



PROPOSAL FOR:

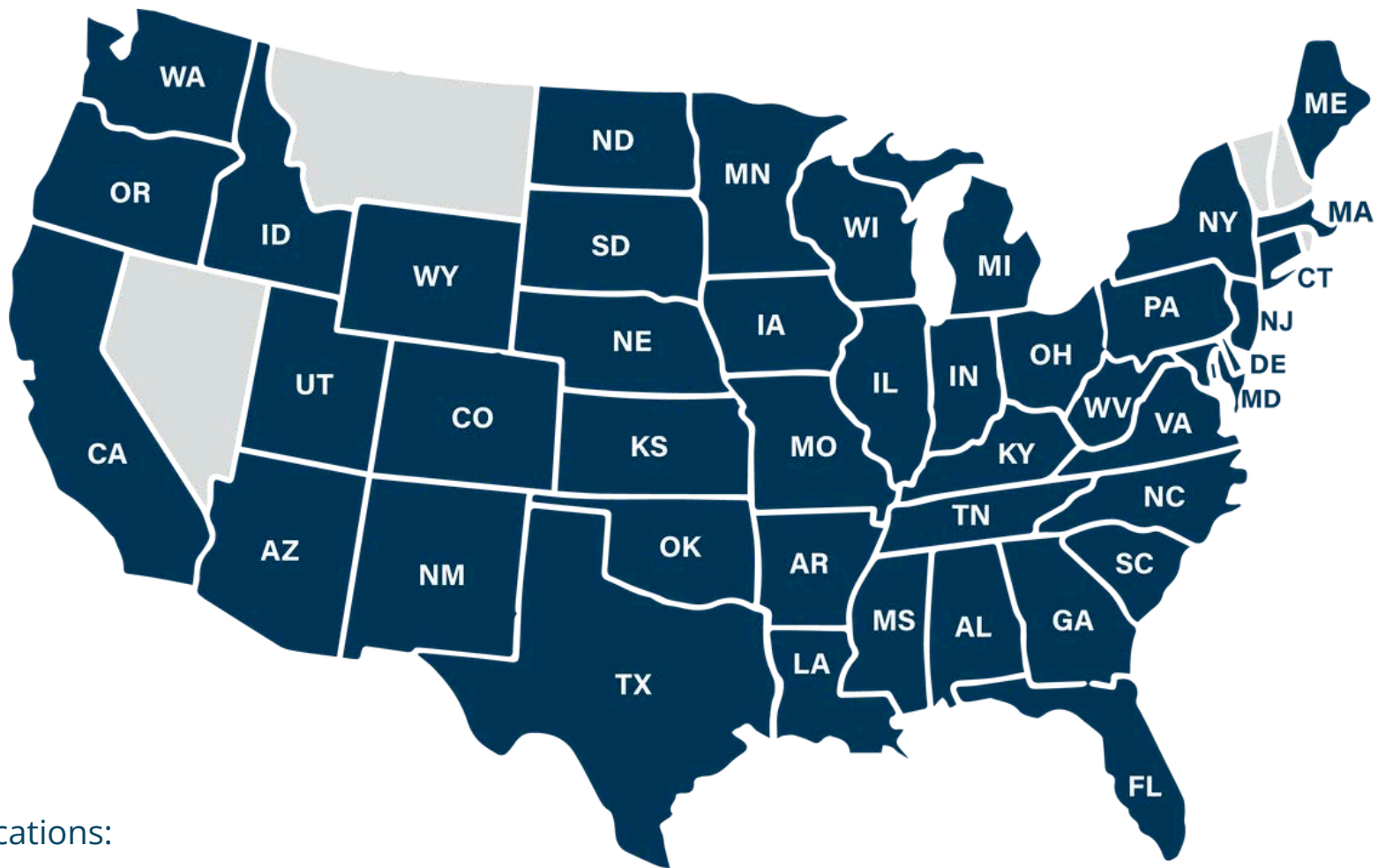
VICKSBURG MISSISSIPPI

RETAIL ANALYSIS
&
RECRUITMENT
SERVICES

More Than 6 Million SF of New Retail Recruited in the Last 5 Years

From Bass Pro Shops to Dollar General - we recruit the retail and retailers that fit our clients' markets.





Office Locations:
Dallas, Texas
Austin, Texas
Tupelo, Mississippi

More Than 850 Client Communities Served Across 44 States

 National Expertise.
Local Focus.

Our work throughout the country allows our team to stay current on retail trends and deepen our relationships with national and regional brands.

These relationships create unique opportunities for our client communities. When brands begin planning to expand into new markets, we are often one of the first to know and retailers/brokers will frequently look at our client list or ask our team for prospective markets to consider.



850+
COMMUNITIES SERVED

44
STATES WE'VE WORKED IN

90%
REPEAT CLIENT RATE

We Recruit Retail.

Recruitment Done Right .



