



Economic Development Commission
Regular Meeting Agenda
Thursday, August 26, 2021, 6:00 PM
City Hall, Lakeland, Tennessee 38002

- I. CALL TO ORDER:
- II. ROLL CALL:
- III. APPROVAL OF MINUTES OF PREVIOUS MEETING:
 1. July 22, 2021
- IV. PUBLIC DISCUSSION:
- V. REPORTS OF OFFICERS AND COMMITTEES:
 1. Update on Planning Activities Development Projects (*Shane Horn*)
 2. Economic Development Report (*Dexter Muller*)
 3. Lakeland Chamber of Commerce Update (*Brittney Buchanan*)
- VI. OLD BUSINESS:
- VII. NEW BUSINESS:
 1. Discussion and possible action on RFQ's for Retail/Commercial Market Research
 2. Discussion on options for Economic Development of the north quadrant of Exit 20
- VIII. ANNOUNCEMENTS:
- IX. ADJOURNMENT:

**ECONOMIC DEVELOPMENT COMMISSION
MEETING MINUTES
THURSDAY, JULY 22, 2021, 6:00 PM
CITY HALL, LAKE LAND, TN.**

I. CALL TO ORDER: The meeting was called to order by Chairman Joseph Laster at 6:09 p.m.

II. ROLL CALL BY RECORDER:

Keith Acton	Present
Shaun Brannen	Present
Jeremy Burnett	Absent (excused)
Angie Grooms	Absent (excused)
Adam Henry	Absent (excused)
Alan Johnson	Present
Commissioner Wesley Wright	Present
(C) Joseph Laster	Present

Others present:

Shane Horn, City Manager
Dexter Muller, Development Consultant

For the record: Commissioner Gonzales was present in the audience.

III. APPROVAL OF MINUTES OF PREVIOUS MEETING:

Mr. Acton moved to approve the regular meeting minutes of June 3, 2021, seconded by Mr. Brannen.

Motion passed unanimously, voice vote, 5 in favor 0 against.

IV. PUBLIC DISCUSSION: None

V. REPORTS OF OFFICERS AND COMMITTEES:

- Update on Planning Activities/Development Projects – Presented by Shane Horn
- Economic Development Report – Presented by Dexter Muller
- Lakeland Chamber of Commerce Update – Update given by Commissioner Wright.
- Review of RFQ for Retail/Commercial Market Research

Mr. Brannen moved to send the RFQ out to the companies listed and post on the website, seconded by Mr. Acton.

Motion passed unanimously, voice vote, 5 in favor 0 against.

- BOC/EDC/Lakeland Chamber Combined Meeting Discussion.
(Discussion only, no action taken)

ECONOMIC DEVELOPMENT COMMISSION
MEETING MINUTES
THURSDAY, JULY 22, 2021, 6:00 PM
CITY HALL, LAKELAND, TN.

VI. **OLD BUSINESS:** None

VII. **NEW BUSINESS:** None

VIII. **ANNOUNCEMENTS:** None

IX. **ADJOURNMENT:**

There being no other business to consider Mr. Acton moved to adjourn the meeting, seconded by Commissioner Wright. **Motion passed unanimously, voice vote, all in favor (5-0).** The meeting was adjourned at 6:52 p.m. on Thursday, July 22, 2021.

Alan Johnson, *Secretary*

ATTEST:

Debra Murrell, *City Recorder*



These minutes were approved Thursday, August 26, 2021, and constitute an official public record of the City of Lakeland, duly recorded and filed in the Minute Book of the City of Lakeland.



**REQUEST FOR QUALIFICATIONS
FOR
CONSULTING SERVICES
RETAIL/COMMERCIAL MARKET RESEARCH**

**CITY OF LAKELAND
ECONOMIC DEVELOPMENT COMMISSION
10001 U.S. HIGHWAY 70
LAKELAND, TN 38002**

City of Lakeland, Tennessee
Economic Development Commission
Request for Qualifications
Market Research Services
July 26, 2021

Request

The City of Lakeland, the Lakeland Economic Development Commission and the Lakeland Chamber of Commerce desire to secure the services of a professional consulting firm to assist in its economic development strategy to solicit commercial development in the City of Lakeland, Tennessee. The Lakeland Economic Development Team has undertaken various initiatives to encourage property owners to develop property, offer their sites, and complete the entitlement process in an effort to prepare the City for recruitment of new commercial development.

The next step is to solicit assistance of a consulting firm in pairing the City's assets with interested retailers and commercial developments. The City is particularly interested in both fast casual and dine in food establishments, professional services, office equipment and supplies, and other similar uses.

Background

The City of Lakeland currently has a population of approximately 12,600 and is a growing suburb of Memphis bisected by Interstate 40 in Shelby County, Tennessee. The City has been a highly desirable residential community with median income of \$102,785 (95% higher than Tennessee average). Median property value is \$249,700 and new homes are typically valued in the \$400,000-\$500,000 range. (See website [Lakeland, TN - Official Website | Official Website \(lakelandtn.gov\)](http://lakelandtn.gov))

The City has used various tools such as Tax Increment Financing to encourage development and two key projects have resulted: The Lake District (160+ acres and \$400 million mixed use development) and Lakeland Commons (an \$80 million dollar, mixed use and governmental center).

Anticipated Scope of Work

Task 1.0: Define market area and review/update demographic profile

Task 2.0: Prepare analysis of commercial and retail development profile, including gaps in the market

Task 3.0: In cooperation with City Economic Development Team, identify target commercial businesses with company profiles

Task 4.0: Align desired commercial establishments with corporate location criteria

Task 5.0: Prepare a lists of companies and contacts to approach about a Lakeland location

Task 6.0: Assist in preparation of materials to send to target prospects

Task 7.0: Provide access to analytical tools to allow the City team to conduct analysis in house

Required SubmittalExperience of Company

Profile of company experience in areas of demographic analysis, market research, retail analysis, assisting companies and local governments in commercial development location analysis and recruitment, and associated economic development strategies.

Experience of Team Members

List anticipated team members and experience of the team in the areas of expertise required to perform the tasks identified above.

Submit To:

Shane Horn
City Manager
City of Lakeland
10001 U. S. Highway 70
Lakeland, TN 38002

Submit (1) Electronic Copy by August 20, 2021 by 5:00 p.m. CST

Inquiries

For further information on this RFQ contact:

Shane Horn
shorn@lakelandtn.org
901-867-5405

Dexter Muller
dextermuller@comcast.net
901-275-4803

Consultants Contacts

Buxton - <https://buxtonco.com>

PLATFORM OVERVIEW

Intelligent Economic Development

Analyze

- Use mobile data to understand consumer patterns
- Evaluate custom areas, districts or points
- Understand true trade areas based on visits
- Measure the impact of events

Attract

- Identify the best brands for your community
- Send compelling analyses to target brands
- Compare and match any location to your selected brand
- Present easy to understand results

Retain

- Measure and track visit volumes to local businesses
- Help local businesses understand their customers
- Reveal trends over time & as recent as 72 hours ago
- Analyze cross-shopping and co-tenants

Grow

- Center your development strategies around data
- Use unbiased, third-party data to tell your story
- Inform marketing to create measurable results
- Gain a holistic view of community dynamics

Retail Coach - <https://theretailcoach.net/>

Since 2000, we have provided the research, relationships, and strategies needed to drive new retail developments.

We are a national retail consulting, market research and development firm that combines strategy, technology, and creative expertise to develop and deliver high-impact retail recruitment and development strategies to local governments, chambers of commerce and economic development organizations. Through our unique Retail 360® process, we offer a fully customized system of products and services that better enable communities to maximize their retail development potential.

21+

Years

of Experience

650+

Clients Served

Throughout the U.S.

40 States

We've Worked in

40 States

90%+

of Clients Hire

Us Multiple Times

NaviRetail - <https://www.naviretail.com/>

WHO WE ARE

NaviRetail was founded to properly direct and assist communities who seek to expand their retail base. In our experience, we have seen communities try to accomplish this alone and many times, it proves unsuccessful. Enter NaviRetail.

The retail recruitment industry is changing at a very fast pace. Going blindly after retailers can not only be ineffective, but possibly even detrimental. By hiring NaviRetail, you can expect to be represented in the most attractive yet honest fashion.

To us, possessing accurate data is paramount. Too many of our past clients have been led in the wrong direction simply because the data did not support their objective. We pride ourselves on being able to offer you targeted and accurate data.

The retail industry is constantly evolving and by hiring us, rest assured you'll always stay ahead of the game.

WHAT WE DO

We believe in having a plan and setting goals. Without this, everything in this industry is an ineffective scattershot. NaviRetail can help you develop and implement this plan. Each one is hand-crafted just for your community.

Once your community has agreed upon the plan, we teach you how to begin implementation. This is where our experienced educators come on board. During your workshop, we take you step by step through the process.

Questions and concerns are our specialty. During the retail workshop, you will have the opportunity to learn all about the retail process. This is your chance to really learn what this industry entails and how to achieve the goals you have set for your future retailers.

WHY WE DO IT

For years, we've worked in cities that had ample potential, but no direction in how to achieve this potential. We've also seen our competitors work in these same communities and then leave them exactly the way they found them. This is something we desire to change.

We want to show you the retail potential your city has, and also allow you the opportunity to work together with us during the process. This is the part of our job that we love the most. Developing relationships and working directly with communities is the key element to success.

With your specific goals in mind, we can use our proven methods to attract the retailers that your stakeholders want and need.

Success in expanding your retail base is our goal, and we're 100% committed to helping you achieve it.

*I have been impressed with the urgency of doing. Knowing is not enough. We must apply. Being willing is not enough. We must do. —
Leonardo da Vinci*

Retail Attractions - <https://www.retailattractions.com/>

RETAIL ATTRACTIONS SERVICES

*Retail Attractions provides a wide range of economic development services.
To find out more about these services, select the option that best matches your project.*

ECONOMIC AND RETAIL DEVELOPMENT

MUNICIPAL INFRASTRUCTURE

Retail Attractions, LLC provides general municipal consulting services to growing communities. These are some of the services that are provided to clients.

- Development of local or regional comprehensive plans
- Development of water, storm water and sewer master plans
- Development of transportation / traffic flow master plans
- Development of technology master plans
- Development of zoning master plans
- Development of parking, lighting, sign, and landscaping ordinances
- Advise and assist city governments with annexation efforts
- Consult and advise municipal stakeholders about potential public / private partnerships

Real sustainable economic development must be holistic and include a full spectrum of considerations. In healthy communities, thought must be given to residential development, job creation, delivery of educational and medical services, and the infrastructure that is foundational to growth overall. Retail Attractions, LLC can help develop a plan to grow your community with a well-planned and strategically designed program.

Contact us today at (918) 376-6707 to begin the journey to healthy economic growth.

RETAIL AND RESTAURANT SITE SELECTION

DEMOGRAPHIC DATA AND MARKET ANALYSIS

STRATEGIC PLANNING

AERIAL PHOTOGRAPHY

CITY AND COMMUNITY WEBSITE DESIGN

If your project doesn't fit into one of these categories, [contact us](#) to arrange a consultation.



Response to RFQ for

Consulting Services – Retail/Commercial Market Research

buxton[®]

Prepared by: Robb Miller
Due Date: August 20, 2021 by 5PM CST

1. Anticipated Scope of Work

Thank you for allowing Buxton the opportunity to respond to your Request for Qualifications. As our response demonstrates, we can offer the City of Lakeland, TN ("Lakeland") a comprehensive solution that will improve both the efficiency and effectiveness of your community's retail development efforts. Our solution will assist you in preparing and implementing business recruitment strategies while addressing the following business objectives:

Task 1.0: Define market area and review/update demographic profile

Buxton will enable the Mobilytics application in the Buxton Platform, which will allow you to type an address, browse for locations, or add a polygon to define your market area. Once the market area is defined, users can run reports, which include a profile summary of visitors observed in that area. The profile goes beyond demographics to understand the lifestyles of visitors based on household-level psychographic data.

