



PROPOSAL FOR:

THE CITY OF
FORT BRAGG,
CALIFORNIA

RETAIL RECRUITMENT
CONSULTING SERVICES



Executive Summary: Retail Recruitment

The Retail Coach is submitting this proposal for
Retail Recruitment Consulting Services
for the City of Fort Bragg, California.

Our goal is not only to aid the Fort Bragg in preparing and executing a Retail Market Analysis + Recruitment Strategy, but to continue assisting local leadership via long-term partnership and to capture sales tax leakage and further improve quality of life for residents by bringing in new retail, restaurant, entertainment, and service options.

The most important aspect of any Retail Market Analysis is its ultimate application and resulting impacts. Our approach has always been action-oriented to ensure that market reports are not placed on a shelf to collect dust. Working with all project team members, local stakeholders, and public officials is a critical component in which The Retail Coach is experienced and well-equipped to execute.

Goals & Objectives:

- Research and analyze the community's unique retail market to identify retail gaps and growth opportunities.
- Determine Fort Bragg's viable retail market potential & its relationship with other industries.
- Identify key retail, restaurant, and entertainment concepts & targets that align with the community's vision.
- Proactively recruit new businesses with transparency and dedication to communication.
- Provide feedback on retail expansion, market trends, and the retail site selection process.
- Act as an extension of City staff to provide coaching for retail economic development initiatives, including retail recruitment training.
- Represent, prepare, and assist city leadership at ICSC and other industry events.
- Provide ongoing support for business and industry recruitment and community development.

We Recruit Retail.

For over 26 years, The Retail Coach has been the premier national retail recruitment partner for municipalities, economic development organizations, and development firms.

We are the nation's leading retail recruitment, market analysis, and development firm. Our approach combines **strategy, technology, and creative marketing** to execute high-impact retail recruitment strategies for local governments, chambers of commerce, and economic development organizations.

Having worked more than 900 assignments in 43 states, our recruitment approach is simple - **do what you say you are going to do, execute at the highest level possible, and constantly communicate findings and results to our clients.** This approach has proven successful, leading to multiple assignments with more than 90% of our clients.

PROVEN SUCCESS FOR CLIENT COMMUNITIES



6 Million +

SQUARE FEET OF NEW RETAIL RECRUITED

We have recruited more than 6 million square feet of new retail to client communities in the past 5 years.

\$600 Million

IN NEW SALES TAX GENERATED

Our work has generated more than \$600 Million in sales tax for our client communities in the past 5 years.

94%

REPEAT CLIENT RATE

Over 90% of our clients choose to continue working with us after the initial contract period.

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

Our proven Retail:360® Process has been instrumental in recruiting new retailers and developers to our client communities.

