



**come to tomorrow**  
MORROW, GEORGIA

# Regular Council Meeting

**August 23, 2016**

## Public Package

CITY OF MORROW, GEORGIA  
MAYOR AND CITY COUNCIL

Mayor Jeffrey DeTar  
Mayor Pro Tem Jeanell Bridges  
Councilwoman Hang Tran  
Councilman Larry Ferguson  
Councilman Christopher Mills

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be viewed by  
others**



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MORROW, GEORGIA

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# CITY OF MORROW

# 1

## Work Session Agenda



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**CITY OF MORROW, GEORGIA**  
**MAYOR AND CITY COUNCIL MEMBERS**

**Mayor Jeffrey A. DeTar**  
**Mayor Pro Tem Jeanell Bridges**  
**Councilwoman Hang Tran**  
**Councilman Larry Ferguson**  
**Councilman Christopher Mills**

**August 23, 2016**

**Work Session**

**6:30 pm**

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**General Discussions**

1. RFP- Retail Development Services
2. FAA Litigation
3. Council Retreat

**Attorney Invoices for Review**

1. Fincher Denmark & Minnifield invoice # 3148 dated August 11, 2016 in the amount of \$4,187.17 for period July 1, 2016- July 31, 2016



# **CITY OF MORROW**

# **2**

## **RFP-Retail Development Services**



S O U T H L A K E

# retail strategies

## Leaders of Morrow,

From our team at Retail Strategies, thank you for allowing our firm the opportunity to present our service to you. Retail Strategies leads the industry in research, analytics, real estate experience, quality of materials, depth of team, and the ultimate results of our recruitment efforts in our Client markets. If we are given the privilege to work with and represent Morrow we will task a team of highly experienced and well connected real estate professionals to function as an extension of your staff to identify opportunities and implement proven strategies to connect your community with expanding retailers and prospective developers.

Our partnerships are built on the relationships we have with our Clients and with the retail industry. We hope to have the opportunity to serve Morrow and bring new, vibrant, retail to the community.

Thank you for your time and consideration,  
~ The Team at Retail Strategies



2016 Best Places to Work



**Matthew Petro**  
Chief Development Officer  
(205) 427-7030  
matt@retailstrategies.com



**Experience.** Retail Strategies will strengthen your retail recruitment effort with experienced, knowledgeable and proven real estate professionals. We have collectively located retailers in 44 states.

**Data is only the beginning.** We will utilize the data to extract specific actionable items (retail targets and commercial sites) to implement during our recruitment process.

**Dedicated.** Retail Strategies employs a 5:1 client to staff ratio. We believe it is imperative to have a specific team of dedicated real estate professionals to effectively execute your retail recruitment plan and generate increased interests in your market.



**Morrow, GA**

**Retail Development Services**

**August 2016**

**Strictly Private & Confidential**

## Proposed Team Contact Information



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## Our Value Proposition

Attracting new retail to a community is a complex, connection critical, and time consuming endeavor. Before Retail Strategies was founded in 2011, communities who desired to attract retailers often turned to consultants that sold promises of what the information they provide would lead to. Communities who invested in these consultants were often left with research reports, a list of prospects, an unrealistic idea of the timeframe for new retail, and little or no guidance on how to use the tools they were sold.

Retail Strategies was formed to give communities the option to have well connected, experienced, and licensed retail real estate professionals aggressively identify and execute tailored strategies to attract new retailers to the market. Our model is a staff augmentation. We become an extension of your team and will provide world class service to your community. We will utilize best in class data, input licensed real estate professionals in to your market to identify strategic and underutilized real estate assets, devise and implement tailored and achievable strategies, represent you nationally at trade shows, and dedicate professionals to execute your strategy providing the necessary on-going support and communication which will yield tremendous value to your community.

Retail Strategies has the required industry experience, connections, and credibility with retailers, restaurants, developers, and brokers throughout the Country. We connect with industry professionals on a daily basis to promote our Client markets. In total, we have a rolodex of 9,000 retailers with their contact information, site selection criteria, and expansion plans. Due to the experience and reputation of our team there is no retailer that we cannot approach on your behalf.

Being the first to do something isn't as important as getting it right is. There is no shortage of consultants who are happy to engage under any terms a community puts forward. We have several clients that had previously invested in, or were approached by, cheaper alternatives. They'll tell you the difference in the level of quality and service we're providing is far superior and worth the investment

Our process is to utilize industry leading tools and dedicate well connected professionals to your community. Having these professionals on your side, creating a long term partnership, will generate tremendous value for your community and protect your investment in this economic development effort. We invite you to lock arms with our team and it will be our privilege to exceed your expectations.

## The Retail Strategies Advantage



### Industry Leading Research & Analytics

Retail Strategies utilizes industry leading research, analytic, and GIS platforms to create custom materials for our Clients.



### Real Estate Experience

Retail expansion cannot happen without a real estate transaction. Therefore, real estate is, and should be, the ultimate passion of your retail recruitment partner. Our team features over a dozen actively licensed professionals with years of experience navigating the deal making process. Invest in experience. Investing in Retail Strategies will create the best environment for retailers to open their doors in your market.



### Adding Experience to Your Team

Retail Strategies has a rolodex of over 9,000 retailer's contact information, expansion goals, and site criteria. Aligning your community with Retail Strategies correlates with excited retailers who will be energized by receiving and discussing a fully vetted expansion opportunity.



### Deal Making

Business attraction involves controlled (research, analytics) and uncontrollable variables (real estate, economy). Aligning your community with Retail Strategies inserts real estate professionals to your staff who have years of experience navigating the deal making process. We know how to navigate the hurdles to give your community the best opportunity to take interest and turn it in to new business opening its doors in your community.