Task 2.0: Prepare analysis of commercial and retail development profile, including gaps in the market

Buxton will enable the Match and SCOUT applications within the Buxton Platform. Match allows users to compare a commercial or retail location to a brand's existing locations based on customer potential and current customer observations using proprietary mobile data processes. The results include an interactive report with consumer profile metrics.

The SCOUT application includes standard reports, such as the retail leakage report. This report provides an estimate of retail dollars flowing into or out of the trade area. It calculates a sales gap index that provides an estimate of the dollars spent outside the trade area (leakage) and the number of dollars coming in from outside the trade area (surplus), as well as a relative comparison of leakage/surplus, allowing you to identify gaps in the market.

Task 3.0: In cooperation with City Economic Development Team, identify target commercial businesses with company profiles

The Match application allows users to select which brands or brand categories they want to study from a database of thousands of retailers, restaurants, and consumer services brands.

Task 4.0: Align desired commercial establishments with corporate location criteria

With the Match application, users select their desired brand(s) or brand category to analyze against their designated site as well as the square footage and time period.

Task 5.0: Prepare a list of companies and contacts to approach about a Lakeland location

Lakeland will be able to identify a list of potential companies to recruit using the Match application.

Task 6.0: Assist in preparation of materials to send to target prospects

The output of the Match application is an interactive report that includes a match score, consumer visit volume metrics for the benchmark locations, and consumer profile metrics. This report can be shared with prospects via digital links or exportable summaries.

Task 7.0: Provide access to analytical tools to allow the City team to conduct analysis in house

Buxton will provide Lakeland with the Economic Development Package, which includes the SCOUT, Match, and Mobilytics applications in the Buxton Platform.

2. Experience of Company

Since our founding in 1994, Buxton has been a leading force in retail site selection and development. We are recognized for creating solutions that provide results. Buxton began as a service to help retailers make informed site selection decisions by understanding their customers and precisely determining their markets. Buxton soon realized that the company's expertise in retail site and market analysis could also be leveraged to benefit communities desiring retail expansion. In 2002, our public sector division was launched.

Since we launched the public sector division, communities have achieved outstanding success using our tools for retail identification, selection, and recruitment. Clients not only benefit from Buxton's unique understanding of site selection from the retailer's point of view, but they also benefit from our powerful technology that empowers community leaders with data visualization, reporting, and tools to guide their strategic decision-making processes.

Over the course of 27 years, hundreds of communities have partnered with Buxton in their strategic plans to increase tax revenue and attract retail to underserved areas. We have provided retail recruitment solutions, market research, and other services similar to the scope of work outlined in this RFQ response for the following clients:

- Spartanburg, SC
- Greenville, SC
- Cleveland, NC
- Outer Banks Visitors Bureau
- Hickory, NC
- Cabarrus, NC
- Kingsport, TN
- Sevierville, TN
- Greenville, SC
- Williamsburg, VA
- McAllen, TX
- Augusta, GA
- Delaware Division of Libraries
- One East Kentucky
- Evansville, IN
- Westfield, IN
- Westland, MI
- New Bedford, MA
- Montgomery County, OH
- New Orleans Business Alliance
- Norristown, PA
- OneSpartanburg Inc.

Below are a few case studies that highlight Buxton's experience, but we also encourage Lakeland to visit www.buxtonco.com/learn/case-studies for details on some of the other communities we have helped achieve success.

Fulshear, TX

In the early 2000s, the historically rural City of Fulshear began to experience rapid population growth as affluent Houston residents flocked to the city. Faced with growth of 700% in 14 years, city leaders realized they needed to create a vibrant shopping and dining sector that matched the lifestyles of residents. Buxton completed an assessment for the city, helping Fulshear understand the shopping and dining preferences of its residents, as well as the retailers and restaurants that were likely to succeed in the city. Fulshear quickly integrated the information into its marketing materials and presentations to educate developers about the opportunities available in the city. As a result, economic development leadership was able to sell an entire corridor of new retail development, including two grocery stores, Starbucks, Children's Lighthouse, Orange Leaf Yogurt, Community Coffee Shop, a well-known upscale restaurant, and several clothing and shoe retailers.

Waxhaw, NC

The Town of Waxhaw is a friendly, vibrant town with rich history. Located just south of the City of Charlotte, Waxhaw is growing quickly and has an affluent residential base. As the town grows, one of its challenges is creating a sustainable tax base that's not purely reliant on residential development. In 2015, Waxhaw decided to partner with Buxton to integrate analytics into its retail development process. A key success in Waxhaw's partnership with Buxton is the recruitment of Dunkin' Donuts. Waxhaw's team used Buxton's SCOUT application, a geospatial analytics tool, to conduct a comparison of Waxhaw's proposed site and other similar Dunkin' Donuts sites in the region. The reports clearly demonstrated that Waxhaw meets Dunkin' Donuts' trade area criteria and the company enthusiastically agreed to move forward with a site in Waxhaw's newest development. With Dunkin' Donuts onboard, the shopping center's broker was able to leverage that momentum to accelerate commitments from both Jersey Mike's and East Coast Wings & Grill. The Dunkin' Donuts location is expected to generate \$4,000-\$6,000 in property taxes per year for the town, with the entire new 12,000 sq. ft. center bringing in approximately \$12,000 per year in property taxes. Waxhaw's city management credits Buxton with helping the city to target its outreach more efficiently, set and manage expectations better with their community, access game-changing analytics, and gain more control over its future.

Visit Frisco

In 2018, the City of Frisco, TX, one of the fastest growing cities in the country, wanted to better understand their visitor population. They conducted multiple economic impact studies looking for answers. Though they discovered that nearly 45% of the \$2.1 billion in visitor spending went towards retail, they still didn't understand who their visitors were, where they came from, and where they like to go when they visit. Visit Frisco found the answers to their questions with Buxton. Buxton studied Frisco's visitor trade area to identify both day-trippers and overnight guests using location analytics derived from mobile data. The analysis was the first step in producing an economic development strategy and prompted Visit Frisco to join forces with the Frisco Economic Development Corporation to attract economic and entertainment venues for their citizens and visitors. This collaborative effort led to the development of Music Street Frisco – an indoor and outdoor live music venue – which is projected to open between fall 2021 and spring 2022. The analysis also informed Visit Frisco's marketing efforts to attract more overnight visitors.

Kingsport, TN

The City of Kingsport's economic development department knew it could not take the wait-and-see approach to acquiring new retail business. A cycle of repeated attempts and failure to convince retailers and developers to invest in Kingsport led the city to contact Buxton for answers. Buxton data helped the City of Kingsport (population approx. 52,962) understand which types of retailers would best fulfill the needs of its citizens and which specific retailers offered the best fit for the city's planned developments. Kingsport also used Buxton's Leakage/Surplus Analysis report to show potential retailers and developers which retail sectors are being underserved in the trade area. With Buxton involvement, the community experienced great success in acquiring new retailers, including Ashley Furniture, Old Navy, Hobby Lobby, Panera Bread, Starbucks, and Kohl's. In the 2014 fiscal year, sales tax revenues neared a six-year high, and city management credited Buxton's data for convincing many other national and regional retailers the area was the right fit for them.

3. Experience of Team Members



Chris Briggs, *Senior Vice President – Product Operations*
cbriggs@buxtonco.com

In his role as senior vice president, Chris Briggs leads cross-functional initiatives that support Buxton's work in product development and product experience. Since joining the company in 2003, Chris has held leadership positions in operations, product development, marketing, client experience, and sales – including as a consultant to Buxton's retail and healthcare clients. He has been a featured speaker at Dartmouth's Tuck School of Business and the Texas A&M Mays School of Business.

Chris is actively involved in the business and educational community. He has been an adjunct instructor at the TCU Neeley School of Business MBA program, coordinated the Buxton Challenge at the Wharton Customer Analytics Initiative and Texas A&M University, served on the advisory board for the International City/County Managers Association, contributed to the Harvard Business Review, and served on the board of the University of North Texas College of Liberal Arts and Social Sciences (CLASS). He received a bachelor's degree in geography from the University of North Texas and continued executive education from Southern Methodist University. Chris has been recognized by the UNT College of Arts and Sciences as an Outstanding Alumnus.



Lee Ann Slaughterbeck, *Head of Product Experience*
lslaughterbeck@buxtonco.com

As the head of product experience, Lee Ann oversees Buxton's team of technical support and training professionals all charged with enhancing our customer's product experience.

Lee Ann joined the Buxton team in 2021. Prior to her work at Buxton, Lee Ann worked at Omniplex and Sales Partnerships, Inc. She graduated from Miami University with a Bachelor of Science degree in accounting.



Sean Davis, *Product Experience Specialist*
sdavis@buxtonco.com

As the lead product experience specialist for Buxton's product experience team, Sean supports clients with all educational, functional, and technical inquiries regarding the Buxton Platform. From onboarding to ongoing support, Sean ensures clients maximize the platform's full potential.

Sean joined the Buxton team in 2014. He graduated from the University of Texas at Arlington with a Bachelor of Science degree in economics.



Robb Miller, *Vice President of Public Sector Sales*
rmiller@buxtonco.com

As Vice President of Sales for Buxton's public sector division, Robb leads the firm's public sector sales team. The team advises municipalities on economic development initiatives through consumer analytics. Prior to stepping into his current leadership role, Robb worked directly with communities across the United States to identify opportunities to leverage analytics to solve retail recruitment and other economic development challenges.

Robb joined Buxton in 2014. He holds a bachelor's degree in history from Texas Christian University.



Phillip Crow, *Senior Vice President of Product Development and Strategy*
pcrow@buxtonco.com

In his role as senior vice president of product development, Phillip Crow enables business growth through the identification, incubation, development, and implementation of strategic plans to increase revenue and profitability through product and process.

Phillip has been with Buxton since 2005 and has held multiple positions such as director of finance, director of shared services (IT, Admin, Finance), and vice president of business development.

Phillip received his bachelor's degree from Texas Christian University with a major in finance and a minor in economics.



Jeff Jordan, *Vice President - Systems Engineering*
jjordan@buxtonco.com

Jeff Jordan is Buxton's vice president of systems engineering at Buxton. In this role, he is responsible for the development and evolution of Buxton's proprietary analytics platform. Jeff joined Buxton in 2014 as a predictive analyst. During his tenure at Buxton, Jeff has managed the Buxton data integration team, as well as the analytical innovation team.

Prior to joining the company, he worked for Best Buy for more than 10 years and held multiple Geek Squad territory sales leadership roles. Jeff holds a Bachelor of Science degree in economics from the University of North Texas.

Once you have engaged Buxton to work with you, our team will guide you through the onboarding process. The Economic Development Package also includes one live training session (up to 1 hour), which will be recorded and available throughout the duration of your contract term; account set up; access to our SCOUT Support Team during normal business hours (8 a.m. to 5 p.m. Central Time); access to live chat; and access to our knowledge base and training materials within SCOUT.



retail strategies

Retail Development Services

CITY OF LAKELAND, TENNESSEE

Strictly Private and Confidential

Pricing Valid for 90 Days



retail strategies .com



info@retailstrategies.com
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2200 Magnolia Ave, Suite 100
Birmingham, AL

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Background

Retail Strategies, founded in 2011, is the national expert in recruiting businesses on behalf of communities. Retail Strategies exists to give communities across the United States an advantage in attracting businesses. Our mission is to provide the real estate expertise, tools, and human effort that position deserving towns as alluring locations for national businesses.