RECENT RECRUITMENT SUCCESSES



McKinney, TX



Los Angeles County, CA



Lancaster, CA & Pella, IA



Laguna Niguel, CA



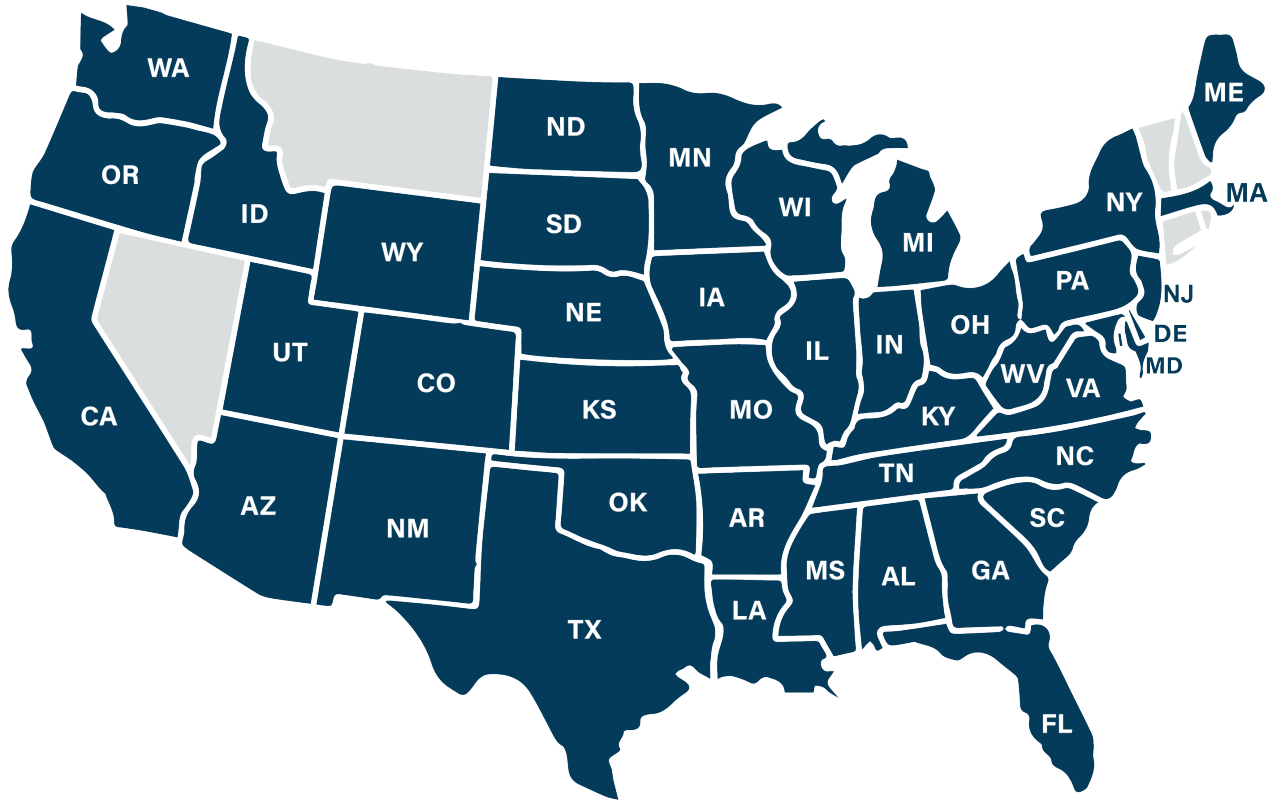
Orange County, CA



Lakeport, CA

PLUS HUNDREDS MORE THROUGHOUT THE COUNTRY





More Than 900 Client Communities Served Across 43 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. Retailers and tenant representatives will frequently look at our client list or ask our team for prospective markets to consider.



900+
COMMUNITIES SERVED

43
STATES WE'VE WORKED IN

90% +
REPEAT CLIENT RATE

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 20 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:



Key Personnel

PROJECT LEAD



Charles Parker
Project Director

Charles oversees The Retail Coach projects across the country, in addition to the Retail Recruitment Training and Downtown Programs. He is located in our Dallas office and will be the primary contact for your project.

LEADERSHIP & PROJECT STRATEGY



Kelly Cofer
Founder & CEO



Aaron Farmer
President

With more than 50 combined years of retail development experience, Kelly and Aaron play an integral role in every project for The Retail Coach. This includes in-depth market analyses, recruitment strategies, and development plans for our clients.

DATA & MARKET RESEARCH



Matthew Lautensack
Director of Data/Research

Matthew employs cutting-edge, GPS-based market data to pinpoint true opportunity in retail markets. He provides the latest retail trade area data and prepares our clients' market reports, data sets, and assists with GIS mapping.

STRATEGY & RECRUITMENT



Jean Totten
Recruitment Specialist



Keith Rinehart
Recruitment Specialist

Jean and Keith manage our strategic relationships with national and regional retailers, brokers, site selectors, and development partners. They assist with our recruitment process, including the site submission process and capturing retailer feedback.

ADMINISTRATIVE SUPPORT



Nancy Herbert
Director of Finance

Nancy supports all projects by managing client invoicing and contract needs as well as marketing, promotional, and graphic design support.

Your Project Team



PROJECT LEAD

Charles Parker | Project Director

Charles oversees projects for The Retail Coach nation-wide, and will be the primary point of contact for this project. He has over ten years of experience in the fields of economic research, development, and entrepreneurship; and his work in client communities has led to the recruitment of numerous brands including Hobby Lobby, Marshall's, Five Below, Planet Fitness, Eggs Up Grill, Popeye's, Sonic, and Sprout's. Additionally, Charles is the lead instructor of the MASC Retail Recruitment Training Program as well as annual instructor at multiple IEDC Basic Economic Development Courses across the country.

Prior to joining The Retail Coach, Charles served as a leading Researcher at Mississippi State University where he focused on economic impacts analyses of tourism and outdoor recreation on municipalities.

The McKinney, Texas native earned his Master of Business Administration and Master of Science degrees from Mississippi State University. Charles is an active member of the International Council of Shopping Centers and Main Street America, and is a frequent speaker at conferences, municipal leagues, and economic organizations.



Kelly Cofer | Founder & CEO

C. Kelly Cofer leads The Retail Coach with more than 30 years of experience in all aspects of retail real estate and economic development.

