodging, Dining, and Entertainment Options**
 - Outside of the facility, decisions related to events to attend are often made in part on the lodging, dining, and entertainment options in the market. For players and teams traveling regularly, having known brands and affordable options to choose from is often important. For players and teams traveling infrequently or for families opting to create a vacation around a tournament, having unique and exciting lodging, dining, and entertainment is critical.
- Desirable Competition**
 - One of the primary reasons to travel for tournaments and events is to compete against unfamiliar teams. Tournaments that feature a mix of teams from a large geographic range and have a well-defined competitive level structure are best able to draw teams and to bring them back year after year.
- Affordability**
 - Affordability continues to be a top concern of coaches, parents, and participants as they decide which events to attend and how many times to travel. The increase in number of competitive events and the expansion of traditional seasons has created a need to be cost conscious when selecting events.
- Reputation of the Destination**
 - Establishing and maintaining a reputation as a great place to visit is a critical factor for attracting and retaining events and participants.

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SPORTS TOURISM INDUSTRY INSIGHTS

OPERATIONAL SUCCESS FACTORS

To capitalize on the opportunities created by youth and amateur sports tourism activities as described above, SFA highlights several operational success factors that are important in the industry today.

- Program-Driven Design**
 - In today's climate where new special-purpose sports tourism facilities are being opened regularly across the country, facilities must be built for and operated to create a best-in-class experience for visitors. To successfully attract, host, and retain events and participants, the facility must have been designed with event operations and participant satisfaction in mind.
- Dedicated Marketing and Business Development Personnel and Budget**
 - With so many communities and facilities seeking to capture a portion of the sports tourism industry, it is imperative to dedicate people and money to marketing and selling opportunities. While the recommended organization structure and budget varies significantly from location to location, all successful destinations have some level of dedicated personnel and money available to secure business.
- Dedicated Management**
 - Similar to dedicated resources to selling the facility, successful venues have a dedicated and specialized management team to ensure the investment into the facility is protected and the reputation within the industry is built and maintained.
- Collaboration**
 - The youth and amateur sports tourism industry consists of a variety of existing destinations and events across activities, levels of competition, governing bodies, rules of play, etc. The increasingly mature industry now features an environment in which it is often difficult to build new events and attract visitors to events that are not already established. This necessitates collaboration with tournament and events rights holders to attract existing events, working with existing facilities to grow events that demand greater capacity, and maximizing visitation and economic impact during early years of operations.
- Owner, Member, and Community Buy-In**
 - Sustainable facilities often feature a balance of tournaments/events and local leagues, camps, clinics, etc. To set expectations for how an optimal balance is achieved and to execute on a well-rounded, sustainable business plan, the facility must educate all stakeholders and communicate the purpose as well as the schedule for tournaments and events on a regular and ongoing basis.

20



EXISTING ASSET INVENTORY

Starkville Parks and Recreation currently offers 10 parks and recreation facilities, including indoor and outdoor amenities. This section outlines the inventory of recreation assets currently offered in Starkville, as well as the programs and services historically programmed at those facilities. For the sake of this review, the list below excludes non-recreation/leisure amenities. However, it is important to note that almost all facilities in the matrix below offer non-recreation and leisure amenities like dog parks, picnic areas, and pavilions that positively impact the quality of life of Starkville residents and enhance visitor experience.

Facilities	Assets	Programs
Cornerstone Sports Complex	12 Diamond Fields, Playground, Walking Trails, Batting Cages, and Open Space	Youth Baseball League (Varying Ages), Youth Softball League (Varying Ages), Adult Softball League, Baseball/Softball Tournaments, and more
George Evans Park	1 1/2 Basketball Courts and Playground	
JL King Senior Memorial Park	Splash Pad, Playground, Softball Diamond Field, Rectangular Field, Trails, 2 Outdoor Basketball Courts, and Disc Golf Course	Flexible Programming (Supporting Existing Leagues)
Jossey Park	Playground	
McKee Park	Splash Pad, Playgrounds, Pickleball Courts, Basketball Court, Jogging and Walking Track, and Open Space	Youth Baseball League (Varying Ages), Youth Softball League (Varying Ages), Adult Softball League, and more
Moncrief Park	Outdoor Pool and Playground	
Needmore Center	Community Center	
Patriot Park	Playground	
Starkville Sportsplex	8 Diamond Fields, 6 Full Multi-Purpose Fields, Playground, and Trails	Fall and Spring Recreation Soccer (Plus), Youth Soccer League (Varying Ages), Youth Baseball League (Varying Ages), Youth Softball League (Varying Ages), Adult Softball League, Youth Flag Football League (Varying Ages), and more
Travis Outlaw Center	Recreation Center with 2 Basketball Courts and Walking Track	Youth Basketball League (Varying Ages)

LEVELS OF SERVICE ANALYSIS

As a part of the scope of work, SFA completed a facilities gap analysis in order to determine gaps in parks and recreation assets within Starkville. The goal of the facilities gap analysis is to provide the Client with sufficient data to determine the assets that need to be developed in order to align Starkville's recreation offerings with peer communities nationwide. The information in the chart below was developed in concert with the City's project team and analyzed alongside data from the National Recreation and Parks Association's (NRPA) 2024 Agency Performance Review. The NRPA data provides communities with benchmarks of various parks and recreation assets in comparison to peer communities of the same or similar size across the country.

The charts below summarize the location, types of assets, the number of asset(s) Starkville currently offers at each location.

Type of Asset	Cornerstone	McKee	George Evans/Needmore	Sportsplex/Outlaw	Moncrief
Parks	1	1	1	1	1
Leisure Pool (Indoor)					
Senior Center			1		
Community Center				1	
Recreation Center				6	
Multi-Purpose Fields (All Sizes)					
Skate Park					
Playground	1	2	1		1
Diamond Fields (All Sizes)	12			8	
Basketball Courts (Outdoor)		1	1.5		
Pickleball (Outdoor)		12			
Tennis Courts (Outdoor)					
Dog Park		1			1
Outdoor Pool					1
Splash Pad		1			
Indoor Multi-Use Courts (Basketball, Volleyball, etc)				2	
Walking Loop/Running Track/Trails	1			2	

Type of Asset	JL King	Patriots	Fire Station	Jossey	School District
Parks	1	1	1	1	2
Leisure Pool (Indoor)					
Senior Center					
Community Center					
Recreation Center					
Multi-Purpose Fields (All Sizes)	1				
Skate Park					
Playground	1	1		1	2
Diamond Fields (All Sizes)	1				
Basketball Courts (Outdoor)	2				
Pickleball (Outdoor)	4				
Tennis Courts (Outdoor)	1				9
Dog Park					
Outdoor Pool					
Splash Pad	1				
Indoor Multi-Use Courts (Basketball, Volleyball, etc)					
Walking Loop/Running Track/Trails	1		1		

LEVELS OF SERVICE ANALYSIS

The chart below reflects the type of facility, total number of assets currently owned by the City, the number each asset type needed based on population according to NRPA's Agency Performance Review, and the number of facilities needed to fill the gap, if one exists. For ease of reference, the assets in a deficit are highlighted in red for ease of reference; the assets the assets reflecting a surplus are emphasized in green.