### Your Retail Advocate

Retail recruitment is a marathon, not a sprint. ICSC, Retail Live, and other industry conference allow opportunities for communities to be promoted; however real estate transactions are typically multi-year processes. Patience and persistent effort is critical to ultimate success. Retail Strategies model is built around being aligned with communities for the long-haul to bring deals out of the ground.

## Morrow, GA

### Positioned for Growth

The team at Retail Strategies has extensively studied Morrow and believe that it is well positioned to attract new retail development and redevelopment to the community. Our team studied Morrow from our offices in Birmingham, AL leveraging the most sophisticated data and analytical tools in the industry, and by dispatching our real estate professionals to Morrow to drive the market and study it from the eyes of a retailer and developer.

Our initial findings were very positive. With direct access to consumers on I-75 and State Route 54 which provide over 150,000 vehicles per day, Clayton State University, the regional Southlake Mall, a 10-minute drive time population over the 150,000 mark, and real estate that can support retail expansion; Morrow has the ingredients to attract new retail.

If given the privilege of being Morrow's partner our team will deliver:

- In the first 45 days, compile a data profile including properties, assets, weaknesses, strengths, and over all data that is important to retailers when choosing a location.
- Make connections with retailers about Morrow using specific information
- Represent Morrow at the annual ICSC and Retail Live events. Including but not limited to ICSC RECON and ICSC Southeast
- Provide updates regularly on action steps and accomplishments
- Meet with or provide information to Mayor and Council on our efforts
- Build relationships with current businesses for business retention by leveraging data, analytics, and real estate expertise
- Attract retail/restaurants to Morrow

To do this our team will function as an extension of City Staff and will:

- Stay in regular contact with the City Manager
- Demonstrate the number and type of contacts made on behalf of Morrow on a regular basis
- Represent Morrow on a National and Regional level at ICSC and Retail Live conferences
- Use mobile data collection to show opportunities in Morrow throughout the life of our partnership

If we have the privilege of working with and representing Morrow, Retail Strategies will dedicate retail real estate professionals with years of experience in the industry to the community. The goal of our partnership will be to function as an extension of City staff to bring new retail and development to Morrow.



# come to morrow

MORROW, GEORGIA

## Industry Leaders

Retail Strategies leads the industry in research, quality of materials, depth of team, and the level of service we provide to our Clients. Being an industry leader comes with a responsibility to not only provide tremendous service but to also educate on the trends, expansion, and best practices within the retail real estate industry.

## Webinars, Industry Trends, and Retail Expansion

Each month Retail Strategies educates and informs our Clients and the industry on the latest in retail real estate. Thus far in 2016 we have published six original reports on retail expansion and trends. We provide access to Webinars where we interview retailers such as Hibbett Sports, Smashburger, Smoothie King, and several others on industry trends and expansion. Through these discussions our Clients have the ability to hear firsthand from industry professionals which will allow them to be the retail experts within their community.

## Educating the Industry

Each year Retail Strategies speaks at dozens of municipal, economic, and retail conferences across the Country and Internationally. Retail Strategies is privileged to be sought after to help educate the public and private sector covering a variety of topics.

## ICSC RECON 2016

Retail Strategies has a working relationship with ICSC. We were asked to speak at ICSC RECON and developed a discussion on "Retail as a Catalyst for Economic Development." Below is a picture of our panel discussion at RECON. There is a video of our discussion at ICSC RECON available by following the link below:



Link to Video from RECON: <https://vimeo.com/170732741>

## Scope of Services

Retail Strategies is pleased to present this proposal to Morrow, GA. If given the privilege of working hand in hand with Morrow, Retail Strategies will provide a team of highly trained real estate professionals to execute proven strategies that will be tailored to your unique opportunities to attract new, desired, retail to meet your vision for the community.

### Morrow, GA Objectives:

- Identify key, attractive, data points that make areas in Morrow a destination for new retail
- Identify strategic and underutilized real estate assets within Morrow
- Attract desired retail and restaurants to the community
- Identify opportunities, create strategy, and implement the strategy on behalf of Morrow
- Promote and attract development to the community
- Leverage the momentum of current and future projects within Morrow
- Assist in the retention of business and entrepreneurs through research, analytics, and real estate expertise
- Educate City Staff, Community Leaders, & Key Stakeholders on retail trends, expansion, and deal making
- Be represented at Retail Trade Shows nationwide (ICSC & Retail Live)
- Provide feedback, negative or positive, from retailers on why they are or are not considering the market

### Discover Process

Data and Analytics	Boots on the Ground Real Estate Analysis	Community Input And Vision
Retail Strategies has partnered with the industry leaders in research and analytics so we can provide the deepest, most thorough, look in to your community and its consumers. Data enables our professionals and your community to leaders to gain a world-class knowledge of critical data points and how they can be used as a tool to promote the community.	Through deploying real estate professionals to your community we are able to identify the key real estate assets within the community. These real estate assets are your product and we spend countless hours identifying who the buyers are. All of the sites are logged and recorded on a GIS platform so they can be fully utilized by your recruitment team.	Our model and strategies are not 'one size fits all' because each community we work with has unique attributes and vision for their future. The professionals who work on behalf of Morrow are here to incorporate the community vision, desired retailers, and feedback to your strategy.