With confidence, we pursue this mission by delivering unparalleled customer service as a unified team with unmatched real estate expertise. Attracting new retail to a community is a complex, connection critical, and time-consuming endeavor. We give communities the option to outsource retail recruitment services to well-connected, experienced, and licensed retail real estate professionals. Our activities pay a return in sales taxes, added jobs, and businesses that enhance and add to the unique qualities of your community.

For our Client communities, we identify and aggressively execute a tailored strategy to attract new retailers, restaurants, and hotels. We attend more than ten ICSC and RetailLive! retail real estate trade shows across the country to meet with industry professionals to showcase opportunities.

Our Beliefs

Much of our success is the result of our shared beliefs. These truths drive our team every day and remind us that the citizens of every client community are the true beneficiaries of our efforts.

We Believe

...every community deserves a place for neighbors to catch up over a cup of coffee

...it takes a community to build a community, and every client, partner, broker, developer and retail representative we connect should be treated as our own neighbors

...honesty is our most important asset, and it will pay off for everyone in the long run.





Submittal Letter

From our team at Retail Strategies, thank you for allowing our firm the opportunity to present our service to your community.

Retail Strategies understands and confirms the ability to execute the scope of services outlined within Lakeland. Our team has experience and a track record of success working with similar communities who are seeking to attract retail services to their community.

If given the privilege of being your retail partner, Retail Strategies will work closely with the Lakeland team to enhance business retention, identify Lakeland’s strengths and weaknesses, and leverage those into a retailer’s decision to locate inside the town.

Retail Strategies will serve as an extension to your staff, and our sole focus will be turning Lakeland data and community story into an attractive home for new retail and restaurant businesses.



Lacy Beasley, President
lacy@retailstrategies.com

TNECD Retail Academy Program

Retail Strategies has consulted 97 localities in Tennessee

Current TN National Retail Recruitment Partners

Athens	Jefferson County	Oak Ridge
Bartlett	Johnson City	Portland
Columbia	Lebanon	Giles County (Pulaski)
Cookeville	Martin	Tullahoma
East Ridge		

Lacy Beasley, President of Retail Strategies, is from Tennessee. She graduated from Lipscomb University, worked at the Dickson County Chamber of Commerce and The Shopping Center Group. At The Shopping Center Group, she worked with retailers such as Costco, TJX, PetSmart, Michael’s, Best Buy, Dick’s Sporting Goods, and more for their retail expansion in Tennessee.

She leads a team of 35 employees at Retail Strategies and collaborates with sister company, Retail Specialists, to serve communities in 35 states. Retail Strategies is the only municipal consulting firm in the country with a full service commercial real estate firm in-house. The combination of these two companies empowers Retail Strategies to be the most trusted and well-connected retail recruitment firm in the country.

Beasley has served in volunteer roles with ICSC as At-Large member of the ICSC National Advisory Committee for P3 Retail, PAC Board, AL Government Relations Co-Chair, TN P3 Co-Chair, and Southeastern Conference Co-Chair.

In 2018 Lacy was named to the “Top 40 under 40” by the Birmingham Business Journal (BBJ), in 2019 included in the nationwide “Top 100 Influencers in Commercial Real Estate”, and listed as one of Birmingham’s “Eight Emerging Influencers.” In 2020 BBJ named her as “Top 40 under 40 for the Decade”, “Who’s Who of Commercial Real Estate” and “Women to Watch”. Her articles have been published in Shopping Centers Today, Site Selection Magazine, and AL Retail Federation.



Opportunity in Lakeland



Our team has extensively reviewed the **Lakeland** trade area and identified fast casual and dine in food establishments, professional services, office equipment and supplies, and other similar uses. To be successful working the spectrum of opportunities in **Lakeland**, we will deploy specific strategies that we have successfully integrated in similar communities. Lakeland has a proven track record of working with property owners to expedite entitlements, offer TIF partnership and marketing sties to retails such as The Lake District and Lakeland Commons. Retail Strategies will serve as an extension of your staff to partner on various initiatives resulting in new retail and restaurant growth.

Through our partnership, we will not only identify the key properties, but ensure that these properties visible to targeted businesses and tailored to their site selection criteria to give **Lakeland** the greatest opportunity to capture new business.

In any economic endeavor, it is important to take a “rising tide” approach. We will assess the current retail footprint in **Lakeland** in order to pair the City’s assets with interested retailers and commercial developments.





Scope of Services

DATA & ANALYTICS | REAL ESTATE ANALYSIS | IDENTIFY PROSPECTS |
PROACTIVE OUTREACH

TASK 1: DATA & ANALYTICS

- Define market area and review/update demographic profile
- Identify market retail trade area using political boundaries, drive times and radii and custom boundary geographies
- Mobile tracking data will identify consumer shopping patterns and home locations to define a customized retail trade area
- Analyze community's growth potential through the community analogue market peer analysis and retail gap analysis (i.e. leakage/surplus and market peer cities)

TASK 2 MARKET PROFILE

- Analyze community's retail void by and growth potential through the peer analysis that identifies retailers and restaurants existing in others markets of similar size and make up not yet in Lakeland
- Tapestry lifestyles – psychographic profile of trade area / market segmentation analysis
- Consumer spending pattern reports

TASK 3 TARGET BUSINESSES

- Identification of priority business categories for recruitment and/or local expansion
- Target List of Retailers and Restaurants (minimum of 30)

TASK 4 SITE SELECTION CRITERIA

- Retail Real Estate Analysis performed by Licensed Retail Real Estate Professionals
- Identify and Evaluate priority commercial properties for development, re-development and higher and best use opportunities
- Identify and evaluate competing shopping areas
- Create list of retailers and restaurants not in Lakeland to target for recruitment along with site selection criteria

TASK 5: TARGET COMPANIES FOR PROACTIVE OUTREACH

- Pro-active retail recruitment for targeted zones
- Will customize outreach efforts individually for a minimum of 30 overall retailers, restaurants, brokers and/or developers each year
- Active outreach to industry professionals
- ICSC and Retail Live conference representation- updates provided according to the yearly conference schedule

TASK 6: MARKETING MATERIALS FOR PROSPECTING

- Customized Marketing Guide (four pages) including key demographic criteria, retailers plotted on aerial map, traffic counts, and contact information.
- Key property marketing flyers

TASK 7: ANALYTICAL TOOLS FOR CITY TO CONDUCT IN HOUSE ANALYSIS

- Custom on-demand demographic research – historical, current, and projected demographics – to include market trade areas by radius/drive time, and custom trade area
- Updates on new activity will be provided to Client's designated primary point of contact via Basecamp, telephone, or email on a regular basis
- Trends and outlook resourced provided on a regular basis throughout partnership





TIMELINE

Project Schedule

DAY 1-30

Research and analysis

- Team introductions – you will have 2 full time project managers supported by 25+ additional staff members
- Online Project management platform, Basecamp, set up
- Thousands of demographic variables run and uploaded to Basecamp
- Community Survey to Local Leadership
- Mobile Tracking Data Report conducted and used to customize retail trade area
- Identify market retail trade area using drive times, radius rings and custom trade area
- Perform retail GAP analysis for trade area (i.e. leakage and surplus)
- Conduct retail peer market analysis (other communities of similar size and make up)
- Analysis of potential number of new retail stores by category in relation to the peer markets Pearland can support
- Tapestry lifestyles – psychographic profile of trade area / market segmentation analysis
- Consumer Spending Pattern Reports
- Identification of priority business categories for recruitment and/or local expansion

DAY 30-60

Real estate analysis

- Retail Real Estate Analysis performed by Licensed Retail Real Estate Professionals
- Market visit to identify and evaluate priority commercial properties for development, re-development and higher and best use opportunities. Property inventory created.
- Aerial map with Pearland’s existing retailers and TDOT traffic counts
- Identify and evaluate competing shopping areas and retail nodes

DAY 45 & BEYOND

Retail recruitment implementation // national representation

- Identification of at minimum 45 retail prospects to be targeted for recruitment in the first year of our partnership
- Project specific on-going updates on customized demographic research
- Pro-active retail recruitment for targeted zones
- Active outreach to developers, retailers, franchises, local brokers, landowners and other industry decision makers
- Updates on new activity will be provided to Client’s designated primary point of contact via Basecamp, telephone, or email on a regular basis
- ICSC and Retail Live conference representation- updates provided according to the annual conference schedule
- On Demand Reporting – by partnering with Retail Strategies we become your research arm providing data to our contracting entity as it is requested.
- Frequent Industry Trends and Market Outlook Reports

DAY 60-90

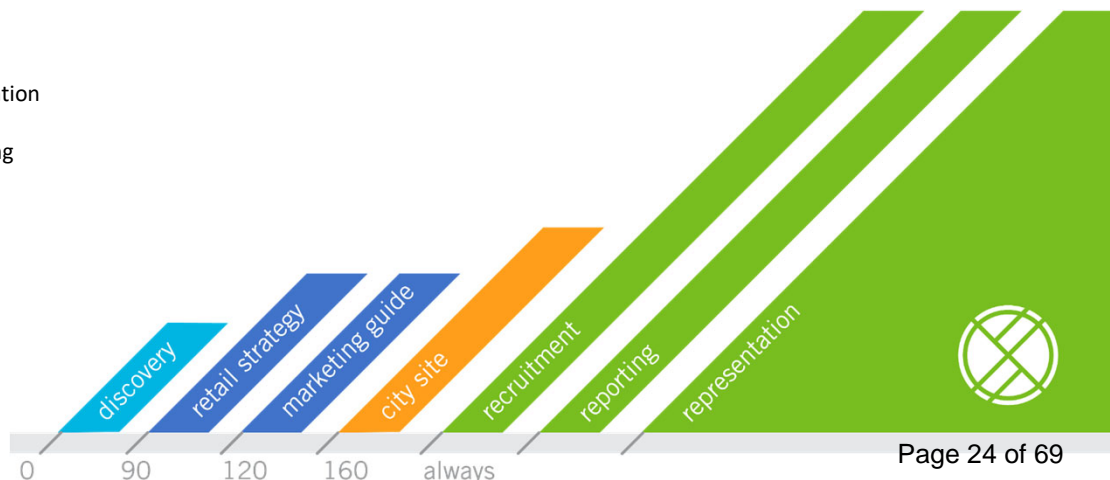
Recruitment plan completed and delivered to Lakeland

- Customized Marketing Guide (four pages) with aerial map and key demographic highlights
- Customized 70+ page plan with research, real estate and top categories for recruitment deliver plan to City

ALWAYS

YOUR ADVOCATE

- Recruitment
- Conference representation
- Reporting
- Research and Marketing





Approach & Methodology



discover

We are an investment for your community.

We believe that every community is unique, so we take time to engage our Client's to understand your story of opportunity to leverage your attributes towards expanding businesses.

Our activities pay a return in sales tax, added jobs, and businesses that enhance and add to the unique qualities of your community.



connect

We make sure your community's story is heard.

As a conduit between communities and national retailers, we ensure that your stories of opportunity, culture, values and people are perfected to resonate with the right retail audiences.

Aggressively taking your communities story and information to expanding businesses, property owners, brokers, developers, and other industry players to create economic growth in your community.



advance

We multiply and enhance your staff.

We work as an extension of your staff, adding specific expertise, and amplifying your efforts and visibility many times over.

Being your partner and consistently providing feedback, answering questions, and solving complex problems to position your market for growth.





Data, Analytics & Market Profile



Discover: Research

The cycle begins with market analysis. We take the deep dive into data, advanced analytics, and proprietary tools developed in-house to uncover and define the potential in your community.

After interviewing dozens of firms, Retail Strategies has assembled a series of data providers that are industry-trusted leaders in analytics. These are the same providers used by the majority of national pharmacy, grocery, and restaurant brands conducting research on your community.