Type of Asset	Total	Starkville, MS: Est. Population (2025)	2024 NRPA Benchmark: Resident per Asset	2024 NRPA Benchmark Asset Count	Gap/Surplus
Parks	11	25,576	2,062	12.40	-1
Leisure Pool (Indoor)	0	25,576	32,812	0.78	-1
Senior Center	0	25,576	31,985	0.80	-1
Community Center	2	25,576	27,858	0.92	1
Recreation Center	1	25,576	24,486	1.04	0
Multi-Purpose Fields (All Sizes)	7	25,576	3,333	7.67	-1
Skate Park	0	25,576	33,167	0.77	-1
Playground	10	25,576	3,105	8.24	2
Diamond Fields (All Sizes)	21	25,576	3,007	8.51	12
Basketball Courts (Outdoor)	4.5	25,576	7,501	3.41	1
Pickleball (Outdoor)	16	25,576	7,737	3.31	13
Tennis Courts (Outdoor)	10	25,576	5,461	4.68	5
Dog Park	2	25,576	27,508	0.93	1
Outdoor Pool	1	25,576	27,081	0.94	0
Splash Pad	2	25,576	30,529	0.84	1
Indoor Multi-Use Courts (Basketball, Volleyball, etc)	2	25,576	14,577	1.75	0
Driving Range Stations	0	25,576	12,700	2.01	-2
Performance Amphitheaters	0	25,576	32,255	0.79	-1
Walking Loop/Running Track/Trails	5	25,576	32,619	0.78	4

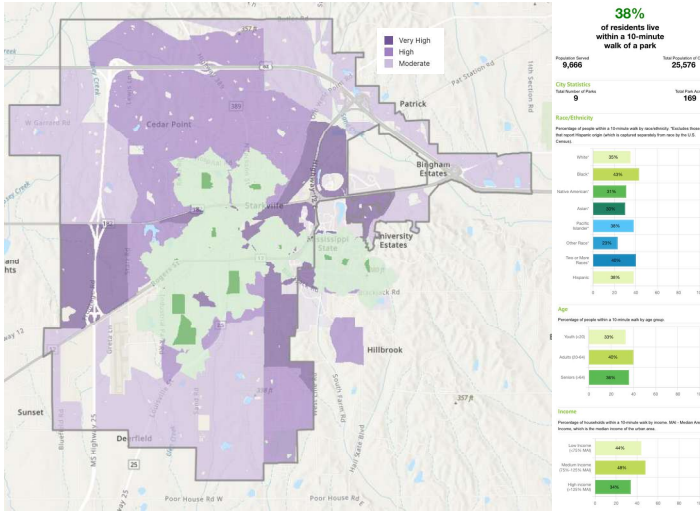
As shown above, the gap analysis demonstrates asset deficits in the following facility types when compared to similar sized communities:

- Leisure Pool (Indoor)
- Senior Center
- Multi-Purpose Fields
- Skate Park
- Driving Range Stations
- Performance Amphitheater

It should be noted that a gap in an asset type does not independently justify the development of that asset; it is one critical factor that must be considered within a full assessment of demand, opportunity, and impact.

COMMUNITY ACCESS

Decision Point for the Starkville Team: use SFA's access process (key information shown below) or integrate the City planning tools.



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PROGRAM GAPS ANALYSIS

As a part of the scope of work, SFA completed a program gap analysis and determine gaps in organized sports/active recreation programs within Starkville. The goal of the program gap analysis is to provide the Client with easy-to-view information to determine which key (standard) programs are currently offered and new programs that could be offered. New programs can provide additional revenue streams for the budget and offer residents new opportunities to improve their physical and mental health, as well as their quality of life, sense of community, and satisfaction with Starkville's recreation offerings.

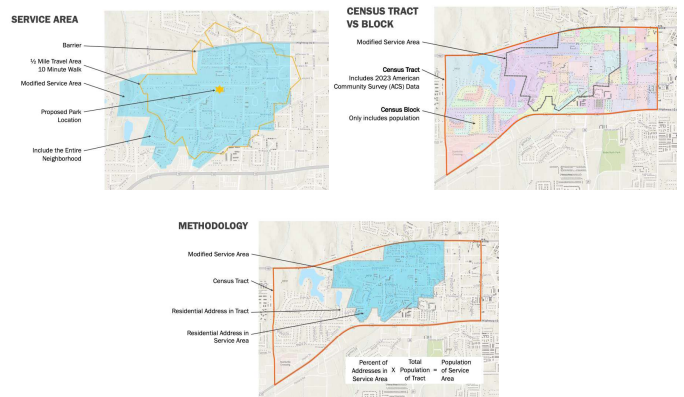
The information in the tables below was developed in concert with the City's project team and analyzed alongside data compiled by SFA. The data shows the sport (segmented by youth and adult), the provider of activities in that sport/program in Starkville, the program format, the program location (indoor or outdoor), and whether or not the program requires fees for participation. SFA has marked items with an 'X' symbol when that program was identified in Starkville and based on either Client-provided data or independent research for each relevant facility type: courts, aquatics, diamond fields, multi-purpose fields, racquet sport courts, ice, and track and field.

Activity	Provider			Program Formats					Location		Fees	
	City of Starkville	Contractor/Private	County	Clinical Workshops	Leagues	Camps	Clubs	Special Events/Tourname	Indoor	Outdoor	Fees Charged	Free to Everyone
Courts												
Adult Basketball	X				X				X		X	
Adult Futsal												
Adult Pickleball		X						X		X	X	
Adult Volleyball												
Youth Cheerleading and Dance		X		X	X	X	X	X	X		X	
Youth Basketball	X	X		X	X	X			X	X		
Youth Futsal												
Youth Gymnastics		X		X	X	X	X	X	X		X	
Youth Pickleball		X						X		X	X	
Youth Volleyball		X		X	X	X			X		X	
Youth Wrestling		X		X			X	X	X		X	
Aquatics												
Adult Swimming	X									X		
Youth Swimming		X				X	X	X		X	X	
Diamond Fields												
Adult Baseball		X						X				X
Adult Kickball												
Adult Softball	X	X		X	X					X	X	
Youth Baseball	X	X		X	X	X		X	X	X	X	
Youth Kickball	X								X		X	
Youth Softball	X	X		X	X	X			X	X	X	

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COMMUNITY ACCESS

Decision Point for the Starkville Team: use SFA's access process (key information shown below) or integrate the City planning tools.



	Section Parks						School Parks						Recreation Parks		
	Active Park	Active Park	Minors	Part	Group	Part	Active Park	Park	Part	Year	Year	General	General	Private	
Adjusted Total Population	2096	1550	1844	1449	1252	1325	1772	1778				2042	1524	980	
Adjusted for Overlaps	2096	1550	1844	1449	1252	1325	1772	1778				2042	1524	980	
Population as a Percentage	38.0	28.40	33.40	26.40	22.40	24.00	32.00	32.00	1.25	4.22	1.00	1.10	2.70	1.70	
Population 0 to 4 Years	425	425	384	264	184	204	254	254	184	324	404	324	184	124	
Population 5 to 9 Years	572	721	672	504	344	404	504	504	344	584	564	564	524	404	
Population 10 to 14 Years	572	721	672	504	344	404	504	504	344	584	564	564	524	404	
Population with a disability	7	44	294	184	124	144	244	244	104	104	104	104	104	104	
Population with a hearing difficulty	7	44	294	184	124	144	244	244	104	104	104	104	104	104	
Population with a vision difficulty	7	44	294	184	124	144	244	244	104	104	104	104	104	104	
Population 5 years and over with a cognitive difficulty	8	64	204	124	84	94	134	134	524	214	144	344	184	64	
Population 5 years and over with an orthopedic difficulty	13	51	174	114	74	84	134	134	204	134	94	164	214	44	
Owner-Occupied Housing Units	404	404	404	344	244	244	344	344	244	344	404	404	404	344	
Median Household Income	\$38,544	\$27,144	\$46,124	\$38,064	\$17,544	\$38,064	\$28,134	\$38,064	\$48,084	\$47,864	\$60,514	\$40,064	\$40,064	\$40,064	
High School Graduates	184	184	184	184	184	184	184	184	184	184	184	184	184	184	
Population 25 Years and Over who have completed a High School (includes equivalent)	484	344	264	184	124	134	344	344	274	264	264	264	264	264	
Population 25 Years and Over who have completed a High School Equivalent in a Some College	118	239	58	127	207	155	120	155	66	48	13	83			
Population 25 Years and Over who have completed a High School Equivalent in a Associate's Degree*	344	50	63	40	78	44	40	50	70	30	40	40	40	40	
Population 25 Years and Over who have completed a High School Equivalent in a Bachelor's Degree	412	309	564	444	404	404	307	528	633	474	238	474	384	384	
Households with a vehicle available	564	414	64	64	121	64	64	78	60	50	50	50	50	50	
Households with a vehicle available	564	414	64	64	121	64	64	78	60	50	50	50	50	50	