### Below are Examples of Information We Investigate to Develop Your Retail Strategy

Trade Area Identification	GAP Analysis	Peer Analysis	Psychographic Analysis	Mobile Data Collection	Consumer Spending Analysis
Real Estate Analysis	Focus Properties	Development Opportunities	Redevelopment Opportunities	Key Intersections	Key Retail Nodes
Retail Competitor Mapping	Market Supply Analysis	Market GLA Analysis	Priority Business Categories	Shopping Center Analysis	Workplace Analysis
Quarterly Population Trends	Community Input	Desired Businesses	Traffic Counts	Industry Trends	Retail Expansion

## Data & Analytics

### STI: PopStats

Since 1992, Synergos Technologies Inc. (STI) has been providing market-focused companies with many of today's most innovative and confidence-boosting demographic data building blocks. Demographic data building blocks, for example, are a powerful alternative to cookie-cutter data products. Unlike other data, they allow you to unleash your company's maximum market research potential. These data building blocks and others can be applied in uncountable configurations to meet your exact research needs — without limits.

"We have been using PopStats since it first became available for three primary reasons. First, I was impressed that I could get all of my demographic data from one source. Secondly, PopStats was the only product that was updated quarterly, including population counts, ethnicities, incomes, and seasonality. Third, I have great confidence in the source of the data — residential postal delivery."

- Dale Caldwell, Kroger Corp.

### Tetrad

Tetrad is Retail Strategies data partner. Tetrad works with retailers across the Country developing and implementing software to fit their needs. Retail Strategies aligned with Tetrad after an exhaustive search of the premier data and software providers throughout the Country. The software developed by Tetrad for Retail Strategies is tailored to help City's identify opportunities and package those opportunities to attract retail in their market.

### Below are a Few of the Demographic Data Sources Used



## Retail Strategy

Following our Discovery process, your Retail Strategies team will present the findings and provide a **70+ page** comprehensive review on the unique data points, strategic and underutilized real estate assets, retailers who fit your market, and many more topics to give you community and it's leaders the greatest insight into the market. Below are key items covered in the deliverable and presentation.

### 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 location of consumers that visit a defined shopping area within the community.

### Retail Prospects

Your team will present a list of expanding concepts looking for markets just like yours.

### GAP Analysis

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

### Retail Trends & Expansion

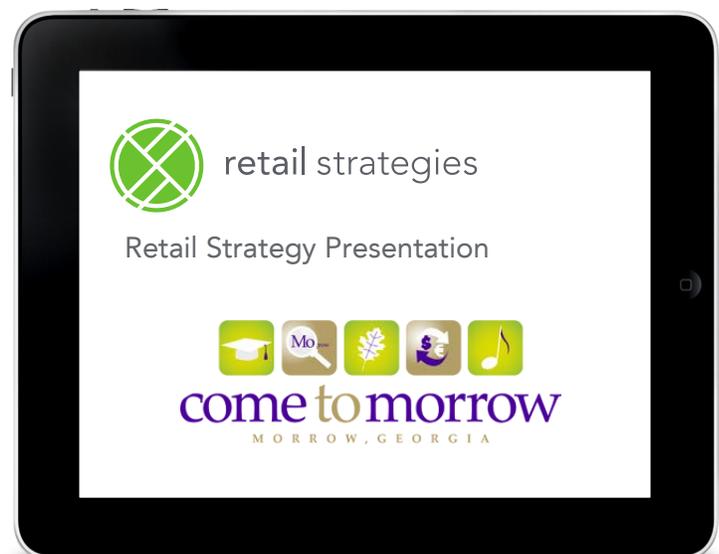
Education on the trends of retail and who is expanding. This information is critical to understand who your market can and will attract.

### Psychographic Analysis

Psychographic analysis is demographic short hand. This information was developed to segment consumers by demographics, consumer preferences, and spending patterns

### Peer Community Analysis

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



## Implementation

### Proactive Recruitment

Following the presentation of the the Retail Strategy, we then begin the heavy lifting of retail recruitment. The professionals at Retail Strategies will put your data and underutilized real estate assets to work by connecting them with targeted businesses. Our team has connections nationwide that we will leverage on your behalf. We know who to contact, expansion plans, and site criteria for over 9000 retailers and restaurants.

### Property Owners & Brokers

Retail Strategies will connect and network with property owners and brokers in your community. It is mission critical for our team to build relationships with these individuals and provide an understanding that we are here to help and not diminish their return on efforts or investment.

### Timeline for New Retail

Retail recruitment is a marathon, not a sprint. Real estate transactions involve multiple parties and every deal will be influenced by uncontrolled variables which may speed up or slow down the timeline for retailers' commitment to new locations.

The bottom line: this process takes time. Patience and persistence are critical. Our team understands the common obstacles of real estate transactions and will implement strategies to bypass these pitfalls. Aligning your community with Retail Strategies best positions your market to attract new retail.

### Who We Connect With On Your Behalf

Our Team will be contacting those parties necessary to get deals done:

- Identified city contact(s)
- Local property owners
- Brokers
- Developers
- Investors
- Directors of real estate
- Franchisees
- Local business owners
- Many other decision makers

## National Representation

The International Council of Shopping Centers (ICSC) and Retail Live are the leading global trade associations for the retail industry. ICSC and Retail Live help the public and private sectors understand the industry through educational programs, publications, certification programs, and (most popular) Deal Making Conventions. Each year these two organizations put on over twenty conferences for real estate professionals to connect to discuss deals and opportunities. We attend each conference on your behalf to communicate, one on one, the opportunities in your market with the business we are targeting on your behalf.

## Exhibiting

Retail Strategies invests in an impactful presence at each trade show that allows exhibitors. Our image at these conferences benefits our Clients because retailers identify that the community has aligned itself with professionals to attract new retail to their communities. Retailers understand that, by meeting with Retail Strategies, they maximize their time and know they will be receiving vetted opportunities that fit their concepts expansion plans.