Kelly's professional background encompasses market research and site selection, advisory and leasing services, and property brokerage and development for leading national retailers and restaurants in more than 150 cities throughout the United States.

He 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. Kelly 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).

His 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.

Your Project Team



Caroline Harrelson | Strategy Director

Caroline Harrelson focuses on key strategic planning for clients and manages The Retail Coach relationships with commercial real estate professionals across the country.

Prior to joining The Retail Coach she was the Director of International Services at Mississippi State University where she managed various international projects bringing a broader approach to The Retail Coach retail economic development recruitment methods.

Caroline holds a Masters in Public Policy and Administration combined with almost 10 years in upper administration and project management.



Keith Rinehart | Retail Recruitment Specialist

Keith brings over 32 years of expertise in community and economic development to his role as Recruitment Specialist. With a strong track record in effective communication, active listening, community and economic development, it is his mission to build strong relationships with retailers, site selectors, developers, and brokers to support retail growth in client communities and to make a positive and lasting difference in the lives of the communities he serves. Keith holds a Kinesiology Degree from Angelo State University with a double minor in English and Journalism.



Jean Totten | Retail Recruitment Specialist

Jean Totten brings a wealth of knowledge and expertise in economic development and community leadership to her role as Recruitment Specialist. With years of experience helping communities grow and thrive, Jean has successfully collaborated with local governments, businesses, and organizations to drive economic growth and foster sustainable development. Her passion for building strong, resilient communities makes her a valuable asset to The Retail Coach team.



Scope of Work

Retail Recruitment Strategy

Retail Market Analysis

Custom Retail Trade Area Analysis + Mobile Location Data

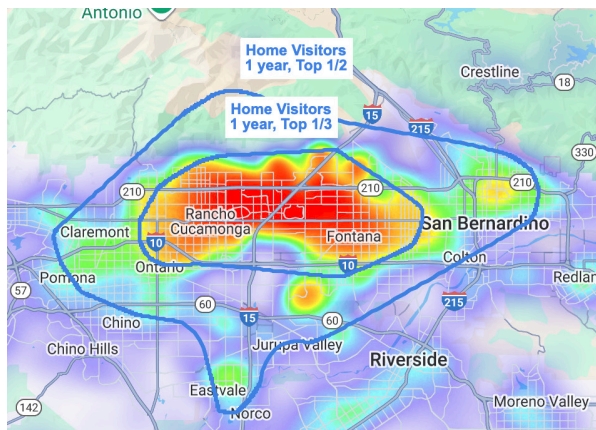
Mobile Location Data has become a powerful tool for retail, restaurant, and entertainment concept site selection processes. We will utilize data to confirm the primary retail trade area, but also to evaluate specific location consumer draw and performance. This can also be helpful for existing businesses to know how they stack up against their competition and to visualize cannibalization.

Demographic + Psychographic Analysis

Our demographic profiles include population and projected population growth, ethnicity, average and median household incomes, median age, households and household growth, and educational attainment. We will create comprehensive 2020 Census, 2026, and 2031 Demographic Profiles for the Retail Trade Area and the community, including Drive-Times and Radials.

Retail GAP/Leakage Analysis, Demand Analyses + Consumer Expenditures Report

One way to quantify retail demand is through a Retail Demand Analysis, which provides a summary of the primary projected retail demand growth — or opportunities — for 68 retail sectors. The analysis is ultimately used to identify recruitment targets for the community. The Retail Coach will also compare the demand to current sales projects to generate a GAP or retail leakage report. This will help identify which sectors are strengths or currently under served by the existing retail market. Additionally, TRC will provide a consumer expenditures report that highlight how local consumer spending compares to national averages across specific categories. These analyses will provide insight on which brands/concepts are missing or need to be emphasized more to attract complementary businesses.



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 Fort Bragg.

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

Retail Recruitment Strategy

Retail Void + Fusion Analysis

Existing retailers and restaurants help set the stage for new business attraction. Understanding where brands have already located and how they choose to co-locate with other concepts is critical to understanding an area's potential and crafting a recruitment narrative. The Retail Coach will execute void analysis and fusion analysis (co-tenant evaluation) to determine potential fits for each community.

Retail Match List

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. We will develop and review a master list of potential retailers with local leadership and work together to prepare a final target list.