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PROGRAM GAPS ANALYSIS

Activity	Provider			Program Formats					Location		Fees	
	City of Starkville	Contractor/Private	County	Clinical/ Workshops	Leagues	Camps	Clubs	Special Events/Tourname	Indoor	Outdoor	Fees Charged	Free to Everyone
Multi-Purpose Fields												
Adult Flag Football		X						X		X	X	
Adult Rugby		X					X			X	X	
Adult Soccer	X	X			X		X			X	X	X
Adult Ultimate Frisbee		X					X			X	X	
Youth Flag Football	X				X						X	
Youth Lacrosse												
Youth Rugby												
Youth Soccer	X	X			X	X	X	X	X	X	X	
Youth Ultimate Frisbee												
Racquet Sport Courts												
Youth Tennis		X		X		X		X		X	X	
Youth Pickleball		X									X	
Adult Pickleball		X						X		X	X	
Adult Tennis		X		X				X			X	
Ice												
Youth Hockey												
Youth Ice Skating												
Adult Hockey												
Adult Ice Skating												
Track and Field												
Youth Track and Field	X	X			X	X	X				X	X

Based on the program gap analysis, the majority of key (standard) organized sports/active recreation programs are available to Starkville residents as offered by the City and contractor/private program providers. There are exceptions to this statement based on two conditions:

- The program could be offered on existing assets but is not currently (e.g., youth lacrosse, youth rugby, and youth ultimate frisbee, all of which could be offered on the City's multi-purpose fields).

Based on the information in this section and the combination of other research, interactions, and analyses led by SFA, there are no missing high-demand organized sports/active recreation programs in Starkville. That is not to state that there is no demand, nor that there will not be future demand. However, at the time of the assessment SFA's analysis yields two recommendations:

- Expanding opportunities for self-organized and/or individual recreation activities (e.g., skating, walking/running/bicycling, etc.) should be an area of future focus.
- Ongoing efforts should be made to assess demand for future organized sports/active recreation programs.

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STAKEHOLDER AND COMMUNITY INPUT

In partnership with the City of Starkville, SFA conducted various in-person and online engagement sessions with stakeholders and user groups to discuss comments and feedback on recreation facilities in the community. These sessions included various focused meetings and a larger Community Open House to understand the vision for parks and recreation from Starkville residents in attendance. Stakeholders, partners, and potential user groups contributed to SFA's understanding of the needs, desires, opportunities and challenges of existing and potential recreation facilities and programs in Starkville.

Groups represented at these sessions included but are not limited to:

- Mayor of Starkville
- Various Aldermen of Starkville
- City of Starkville Planning Department
- Starkville Parks and Recreation
- Greater Starkville Development Partnership, Visit Starkville, and Starkville Area Chamber of Commerce, through representatives of "The Partnership"
- Starkville Little League
- Starkville Youth Softball
- Starkville Christian School
- Starkville Arts Council
- DD Consulting
- Various coaches, parents, adult recreation participants, youth and adolescent recreation participants, and residents of Starkville

SFA's discussions with the groups listed above focused on community priorities, maintenance priorities, and user group wants and needs for the future of recreation in Starkville. Various individuals emphasized the need for improved maintenance of existing facilities and enhanced program offerings at those facilities. These individuals vocalized prioritizing community access and local-focused programming for existing organizations while balancing their interest in promoting tourism to and hosting events in Starkville, citing Cornerstone Sports Complex as a success story for economic development in the community. Additional points noted included concerns for walkability and ease of resident access to new and existing facilities, yield and scheduling management, especially for indoor court space, and the concern of player experience across natural grass field assets at the Starkville Sportsplex. Related to potential new facilities, a significant number of Starkville residents attended the in-person Community Open House event and voiced their interest and support for the development of a skatepark in Starkville. Programmatically, residents expressed a strong desire for improved delivery of services across ages and ability levels. Across all stakeholder groups, a unified vision exists for high-quality facilities that balances community recreation with revenue generation to sustain operations, also keeping in mind an interest in sports tourism, the coinciding economic development that comes with facilities of that size, while finally considering the cost to develop and maintain those assets.

In addition to the aforementioned community engagement sessions and Community Open House summarized above, SFA also produced a community engagement website that hosted a survey to gauge the sentiment of Starkville residents related to the future of recreation in Starkville.

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WEBSITE INTERACTIONS AND SURVEY RESULTS

SUMMARY

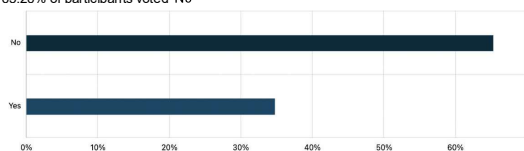
In partnership with the City of Starkville, SFA developed a custom, multilingual community engagement website and online survey to receive input on the future of recreation in Starkville. SFA updated the community engagement website throughout the development of this 10-year recreation plan and included elements related to project background, project timeline, the community survey, quick polls, and more. The website received over 1,300 views and 930 unique visitors during the period in which the survey was live, beginning March 11th, 2025. Between 190 to 284 individuals interacted with the quick poll questions, the activity 'fund it' question, and the full survey.

Key findings from the quick poll, survey, and 'fund it' response question include the following, integrating the question asked and insights related to the answers:

Quick Poll:

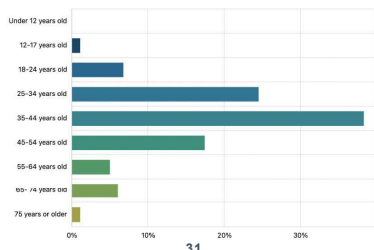
Do you believe the City of Starkville offers adequate sports and recreation amenities?

- 65.26% of participants voted 'No'



Survey:

Questions 1 through 6 asked about basic demographic information and household statistics. 90.85% of survey takers responded that they were residents of Starkville. 95.39% of survey takers responded that they were residents of Oktibbeha County. 93.66% of survey takers responded that they were not students at Mississippi State University. The age group with the highest percentage of the survey respondent was between 35-44 years old (38.30%), followed by 25-34 years old (24.47%), and 45-54 years old (17.38%).