## ICSC RECON 2016

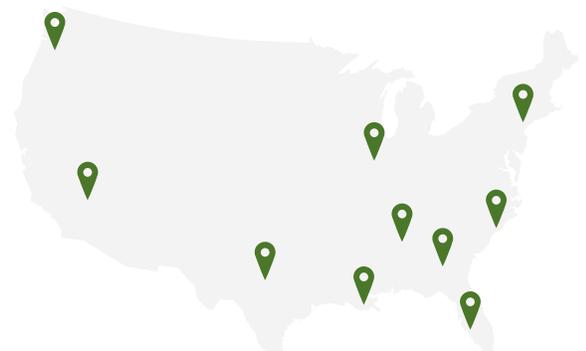
At ICSC RECON 2016 Retail Strategies had over 375 meetings with retailers, brokers, and developers positioning our Clients as a destination for new retail. The show was a tremendous success and our Clients now have new interest in their communities. Below is a picture of our booth at RECON. We also have a video available showing the activity at RECON 2016 by following the link below:



Link to Video from RECON: <https://vimeo.com/170189553>

## 2016 Retail Real Estate Conferences

Las Vegas	San Diego	Austin (2)
Orlando (2)	Dallas	Nashville
Atlanta	Chicago (3)	New York City
Charlotte	Washington DC	New Orleans



## Initial Timeline

Following the execution of our agreement, Retail Strategies immediately begins working to better understand and identify opportunities within the market. The following diagram gives you a brief perspective on the completion dates for the materials that go in to the Retail Strategy. These dates can fluctuate depending on time of year, conference dates, and other opportunities that can benefit your community.



- Contract execution
- Basecamp access
- Portfolio Director contacts client
- "Getting Started" documents are sent



- Research complete
- Market aeriels complete
- Getting Started documents are due



- Prospect list complete
- Custom research complete



- Real Estate Analysis complete
- Marketing Guide complete
- Recruitment Objectives complete
- Focus Properties submitted



- Retail Recruitment Plan complete
- Presentation scheduled



- Retail Recruitment & Strategy Implementation
- National Representation
- Your Research Concierge

## Reporting, Invoicing, and Fee Schedule

The initial length of this partnership is 36 months (3 years) following the receipt of the fully executed agreement. The agreement is year to year but we are providing pricing for a total of three (3) years. A timeline for the first 90 days will be provided following a fully executed agreement. We will make a minimum of three trips to Morrow during the partnership.

### Project Fees

#### Morrow, GA

The total fee for completion of work is \$120,000 payable in three installments over the 36-month period:

- \$50,000 upon execution of the agreement
- \$35,000 upon contract renewal date for Year 2. An invoice will be sent 60 days prior to renewal date.
- \$35,000 upon contract renewal date for Year 3. An invoice will be sent 60 days prior to renewal date.

Project fees are due within 30 days of receipt of the invoice. Should Morrow request a special assignment, additional work, and/or additional travel needs not specifically referenced in the contract, we will prepare written authorization to be signed by Morrow in advance of commencing any additional work. Pricing valid for 90 days.

**“It’s not about what we are going to give you, it’s about what we are going to build together. ”**

**- Robert Jolly, CEO**

### Client Responsibilities

**Morrow** will designate a project liaison who will serve as Retail Strategies’ primary contact during the partnership.

**Morrow** will provide information relevant to the project such as prior retail studies, current traffic count data, surveys, maps, aerials, infrastructure plans, and any other plans that may influence the development of the Retail Recruitment Plan.

**Morrow** will provide city or organization logo and contact information as it should appear on the marketing material.

#### Q & A

##### Why invest in Retail Strategies?

- **Quality**
- **Service**
- **Value**

Progressive communities across the county have decided to be proactive in their approach to retail and retail recruitment. To effectively identify and attract the desired retail concepts to your community, you need more than data reports, a list of prospects, and prepared marketing packages. Our partnerships involve hands-on, person-to-person contact, with our clients, retail real estate decision makers, property owners, brokers, and a variety of other contacts. Let us connect the dots in this complex industry for you to create the meaningful results for your community.

# Technical Proposal

## PHASE 1

### DATA & ANALYTICS | REAL ESTATE ANALYSIS | COMMUNITY INPUT | RETAIL STRATEGY

- Identify market retail trade area using political boundaries, drive times and radii and custom boundary geographies
- Perform market and retail GAP analysis for trade area (i.e. leakage and surplus)
- Conduct retail peer market analysis
- Competition analysis identified target zones trade area(s)
- Tapestry lifestyles – psychographic profile of trade area / market segmentation analysis
- Aerial imagery of trade area(s)
- Retail competitor mapping/analysis
- Identification of at minimum 30 retail prospects to be targeted for recruitment in the first year of our partnership
- Monthly updates provided on retail industry trends
- Custom on-demand demographic research – historical, current, and projected demographics – to include market trade areas by radius/drive time, and custom trade area
- Analysis of future retail space requirements in relation to the retail market analysis, the market’s growth potential and trends in the retail industry
- Retail Real Estate Analysis performed by Licensed Retail Real Estate Professionals with 10+ years of collective experience
- Identify/Evaluate/Catalog priority commercial properties for development, re-development and higher and best use opportunities
- Identification of priority business categories for recruitment and/or local expansion
- Perform competitive analysis of existing shopping centers and retail corridors
- Active outreach to local brokers and land owners
- Target List of Retailers and Restaurants (minimum of 30)
- Customized Marketing Guide (four pages)
- Target Zones for Development, Redevelopment, and Leasing
- Focus Properties
- Presented by the Team via Conference Call and/or Skype