This data source consistently delivers the highest level of accuracy and allows our team to analyze and deliver over 3,365 individual variables (per geography) providing the deepest, most reliable, information possible to our Clients.

Trade Area Identification

By utilizing mobile data collection, data and analytics, and real estate acumen, our team will identify shopping patterns within your community that will answer key questions for retailers.

Real Estate Assets

An in-market study which identifies within the community various opportunities: strategic focus properties, underutilized assets, development zones, and redevelopment zones.

Mobile Data Collection

An industry leading report which utilizes cell phone data to identify the home and work location of consumers that visit a defined shopping area within the community.

Retailer Void Analysis

Identifying businesses that have entered similar communities but have not yet entered your market. This provides an initial list of realistic retail prospects that should be considering your market for expansion.

Psychographic Analysis

Defines the type of consumers in your market by breaking down consumers demographic characteristics, consumer preferences, consumer expenditures, and cultural ideals.

Consumer Expenditures

Drilling down into each retail segment to identify and understand what your consumers spending patterns are.

GAP Analysis

Examining the market supply and market demand within the trade area to uncover the categories of retail being desired by your community.

Peer Community Analysis

Identification and comparison of similar communities to measure your retail base and identify opportunities from a categorical perspective.





Target Businesses & Site Selection



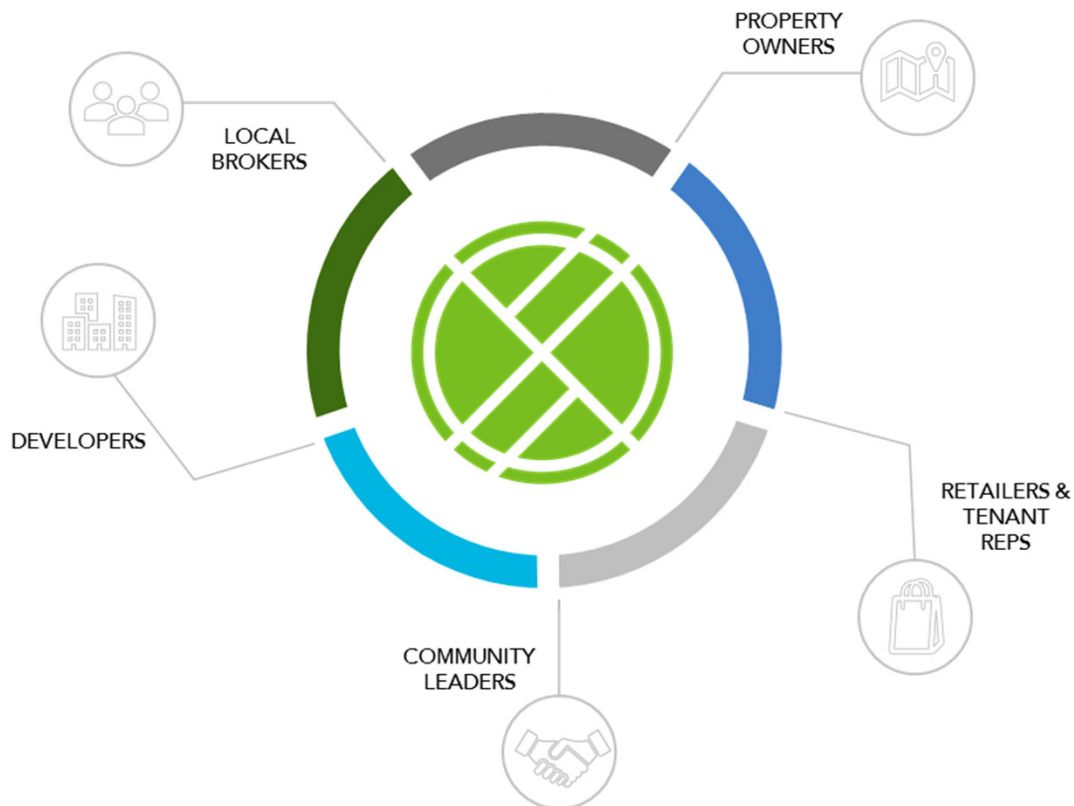
Discover: Real Estate Analysis

Real Estate is the key to every business expansion. Your retail prospect targets each have a unique requirement on demographics and real estate matches. Our team features over 150+ years of retail real estate experience and we utilize our collective experience to provide the most thorough, and creative, assessment of your community.

To accomplish this, we bring our team of retail real estate professionals to your community to uncover your strategic and underutilized real estate assets.

The inventory of properties our team believes is viable for new development, redevelopment highest and best use or vacancies that need to be filled are logged and recorded in our custom software program to be used by your team during the recruitment process.

The information we gather is immediately put to work through making outreach to the property owners, developers, and brokers who represent these properties to learn their goals for the property and how Retail Strategies can assist them on behalf of the community leaders.





Target Businesses & Site Selection



Connect: Retail Recruitment

Retail Recruitment is not an event, it is a process. This is not a study that sits on a shelf or software that goes unused. Your team at Retail Strategies will provide a thorough analysis and strategy throughout our partnership, we will constantly be running new data sets, assessing the changing real estate environment within the community, researching new prospective businesses, assessing retailers changing expansion plans, and responding to the requests of the key players who make transactions happen.

Our Commitment to Success

Retail Strategies is constantly searching for new tools, hiring retail real estate professionals, and covering the Country with outreach to build the best network and service for our Clients. This relentless pursuit of success will position your community for growth today and in the future.





Proactive Recruitment



Connect: Retail Recruitment

This is where the rubber meets the road. This is where we take the information we have collected for your community, package it in the appropriate format, and begin showcasing opportunities in your community. The benefit of partnering with Retail Strategies is that we do not just hand you fancy gadgets and a CRM tool to conduct recruitment, our real estate professionals will conduct every piece of outreach to the appropriate contact on your behalf.

Recruitment

Your team will be reaching out to property owners, brokers, developers, retailers, restaurants, and all other industry players to connect the dots to your market. We utilize the resources we have gathered and will continue to seek additional information throughout our partnership to further define the opportunities in your market. We guarantee customized outreach for 30 retailers to the industry professionals who are decision makers.

Representation

Each year our team attends more than a dozen retail real estate conferences. For Lakeland, the key retail conference include Retail Live!, ICSC Southeast, and ICSC RECON. Retail Strategies attends all of these shows annually and vows to continue to attend to meet with industry leaders and market the opportunities in Lakeland.

At the conferences we will set up and have meetings with targeted retailers, restaurants, brokers, and developers on your behalf. Following the conference you will receive an update on who we met with, what was said, and what our next steps are.





Task 7: Analytical Tools



Advance: Retail Trends & Access

Retail is constantly evolving and changing. Everyday we are processing new information and converting it into insights for our Client Communities. Throughout the life of our partnership, we will continuously provide updates on industry trends and expansion.



retail academy

Your team will have full access to our resource library through Retail Academy. Constant updates are being made regarding current trends, retailer reports, retail real estate 101 education, incentives overview, and more.



research subscription

Retail Strategies invests over \$200,000 annually in data and analytics. Our team will run any report you need at any time throughout the partnership. Rather than your team investing time in learning a software, we handle it for you. Tell us what you need, and we will advise and create the most impactful information to empower you to accomplish the goal of the request. Analytics are a powerful tool. We believe at the end of the day, it's people who make deals happen. Let our team create and advise rather than doing it yourself.



Basecamp[®]

Retail Strategies utilizes Basecamp, a project management and collaboration web platform, to record and store conversations and information shared with our Clients. This platform is username and password protected and keeps our partnership organized.

We understand that your team will adjust and grow overtime and Basecamp allows new members of your team the ability to get up to speed quickly with our efforts.



Investment

Long Term Partnership

This partnership includes an annual opt-out with no penalty. To fully realize the benefits of the investment, three years is suggested to an option to extend after three. The contract is written as an annual agreement with pricing defined for three years of service. The lead time on a real estate transaction is typically 18-36 months. We plan a lot of seeds in year one that come to fruition in years two and three. This design is established to protect your investment. Several communities in Tennessee have been partners with Retail Strategies over seven years. A long-term partnership is the ultimate goal.



retail recruitment

	Three Year Agreement
Total Contract Value	\$140,000
Year 1	\$50,000
Year 2	\$45,000
Year 3	\$45,000

Project fees are due within 30 days of receipt of the invoice.

Retail Strategies is currently partnering with Bartlett, Tennessee. Moving forward with the City of Lakeland Economic Development team will be contingent on Bartlett’s approval or expiration of existing partnership agreement. The existing agreement term will end November 2021.

Should Retail Strategies have the honor of the Lakeland Economic Development team choosing to partner, Retail Strategies will address with Bartlett.





CONTACT INFO

Company Overview

Retail Strategies, LLC

2200 Magnolia Ave South, Suite 201

Birmingham, AL 35205

Phone: [205] 313-3676

Primary SIC: 8742008

Established: 2011

Key Contact & Authorized Person:

Lacy Beasley

President

lacy@retailstrategies.com

Mobile: [615] 330-7987

THANK YOU

On behalf of the entire Retail Strategies team, we want to sincerely thank you for your time and consideration. We appreciate the opportunity to present our services and to reaffirm our interest in partnering with City of Lakeland, Tennessee.





References

**Thad Jablonski**

Assistant City Manager
City of Columbia, Tennessee
(931) 922-8514

tjablonski@columbiatn.com

Partnership Start: 2020

**Melinda Kiefer**

Economic & Community Development Coordinator
City of Cookeville, Tennessee
(931) 520-5226

mkeifer@cookeville-tn.org

Partnership Start: 2015

**Seth Sumner**

City Manager
City of Athens, Tennessee
(405)677-5741

citymanager@cityofathenstn.com

Partnership Start with Savannah: 2015

Partnership Continued with Athens: 2017

**Sarah Haston**

Economic Development Director
City of Lebanon, Tennessee
(615)443-2839

sarah.haston@lebanontn.org

Partnership Start: 2017

**Brooxie Carlton**

Rural Development – Deputy Director
Tennessee Economic and Community Development [TNECD]
(615) 336-2481

brooxie.carlton@tn.gov

Partnership Start: 2016



SUCCESS

Partnership Wins

COOKEVILLE



OAK RIDGE



EAST RIDGE



BARTLETT





SUCCESS

Partnership Wins

JOHNSON CITY



TULLAHOMA



“Having the Retail Strategies team working with us has been like having four extra staff people at a fraction of the cost,” he said. “In addition to reaching out to numerous property owners and brokers who represent sites in the local area to assist and help them market their sites, the company is constantly identifying and contacting regional and national retailers on our community’s behalf.”

- **Thom Robinson,**

Economic Development Director, Tullahoma, TN

Strictly Private & Confidential



info@retailstrategies.com
(205) 314-0386

2200 Magnolia Ave, Suite 100
Birmingham, AL



DEDICATED **RETAIL REAL ESTATE** PROFESSIONALS & STAFF

Key Personnel

For our partnership we will dedicate a team of Retail Real Estate Professionals to serve as your day-to-day points of contact. These professionals are supported by a full marketing team, research staff, and executive oversight and support. The team at Retail Strategies is 35 strong with an additional 30 at Retail Specialists, a full service commercial real estate firm.

Retail Strategies collectively has 150+ years of experience and maintains a **5:1 client to staff ratio**. From the start of our partnership your team will be performing all aspects to build the retail strategy and will execute that strategy on your behalf.

Most importantly, your team will be building a relationship with you so that we can leverage your local knowledge with our network of industry professionals.