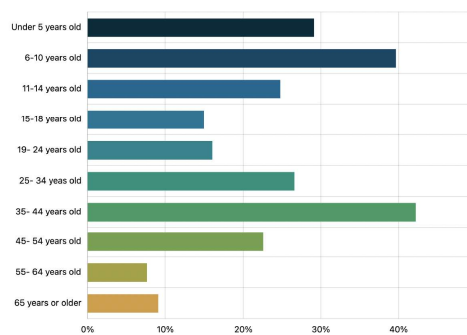


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WEBSITE INTERACTIONS AND SURVEY RESULTS

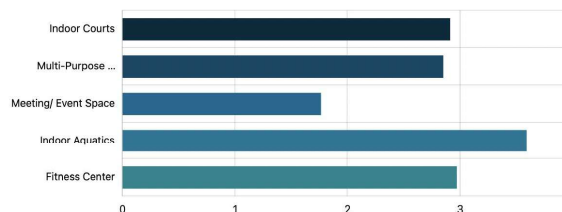
Survey (Continued):

Question 6 asked respondents about the age range(s) of people currently living in their household. The age group with the highest percentage was between 35-44 years old (42.18%), followed by 6-10 years old (39.64%), and under 5 years old (29.09%).



Question 7 asked "Please rank how important the following indoor sports and recreation assets are to you."

- The highest-ranked asset was indoor aquatics, followed by fitness center and indoor courts.



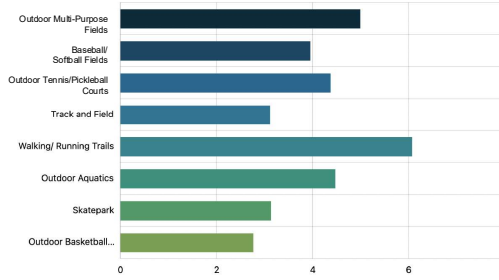
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WEBSITE INTERACTIONS AND SURVEY RESULTS

Survey (Continued):

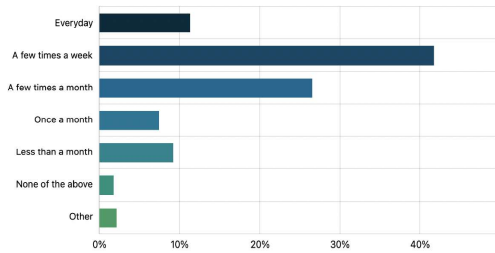
Question 8 asked "Please rank how important the following outdoor sports and recreation assets are to you".

- The highest asset was walking/running trails, followed by outdoor multi-purpose fields and outdoor aquatics.



Question 9 asked "How frequently do you or does someone in your household use/visit a sports and recreation asset run by Starkville Parks and Recreation?"

- Most respondents selected a few times a week, followed by a few times a month and everyday.

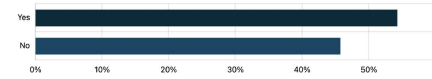


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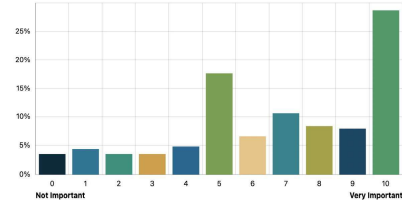
WEBSITE INTERACTIONS AND SURVEY RESULTS

Survey (Continued):

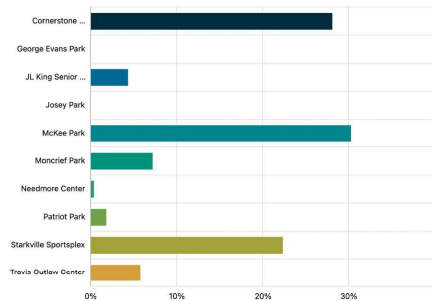
Question 10 asked "Do you or does a member of your household participate in a league and/or program provided by Starkville Parks and Recreation?" 54.22% of respondents marked that they participate in a league and/or program provided by Starkville Parks and Recreation.



Question 11 asked survey takers "How important is it to have a park within walking distance from your household?" Survey takers most often marked a "10" or "Very Important", followed by a "5" or "Important". The average response score was a 6.71, with the mean score equaling 7, suggesting the importance of park walkability for survey takers.



Question 12 asked survey takers "Which park do you visit most?" Survey takers most often visited McKee Park, followed by Cornerstone Sports Complex and Starkville Sportsplex.

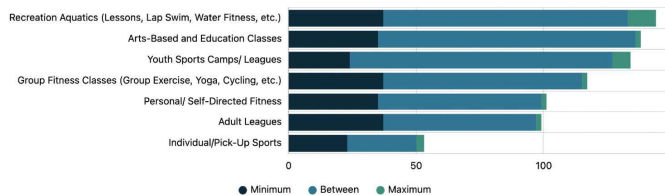


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WEBSITE INTERACTIONS AND SURVEY RESULTS

Fund It:

Survey takers were each asked to allocate between one and 10 points to various recreation activities, serving as their vote or funding choice for preferred program options. When asked what types of activities respondents would most like to see at new or existing facilities, recreation aquatics received the largest amount of individual "funding" responses, or the most selections with point allocations from survey takers, while also receiving the most maximum point allocations. This means that recreation aquatics was the answer choice that most often received all of a survey taker's potential point allocation. Following recreation aquatics, arts-based and education classes received the second-largest volume of point allocations, with youth sports camps/leagues receiving the third-highest total allocation of points, but the second-highest maximum allocation volume.



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ACTION PLAN

Starkville's parks, recreation, and sports tourism assets deliver meaningful value for residents and visitors. The City's outsourced provider, Sports Facilities Companies (SFC), plays a central role in day-to-day service delivery, facility and program management, expanding access, and driving visitation and spending through sports tourism, including at Cornerstone. This action plan and the associated decision framework translate the 10-Year Recreation Plan goals into clear, repeatable steps that protect existing assets, improve the user experience, grow partnerships and funding capacity, and support confident decision-making through 2035.

SHORT-TERM ACTION PLAN (YEARS 1 TO 3)

Primary focus: maintain assets, deliver visible quality improvements with low-cost investments, strengthen programs and marketing, and increase sports tourism performance through consistent operations and business development.

It should be noted that many elements of the short-term action plan are considered SFC operational best practices and as such are already in place.

A. MAINTAIN ASSETS AND IMPROVE QUALITY

- Standardize daily and weekly maintenance using consistent inspection checklists for restrooms, park grounds, playgrounds, fields, courts, buildings, and parking areas.
- Set service targets and track performance, including work order response time, completion time by priority level, and on-time completion of cleanliness and safety checks.
- Expand preventative maintenance with a calendar for major systems and recurring needs, including buildings and building systems, pool systems, irrigation, lighting, vehicles, field equipment, and playground inspections.
- Implement a repair-first capital approach focused on low-cost, high-impact upgrades that improve the participant and spectator experience, including pool repairs where feasible, restroom upgrades, shade structures, seating, wayfinding, and ADA improvements.
- Maintain a rolling three-year capital plan that separates near-term repairs and replacements, medium-term renewals, and known future replacements by asset type.
- Use technology to strengthen operations through a maintenance and work order system that supports work order intake and tracking, preventative maintenance scheduling, asset inventory and condition ratings, and reporting for leadership and the public.
- Use mobile inspections so field and facility checks occur consistently and are documented.