Site Inventory

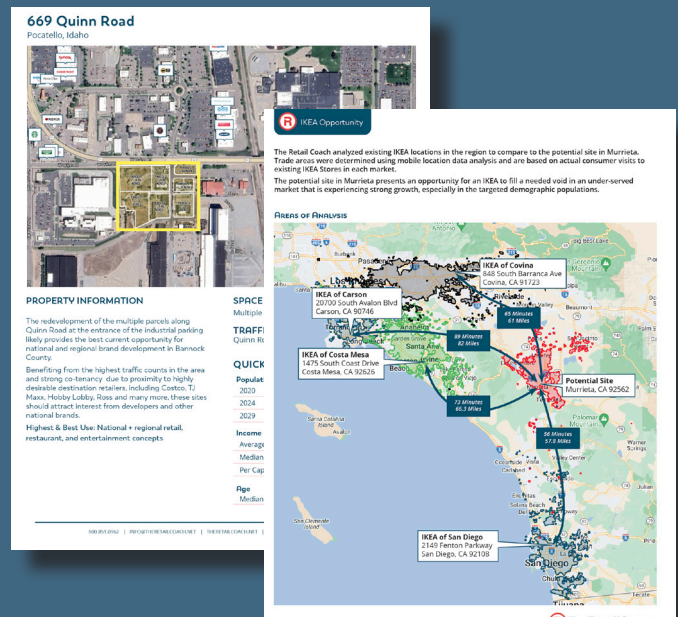
Retailers are interested not only in the market data on your community, but also in evaluating all available property vacancies and sites that fit their location preferences. Successful retail recruitment begins to happen with the introduction of available sites. We will identify priority retail vacancies and development/redevelopment sites to market, as well as evaluate their highest and best use.

Local Stakeholder Engagement

Local buy-in is a must have for communities looking to build a comprehensive recruitment program. The Retail Coach will meet with local property owners, franchisees, brokers, and other stakeholders to assist with their ongoing projects or goals and to make direct introductions with targets brand representatives.

Understanding Retail Real Estate Availability

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



Marketing + Recruitment

Recruitment of Retailers + Developers (+ Other Site Selectors)

The Retail Coach is the first national retail recruitment firm to introduce retailer and developer recruitment specifically for communities. Twenty-six years and 900 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.

Our team will conduct outreach to corporate real estate teams, brokers, tenant reps, property owners, franchise groups, and any other real estate professionals involved in the site selection process to gather feedback for the economic development team.

We will actively recruit retailers on the City'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 targeted retailers
5. Personal emails are sent to inform targeted retailers of significant market changes
6. Follow-up are conducted at least once per quarter to continue gauging interest levels
7. Target status reports are included in the Retail Recruitment Tracking Platform

Commercial Real Estate Conference Representation

Recruitment is a relationships business, and retail conferences are essential to getting in front of and forging relationships with key site selectors and decision makers. Having a prominent presence at ICSC and Retail LIVE events has been a staple for The Retail Coach for over 26 years. In our partnership, we will assist in marketing each community - and its vacancies and sites - to retailers, developers, and brokers at retail industry conferences.

For any City Staff attending, TRC will assist with conference planning and setting appointments. The Retail Coach will represent the City at these events, but also invite the City to participate in any meeting to engage directly with key decision makers and enhance long-term relationships.

Key Events: ICSC Las Vegas, ICSC Western, ICSC Monterey; Retail LIVE!; ICSC Retail Forward; ACRE

Recruitment Toolkit + Support

Having effective marketing material is essential. The Retail Coach can prepare concise, impactful deliverables that properly illustrate the potential in each community that staff can use to assist ongoing recruitment efforts, including the Retail360 Online Dashboard.



Coaching + Ongoing Support

Retail Recruitment Tracking Platform + Information Exchange

To ensure transparency, The Retail Coach will provide a Live Retail Tracking form for City staff to access 24/7 to report the status of ongoing recruitment discussions and points of contact (along with contact information).

This platform will also host all deliverables to be downloaded by City Staff, information on key sites and analysis

Monthly Update Calls

To keep clear and open lines of communication, The Retail Coach will set monthly Zoom meetings with City staff to discuss updates, retailer feedback, and strategy. Additionally, our team is always available on demand to brainstorm, connect with personnel, or otherwise be a resource to City staff. Project Lead and Support Staff's direct contact information will be shared to ensure full access and support.

Visible Presence

Being a part of your team means being seen. The Retail Coach will make at least two trips to Fort Bragg during the 12 month engagement to meet with city staff, prospective retail site selectors, developers, local property owners, and to host workshops for stakeholders.

Data Access

The Retail Coach implements a number of data sources and providers into our recruitment strategy. As such, our clients can gain unlimited access to GIS and data reports from the following: Claritas; ESRI ArcGIS & Business Analyst; AGS & Inrex via SitesUSA; Retail Lease Trac; CoStar/LoopNet; Seamless; Unacast; BLS; Census Bureau; and State DOTs.