**No Development.
No Brokerage.
No Conflicts of Interest.**

What Makes Us Different?

Experienced & Connected

We pioneered the retail recruitment industry more than 25 years ago and leverage more than two decades of experience and relationships to help drive retail growth in your community.

Our Team is Your Team

We take a partnership approach and become an extension of your team. Our clients are invited to participate in the recruitment process, allowing you to learn and expand your network.

Full Transparency

We track recruitment activity and prospect feedback in your custom retail recruitment dashboard and host monthly calls with your team to keep you updated on progress.

We are Consultants. Not Brokers.

We pride ourselves on being consultants, not brokers. We only do what is in the best interest of our client communities and their future growth. We don't take shortcuts or go with the path of least resistance to fill retail spaces.

RECOGNIZED AS LEADING INDUSTRY EXPERTS AND FEATURED PRESENTERS FOR:



Project Team

PROJECT LEAD



Kyle Cofer
Project Director

Kyle brings over 10 years of experience in real estate and entrepreneurship to The Retail Coach. As Project Director, he leads the retail recruitment process, working with local officials, site selectors, brokers, and developers to drive economic development. Kyle is an active member of the International Council of Shopping Centers and regularly speaks at municipal leagues and webinars.

Kyle co-leads the Basic Economic Development Course annually at Georgia Tech. He graduated from the University of Mississippi with a degree in Business Management with a minor in Real Estate and Entrepreneurship.

Kyle leads projects in The Retail Coach's client communities across the Southeast, and has unparalleled relationships with brokers, site selects, developers, and retailers across the region.

LEADERSHIP & PROJECT STRATEGY



Kelly Cofer
Founder & CEO

C. Kelly Cofer brings over 25 years of expertise in retail real estate and economic development to his leadership at The Retail Coach. His experience spans market research, site selection, leasing, and property development for major national and regional retailers across 150+ U.S. cities. A CCIM designee and graduate of the Economic Development Institute at the University of Oklahoma, Cofer also holds a Bachelor of Science degree from Texas A&M University.



Aaron Farmer
President

Aaron Farmer brings extensive expertise in retail and marketing trends to The Retail Coach. His background includes marketing research and retail development for top brands like FedEx, Sally Beauty Supply, and Adidas. Aaron's skills span trade area analysis to retailer recruitment. He holds a Marketing degree from Texas A&M's Mays Business School and an MBA from Texas A&M - Commerce.



Caroline Harrelson
Strategy Director

Caroline specializes in strategic planning and manages relationships with commercial real estate professionals and retail site selectors nationwide. Her experience in recruiting retail provides municipalities with a competitive edge by assessing markets and anticipating retailer feedback. With an MPPA from Mississippi State University, Caroline understands public sector dynamics and approaches retail economic development from both consumer and retailer perspectives.

Project Team

PROJECT MANAGEMENT & RECRUITMENT



Nick Albracht
Project Manager

Nick plays a vital role at The Retail Coach, supporting Project Directors in executing projects from start to finish, including market analysis, profiling, and retail recruitment, while maintaining strong relationships with clients and industry professionals. With a background in investment sales and a Texas real estate license, Nick brings valuable expertise to advising clients. A Texas A&M graduate with a degree in Finance, he combines strategic insight with hands-on experience to drive success.



Carly Holdridge
Recruitment Specialist

Carly brings a unique perspective shaped by a Bachelor of Science in Urban and Regional Planning, along with over six years of working in customer service and experience in stakeholder management. Her background in planning has equipped her with a strong understanding of how thoughtful development and retail strategy can transform communities; turning underutilized spaces into vibrant, thriving hubs of activity. She is passionate about connecting growing markets with the right retail partners, with a focus on sustainable growth, accessibility, and long-term community impact.

DATA & MARKET RESEARCH



Matthew Lautensack
Director of Data/Research

New York native Matthew Lautensack brings expertise in critical theory and technology integration to The Retail Coach. He has streamlined internal workflows and developed key products and services for the company. Previously, Matthew was the Director of Information Technology at a natural soap company. A philosopher and self-taught programmer, he specializes in user experience, e-commerce, automation, digital advertising, and GIS.

ADMINISTRATIVE SUPPORT



Nancy Herbert
Director of Finance

At The Retail Coach, Nancy Herbert directs all administrative functions with efficiency and care. She is a number cruncher and a people person who loves getting lost in data. Nancy's extensive management and accounting experience encompass some of America's favorite retailers, including Kirkland's. Nancy's previous experience as a retail buyer and store inventory control manager provides helpful insight as she assists in the retailer research performed by The Retail Coach for each project.