Maintenance Operating System

Component	What it includes	Output
Daily standards	Cleaning and safety checks by facility type	Consistent visitor experience
Preventative maintenance	Scheduled tasks by asset and system	Fewer breakdowns and emergencies
Work orders	Intake, prioritization, assignment, closeout	Faster response and transparency
Asset inventory	Condition ratings and lifecycle tracking	Better capital planning
Performance reporting	Monthly dashboard and quarterly summary	Clear accountability

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ACTION PLAN

E. SPORTS TOURISM GROWTH AND CORNERSTONE PARK PERFORMANCE

Primary intent: increase visitation and non-local spending while maintaining a strong resident experience, using consistent operations and intentional business development.

- Create a Cornerstone Park "All-Star Event" evaluation and recruitment plan that defines target event types based on past performance of the tournament and/or rights holder.
 - The evaluation tool should consider number of non-local (regional) guests, event length, room nights generated, direct spending, total event revenue and revenue from parking, gate, concessions, etc., cost of delivery, event standards, and staffing and safety requirements.
 - The recruitment plan will prioritize high scoring events to maximize the economic impact and performance of Cornerstone Park by prioritizing "All-Star Events."
- Strengthen scheduling and yield management policies that protect asset quality and maximize utilization, including outfield use rotation, rest periods, weather closure rules, and post-event recovery standards.

MID-TERM ACTION PLAN (YEARS 4 TO 7)

Primary focus: expand partnerships and capabilities, secure creative sources of capital, and strengthen systems and standards that position Starkville as Mississippi's leading recreation community.

A. BUILD PARTNERSHIPS THAT EXPAND SERVICE AND IMPACT

- Establish a partnership playbook with standard tools, including joint-use agreements, cost-sharing approaches for maintenance and capital improvements, program roles and responsibilities, scheduling rules, and safety and risk management requirements.
- Prioritize partnerships that match Starkville's opportunity set, including the County, Mississippi State University, the medical sector, schools, nonprofits, and private groups.
 - Oktibbeha County: shared investment in regional assets, multimodal connectivity, and coordinated programming strategies.
 - Mississippi State University: internship pipelines, shared programming, and event partnerships, with defined shared-use access windows where beneficial.
 - Medical sector and hospital systems: sponsored wellness initiatives and trail-based health programs aligned with public health priorities.
 - Schools and nonprofits: expanded after-school programming, shared-use arrangements, and and scholarship partnerships.

Partner type	What they can provide	What the City and SFC can provide
County	Capital participation and shared programs	Facilities, operations, and program delivery
University	Shared spaces, interns, co-events	Scheduling, delivery standards, and community reach
Medical sector	Sponsorships and health programs	Trails and parks activation, reporting, and outreach
Schools	Access to indoor space and youth reach	Program delivery, training, and scheduling
Nonprofits and private groups	Volunteers, funding, programming	Standards, facilities, and marketing support

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ACTION PLAN

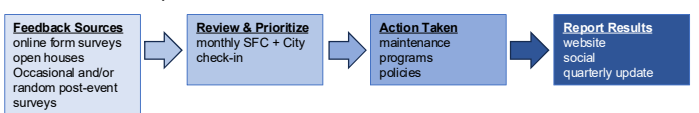
B. IMPROVE PROGRAMS, PARTICIPATION, AND ACCESS

- Conduct a program portfolio review using consistent measures, including participation trends, cost to deliver, asset utilization, access and affordability, and resident satisfaction feedback.
- Make clear decisions to expand high-performing programs, redesign programs that underperform but meet a need, and pause or replace programs that do not align with goals.
- Strengthen aquatics programming where feasible, including lessons, safety education, and scheduled windows for family and lap swim.
- Add low-capital programs that broaden participation, including arts and education offerings and health and wellness programs tied to parks and trails.
- Expand inclusive programming across ages and ability levels, including adaptive options and clear communication about accessibility features and accommodations.
- Improve affordability and access with clear scholarship and fee support options and a mix of free, low-cost, and fee-based programs, while promoting local scholarship programs.

C. MARKETING, BRANDING, AND COMMUNITY FEEDBACK

- Build an annual marketing calendar that standardizes seasonal promotions, registration timelines, and messaging for programs, facility updates, and trail activation.
- Use consistent branding across parks, programs, and Cornerstone Park so the system feels unified and easy to navigate.
- Keep community feedback ongoing through quarterly pulse surveys, an annual open house, and an always-available online feedback form.
- Report back with simple updates that show what was heard and what actions were taken.

Resident Feedback Loop



D. WALKABILITY, TRAILS, AND RAILS-TO-TRAILS READINESS

- Deliver quick wins for walkability, including ADA route fixes, safer crossings near parks, wayfinding, benches, and lighting assessments.
- Publish simple access maps for major sites showing entrances, walking loops, parking, restrooms, and ADA routes.
- Activate trails with programming such as walking clubs, family walks, adaptive hours, and seasonal challenges.
- Prepare rails-to-trails for funding by identifying priority corridors and ownership, estimating order-of-magnitude costs, identifying partners, and preparing a grant and match strategy.
 - SFA recommends integrating County representatives to develop a comprehensive approach.

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ACTION PLAN

B. EXPAND FUNDING CAPACITY AND READINESS

- Develop and maintain a ready-to-fund project shelf. For each priority project, keep a one-page summary that includes scope, rough cost range, site readiness, who benefits, the operating plan, likely partners, and a funding and match strategy.
- Use a capital stacking approach when appropriate by combining City funding, partner funds, grants, sponsorships, donations, and public-private options.
- Match project type to likely funding sources. For example, sports tourism enhancements often align with partner funding, sponsorships, and visitor-driven revenue strategies.

C. PURSUE CAPRA ACCREDITATION TO STRENGTHEN CREDIBILITY AND PERFORMANCE

- Build a recognized standard for service, accountability, and continuous improvement.
- Strengthen policies and practices across maintenance, safety, staffing, and programming.
- Improve performance reporting that supports trust and strengthens future funding requests.

CAPRA Pathway



D. POSITION STARKVILLE AS MISSISSIPPI'S LEADING RECREATION COMMUNITY

- Build a clear and credible promise to residents and visitors, including high-quality parks and facilities, strong programs across ages, trails and walkability as everyday value, and Cornerstone Park as a sports tourism engine.
- Publish an annual performance snapshot that includes maintenance responsiveness, program participation and satisfaction, facility quality outcomes, and sports tourism indicators.

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FACILITY RECOMMENDATIONS AND PERFORMANCE RANGES

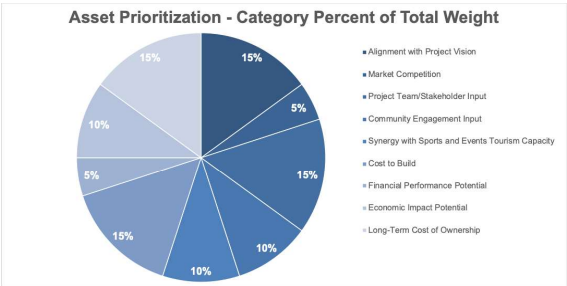
ASSET PRIORITIZATION MATRIX

To support the long-term (8-10 year) goals, SFA utilized a propriety analytical process to determine the prioritization of sports and recreation assets recommended for consideration in the future. SFA's asset prioritization analysis is used by communities across the country to make decisions related to existing facility improvement/expansion and new facility development. The analysis is a data-driven approach that combines research, data, analytics, industry insights/experience, and input from stakeholders, user groups, and residents to prioritize assets and inform recommendations. The data-driven approach used to analyze the asset prioritization focuses on the community need (perceived and data-driven), market opportunity, and financial feasibility of assets to develop recommendations that best fit the City's goals.