Retail Coaching

Setting up communities for long-term success is our priority. We will work with city staff and conduct workshops to educate and provide resources to that the city can build off the momentum generated by recruitment efforts. Workshop topics can include Best Practices for Retail Recruitment (including prompts, scripts, and trade show activities), Review of the Site Selection Process, Explanation of the Development Process, Retail Real Estate 101, and guidance/case studies on business attraction incentives.

Deliverables & Pricing

Retail Market Analysis

Mobile Location Data Analysis
Custom Retail Trade Area
Demographic / Population Profile

Psychographic Profile
Retail Demand + GAP Analysis
Existing Retailer Map

Retail Recruitment Strategy

Retail Void Analysis
Retail Fusion Analysis

Retail Match List
Retail Site Identification and
Inventory

Marketing + Recruitment

Proactive Retail Recruitment
National + Regional Retail Conference
Representation
Retail Marketing Profiles

Retail:360® Dashboard
Retailer-Specific Feasibility Packages
Engagement with Local Stakeholders

Coaching + Ongoing Support

Monthly Update Conference Calls
Retail Recruitment Tracking Form
Two Trips to market by TRC Staff

Unlimited Access to TRC Staff
Other Reports as needed

\$24,000

Plus up to \$3,500
reimbursable expenses.

Not to Exceed Price:
\$27,500

Terms (12-month Agreement) :

The total fee for completion of this work is **\$24,000** (+ expenses), payable in two (2) installments:

- \$12,000 upon execution of contract;
- \$12,000 at 180 days following execution of contract

If Fort Bragg elects to extend the agreement, the additional fee shall be **\$20,000** (+ expenses) for each additional 12 month period of data updates, recruitment, and coaching.

Reimbursable Project Expenses:

It is estimated that reimbursable expenses will not exceed **\$3,500**. 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.

Project Timeline

Execution of Agreement

30-45 Days from Kick-Off

60-90 Days From Kick-Off

Remainder of Agreement



Kick-Off Meeting

Project kick-off call with key staff and stakeholders.

- Review timeline, goals, and objectives with project team
- Discuss priority sites and key areas of focus

Research & Market Analysis

On-the-ground market analysis and consumer data collection.

- Retail Market Analysis
- Demographics & Psychographics
- Primary & Secondary Retail Trade Areas
- Retail Demand Analysis
- Retailer Match List

Marketing & Branded Reports

Development of key marketing materials used to promote the community.

- Retailer & Developer Feasibility Packages
- Retail Market Profile
- Retail Site Profiles

Recruitment & Ongoing Support

Active recruitment of retailers and developers through the remainder of the agreement.

- Recruitment Status Dashboard
- Monthly Recruitment Update Meetings
- Representation at National & Regional Retail Conferences

Project Reporting

We will provide written or electronic updates on a monthly basis and hold monthly recruitment updates with City staff once recruitment has begun.

Community Trips

We will make at least two (2) trips to Fort Bragg during the project.

Project Timeline

We are available to begin work immediately upon agreement of terms with a project duration of 12 calendar months.

California Presence

“The Retail Coach is the perfect solution for our needs. They provide high-quality data that helps us sell our market to retailers and helps supplement our economic development team. They truly are an extension of our team and have helped us land retailers that we’ve been trying to get to the market for years. They are also very responsive and help us get the data we need quickly.”

Scott Agajanian
Assistant City Manager
City of Murrieta, California
sagajanian@murrietaca.gov
o. 951-461-6003



“...The Retail Coach [have] proven themselves as a great partner for the City and helped open many doors with retailers and developers that we weren’t able to reach before. We have worked with other retail consultants and the level of expertise and support from The Retail Coach team has far exceeded what we’ve gotten from the other firms we’ve worked with. We already highly recommend them.”

Tara Magner
Economic Development & Special Projects Administrator
City of San Jacinto, California
tmagner@sanjacintoca.gov
o. 951-487-7330



“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 inhouse staff time. I can’t recommend the Retail Coach highly enough.”

Chenin Dow
(Former) Manager, Economic Development
City of Lancaster, California
Current Director of Community Development
City of Santa Maria



Other Recent Projects:

Bakersfield
Beaumont
Coachella
Corona
Desert Hot Springs

Farmersville
Fullerton
Galt
Gilroy
Indio

Lakeport
Laguna Beach
Merced
Palm Desert
Ranch Cucamonga

Roseville
Santa Cruz
Stanton
Tracy
Victorville



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