PROJECT DELIVERABLES

Analyzing the Market

- Competing Communities Analysis
- Vicksburg Economic Overview
- Custom Retail Trade Area Map
- Mobile Data Studies As Needed
- Retail Trade Area Demographic Profile
- Retail Trade Area Psychographic Profile
- City Demographic Profile
- Discussions with Key Community and Business Stakeholders

Determining Retail Opportunities

- Retail Demand Analysis
- Retail GAP Analysis

Identifying Development & Redevelopment Opportunities

- Analysis of Development/Redevelopment Sites (Highest & Best Use Analysis)
- Retail Site Profiles for Available Retail Sites

Identify Retailers & Developers

- Target List of Retailers (and Restaurants)

Marketing & Branding

- Retail Market Profile
- Retail Market Flyer
- Customized Retailer Feasibility Packages
- Developer Opportunity Package
- Online Retail Dashboard (Retail 360® Website)

Recruitment of Retailers & Developers

- Retail Recruitment Plan
- Retailer & Developer Recruitment Status Dashboard (Airtable)
- Retail Recruitment

Ongoing Recruitment & Coaching

- Ongoing Coaching & Support from The Retail Coach Team
- Incentive Coaching
- Representation of Vicksburg at Regional and National Retail Industry Events - Including ICSC Las Vegas, Regional ICSC Events, and Retail Live

Analyzing the Market

The Retail Coach will perform extensive market research and analysis to evaluate Vicksburg and the surrounding area. This “macro to micro” approach enables The Retail Coach to analyze competitive and economic forces that may impact your retail recruitment and development plan.

Competing Community Analysis

It is important to monitor what is occurring in surrounding communities from a retail economic development perspective. What are their advantages and/or challenges? Are they experiencing positive or negative growth? What are their current retail offerings?

- **The Retail Coach will look at competing communities to identify competitive advantages, through economic and market forces, that have a direct impact on retail recruitment and development in Vicksburg.**

Custom Retail Trade Area Determination

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

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

- **The Retail Coach will hand-draw the Retail Trade Area map for Vicksburg based on mobile phone data from consumers, as well as on-the-ground analysis from The Retail Coach Team.**

Understanding your true customer base is critical to quantifying the demand for new retail and restaurant development.

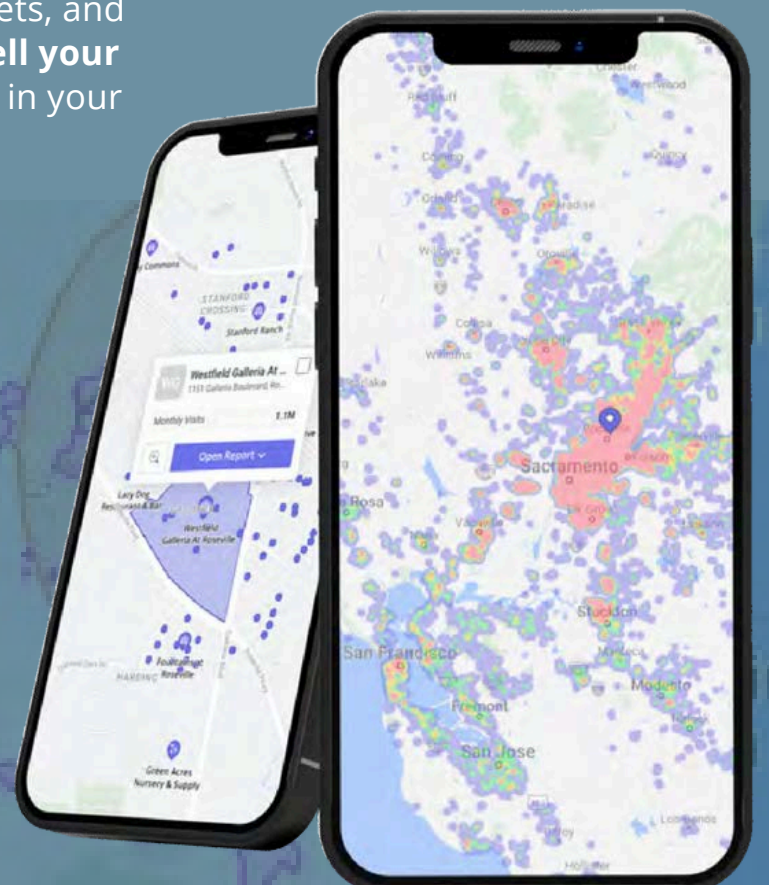
We use real data collected from actual customers in your city to analyze trade area boundaries, competitive markets, and leakage. This high confidence data allows our team to **tell your story** and show potential investors why they need to be in your market.

“

If you aren't currently leveraging consumer mobile data, you are drastically underselling your retail market and opportunity.

Kelly Cofer

Retail Coach Founder & CEO



ANALYZING THE MARKET

Demographic Profiling

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

- **The Retail Coach will create comprehensive 2020 Census, 2026 & 2031 demographic profiles for the Retail Trade Area and City of Vicksburg. The comprehensive profile includes population and projected 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 local retailers. Knowing the retail sectors and products that consumers demand removes a great deal of risk for businesses.