Working with the City's project team, SFA identified nine categories to analyze the prioritization of assets and a weighted scoring system for each category for all potential assets analyzed. The weighted scoring system attributes a score in which respective categories carry a spectrum of weight on the total score of each asset. The categories include the following:

- Alignment With Project Vision
- Market Competition
- Project Team/Stakeholder Input
- Community Engagement Input
- Synergy with Sports and Events Tourism
- Cost to Build
- Financial Performance Potential
- Economic Impact Potential
- Long-Term Cost of Ownership

All categories and assets were ranked on a scale of 1-10.



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FACILITY RECOMMENDATIONS AND PERFORMANCE RANGES

SFA analyzed and scored 13 asset types as part of the asset prioritization process. The following table summarizes the recommended prioritization of assets based on the factors considered in this plan and outlined previously. The chart reflects the results of the prioritization analysis including the asset type, weighted score, and recommended priority level. The full prioritization matrix for the assets analyzed has been delivered as an associated document.

Asset	Weighted Score	Priority
Indoor Courts	8.8	High
Outdoor Multi-Purpose Fields	7.2	Moderate
Outdoor Tennis/Pickleball Courts	7.2	Moderate
Walking/Running Trails	7.2	Moderate
Skatepark	7.0	Moderate
Outdoor Baseball/Softball Fields	6.7	Moderate
Meeting/Event Space	5.9	Low
Track and Field	5.2	Low
Indoor Turf	4.8	Low
Outdoor Basketball Courts	4.2	Low
Indoor Aquatics	4.0	Low
Fitness Center	3.9	Low
Outdoor Aquatics	3.1	Low

The process and priority scoring outlined above supported the recommendations for potential future facility development and informed all recommendations for the short-, mid-, and long-term recommended actions within Starkville's 10-Year Recreation Plan.

To restate a central theme of the plan, SFA recognizes the intent of the City to focus on the following outcomes in the short- and mid-term periods of the plan. Specifically, the City should:

- Prioritize low-cost investments that maintain current assets (e.g. pool repairs) and/or improve the participant and spectator experience (e.g., shade structures and restrooms).
- Enhance program-based recreation opportunities to maintain and expand the City's reputation as an active and healthy community known for accessibility and service to residents of all ages.
- Develop and execute partnerships with key allies (e.g., Oktibbeha County, Mississippi State University, the medical sector, etc.) to expand recreation, sports, and wellness services and assets.

SFA recommends that the City continues to identify and consider partnership and funding opportunities on an ongoing basis; if those opportunities create a path to developing new and/or expanding sports and recreation assets in the short- or mid-term future as defined above, SFA recommends completing a detailed financial feasibility study as the first step in determining the viability of the potential development.

FACILITY RECOMMENDATIONS AND PERFORMANCE RANGES

FACILITY RECOMMENDATIONS AND PERFORMANCE RANGES

Based on the preceding information, SFA has created three future facility options to help cast a vision for what new sports and recreation facilities may be prime for development in the future. Because new facilities fit into the long-term (8-10 year) goals of the City, SFA has provided high-level, present-day information to demonstrate future facility options and potential financial performance ranges, as well as economic impact ranges, associated with those options.

OPTION 1: INDOOR SPORTS AND SPECIAL EVENTS FACILITY



Primary Intent: Create a year-round indoor sports and events destination that maximizes sports and event tourism impacts.

Features: 10 Basketball Courts (20 Volleyball, 30 Pickleball); Championship Court and Live Entertainment Event Seating for 4,500; Conference Space

Size: 150,000-200,000 SF; 10-14 Acres

Cost to Build (2025): \$60-80 Million

Annual Financial Performance Range (NOI): \$0 - \$750,000

Annual Economic Impact (Direct Spending): \$30-\$40 million

OPTION 2: OUTDOOR MULTI-PURPOSE FIELD TOURNAMENT COMPLEX



Primary Intent: Expand baseball and softball-based sports tourism capacity while adding capabilities for rectangular fields.

Features: 12 Total Synthetic Turf Fields Accommodating Baseball, Softball, Soccer, Football, Lacrosse, Rugby, and Other Sports at All Ages and Field Sizes

Size: 60-75 Acres

Cost to Build (2025): \$36-48 Million

Annual Financial Performance Range (NOI): -\$360,000 - \$240,000

Annual Economic Impact (Direct Spending): \$36-\$48 million

OPTION 3: COMMUNITY RECREATION AND WELLNESS CENTER



Primary Intent: Expand local sports, recreation, and wellness services with a state-of-the-art recreation center.

Features: Large Fitness Center; Indoor Pool; Indoor Multi-Sport Gym; Multifunction Rooms; Outdoor Pickleball Courts; Connection to Trails

Size: 75,000-100,000 SF; 6-10 Acres

Cost to Build (2025): \$50-70 Million

Annual Financial Performance Range (NOI): \$0 - \$1,000,000

Annual Economic Impact (Direct Spending): \$0-\$5 million

DECISION FRAMEWORK

This decision framework provides a consistent way to evaluate opportunities through 2035 as conditions change. It supports transparent decision-making for elected leadership, clear communication for the public, and a practical tool for staff and SFC to execute. It also includes a fast-track option to accelerate projects when outside funding, partnerships, or grants create a strong opportunity.

STEP-BY-STEP DECISION PROCESS

Step 1. Opportunity intake (one page)

- Project name and location.
- Problem or need it addresses.
- Primary users (residents, visitors, or both).
- Estimated cost range (low, medium, high).
- Potential partners.
- Potential funding sources beyond City funding.
- Operating approach, including who owns it, who operates it, and how maintenance and replacement will be funded.
- Timing considerations, including any deadlines tied to funding or partner commitments.

Step 2. Quick screen (proceed or pause)

- Proceed only if the project aligns with plan goals and community priorities.
- Proceed only if the project has a realistic site path.
- Proceed only if the project has a credible operating and maintenance approach, either through City and SFC delivery, a partner-supported model, or a defined future plan.
- If any item is unclear, pause the project and assign a specific next step to resolve it.

Step 3. Scorecard (consistent, transparent, repeatable)

- Rate each category from 1 to 10.
- Multiply the rating by the weight.
- Add totals for a final score and compare projects side-by-side.

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DECISION FRAMEWORK

Project Scorecard Worksheet

Category	Weight	Rating (1 to 10)	Weighted Score
Alignment with project vision	15%		
Market competition	5%		
Project team and stakeholder input	15%		
Community engagement input	10%		
Synergy with sports tourism	10%		
Cost to build	15%		
Financial performance potential	5%		
Economic impact potential	10%		
Long-term cost of ownership	15%		
Total	100%		

Suggested interpretation for weighted score:

- 7.5 to 10.0: strong candidate. Move forward to funding and feasibility steps.
- 5.5 to 7.4: needs refinement, partner development, or funding strategy improvement.
- Below 5.5: hold for later or stop.

Step 4. Funding and delivery review (confirm it is doable)

- Confirm the funding mix and match requirements, including City, partner, grant, sponsorship, donation, and public-private options.
- Define delivery roles, including ownership, operations, maintenance, and replacement responsibilities.
- Confirm operating impact, including staffing needs, annual costs, and how costs will be funded.
- Complete a risk review that assigns risk owners and confirms safety, schedule, and procurement feasibility.