Primary Points of Contact



John Ruzic



Harris McCullough



Joe Strauss



Clay Craft

Research & Marketing



Ryder Richards



Caroline Hannum



Charlene Capps



Michelle Moultrie

Executive Support



Robert Jolly



Mead Silsbee



Lacy Beasley



Scott vonCannon



Courtney Hall



LEADERSHIP

Dedicated Team



Robert Jolly

Principal & CEO

[205] 913-0276

robert@retailstrategies.com

Robert Jolly co-founded Retail Strategies in 2011 and since then has overseen development of numerous retail projects and has assisted some of the most well-known tenants in the United States with their expansion into new markets.

Robert brings years of experience with previous sales and management positions at Eason, Graham, and Sandner, Inc. and Black and Decker Corporation. He was the Birmingham Commercial Rookie of the Year in 1998, named one of the “Top 40 Under 40” in 2004, and “Who’s Who of Commercial Real Estate” in 2005 and 2010. Over the course of his career Robert has leased, managed, and developed millions of square feet of retail space.

Robert graduated from the University of Alabama majoring in marketing and English. He is a member of ICSC and in 2008 earned the coveted Certified Commercial Investment Member (CCIM) designation from the Commercial Real Estate Investment Institute. Robert holds a broker’s license in Alabama, Mississippi, Georgia, Florida, Tennessee, Louisiana, South Carolina and Tennessee



Mead Silsbee

Principal & CFO

[205] 410-9456

mead@retailstrategies.com

Mead Silsbee co-founded Retail Strategies in 2011 and brings over a decade of real estate experience to the company. Most recently Mead worked on the retail team at Eason, Graham, and Sandner, Inc. in Birmingham, Alabama. Over the course of his career Mead has leased, managed, and developed millions of square feet of retail space.

Mead graduated from the Randolph-Macon College in Ashland, Virginia where he earned a bachelor’s degree in history and economics. In 2008, he earned the coveted Certified Commercial Investment Member (CCIM) designation from the Commercial Real Estate Investment Institute and is a member of the International Council of Shopping Centers (ICSC).





LEADERSHIP

Dedicated Team



Lacy Beasley

President

[615] 330-7987

lacy@retailstrategies.com

Lacy serves as President of Retail Strategies. She has been involved in retail real estate since 2005. Her experience with The Shopping Center Group and the Dickson County Chamber of Commerce prior to joining Retail Strategies provides her with the insight to understand the connections needed from the public and private side of the conversation.

A graduate of Lipscomb University, she earned her double major in Marketing and Management. Beasley is the ICSC TN Government Relations Chair and has served on committees with CCIM, EDAA, and multiple ICSC planning committees. Her articles have been published in Shopping Centers Today, Site Selection Magazine and AL Retail Federation.

Lacy has spoken on retail trends and best practices in retail recruitment at more than 75 events including ICSC, American Association of Retirement Communities, American Public Power Association, Tennessee Valley Authority, Electricities of NC, Georgia Power, Southeastern Economic Development Council and state-wide economic development and municipal associations in AZ, LA, OK, TN, AL, MS, KY and GA.



John Ruzic

Portfolio Director

[205] 209-4598

jruzic@retailstrategies.com

John joined Retail Strategies in 2019 as a Portfolio Director, bringing three years of experience in residential real estate sales and marketing in the Mobile, AL market. John's unique career path has allowed him to gain knowledge in land acquisition and development, neighborhood revitalization and blight reduction, historic rehabilitation and adaptive reuse.

A Louisville, Kentucky native, John graduated from Sewanee: The University of the South in 2010 with a Bachelor of Arts degree in Political Science. He obtained his Alabama Real Estate Broker license in 2021.

In his free time, John enjoys spending time on the water, traveling, reading, and exploring old buildings.





LEADERSHIP

Dedicated Team



Scott vonCannon
COO
[205] 482-1347
scott@retailstrategies.com

Scott vonCannon came to Retail Strategies from Nashville, TN with an extensive background handling economic and community development marketing initiatives. He brings over 6 years of experience working with State officials, Economic Developers, Chambers of Commerce, and municipalities to help promote business growth within Cities, States and Regions around the Country. Scott graduated from Auburn University with a bachelor’s degree in Business Administration with a concentration on Marketing. Scott has been an ICSC member for over 3 years and serves as the ICSC P3 Retail Private Sector Chair in Alabama. He also serves on the AL EDAA Retail Committee. Scott is a licensed real estate professional and has completed working to obtain his CCIM designation.

Scott has presented on retail trends and best practices to over 50 municipal, economic development, chamber of commerce and regional groups throughout the Southeast. He has worked with numerous developer, retailers and brokers throughout the Southeast and Sun Belt region. He and his team has assisted in the recruitment of over 45 retailers to our client markets.



Joe Strauss
Vice President of
Retail Development
[205] 393-3215
jstrauss@retailstrategies.com

Joe joined Retail Strategies in 2014 with a background in real estate. He specializes in retail recruitment and focuses on the identification of companies to fill the product and service gaps within each city’s trade area. He brings over 9 years of real estate experience to Retail Strategies. Joe has represented over 60 municipal, economic development, Chambers of Commerce, and regional groups throughout the Southeast and Midwest. Joe has worked with numerous developers, retailers, brokers, and property owners assisting in finding retail tenants in his territory. He and his team has assisted in the recruitment of over 60 retailers to our client markets and have many more in the pipeline for 2017.

Joe graduated from the University of Alabama with a bachelor’s degree in Finance and a concentration in Real Estate and got into the business when he was a sophomore at the University. Joe is a licensed real estate professional and is also working on getting his CCIM designation, which is a Certified Commercial Investment Member.



LEADERSHIP

Dedicated Team



Courtney Hall
Chief Marketing Officer
[214] 356-9920
chall@retailstrategies.com

Courtney joined the Retail Strategies team in 2019. In her role as Chief Marketing Officer, she is responsible for overseeing the planning, development and execution of the company’s marketing initiatives.

Prior to working for Retail Strategies, Courtney worked for Buxton where she worked with city officials as well as retail and healthcare executives to help with site selection and real estate growth. She graduated from Texas Tech University with a degree in Marketing. She is an avid running and enjoys spending time with her twin daughters.



Clay Craft
Portfolio Director
[205] 516-3204
ccraft@retailstrategies.com

As Portfolio Director, Clay serves as the face of the company for Retail Strategies clients in the Midwest. He began his career with Retail Strategies in Retail Development where he has assisted retailers in opening new stores in 12 states and now leverages that deal making experience to find new opportunities for development and redevelopment in his client cities. Clay’s experience and contacts within the industry allows him to strategically identify retail users that will not only prosper within his engaged cities, but also make them better places to live.

Clay has a passion for sustainable growth and design and combines those skills with a deep understanding of the needs of his clients to make responsible retail growth happen.

Clay graduated with honors from *Auburn University* with a *Master’s Degree in Landscape Architecture* in 2010. Clay is a licensed *Real Estate Professional* and a member of the *International Council of Shopping Centers (ICSC)*.



IMPLEMENTATION

Dedicated Team



Jenn Gregory

President of Downtown Strategies

[662] 617-1711

jgregory@retailstrategies.com

Jenn is the president of **Downtown Strategies**, where her focus is on the revitalization of downtowns for our client communities. Through her **Downtown Vision and Strategy Workshop** process, Jenn advises communities on market analysis, tourism, economic vitality, and design updates for downtown areas.

She joined **Retail Strategies** with a 10 year career in community development and downtown revitalization. She previously served as the Chief Executive Officer of the **Greater Starkville Development Partnership**, a community development umbrella organization that consists of the Starkville Area Chamber of Commerce, Starkville Visitors & Convention Council, Oktibbeha County Economic Development Authority, and Starkville Main Street Association. She first joined the Partnership in 2009, where she was Vice President for Tourism Development. She held the positions of Chief Operating Officer and Interim Chief Executive Officer before assuming the CEO position full-time in January 2013.

Jenn is a graduate of Mississippi State University where she received a bachelor's degree in marketing and was honored with the inaugural *Spirit of State* leadership award.



Harris McCullough

Portfolio Director

[205] 240-3804

harris@retailstrategies.com

Harris is a Portfolio Director for community clients in Tennessee, North Carolina, and Kentucky. Prior to this role, she worked for Retail Strategies sister company, Retail Specialists as an Assistant Property Manager. In her position, Harris assists with daily accounting tasks, manages properties, and provides services to reduce costs and improve value for each tenant.

Harris started her time with the company as a retail project analysis intern. She attended the University of Alabama where she received her bachelor's degree in science in commerce and business administration with a specialization in real estate. Harris has her Alabama Real Estate Salesperson license.

When she is not in the office, Harris enjoys spending time with family and friends, traveling, playing tennis, and listening to music.





IMPLEMENTATION

Marketing & Research Support



Ryder Richards
Creative Director

Ryder specializes in design and web development. Developing marketing materials and all forms of digital or new media his role allows for a unique combination of a creativity and technical wizardry. Yes, that's right, Ryder is a wizard.

rrichards@retailstrategies.com | [806] 790-5508



Madeline Farr
Marketing Coordinator

As Marketing Coordinator, Madeline assists in creating market development plans, site submittal packages, GIS reports and aerial maps. She interacts directly with several retail clients and helps in coordinating the efforts of multiple Retail Specialists producers. She is also responsible for helping create marketing packages and other advertising materials for third party property listings.

madeline@retailstrategies.com | [205] 490-2825



Michelle Moultrie
Marketing Coordinator

Michelle brings multiple years of marketing experience to our team at Retail Strategies. In her role, Michelle creates marketing materials, GIS reports, aerial maps, and additional reports to accurately define opportunities. Michelle's excellent interpersonal skills brings value to our clients and allows easy coordination of efforts internally and externally.

mmoultrie@retailstrategies.com | [205] 314-0398



Charlene Capps
Director of Research

As a Director, Research & Analytics for Retail Strategies, Charlene increases efficiencies by creating standardized practices. She finds best ways to tell the story through numbers and data-driven insights that assist with deal making decisions.

ccapps@retailstrategies.com | [205] 905-5708



Caroline Hannum
Marketing Assistant

Caroline assists in the creation of retail recruitment plans, demographic reporting, aerial maps, and public relations to support Retail Strategies' clients.

caroline@retailstrategies.com | [205] 314-0393



retail strategies

retailstrategies.com | [205] 314-0386 | info@retailstrategies.com

2200 Magnolia Ave South, Suite 100 Birmingham, AL

CITY OF
LAKELAND
TENNESSEE



Response to RFQ

Retail and Commercial Market Research

Prepared For:

The City of Lakeland, TN

Contact:

Austin Farmer | Project Director
austin.farmer@theretailcoach.net
(817) 845-4220

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Qualifications & Experience

Your Retail Partner

We are a national retail consulting, market research, and development firm. Our experience combines strategy, technology, and creative marketing to execute high-impact retail recruitment and development strategies for local governments, chambers of commerce, and economic development organizations.

Since 2000, we have provided the research, relationships, and strategies needed to drive new retail developments in communities across the United States.

PROVEN RESULTS

5+ million

Square feet of new retail space recruited to client communities in the past five years

\$600 million

Additional sales tax dollars generated in client communities in the past five years

650+

Communities throughout the US have trusted The Retail Coach with their retail recruitment efforts



Qualifications & Experience

Experts You Can Trust

Our team has more than 50 years of combined experience in retail recruitment and development. We pride ourselves on being consultants and not brokers. We only do what is in the best interest of our client communities and their future retail growth.

OUR TEAM OF RETAIL RECRUITMENT EXPERTS:



Kelly Cofer, CCIM
Founder & CEO



Aaron Farmer
President



Austin Farmer
Project Director



Charles Parker
Project Director



Nancy Dees
Finance Director



Matthew Lautensack
Director of Research & Development



Caroline Hearnberger
Retail Recruitment Specialist



Kyle Cofer
Project Manager

Retail Recruitment Experts You Can Trust



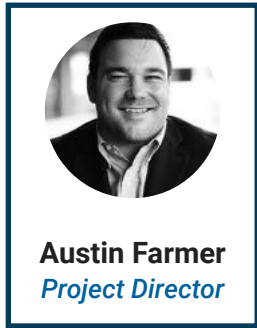
- 50+ years of retail recruitment and development experience.
- We are consultants, not brokers. We have no conflicts of interest and will do what is best for the long-term growth of your community.
- Member of the most exclusive retail professional network - CCIM.