## PHASE 2

### RETAIL RECRUITMENT | IMPLEMENTATION | NATIONAL REPRESENTATION

- Pro-active retail recruitment for targeted zones
- Will contact a minimum of 30 retailers, restaurants, brokers and/or developers each year
- Updates on new activity will be provided to Client’s designated primary point of contact via Basecamp, telephone, or email on a monthly and/or as needed basis
- ICSC conference representation- updates provided according to the yearly conference schedule

## PHASE 3

### RETAIL STRATEGY UPDATES | IMPLEMENTATION UPDATES

- One market visit per calendar year included in agreement, any travel outside of the agreement shall be approved and paid for by the contracting entity
- On Demand Reporting – by partnering with Retail Strategies we become your research arm providing data to our contracting entity as it is requested.
- Retail trends, mergers, and acquisitions

## Sample List of Retail Relationships

Below is a small list of the retailers that Retail Strategies has a direct relationship with. If the City requests, we will provide our contact information for any or all entities listed below. There are many more retailers and restaurants that we have direct connections to that are not included on this list. This list should serve as a small sample of the depth of our relationships.



To further show the depth of our relationships and access to industry professionals, below is a sample list of retailers and developers our team met with at ICSC RECON. ICSC RECON is a three-day conference in Las Vegas in May of each year. There are over 12 additional conferences like RECON that we attend each year on behalf of our clients. In total, Retail Strategies had over 350+ meetings with retailers, developers, and brokers at ICSC RECON.

<b>Retailers</b>		<b>Developers</b>
ALDI	Lowe's	Action Properties
B&B Theater	Murphy Oil	Alberta Development
Bj's Restaurant and Brewhouse	Newk's	Armstrong Development
Café Rio	Noodles and co	BC Wood
CATO/VERSONA	PetSense	BKR Lamar Properties
Church's	Qdoba	Blackwater
Circle K	Rose's	Boos Development
Cobblestone	Sally Beauty	Browman Development
Cookout	Slim Chickens	BTS Guy - Kevin Koellner
Cowboy Chicken	Sonic Drive-In	Carolina Holdings
Domino's Pizza	Sport Clips	Collett Development
Firehouse Subs	Sprouts Market's	Delaney
Fresh Market	Walmart	Festival Companies
Hibbett Sports	Wawa	Hutton
Jimmy John's	Wendy's	Kroeger RE
JoAnn's Fabric	Workout Anytime	+ 16 More Developers
Krispy Kreme		

## Our Team



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### Prior to Joining Retail Strategies

Our Team Worked For and With the Following Entities in Retail Real Estate



"Our investment in Retail Strategies has been one of the best decisions passed by our Chamber's leadership. I strongly recommend you consider using their services. You will definitely be pleased with their product."

*Linda Lewis, Walker County, AL*



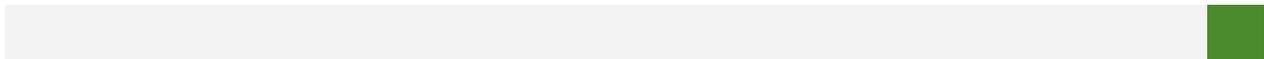
"I have been more than pleased with the work Retail Strategies has done on behalf of the city. Not only has Retail Strategies worked closely with us but they have also worked directly with a local investment group as well as with both local and regional developers to attract retailers to Liberal."

*Jeff Parsons, Liberal KS*



"What closed the deal finally was when Retail Strategies came in and gave the company the demographic information they wanted and showed the company how Macerich was making the investment in SouthPark Mall."

*Ray Forsythe, Moline IL*





## ROBERT JOLLY

CEO

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 Oklahoma.

## SAMPLE WORK

### Lane Parke – Mountain Brook, AL

27 Acres

100+ Jobs Created

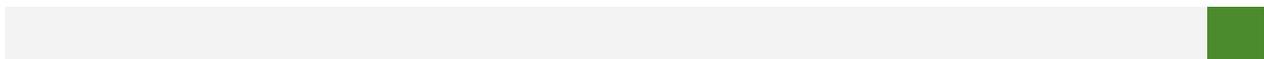
Robert was involved in the identification, development, and leasing of a mixed use luxury retail center in Mountain Brook, AL. Over the course of a decade Robert helped facilitate the deal and help locate several new to market luxury retailers within the property. In addition to retail, the property contains a 5-star hotel and luxury apartments.

### Hollywood Video & Movie Gallery

200+ Locations

5 States

During the heyday of movie rental, Robert located Hollywood Video and Movie Gallery at over 200 locations in five States. Roberts travel and deal making lead him to hundreds of markets throughout the Southeast. Many of these markets are our current Clients at Retail Strategies.





## MEAD SILSBREE, CCIM

CFO

Mead Silsbree 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).

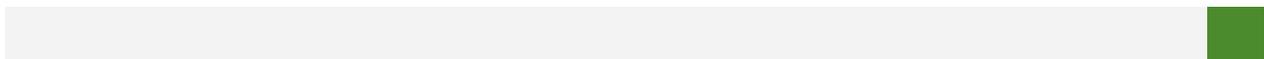
## SAMPLE WORK

29 Seven – Birmingham, AL  
Mixed Use Facility  
40+ Jobs Created

Mead was involved in the identification, development, and leasing of a mixed use luxury retail center in Mountain Brook, AL. Over the course of a decade Mead helped facilitate the deal and help locate several new to market luxury retailers within the property. In addition to retail, the property contains a 5-star hotel and luxury apartments.