- **The Retail Coach will develop a 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.**

DETERMINING RETAIL OPPORTUNITIES

Retail Demand Analysis

A city is able to quantify its retail demand through a Retail Demand Analysis, which provides a summary of the projected retail demand growth — or opportunities — for 68 retail sectors. The analysis is ultimately used to identify specific recruitment targets for the community.

- **The Retail Demand Analysis will:**
 - **Identify retail demand growth opportunities for more than 68 retail sectors**
 - **Distinguish retail sectors with the highest propensity for success and qualify their ultimate potential**

MARKET-BASED SOLUTIONS

We understand that every city has its own unique set of development needs.

That's why we work with our clients to determine those needs and offer custom, tailored, data-driven solutions.

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 market with leaders and stakeholders, which enables us to determine your market position and identify retailers that fit your community.

ACTION PLAN FOR GROWTH

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 best results when, together, we derive short-term and long-term strategies based on market data and opportunities.

IDENTIFYING DEVELOPMENT & REDEVELOPMENT OPPORTUNITIES

Identifying & Marketing Available Sites

Retailers are not only interested in market data on your community, but also interested in evaluating all available property vacancies and sites that fit their location preferences. A city must create and maintain a database of prime available properties, along with accurate, up-to-date market information. Successful retail recruitment begins 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/egress
 - Adequate parking
 - Site characteristics
 - Proximity to retail clusters

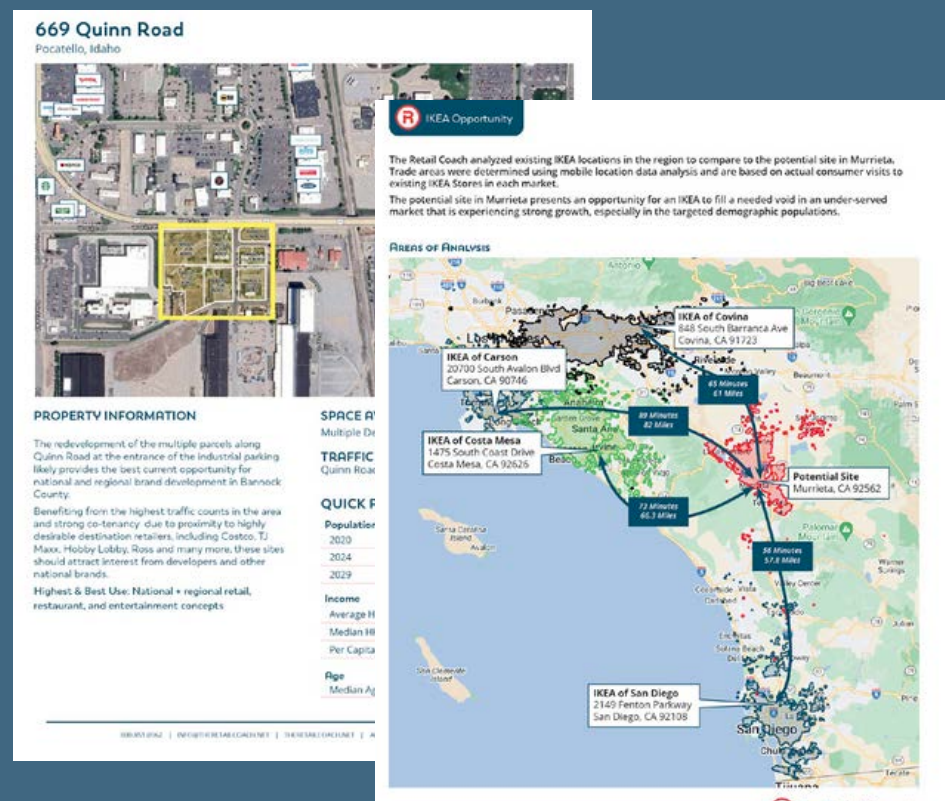
Retail Site Profiles

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

- **The Retail Coach will create a Retail Site Profile for each identified key vacancy and site with current site-specific information, including location, aerial photography, site plan, demographic profile, size/dimensions, traffic count(s), and appropriate contact information.**

Understanding Retail Real Estate Availability

We will examine potential locations for a mix of retail, restaurant, hospitality, grocery, and entertainment uses to better understand the opportunity for new brands to enter Vicksburg.