Retailers Recruited to Client Communities



And Hundreds More...

Your Project Team



Project Lead

Austin manages all of The Retail Coach's projects in Tennessee and will be the primary point of contact for this project. Prior to joining The Retail Coach, Austin founded Catalyst Growth Partners, a strategic marketing firm specializing in supporting high growth companies, and served as Vice President of Global Marketing and Sales for an international tax advisory firm where he led domestic and international marketing initiatives and oversaw international market development. Austin started his career in marketing and digital strategy at GameStop, the world's largest video game and consumer electronics retailer. Since, he has held leadership positions in the economic development, non-profit, and financial services industries. A graduate of Texas A&M University, Austin received a bachelors degree in Marketing with a concentration in Entrepreneurial Leadership and was a member of the distinguished Mays Fellows Program.



Kelly Cofer, CCIM
Founder & CEO

C. Kelly Cofer leads The Retail Coach with more than 25 years of experience in all aspects of retail real estate and economic development. Mr. Cofer's professional background encompasses market research and site selection, advisory and leasing services, and property brokerage and development for leading national and regional retailers and restaurants in more than 150 cities throughout the United States. Mr. Cofer has earned the prestigious Certified Commercial Investment Member (CCIM) designation from the Chicago-based Commercial Investment Real Estate Institute and attended the Economic Development Institute at the University of Oklahoma. He holds a Bachelor of Science degree from Texas A&M University in College Station.



Aaron Farmer
President

With a degree in Marketing from The Mays Business School at Texas A&M University in College Station and an MBA from Texas A&M University – Commerce, Aaron brings to The Retail Coach knowledge of the most current research on retail and marketing trends. Prior to joining The Retail Coach, Aaron was employed in marketing research and retail development where he worked on projects for some of America's leading retailers and restaurants including FedEx, Kinkos, Sally Beauty Supply, Adidas, Concentra and the National American Association of Subway Franchises (NAASF). Mr. Farmer's expertise touches each step of a project from the initial trade area determination to the actual recruitment of retailers. Aaron is a sought after speaker for industry organizations throughout the country.

Relevant Experience

Atoka, TN

Maryville, TN

Three Way, TN

Columbia, TN

Nolensville, TN

Trenton, TN

Gallatin, TN

Sparta, TN

Greenville, TN

Springfield, TN

OUR PROPRIETARY PROCESS

The **Retail360® Process:** Moving Beyond Data to Bring Retailers to Lakeland

Retail recruitment is a process, not an event. Through our proprietary Retail360® Process, we offer a dynamic system of products and services that enable communities to expand their retail base and generate additional sales tax revenue.

The Retail360® Process identifies the strengths and weaknesses of your community to attract retail and highlights your community's advantage over competing cities. Through our multi-phase approach to recruiting new retailers, we're able to help communities build a long-term retail economic development plan.



Market-Based Solutions

We understand that no two communities are the same, and that each one has its own unique set of development and/or redevelopment needs. Therefore, we work with our clients to determine those needs and to offer custom, tailored solutions. Our strategies are data-driven and verified through our comprehensive Retail360® Process.

On-The-Ground Analysis

Just as each client has their own set of needs, we know that each client has a unique position in the marketplace as it competes to recruit new retailers. We spend time in your community with leaders and stakeholders, which enables us to determine your market position and identify retailers that fit your community.

Retail Action Plan

We analyze, recommend, and execute aggressive strategies for pursuing the ideal retailers, as well as coaching our clients through the recruitment and development process. This partnership typically produces the best results when, together, we derive short-term and long-term strategies based on market data and opportunities.

Summary of Scope of Work & Deliverables

1. Analyzing the Market

- Competing Communities Analysis
 - Custom Retail Trade Area Map
 - Retail Trade Area Demographic Profile
 - Retail Trade Area Psychographic Profile
 - City Demographic Profile
 - Daytime Population Survey
 - Discussions with Key Community and Business Stakeholders
-

2. Determining Retail Opportunities

- Retail Gap Analysis
 - Consumer Propensity Report
-

3. Identifying Development & Redevelopment Opportunities

- Analysis of up to Ten (10) Development/Redevelopment Sites
 - Up to Twenty (20) Retail Site Profiles for Available Retail Sites
-

4. Identifying Retailers & Developers for Recruitment

- Target list of up to Thirty-five (35) Retailers with Contact Information
 - Target list of up to Twenty (20) Developers with Contact Information
-

5. Marketing & Branding

- Retail Market Profile
- Retail Market Flyer
- Up to Thirty-five (35) Customized Retailer Feasibility Packages
- Developer Opportunity Package
- Online Retail Dashboard (Retail360 website)
- Interactive Site Mapping - Up to (5) Preloaded Sites

Summary of Scope of Work & Deliverables - Cont.

6. Recruiting Retailers & Developers

- Retail Recruitment Plan
 - Retailer & Developer Recruitment Status Dashboard
 - Monthly Recruitment Updates
-

7. Downtown Retail

- Custom Retail Trade Area Map
 - Downtown Retail Trade Area Demographic Profile
 - Downtown Retail Trade Area Psychographic Profile
 - Stakeholder Discussions & Workshop with Existing Business Owners to Share Mobile Location Data and Retail Gap Analyses
-

8. Ongoing Retail Recruitment Coaching

- Ongoing Coaching & Support from The Retail Coach Team
- Representation of the City at Regional and National Retail Industry Events including ICSC Recon in Las Vegas

Analyzing The Market

Custom Retail Trade Areas

The Retail Trade Area is the geographical area from which the community's retailers derive a majority of their business. It is the foundational piece of the retail plan and its accuracy is critical.

We utilize retail trade area data when communicating with retailers and developers to ensure that the community fully leverages the amount of shoppers coming into the community. **The Retail Coach will hand draw retail trade areas for Lakeland based on cell phone/GPS data from shoppers** as well as on-the-ground analysis from The Retail Coach team.

To best confirm a community's Retail Trade Area, we will execute the following strategic steps:

Mobile Data for Location Decisions

The Retail Coach will utilize mobile location technology that analyzes location and behavioral data collected from mobile devices to determine consumer visits to Lakeland. This high-confidence data is used to verify Retail Trade Areas and validate retail site selection decisions.

Retail Trade Area Mapping

The Retail Coach will delineate a boundary map of the Retail Trade Area utilizing the mobile data collected

FORT DODGE, IOWA

Primary Retail Trade Gap/Opportunity

Retail Market Profile
Fort Dodge, Iowa

Secondary Retail Trade Area

Population	Age
2010 248,952	0 - 9 Years 11.60%
2020 245,392	10 - 17 Years 9.83%
2025 246,069	18 - 24 Years 13.33%
	25 - 34 Years 11.57%
	35 - 44 Years 10.70%
	45 - 54 Years 10.41%
	55 - 64 Years 13.42%
	65 and Older 19.15%
	Median Age 38.37
	Average Age 40.37

Educational Attainment (%)	Race Distribution (%)
Graduate or Professional Degree 9.2%	White 89.98%
Bachelors Degree 18.1%	Black/African American 2.30%
Associate Degree 12.7%	American Indian/Alaskan 0.33%
Some College 21.2%	Asian 3.01%
High School Graduate (GED) 31.3%	Native Hawaiian/Islander 0.18%
Some High School, No Degree 4.7%	Other Race 2.31%
Less than 9th Grade 2.9%	Two or More Races 1.93%
	Hispanic 6.59%

Vickie L. Reeck
City of Fort Dodge, Iowa
Community & Economic Development Director

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TheRetailCoach. PO Box 7272 | Tupelo, MS 38802 | 800.851.0962 | theretailcoach.net

Analyzing The Market

Demographic Profiling

A community must be able to instantaneously provide information and data sets sought by retailers during the site selection and site evaluation process. The data must be accurate, current, and readily available.

The Retail Coach will create comprehensive 2010 Census, 2019, and 2024 demographic profiles for the Retail Trade Area and Lakeland community. The profile includes population and projected population growth, ethnicities, average and median household incomes, median age, households and household growth, and educational attainment.

Psychographic Profiling

As retail site selection has evolved from an art to a science, psychographic lifestyle segmentation has become an essential element of retailers' preferred location criteria. Understanding a consumer's propensity to purchase certain retail goods and services—as well as specific retail brands—is valuable to national, regional, and independent retailers. Knowing the retail sectors and products that consumers demand removes a great deal of risk for an independent business.

Based on the market segmentation system developed by ESRI, **The Retail Coach will develop a Tapestry Segmentation Profile** of the households in the Retail Trade Area. This is done by using the most advanced socioeconomic and demographic data to measure consumer attitudes, values, lifestyles, and purchasing behaviors, to understand the sectors and brands of retailers that may be of interest.

Identification of Ancillary Issues Impacting Retail

We will work with the City to identify other root-cause issues of the local economy, and include recommendations for the City to improve opportunities.

The Retail Coach will provide an Ancillary Issue Report and Recommendations, including an analysis of current/projected trade area factors, housing availability and impact on retail, and a connectivity analysis to assess signage, roadway, landscaping, and mobility factors and their impact on retail growth.

Stakeholder Discussions

Buy-in from key community leaders and stakeholders is crucial to the retail plan. Our belief is that, "if they are not in on it and up on it — they may be down on it." One of our first meetings will be with independent businesses who may see our work as threatening.

The Retail Coach will obtain plan **buy-in from public and private stakeholders through a series of individual and group meetings**. Stakeholders may include City staff and representatives, community leaders, real estate brokers, retail developers, property owners, and owners of independent businesses.

Analyzing The Market

Retail Gap Analysis

A community is able to quantify its retail demand through a Retail Gap Analysis, which provides a summary of the primary spending gaps — or opportunities — for 68 retail sectors. The analysis is ultimately used to identify recruitment targets for the community.

The Retail Gap Analysis will:

- Identify retail sales surpluses and leakages for more than 68 retail sectors.
- Distinguish retail sectors with the highest prospect for success, and quantify their retail potential.

The Retail Coach will determine the level of retail demand for the designated Retail Trade Area. The analysis computes the retail potential of the Retail Trade Area and then compares it to estimated actual sales in the community. The difference is either a leakage, where Lakeland consumers are traveling outside the community to purchase certain retail goods and services; or a surplus, where consumers are traveling from outside to Lakeland to purchase certain retail goods and services.