Shoppes of Hinesville - Hinesville, GA  
240,000 + square feet  
30+ Retailers & Restaurants

Mead's company, Retail Specialists, leases and manages the Shoppes of Hinesville in Hinesville, GA. This center is over 240,000 square feet and features Ollie's Bargain Outlet, Dollar Tree, Petsense, Harbor Freight and Tools, Rent-a-Center, UPS Store, Little Caesars, Shoe Show, and many additional retailers and restaurants.





## LACY BEASLEY

PRESIDENT & COO

Lacy serves as *President & COO*. 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*. She has spoken on retail trends and best practices in retail recruitment to the 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.

## SAMPLE WORK

Shoppes at Eagle Pointe, Cookeville, TN  
**240,000+ SF of Retail Space,**  
**\$45 Million Investment**

Lacy worked closely with the City and Developer to overcome hurdles including a wetlands mitigation plan, public-private partnership financial incentive and economic impact analysis. The Shopping Center is anchored by Publix and Academy Sports. It will employ more than 600 people and add \$2.3M annually to the local tax revenue.

Market Research & Tenant Representation  
**Tenant representation broker for Dick's Sporting Goods and Office Depot 2009-2012.**  
**GIS & market research for 30 national retailers 2005-2009.**

In 2005 when Lacy started at the country's largest tenant representation firm, The Shopping Center Group, she conducted GIS and market research for retailers such as Costco, PetSmart, TJX Companies, Best Buy, Michaels, Party City, Dick's Sporting Goods, JCPenney and Firestone. In 2009, she began acting as the tenant representation broker in Tennessee for Dick's Sporting Goods and Office Depot. In 2012, she stopped working those accounts to focus full time on municipal consulting.



## MATTHEW PETRO

### CHIEF DEVELOPMENT OFFICER

As Chief Development Officer Matthew leads a team of professionals who identify communities seeking solutions to maximize their real estate assets to attract desired businesses, generate additional revenue streams, and increase the quality of life within their community. Over the course of his career at Retail Strategies Matthew has served and excelled in every position on the team. Matthew has extensive knowledge and experience in retail recruitment and development, market research and analysis, marketing, and relationship management. Matthew has years of experience and a deep knowledge of the needs of communities through working hand in hand with local elected officials, economic development professionals, chambers of commerce, and municipal and County Governments. Matthew's passion to succeed, willingness to help others, and relentless work ethic brings tremendous value to our team and our Clients.

Matthew completed his undergraduate work at University of Alabama achieving a degree in Marketing with a specialization Sales. Matthew is a licensed Real Estate Professional and a member of the International Council of Shopping Centers (ICSC).

## SAMPLE WORK

### Chick Fil A - Laurens, SC

**\$2,500,000+ Average Sales**  
**20+ Jobs Created**

Chick-fil-A purchased land in Laurens, SC in 2010 but there had been no official timeframe to begin construction and open a location on their site in Laurens. Retail Strategies partnered with Laurens in 2014 and after four months of leveraging contacts with Chick-fil-A, they announced to open a location in Laurens, SC in 2015. The ground breaking took place on March 12<sup>th</sup> of 2015 and they are currently open for business. The Chick Fil A opening sparked even greater interest in the market by other retailers and restaurants. This win will lead to additional retailers and restaurants opening in the community.

### Black Walnut Café – Edmond, OK

**Fast Casual Restaurant**  
**20+ Jobs Created**

Edmond, OK partnered with Retail Strategies in 2013 to attract new retail and restaurants to the community. During our discovery process we identified an opportunity for new restaurants within the community and several pieces of real estate that would fit a restaurants site criteria. At the 2014 ICSC Texas Conference and Deal Making, Retail Strategies met with Black Walnut Café on behalf of Edmond, OK. At the time Black Walnut Café was looking to expand outside of Texas but was looking at opportunities in over ten different States. Our follow up with Black Walnut Café from the conference provided custom data, analytics, and real estate that enabled Edmond to stand out over the other areas they were considering. Within three months the real estate team for Black Walnut Café was in the market looking at sites we had sent them. They are currently open for business in Edmond, OK.



## JOE KUCHARSKI

### DEVELOPMENT

Joe has over 25 years of Retail Real Estate experience, helping retailers achieve their goals for expansion. Joe has completed real estate projects for major grocery store chains (SUPERVALU, Food Lion, Weis Markets), specialty retailers (Office Depot), general merchandise retailers (Shopko, Shopko Hometown), and warehouse clubs (Costco Wholesale). The variety of retailers for whom he has completed real estate projects has provided him the opportunity to work in communities ranging in size from large metropolitan areas to small rural towns. In all, Joe has worked on Retail Real Estate projects in 42 different states and Puerto Rico.

Joe has a Bachelor's Degree from Purdue University in Landscape Architecture, with a background in Urban Economics and Urban Planning. He was born in the upper Midwest and had also lived and worked in the Northeast and the mid-Atlantic prior to moving back to the Midwest

## SAMPLE WORK

### Vice President Northwest Atlantic Costco

Joe was the Vice President at Northwest Atlantic which was the outsourced real estate arm of Costco. Joe was responsible for formulating and executing the expansion strategy for Costco Wholesale in the Southeastern US. Joe successfully lead public/private partnerships in Fort Oglethorp, GA and Augusta Ga, which were critical to get Costco to open in both communities. In addition, he lead the redevelopment of an under-utilized strip center (Farragut, TN) and a vacant mall anchor (Sarasota, FL) for new Costco locations.

### Vice President of Real Estate Shopko Shopko Hometown

Joe created the expansion strategy for a new retail concept called Shopko Hometown (small stores in small markets). Joe assembled a Real Estate team, created site criteria, established market parameters and defined expansion strategies. His strategies yielded 53 new Shopko Hometown stores in 2015 alone.