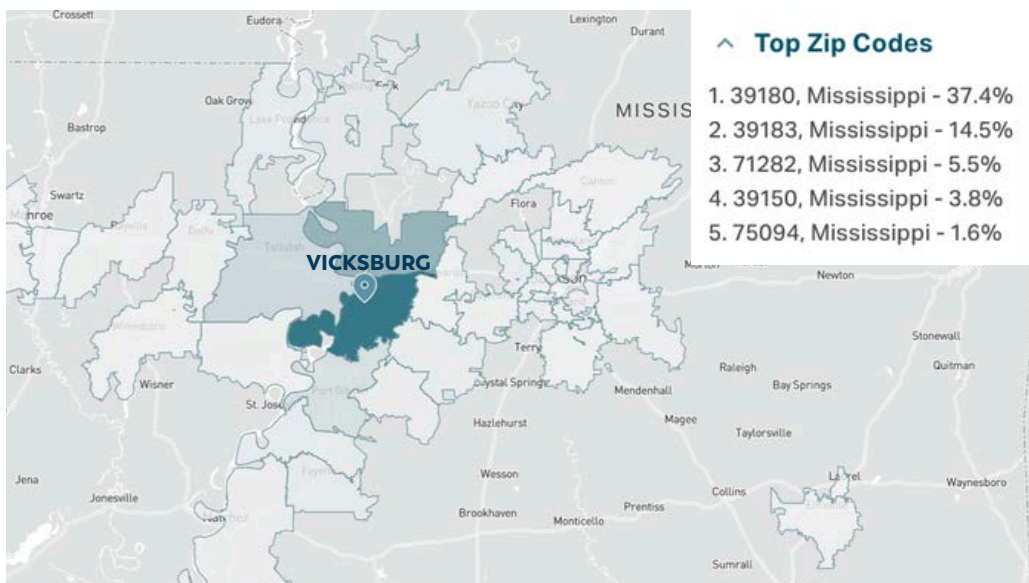
IDENTIFYING RETAILERS & DEVELOPERS FOR RECRUITMENT

The Retail Coach has been successful in recruiting leading retail brands to our client communities for more than 25 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 brands that are a “good fit” for Vicksburg. This means that the Retail Trade Area population, ethnicities, incomes, ages, and educational levels meet the retailers’ ideal location criteria.

- **The Retail Coach will develop and review a master list of potential retailers with Vicksburg Staff and work together to prepare a final target list of retailers for recruitment.**



Mobile Data for Location Decisions:

We will utilize mobile location technology that analyzes retail location and behavioral data collected from mobile devices to determine consumer visits to key destinations in Vicksburg.

This high-confidence data is used to verify Retail Trade Areas and validate retail site selection decisions.

Identifying Potential Developers

Much of our recruitment success comes from establishing a network of regional and national retail developers over the past 25 years. Developer networking and recruitment have become key components in a community’s retail recruitment and development/redevelopment success. If a retailer were to express interest in Vicksburg, and there was not 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 utilize its network to identify retail real estate developers active in Vicksburg and the region for recruitment.**

MARKETING & BRANDING

To attract targeted retailers, a critical step is to provide accurate and current data/information. It is important that this marketing information positively reflects the city's positive attributes and brand to corporate site selectors, real estate brokers, and developers. This information is essential for them in making initial decisions about locating in Vicksburg.

Retail Market Profile

The Retail Coach will develop a Retail Market Profile tailored to the specific needs of targeted retailers essential site selection and location criteria for Vicksburg. The profile serves as an introduction, and includes:

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

Specialized Recruitment Packages & Reports

Retail economic development is broadly defined throughout the industry, and in many cases, highly specialized reports are required. These reports are tailored to address the unique needs of our clients, retailers, and developers.

Developer Package

The Retail Coach will create a marketing package for retail developers active in the community, county, and region to generate their interest in retail development/redevelopment opportunities.

- **The Retail Coach will create a Developer Package to highlight development and redevelopment opportunities in Vicksburg. This package may 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**
 - **Interested retailers**

MARKETING & BRANDING

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 anytime through a branded Retail360® link. With a few clicks, retailers, brokers, and developers can learn about your community's retail potential like never before.

- **Our team will develop a customized Retail360 Dashboard for Vicksburg.**

MURRIETA, CALIFORNIA
HIGHLY DESIRABLE, FAST GROWING COMMUNITY IN THE SOUTHWEST RIVERSIDE COUNTY, CALIFORNIA

- ◆ Murrieta has been ranked the #1 City to live in Southwest Riverside County by The Press-Enterprise
- ◆ 2nd Safest city in the U.S. 2018 (Source FBI, Cities over 100k residents)
- ◆ Murrieta Valley Unified School District (MVUSD) is one of only 22 exemplary rated districts in the state of California.