RETAIL TRADE AREA • GAP/OPPORTUNITY ANALYSIS					
Lancaster, California					
SECTOR	DESCRIPTION	POTENTIAL SALES	ACTUAL SALES	*LEAKAGE/SURPLUS	*LEAKAGE INDEX
44, 45, 722	Total retail trade including food and drinking places	\$5,466,572,222	\$4,067,050,119	\$1,399,522,073	0.74
441	Motor vehicle and parts dealers	\$1,050,303,888	\$802,557,441	\$247,746,447	0.76
4411	Automobile dealers	\$934,073,328	\$729,732,973	\$204,340,355	0.78
4412	Other motor vehicle dealers	\$44,306,969	\$15,133,206	\$29,173,763	0.34
4413	Automotive parts, accessories, and tire stores	\$71,923,591	\$57,691,262	\$14,232,329	0.80
442	Furniture and home furnishings stores	\$101,628,653	\$59,928,392	\$41,700,261	0.59
4421	Furniture stores	\$47,810,570	\$32,784,495	\$15,026,075	0.69
4422	Home furnishings stores	\$53,818,082	\$27,143,897	\$26,674,185	0.50
443	Electronics and appliance stores	\$100,099,436	\$75,773,267	\$24,291,169	0.76
4431	Household appliance stores	\$13,243,018	\$8,207,687	\$5,035,331	0.62
4432	Electronics stores	\$86,847,417	\$67,565,580	\$19,281,837	0.70
444	Building material and garden equipment and supplies dealers	\$269,138,023	\$190,682,407	\$78,755,616	0.71
4441	Building material and supplies dealers	\$252,459,583	\$184,512,421	\$67,947,162	0.73
44411	Home centers	\$143,040,298	\$116,995,966	\$26,044,332	0.82
44412	Paint and wallpaper stores	\$4,653,594	\$3,299,641	\$1,353,953	0.71
44413	Hardware stores	\$19,034,936	\$10,055,639	\$8,979,297	0.53
44419	Other building material dealers	\$85,730,755	\$34,161,175	\$51,569,580	0.63
4442	Lawn and garden equipment and supplies stores	\$16,978,440	\$6,169,986	\$10,808,454	0.36
44421	Outdoor power equipment stores	\$1,698,914	\$56,445	\$1,133,469	0.33
44422	Nursery, garden center, and farm supply stores	\$15,279,526	\$5,604,541	\$9,644,985	0.37
445	Food and beverage stores	\$41,355,400	\$493,775,993	\$249,579,407	0.66
4451	Grocery stores	\$690,138,519	\$460,723,332	\$229,415,187	0.67
44511	Supermarkets and other grocery (except convenience) stores	\$671,470,560	\$445,444,156	\$225,976,404	0.66
44512	Convenience stores	\$18,117,959	\$15,279,176	\$3,438,783	0.82
4452	Specialty food stores	\$17,424,351	\$8,086,552	\$9,437,799	0.52
4453	Brew, wine, and liquor stores	\$35,792,530	\$24,066,109	\$11,726,421	0.67

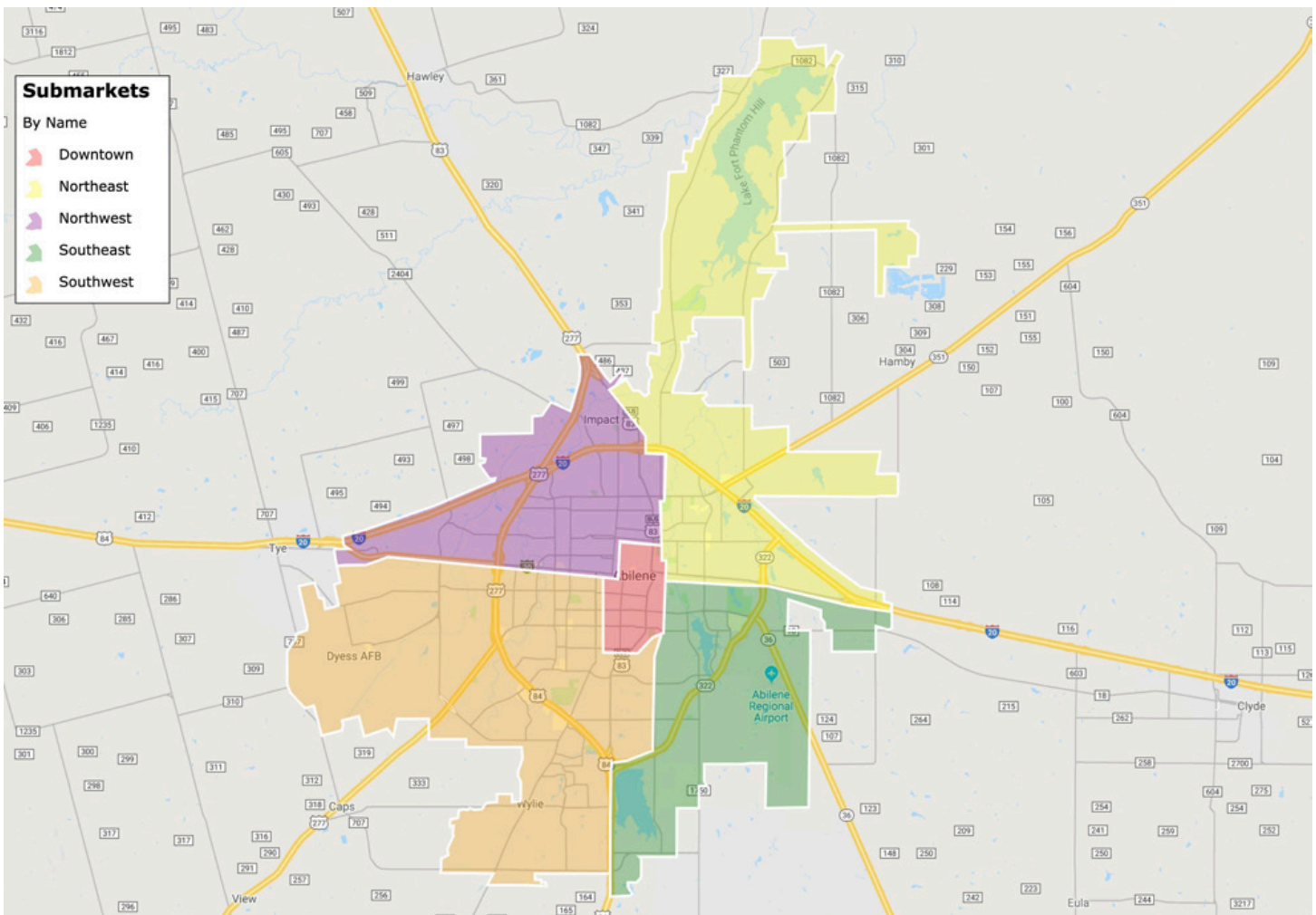
*Positive numbers denote leakage; negative numbers denote a surplus.
 **Leakage index of greater than 1.0 means that the community retail sales include shoppers from outside the trade area (surplus). If the index is less than 1.0, the members of the community are shopping outside of the community for their retail needs.

Determining Retail Opportunities

Submarket Analysis

Every community has multiple retail submarkets. Having a strong understanding of your community's submarkets and what drives retail in each submarket is vital to overall retail recruitment success.

The Retail Coach will provide a Submarket Analysis highlighting at least three (3) key areas of focus for retail growth, development, or redevelopment.



Identifying Development & Redevelopment Opportunities

Identifying and Marketing Vacancies & Development Sites

Retailers are interested not only in the market data on your community, but also in evaluating all available property vacancies and sites that fit their location preferences. A community must create and maintain a database of prime available properties along with accurate and current marketing information. Successful retail recruitment begins to happen with the introduction of available sites.

The Retail Coach will identify priority **retail vacancies and development/redevelopment sites** to market.

Factors influencing site selection for priority sites will include:

- Existing market conditions
- Retail Trade Area population
- Traffic counts and traffic patterns
- Site-line visibility from primary & secondary traffic arteries
- Ingress/regress
- Adequate parking
- Site characteristics
- Topography
- Proximity to retail clusters

Retail Site Profiles

A critical step in attracting retail is providing accurate and current information on each identified vacancy and site.

The Retail Coach will create a **Retail Site Profile** for each identified vacancy and site with current site-specific information, including:

- Location
- Aerial photographs
- Site plan
- Demographic profile
- Property size and dimensions
- Traffic count
- Appropriate contact information

In-line Retail Space & Pad Sites Available
In-line & Pad Sites in New Walmart Development | 2873 Service Road | Ceres, CA 95351

In-line retail space available in new Walmart development breaking ground in 2020.

Property Features

- Direct access from Highway 99 with more than 104,000 vehicles per day
- Adjacent to regional Ceres Gateway development (in development)
- High visibility and accessibility from Highway 99, Mitchell Rd, and Service Rd.

Retail Space & Drive Thru Space Available
Ceres Gateway Center | Highway 99 & Mitchell Road | Ceres, CA

New mixed-use development including retail, hotels, restaurants and office space being developed on Highway 99 and Mitchell Road in Ceres, California.

Property Features

- Proposed Super Walmart across street - Big format slated for 2019
- Mitchell Road interchange access with new interchange planned at Service Road
- 1,100 linear foot of Highway 99 frontage
- 87 freeway pylon sign planned
- New signalized entry into project on Mitchell Road
- High traffic counts on Hwy 99 with great location between south Modesto and Turlock

	Trade Area	3 mile	5 mile	10 mile
Est. Population	250,049	57,541	120,512	410,058
Avg. HI Income	\$76,143	\$73,590	\$71,472	\$70,573

Demographics

Subject Site: CERES GATEWAY CENTER

Identifying Development & Redevelopment Opportunities

The Retail Coach has been successful in recruiting leading retail brands to our client communities for more than 18 years. Our process is driven by providing accurate and current data sets, as well as site-specific information to retailers that “fit” the community.

Identifying Potential Retailers

The Retail Coach will target national and regional retail brands that are a good “fit” for the community. This means that the Retail Trade Area population, disposable incomes, consumer spending habits, and education levels meet the retailers’ ideal location criteria.

The Retail Coach **will develop and review a master list of potential retailers** with Lakeland staff and work together to prepare a final target list of retailers for recruitment. This list will include retailers from TRC’s analysis as well as new retail/restaurant concepts or regional retailers and restaurants that may be a good fit for the community.

Identifying Potential Developers

Much of our recruitment success comes from establishing a network of regional and national retail developers over the past 18 years. Developer networking and recruitment have become key components in a community’s retail recruitment and development/ redevelopment success. If a higher-tier retailer were to express interest in a community, and there was not sufficient ready-to-lease properties matching their needs and brand requirements, a developer must be identified to build the interested retailer a suitable property.

The Retail Coach will use its network to **identify retail real estate developers active in Lakeland and the region for recruitment**. We will also work with Lakeland staff to contact and build relationships with developers active in the region.

Marketing & Branding

Retail Market Profile

To attract targeted retailers, the most critical step is to provide accurate and current community data and site-specific information on available vacancies and sites. It is important that this marketing information positively reflects the community's attributes and brand to corporate site selectors, real estate brokers, and developers, because it is essential in making initial decisions about locating in the community.

The Retail Coach will **develop a Retail Market Profile tailored to the specific needs of targeted retailers'**

essential site selection and location criteria for Lakeland. The profile serves as a community introduction, and includes:

- Retail Trade Area Map
- Location Map
- Traffic Count Map
- Demographic Profile Summary
- Appropriate logo and contact information

Retailer-Specific Feasibility Packages

Unlike the more general Retail Market Profile, a Retailer Feasibility Package is developed to send specifically to the real estate department or broker for individual retailers.

The Retail Coach will **create Retailer-Specific Feasibility Packages to address essential location criteria.** These feasibility packages include:

- Community Overview
- Retail Site Profiles
- Location Map
- Retail Trade Area Map
- Existing Retailer Aerial Map
- Retailer Location Map
- Retail Trade Area Demographic Profile Summary
- Retail Gap Analysis Summary Table
- Retail Trade Area Psychographic Profile
- Retail Trade Area Demographic Profile
- Community Demographic Profile
- Area Traffic Generators
- Appropriate logo and contact information



Marketing & Branding

Developer Opportunity Package

Our team creates a Developer Opportunity Package to send specifically to retail developers active in the community and/or region to spark their interest in retail opportunities.