## SCOTT VONCANNON

### PORTFOLIO DIRECTOR

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.

## SAMPLE WORK

Which Wich & Dunkin Donuts – Augusta, GA  
**\$1,000,000+ average store sales**  
**10+ Jobs Created**

Retail Strategies made contact with representatives from Which Wich and Dunkin' Donuts in 2014. The market was approved by the franchisee and corporate at both companies and Retail Strategies shared several sites to the real estate director(s) to identify where they may be best positioned. A final site was chosen and a local brokerage group is putting together the 3,400 SF multi-tenant development in downtown Augusta. The franchisee anticipates hiring at least 25 employees for Dunkin' Donuts and another 20 employees to work at Which Wich.

Krispy Kreme – Statesboro, GA  
**\$2,500,000+ average sales per store**  
**20+ Jobs Created**

Retail Strategies has a great relationship with Krispy Kreme and their real estate team. Our president Lacy Beasley met Krispy Kreme at the Charlotte ICSC and they identified Statesboro as a market they needed to be in. After Charlotte ICSC the Retail Development Director for Statesboro immediately began sending sites to Krispy Kreme. Krispy Kreme identified a site where a Title Max building was located at the time. They were able to tie up the land and plan on starting construction in August 2016. This is a great win for the community because they are inputting Krispy Kreme to a main site on their retail corridor. This retailer will increase traffic counts and enable more opportunities for retailers around them to attract dollars to their business.



## JOE STRAUSS

### DIRECTOR OF RETAIL DEVELOPMENT

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. He has currently completed CI 101 and CI 102. He has also been a member of ICSC for over 3 years.

## SAMPLE WORK

### Panda Express – Statesboro, GA

**\$1,250,000+ average sales per store**  
**10+ Jobs Created**

In May of 2014 Retail Strategies met with the real estate director for Panda Express at the ICSC RECON in Las Vegas. Our team spoke about the market and the Panda Express Real Estate Director identified Statesboro as a market for their strategic growth plan. The Real Estate Director told the Retail Development Director for Statesboro to help them find a site because they were having trouble getting the location they wanted for this market. Retail Strategies followed up with him for the next year sending sites and reaching out to property owners to see if they would sell. At the ICSC Deal Making Conference in Atlanta I met with brokers representing the an available outparcel in front of a new Walmart Neighborhood Market in Statesboro. This broker had a perfect corner lot next to McDonalds and our team told them that Panda Express wanted to be in the market and we thought their site would work. Our team then sent Panda's real estate director and tenant rep brokers that site. They have since then closed on that piece of property and have started construction.

### Dunham Sporting Goods – Fort Payne, AL

**30,000+ sf of retail space**  
**20+ Jobs Created**

In August of 2014 the Portfolio Director and Retail Development Director for Fort Payne reached out to Dunham's real estate director John Palmer to discuss the opportunities in Fort Payne. Retail Strategies had identified Dunham's Sporting Goods, which is headquartered in Michigan, was expanding their footprint in to the Southeastern United States and that Northern Alabama was a focus zone. Fort Payne had a vacant Kmart building and we identified this as a site for Dunham's. After presenting this opportunity the real estate director got back with us and told us he was interested in the market and that specific site. At that time they sent our company an LOI to give to the owner of the vacant Kmart center. Unfortunately, the deal did not work with the property owner. Our team did not give up on this opportunity. Our team approached a development group out of Mississippi who we thought would be interested in the site because Dunham's was interested in locating there. Our team was able to work with them, Dunham's, and the City to make the economics of the deal work. On April 22, 2016 Dunham's had their grand opening in Fort Payne, AL.



## CLAY CRAFT

### DIRECTOR OF RETAIL DEVELOPMENT

Clay joined Retail Strategies in 2014 with a passion for real estate and helping communities grow. Clay works with developers, brokers, property owners, and retailers across the Country to connect them with opportunities in our Client markets. Clay is a licensed real estate broker and has helped retailers locate in multiple States throughout the Country. Clay graduated from Auburn University in 2010 with a Masters of Landscape Architecture. Clay and his wife Rachel moved to Birmingham in 2012. In his free time Clay enjoys scuba diving, mountain biking and being on the lake.

## SAMPLE WORK

### Sky Zone – Rockledge, FL

**\$1,800,000+ average store sales**  
**15+ Jobs Created**

Retail Strategies formed a great working relationship with the leasing broker for an Aldi Anchored Shopping Center in Rockledge, FL and were assisting his recruitment efforts for a 30,000 vacancy next to Aldi. The broker had gotten some traction from Trampoline Park concept called Sky Zone but they were reportedly on the fence about the site and the market. The leasing broker asked us if we could run some custom demographic reports from the site. Our reports showed pent up demand for recreational activities and that consumer expenditures within the trade area aligned with Sky Zone's needs. Sky Zone opened in Rockledge, FL the last week of July 2016.

### Another Broken Egg – Jax, Beach, FL

**Fast Casual Restaurant,**  
**20+ Jobs Created**

When Retail Strategies first made contact with Another Broken Egg Café for Jacksonville Beach, FL they told us they had looked in the market but could not find any real estate that fit what their site criteria. Another Broken Egg wanted to be in the market, but admitted they had settled for a site in an adjacent community. Our team did not give up on this opportunity and sent Another Broken Egg a site in a soon to be redeveloped grocery anchored shopping center. Our team had insider information on the new grocery shopping center was and shared that info with Another Broken Egg. A year later Another Broken Egg had a lease signed at the center we sent them and have just updated their website to say "coming soon" to Jacksonville Beach, FL.