COMMUNITY SUMMARY
MURRIETA, CA

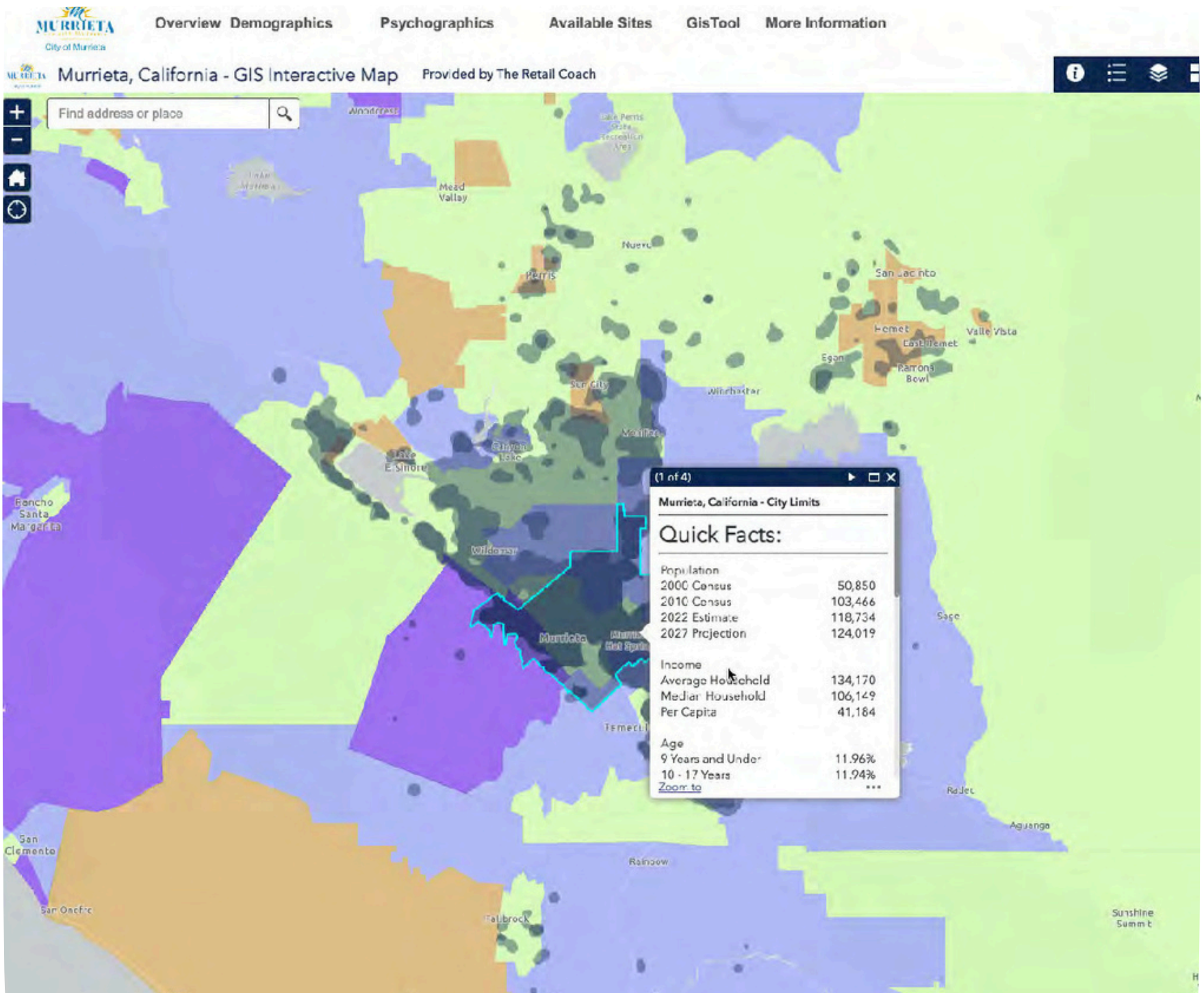
All documents are in PDF format and will open in a new window.

MARKETING & BRANDING

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.

- We will develop a concise, easy-to-access, interactive site mapping platform for Vicksburg, along with 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

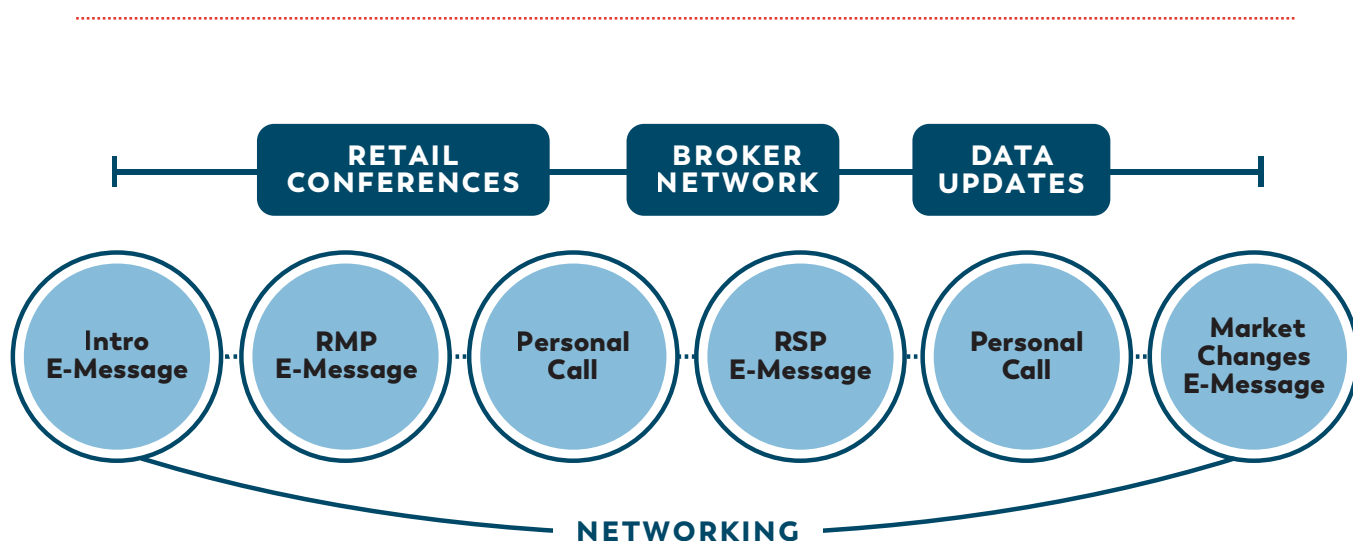
We were the first national retail recruitment firm to introduce retailer and developer recruitment specifically for communities. More than 25 years and 850 projects later, the recruitment of retailers remains one of our primary metrics of success. Today, our success has proven that a community must move beyond just gathering data sets, and proactively recruit retail.