Step 5. Decision and next actions (four outcomes)

- Advance now: assign lead responsibility, schedule, and budget approach.
- Advance with conditions: require specific items such as partner commitments, matching funds, or site control.
- Hold: re-score during the annual refresh or when conditions change.
- Stop: not aligned, too costly long-term, or too risky.

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DECISION FRAMEWORK

FAST-TRACK OPTION (WHEN OUTSIDE FUNDING CREATES A STRONG OPPORTUNITY)

Fast-track allows the City and SFC to act quickly when outside funding or partnerships make a project unusually achievable, while still protecting long-term sustainability. A project qualifies for fast-track only if it meets all three triggers.

- Funding trigger:** outside funding covers a meaningful share of costs, a partner commits capital or major in-kind support, or a funding deadline requires action within a set window.
- Priority trigger:** the project score is 7.5 or higher, or the project clearly addresses a top community priority with demonstrated demand.
- Sustainability trigger:** the operating plan is realistic, long-term maintenance and replacement funding is identified, and partner roles are documented in writing, even if early.

If all three triggers are met, proceed to "validation sprint" aimed at progressing the project as expeditiously as possible. Validation sprint deliverables should include:

- Confirm scope and site fit.
- Confirm the operating plan and staffing approach.
- Prepare feasibility and funding packages, including partner commitments and grant materials.

ANNUAL REFRESH AND REPORTING

- Re-score priority projects annually using the same scorecard.
- Publish a simple annual update that lists projects advanced, held, or stopped, along with clear reasons for decisions.
- Report results that matter to residents and decision makers, including maintenance responsiveness, participation, satisfaction, and sports tourism performance.
- Maintain a shelf of ready-to-fund projects so the City and SFC can move quickly when funding opportunities appear.

SUMMARY

This action plan and decision framework convert the 10-Year Recreation Plan goals into practical steps that strengthen what is already working, improve asset quality and resident experience, and grow capacity through partnerships and funding readiness. SFC's role as the City's outsourced Parks and Recreation provider remains central to execution, including service delivery, access expansion, facility and program management, and sports tourism performance. Together, these tools help Starkville protect existing investments, confidently prioritize opportunities, and accelerate high-value projects when outside funding creates a clear path forward.

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CONCLUSION AND NEXT STEPS

Starkville has an established foundation of parks, programs, and sports tourism assets that serve residents and generate regional visitation. This plan builds on that foundation by prioritizing asset quality, resident experience, and funding readiness so the City and its partners can move confidently, protect existing investments, and accelerate opportunities when conditions align.

WHY THIS MATTERS

- Quality, well-maintained assets increase participation, reduce long-term costs, and protect public investments.
- Clear priorities and transparent decision-making strengthen trust with residents and support consistent, accountable execution.
- Sports tourism and community recreation can work together when facilities, maintenance, scheduling, and programming align.
- Funding readiness positions Starkville to compete for grants, partner capital, and state and federal programs as opportunities emerge.

NEXT STEPS, FIRST 90 DAYS

The first step is to translate the plan into a simple annual work program, with assigned owners, timelines, and performance measures.

Workstream	Primary actions	Deliverables
Asset maintenance and renewals	Confirm asset inventory, define preventative maintenance schedules, standardize work orders, and identify priority repairs.	Asset list with condition notes. Preventative maintenance calendar. Work order intake and closeout rules.
Resident experience quick wins	Identify low-cost upgrades by site, focusing on pool repairs, shade, restrooms, seating, signage, and accessibility.	Top 10 quick win list with budget ranges and schedule.
Programs and access	Complete a program portfolio review and set targets for participation, satisfaction, and cost to deliver.	Program scorecard. Recommended adds, redesigns, and pauses.
Trails and connectivity	Confirm near-term trail segments, sidewalk and crossing needs, and rail-to-trails readiness steps.	Trail priority map list. Partnership and grant targets for each segment.
Sports tourism and scheduling	Confirm annual tournament targets, field and court scheduling standards, and customer service expectations.	Annual event calendar targets. Booking and scheduling playbook.
Partnership and funding readiness	Stand up the ready-to-fund project shelf and confirm priority partners for 2025.	One-page project sheets for priority items. Partner outreach list and cadence.

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CONCLUSION AND NEXT STEPS

NEXT STEPS, YEAR 1

- Adopt and publish a one-year implementation plan. Include the top maintenance priorities, quick win improvements, program changes, and trail actions for the next 12 months.
- Launch an annual performance snapshot. Report a small set of measures, such as maintenance responsiveness, participation, satisfaction, and sports tourism indicators.
- Formalize partnership agreements. Focus on shared-use, programming partnerships, and capital cost-sharing opportunities with priority partners.
- Use the decision framework to evaluate any new opportunities. Re-score projects annually and keep a shelf of ready-to-fund projects.

WHEN TO ADVANCE LARGER PROJECTS

If the City identifies meaningful outside funding or a committed partner for a capital-intensive project, the plan recommends completing a detailed feasibility study as the first step to confirm scope, operating impact, and long-term sustainability before proceeding.



Aerial View of Current Terminal



Starkville-Bryan Field

1

New Terminal Building Road Side



Starkville-Bryan Field

2

George M. Bryan Field Starkville, Mississippi New Terminal Complex

PROGRAM NARRATIVE

The City of Starkville, Oktibbeha County and Mississippi State University collectively share in the operation of George M. Bryan Field. The City of Starkville is the legal custodian of the airport property and serves as the sponsor and administrator for all grants received for airport maintenance and development.

For decades the need for a terminal building have been recognized, but air-side projects to comply with revised FAA design standards and better serve the increasing volume of turbojet operations have consumed all of the Airport Improvement Program (AIP) funding available. Land was recently acquired allowing initiation of a project to extend the runway and parallel taxiway by 1,000 feet, replace dated runway edge lighting and overlay the existing runway. The total cost of this project is estimated to be \$14,000,000. The first of four construction phases began in 2024. Completion of this project will require all of the AIP funding available to George M. Bryan Field through at least 2027.

In 2021 a Bipartisan Infrastructure Law was passed that allocated \$5 billion over five years for construction of and improvements to airport terminals and air traffic control towers. A portion of the \$1 billion available each year was set aside for general aviation terminals. The funding for general aviation terminals is restricted to terminal buildings and access roads. The funding may not be used for street-side parking or air side ramp development.

The New Terminal Complex for George M. Bryan Field will be funded in two phases. Phase 1 will be the terminal building and access road. Phase 2 will consist of the terminal parking lot and ramp expansion to extend the existing ramp to the terminal building.

The components and probable cost of each of the phases are as follows:

Phase 1 Components

Terminal Building	\$8,307,600
Access Road	\$ 490,000
Phase 1 Subtotal	\$8,797,600

Phase 2 Components

Terminal Parking	\$ 660,000
Ramp Expansion	<u>\$2,844,000</u>
Phase 2 Subtotal	\$3,504,000

Total Terminal Complex Project \$12,301,600

A description of funding sources for each phase follows.