The Retail Coach **will create a Developer Opportunity Package to highlight development/redevelopment opportunities** in Lakeland. This will include:

- Community Overview & Location Map
- Retail Trade Area & Demographic Trends
- Aerial Imagery & Traffic Counts
- Site-line visibility from major and secondary traffic arteries
- Ingress/egress for primary and secondary traffic arteries
- Median cuts or possibilities
- Traffic signal existence or possibilities
- Site characteristics and topography
- Area Retail & Zoning
- Residential clustering and support
- Proximity to “anchor” retailers
- Top Employers & Workplace Population
- Potential retail tenants

Online Retail Dashboard

Being able to quickly and easily access and share retail opportunity information greatly increases a community’s opportunity for success. To assist with this, we develop a custom online retail dashboard that can be accessed online anytime through a branded Retail360® link.

The Retail Coach **will create a Retail360® Retail Dashboard** for Lakeland, which will be available for visual presentation and easy downloading of all data sets and marketing information. With a few clicks, retailers, brokers and developers can learn about your community’s retail potential like never before.

Interactive Site Mapping

Retail site selectors do much of their research while in hotel rooms and in airports, so a visual GIS platform that streamlines data and sites into one interactive and centralized location is a powerful tool.

The Retail Coach **will develop a concise, easy-to-access, interactive site mapping platform** for Lakeland, along with the preloaded prime vacancies and development/redevelopment sites that we will be marketing. Data can be presented by demographic, socioeconomic, psychographic, and retail spending layers that are detailed down to the block level, to meet the needs of each individual user — whether they be a retailer, developer, or even a local entrepreneur.

Recruiting Retailers & Developers

Recruitment of Retailers

The Retail Coach is the **first national retail recruitment firm to introduce retailer and developer recruitment specifically for communities.** Twenty years and 650 projects later, the recruitment of retailers remains one of the primary metrics of success. Today, our experience has proven that a community must move beyond just gathering data sets, and proactively recruit retail.

The Retail Coach **will actively recruit retailers on Lakeland's behalf.** Our retailer recruitment process includes:

1. Introductory emails and retail market profile are sent to each targeted retailer.
2. Personal phone calls are placed to measure interest level.
3. Personal emails and retailer feasibility packages are sent to each targeted retailer.
4. Personal emails and retail site profiles for prime vacancies are sent to the appropriate targeted retailers.
5. Personal emails are sent to inform targeted retailers of significant market changes.
6. Personal emails are sent to decision markers once per quarter to continue seeking responses regarding their interest level in the community.
7. A retailer status report is provided with each retailer's complete contact information and comments resulting from recruitment activities.

Recruitment of Developers

Much of our recruitment success comes from having established a network of national retail developers over the past 18 years. Oftentimes, a retailer may have interest in a community, only to find that suitable "for lease" properties do not exist.

The Retail Coach **will actively recruit developers on Lakeland's behalf.** Our developer recruitment process includes:

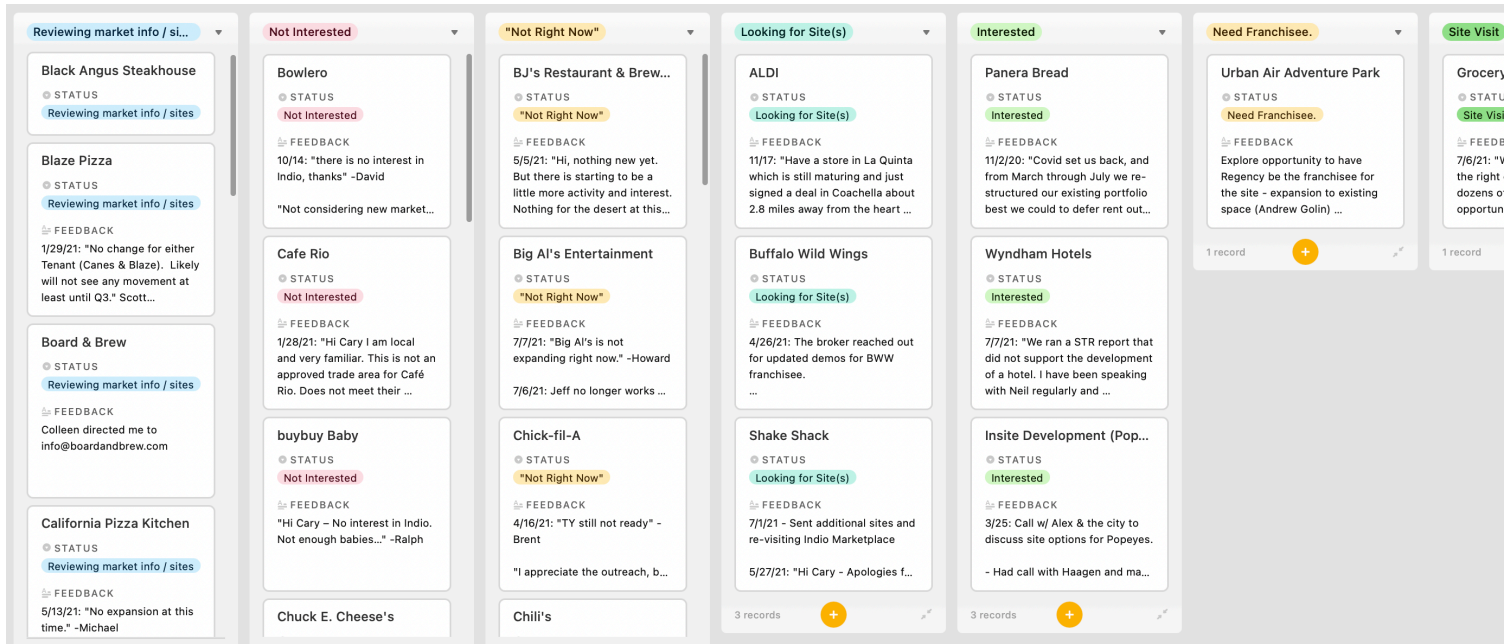
1. Introductory emails and opportunity packages are sent to developers.
2. Personal telephone calls are placed to measure interest level.
3. Personal emails are sent to inform developers of the status of interested retailers, and any significant market changes.
4. A developer status report is provided with each developer's complete contact information and comments resulting from recruitment activities.

Retail Conferences

We help communities connect with retailers and developers at retail conferences such as the annual ICSC Recon Conference and other regional events.

The Retail Coach **will assist in marketing Lakeland, and its vacancies and sites, to retailers, developers, and brokers at retail industry conferences.**

Retail Recruitment Dashboard



As part of our recruitment process, we provide access to a **real-time recruitment dashboard** where City staff can see which retailers are being recruited, the latest touch points with each, and contacts we are actively communicating with along with their interest level in the community.

Once recruitment has begun, we will set up a recurring monthly meeting with staff to review ongoing recruitment activity, feedback received from prospects, and any additional next steps or follow up items needed to advance recruitment with interested retailers.

Ongoing Retail Coaching

Retail Coaching

We partner with communities on a long-term basis and are available when clients have questions, new ideas, or need access to GIS mapping and current data statistics. We are also available if clients need to brainstorm opportunities as the community grows and develops.

The Retail Coach **will provide ongoing coaching and support for retail recruitment activities** for Lakeland.



Project Pricing

Comprehensive Retail Recruitment & Development Plan

\$30,000

Plus up to \$2,500 in reimbursable expenses

Includes:

- Analyzing the Lakeland Retail Market
- Determining Retail Opportunities
- Identifying Development and Redevelopment Opportunities
- Identifying Retailers and Developers for Recruitment
- Marketing and Branding
- Actively Recruiting Retailers and Developers
- Downtown Workshop
- Ongoing Retail Recruitment

Work Fees

The total fee for completion of this work is **\$30,000** payable in three installments:

- a) **\$10,000** upon execution of the agreement;
- b) **\$10,000** at 90 days following execution of contract;
- c) **\$10,000** at 180 days following execution of contract;

If Lakeland elects to extend the agreement, the additional fee shall be **\$20,000** for each additional 12 month period of data updates, recruitment and coaching. Work fees are payable within 30 days of receiving invoice.

Reimbursable Project Expenses

It is estimated that reimbursable expenses will not exceed **\$5,000**.

Reimbursable expenses include:

- a) All travel costs;
- b) Cost of special renderings and maps, if any;
- c) Cost of copies for reports and maps/drawings; and
- d) Cost of shipping expenses, if any.

Project expenses are payable within 30 days after receipt of the expense invoice.

Optional Contract Extensions

Because we believe retail recruitment is an ongoing process, and not an event, we offer the ability to extend the project agreement for up to two additional years. Your agreement can be extended at any time to ensure you have the tools, resources, and support you need to successfully recruit retailers.

Year 2 Contract Extension

\$20,000

Extends your agreement by an additional 12 months. During that 12 month period, you will continue to receive the following:

- Data Updates
- Site Evaluations
- Online Dashboard Update
- Access to GIS Site Mapping
- Recruitment of Retailers and Developers
- Coaching and Support from the The Retail Coach Team

Year 3 Contract Extension

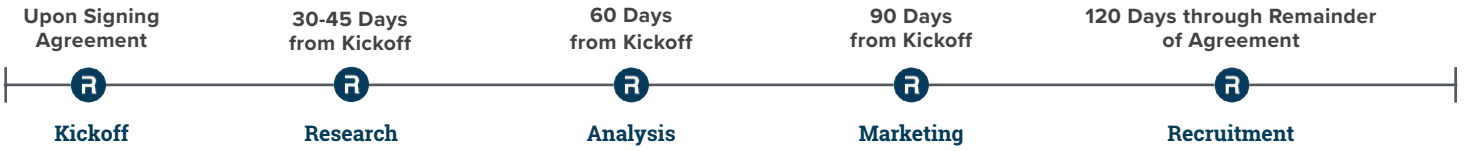
\$20,000

Extends your agreement by an additional 12 months. During that 12 month period, you will continue to receive the following:

- Data Updates
- Site Evaluations
- Online Dashboard Update
- Access to GIS Site Mapping
- Recruitment of Retailers and Developers
- Coaching and Support from The Retail Coach Team

PROJECT EXPECTATIONS

Project Timeline



Reporting

The Retail Coach will provide written or electronic project updates on a bi-monthly basis.



Community Trips

The Retail Coach team will make at least two (2) site visits to Lakeland during the project.



Project Timeline

The Retail Coach is available to begin work immediately upon agreement of terms with a project duration of 12 months.

Client Testimonials

“The Retail Coach is hands-down one of the best consultant teams of any kind that our team has had the pleasure of working with. Their extensive expertise and nationwide connections with site selectors, developers, and major chains have opened up new doors for the City of Lancaster, allowing us to take our recruitment efforts to the next level and collaborate with brands that hadn’t previously considered our market. They work as an extension of our staff, anticipating needs and freeing up in-house staff time. I can’t recommend the Retail Coach highly enough.”

Chenin Dow

Economic Development Manager
City of Lancaster, California

“In my opinion, The Retail Coach’s strategy and assistance has netted us over 325,000 square feet of occupied retail development during one of the most significant retail downturns in the last 20 years. Money well spent.”

Samuel D. R. Satterwhite

Executive Director
Wylie Economic Development Corporation

“The location of Sprouts Farmers Market was a direct result of meetings coordinated by The Retail Coach between our community and site selectors at ICSC/Recon in 2012.”

Warren Unsicker, CEcD

Vice President, Economic Development
Broken Arrow Economic Development Corporation

“For years I researched firms to help me with retail development and The Retail Coach continued to surface as the best choice provider. Over and over again I heard about their ‘service after the sale.’ This was important. You see a lot of firms can run data and put together fancy reports. What allows The Retail Coach to stand out is their coaching. A tool is useless unless someone ‘coaches’ you on the best way to utilize it. When you hire The Retail Coach you are not just buying data, you are hiring a coach to help you with your retail development needs. I highly recommend them to any community seeking to effectively recruit retail development.”

Dave Quinn, CEcD, Executive Director

Previously Bastrop, Texas Economic Development Corporation
Currently Frisco, Texas