- **The Retail Coach will actively recruit retailers to Vicksburg. Our process includes:**
 - **Introductory emails and retail market profile are sent to each targeted retailer.**
 - **Personal calls are placed to measure interest level.**
 - **Personal emails and retailer feasibility packages are sent to each targeted retailer.**
 - **Personal emails and retail site profiles for prime vacancies are sent to the appropriate targeted retailers.**
 - **Personal emails are sent to inform targeted retailers of significant market changes.**
 - **Personal emails are sent to decision markers once per quarter to continue seeking responses regarding their interest level in the community.**
 - **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 retail real estate developers over the past 25 years. Oftentimes, a retailer or retailers may have interest in a community, only to find that suitable properties do not exist.

- **The Retail Coach will actively recruit developers for Vicksburg, if an opportunity is identified. Our process includes:**
 - **Introductory emails and opportunity packages are sent to developers.**
 - **Personal calls are placed to measure interest level.**
 - **Personal emails are sent to inform developers of the status of interested retailers, and any significant market changes.**
 - **A developer status report is provided with each developer’s complete contact information and comments resulting from recruitment activities.**



RECRUITING RETAILERS & DEVELOPERS

Retail Conferences

The Retail Coach helps communities connect with retailers and developers at retail conferences such as Retail Live!, the annual ICSC Las Vegas, and other regional events attended.

- Our team will represent Vicksburg at Industry Trade Shows throughout our partnership.



ICSC Las Vegas 2025 | Schedule & Meeting Agenda The Retail Coach Booth - South Hall Upper - 5344R

Monday | May 19

Time	Retailer	Contact	Notes	Booth Location
9:30 am	IHG Hotels	Lauren Kroymann		#5344R South Upper
11:00 am	Agree Realty	Ed Eickhoff	Discuss 1st Ave Hyvee Box	#1022V South Lower
11:00 am	Buyers Realty	Mike Cunningham and Jeff Daniels	ChainLinks Booth	#4607Q South Upper Kiosk #2
12:00 pm	McDonald's	Nancy Dittmier	Discuss Former 1st Ave Location	#5131Q South Upper
1:00 pm	Kohan Leasing	Bob Steiner	Discuss Youngers Space	#1913V South Lower
1:30 pm	QDOBA	David Le Mons	Jason Rogers (Q4) Included	#1012V South Lower
2:00 PM	Ollie's Bargain Outlet	Sergio Sciancalepore		#340W South Lower
2:00 PM	Reserve Development	Jeff Strong John Dewhurst (Broker)		#5344R South Lower
4:00- 5:30 pm	The Retail Coach Happy Hour			#5344R South Upper

RECRUITING RETAILERS & DEVELOPERS

Retail Recruitment Accountability Dashboard

As part of our recruitment process, we provide access to a real-time recruitment dashboard where Vicksburg 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.

- **The Retail Coach will set up a recurring monthly meeting with Staff to review on-going recruitment activity, feedback received from prospects, and any additional next steps or follow up items needed to advance recruitment with interested retailers.**

Data Automations Interfaces Forms

Recruitment Status ▾ Developer Recruitment | ICSC | Retail Site Profiles | Retailer Match List | ▾ | +