PHASE 1 FUNDING DESCRIPTION

ATP-BIL Grant	\$7,173,900
Local Funds ATP-BIL Grant Match @ 5%	\$ 377,600
Local Funds – Ineligible Space @ 15%	<u>\$1,246,100</u>
Total Phase 1 Project	\$8,797,600
Subtotal Local Match (18%)	\$1,623,700

Local Match Funding Options

City/County/MSU Joint Funding	
Legacy and/or SMIF MDOT Multimodal Grant(s)	
Other	

3

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PHASE 2 FUNDING DESCRIPTION

Phase 2 Probable Cost	\$3,504,000
<u>Existing</u> 2024 MDOT Multimodal Grant (Local Match = \$10,115)	\$ 202,300
Remainder to be Funded	\$3,302,000

Funding Options

Existing Final 2 Years of FAA/BIL Grants \$620,000
(Local Match = \$30,000)

ARC Grant

New MDOT Multimodal Grant Program (SMIF)

Legacy MDOT Multimodal Grant Program

Reimbursement Through FAA AIP Program

Starkville-Bryan Field

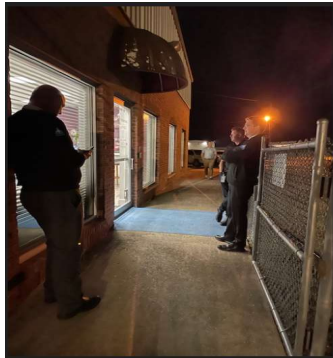
Current Lobby



Starkville-Bryan Field



No more room for pilots to rest during events



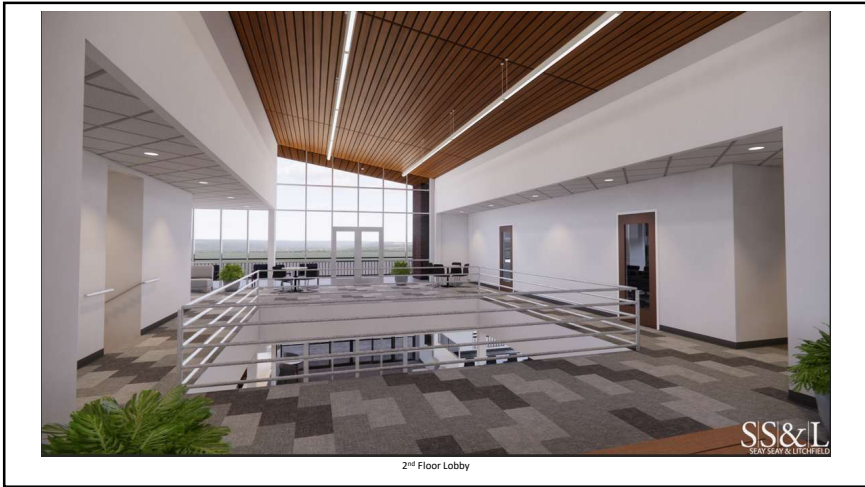
New Terminal Building Ramp Side



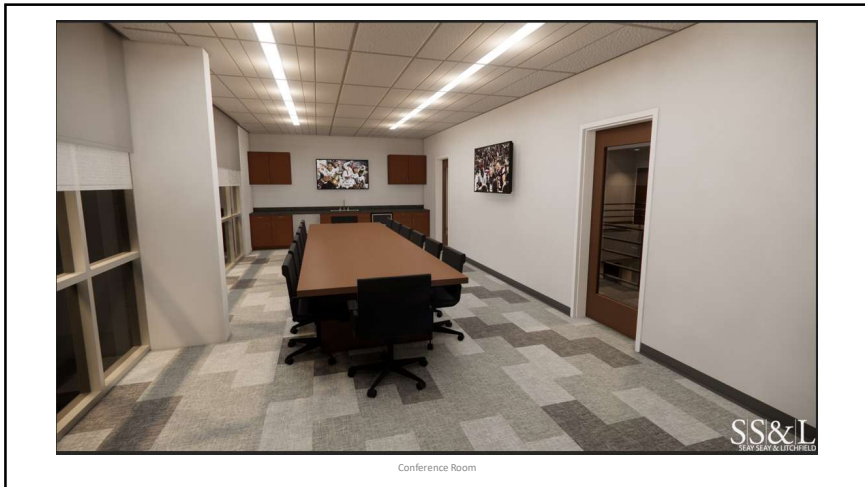
Starkville-Bryan Field



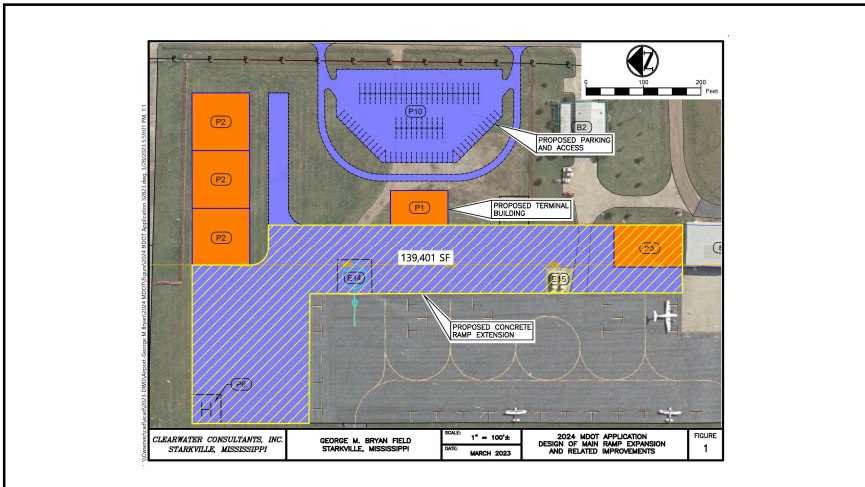
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New Terminal Building Use

- Welcome air travelers flying to Starkville for MSU sporting events as well as academic and cultural events at the University.
- Accommodate business travelers by offering conference rooms, lounge areas and other amenities commonly afforded by similar airports.
- Provide a respite for the pilots bringing the aforementioned passengers to the Starkville-Bryan Airport.
- Offer to the public, meeting spaces for non-aviation activities.
- Provide adequate space for FBO Operations and customer service.

Starkville-Bryan Field

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Benefits to MSU and the Community

- Bring about a 1st impression of the Starkville-Bryan Field Airport and the community that will rival any SEC school airport to all visitors!
- Show the parents of prospective MSU students, candidates for MSU hires, and area business developers the commitment we have to quality and excellence here in Starkville, MSU, and Oktibbeha County.
- Allow for MSU and the opposing teams student athletes to enjoy a weather-tight and comfortable environment while waiting to board their charter aircraft. And provide an adequate area for FAA/TSA required passenger screening before boarding.
- Help recruit top-notch businesses to Starkville.

Starkville-Bryan Field

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Fuel sales drive operations of the Airport

- Typical fuel sales during SEC football game weekends average \$40,000
- We sold \$50,000 worth of fuel during the Texas vs MSU weekend
- Non football weekends average approximately \$3,000 in fuel sales
- We have averaged roughly \$1,100,000 in fuel sales annually over the past 3 years at a 30% gross margin.
- Our fuel costs fluctuate with the price of oil. Since we are currently in a period of low to moderate oil prices; our fuel sales price has been reasonable for the flying public.

Starkville-Bryan Field

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**THERE WILL BE A WORK SESSION OF THE
MAYOR AND BOARD OF ALDERMEN ON
FRIDAY, FEBRUARY 13, 2026**

**AT 11:00 AM IN THE STARKVILLE CITY HALL
LOCATED AT 110 WEST MAIN STREET
IN THE SECOND FLOOR CONFERENCE ROOM**

The public and media are invited to attend.

The City of Starkville is accessible to persons with disabilities. Please call the ADA Coordinator at (662) 323-2525 ext. 3119, in advance for any services requested.