1 hidden field

<input type="checkbox"/>	A Target	Status	Recruitment Activity	Feedback	Contact
				minimum width. We want to be in a center with other established retailers." ...	Christina_K_Wong@gap.c...
69	Olive Garden	Interested	Got market approval from corporate. Working with brokers to find site(s) that ...	11/30/22: Via call w/ Lucas, Beaumont is on their radar and requested we follow up with any sites / concept plans, traffic, economics, etc. so they ca...	Andrea Garcia AGarcia@darden.com - ...
70	SkyZone	Interested		11/2023: "What kind of sites do you have?We need over 25k sft and over 17' in ceiling height. Parking. Industrial or shopping centers." -Linda	Linda Haynes ljhaynes100@gmail.com...
...	TJ Maxx	Interested		2/2023: Sent BB&B space to Anthony -- "Well aware of it and have been for quite some time." -Anthony...	Anthony Mansour (310) 815-8611 #104 ...
72	Lee & Associates - Brian Bielatowicz	Interested	Reached out for ICSC meeting but he is booked. Asked to send sites.	11/2023: Via call w/ Brian, he has LA Fitness and is looking for a site in Beaumont.	Brian Bielatowicz bbielatowicz@leetemecul...
73	Dick's Sporting Goods	Interested		8/2023: Via call w/ Jay; he has been looking in Beaumont for DSG. Asked us to keep him updated on any developments that seems to be picking up ...	Jay Nichols
74	Dave's Hot Chicken	Interested		12/2023: Via tenant rep convo, DHC is looking in Beaumont.	Blake Kaplan Blake.Kaplan@jll.com
+					
STATUS Reviewing Sites 2					
75	Exxon	Reviewing Sites	Sent Mike sites to review. Working through opportunities and interest level.	3/23: "Do you have an intersection for me to look at for a gas / c-store location?" -Mike	Mike Glassman (714) 448-8812...
76	Habit Burger Grill	Reviewing Sites	Council didn't sell the property to habit - work on new site(s) for Habit/KFC comb...	8/11/22: Via call w/ Charlie, he is looking for drive thru opportunity in the 2,000 - 2,800 sq ft range, will look at 2nd gen or site to purchase/BTS/leas...	Charlie Cangelosi - FZ broker...
+					
STATUS Site Visit 1					
77	Jay Nichols	Site Visit	Jay tentatively confirmed for lunch and possible market tour with Kyle June 21st...	2/2023: Sent BB&B space to Jay	
+					
STATUS LOI / Opening / Opened 4					
78	Big Lots	LOI / Opening / Open...			Carr Thomson (281) 620-3633 ...
79	Dutch Bros Coffee	LOI / Opening / Open...		3/22: Via phone call w/ Vanessa: They are working on a deal in Beaumont that is a lease, but due to population size, Beaumont is not a 2 unit store at ...	Vanessa Brown (949) 608-2074 ...
...	Johnny Mike's	LOI / Opening / Open...			*John Romm (949) 723-7300 ...
+ Add...					

107 records

COACHING & ONGOING SUPPORT

Retail Coaching

The Retail Coach partners with communities on a long-term basis and will be available when they have questions, new ideas, or need data updates. We are also available if clients need to brainstorm opportunities as the community grows and develops.

- **The Retail Coach will provide on-going coaching and support for retail recruitment activities throughout the project.**



References & Previous Experience



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Barry Gentry
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SEED Municipal Development District
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Deliverables & Pricing

Retail Market Analysis

- Mobile Location Data Analysis
- Custom Retail Trade Area
- Demographic / Population Profile
- Submarket Analysis
- Psychographic Profile
- Retail Demand + Gap Analysis
- Existing Retailer Map

Retail Recruitment Strategy

- Regional Retail Void Analysis
- Retail Fusion Analysis
- Site Identification + Inventory
- Retailer Match List

Marketing + Recruitment

- Proactive Retail Recruitment + Developer Outreach
- National + Regional Retail Conference Representation
- Retail Market Profiles
- Retail:360® Dashboard
- Feasibility Packages
- Engagement with Local Stakeholders

Coaching + Ongoing Support

- Monthly Update Conference Calls
- Retail Recruitment Tracking Form (AirTable)
- Two trips to Vicksburg by TRC Staff
- Incentive Coaching
- Unlimited Access to TRC Staff
- Other Reports as Needed

\$35,000

Plus up to \$2,000 in reimbursable expenses.

Not to exceed price:
\$37,000

Terms (12-month Agreement) :

The total fee for completion of this work is **\$35,000** payable in three (3) installments:

- \$15,000 upon execution of contract
- \$10,000 at 90 days following execution of contract
- \$10,000 at 180 days following execution of contract

If the City elects to extend the agreement, the additional fee shall be **\$30,000** for each additional 12-month period of data updates, recruitment, and coaching.

Reimbursable Project Expenses:

It is estimated that reimbursable expenses will not exceed **\$2,000**. Reimbursable expenses include all travel costs; any costs associated with special renderings / maps; copies of reports, drawings, maps; and any shipping costs. Costs are billed as incurred.

PREPARED BY:

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Project Director
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February 2026

We Recruit Retail.

TheRetailCoach.net | 800.851.0962 | Austin, TX | Dallas, TX | Tupelo, MS