## BRANDON CUMMINGS

### RETAIL DEVELOPMENT ASSOCIATE

Brandon specializes in retail recruitment and focuses on the identification of companies to fill the product and service gaps within each city's trade area. Brandon is a licensed real estate broker and has helped locate retailers in multiple States throughout the Country.

Brandon graduated from Auburn University with a Bachelor's Degree in Business Administration. He is a Birmingham native. In his free time, he enjoys Auburn football, golf, zip lining, and trying new restaurants.



## FORD FITTS

### RETAIL DEVELOPMENT ASSOCIATE

Ford is a member of the Retail Strategies team assisting in the research and retail recruitment efforts for municipal clients. He works with business developers and client managers on creating trade areas and research reports for their clients. He brings research experience from working for a strategic advocacy firm in Washington D.C. that served political campaigns, non-profit organizations and corporate clients.

Ford graduated from the University of Alabama with a bachelor's degree in History.



## RYDER RICHARDS

### CREATIVE DIRECTOR

Ryder specializes in design and websites, while aiding in marketing, social media, and new media. Ryder received his Masters in Fine Art from Texas Christian University and Bachelor's from Texas Tech with a minor in Architecture. He is an internationally exhibiting artist who has taught at the collegiate level for ten years. He has been the director of three art galleries, curated numerous exhibitions, and lectured throughout the nation while maintaining a highly active exhibition record. He writes art reviews for several publications and established the art review site Eutopia: Contemporary Art Review in 2014.



**LAURA MARINOS**  
DIRECTOR OF MARKETING

As the Director of Marketing for Retail Strategies, Laura specializes in GIS mapping, market research, market development plans, site submittal marketing packages, project coordination, event management, and team operations.

Laura also assists in database management, client communication, advanced research and the organization of all digital media.

Laura graduated from the University of Alabama at Birmingham in 2011 with a Bachelor of Science in Marketing. In her free time, she enjoys traveling and spending time with her family and friends.



**MADELINE BRANCH**  
MARKETING COORDINATOR

As Marketing Assistant, 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 graduated from Auburn University in 2014 with a Bachelor of Arts degree in Public Relations and a business minor. She enjoys spending time with friends and family, traveling, and being at the lake.



**LAUREN ADAIR**  
INNOVATION

Lauren joined Retail Strategies in 2014 with more than a decade of experience in marketing, events, and non-profit business management. Lauren works with our Clients to identify ways of innovating our service. Her primary goal is to identify ways to make our service better for our Clients.

A native of Marietta, Georgia, Lauren now lives in Birmingham. She moved to Alabama in 2004 to begin her career after graduating from the University of Georgia with a bachelor's degree in Consumer Journalism with a concentration in Advertising.





## ASHTON ARRINGTON

### GENERAL COUNCIL

Ashton joined Retail Strategies with extensive knowledge and experience in working with state and local elected officials, economic developers, chambers of commerce, political parties, and municipal and county governments. Previously, Ashton worked as Governmental Affairs Coordinator at Maynard Cooper and Gale P.C., one of the Southeast's leading law firms. In this role, she interacted daily with business, community, and political leaders across Alabama on legislative and economic development projects. Ashton also worked as Deputy Finance Director for the successful re-election campaign of Alabama Governor Robert Bentley and in the same capacity on Bentley's Inaugural Committee.

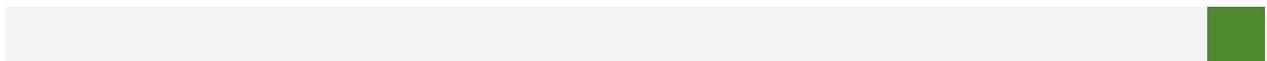
Ashton completed her undergraduate work at The University of Alabama in 2008 with a Bachelor of Arts Degree in Public Relations. She also has a Juris Doctorate from the Birmingham School of Law. She serves as a junior board member for Glenwood Autism and Behavioral Health Center and is a member of the Alabama State Bar.



## LANA NICHOLSON

### CONTROLLER

Lana joined Retail Strategies in 2011 as Controller. She is responsible for the accounting and operation of the day-to-day business of Retail Strategies. Previously, she served as an Accountant with Culotta, Scroggins, Hendricks & Gillespie, P.C. and brings with her several years of experience in Public Accounting. Lana earned a Bachelor of Science degree in Accounting from University of Alabama at Birmingham in 2010 and is a Certified Public Accountant.



## Similar Experience

Retail Strategies provides retail development services to over 100 clients in 20 States. The service we provide each Client is in line with the requests and opportunities made by and in Morrow. Below are examples of the success that our process and service yield to our Clients.

### Bartlett, TN – Krispy Kreme



At ICSC Southeast in Atlanta Retail Strategies met with a developer, Deep River Partners (Developer), to discuss the opportunities in Bartlett, TN. A premier suburb of Memphis, Bartlett had many opportunities that we discussed with Deep River Partners. Over the course of eighteen months we had several meetings and conference calls with the developer regarding numerous opportunities in the market. One of the key opportunities was restaurants and destination retail. Krispy Kreme, a consumer destination for donuts identified the area as a target for expansion. Working with Deep River Partners we were able to put a site in front of Krispy Kreme and custom analytics which led to the destination restaurant locating in Bartlett, TN. This “win” for the City has led to many additional retailers and restaurants being interested in locating the market.

### Jacksonville Beach, FL – Another Broken Egg



When Retail Strategies first made contact with Another Broken Egg Café for Jacksonville Beach, FL they told us they had looked in the market but could not find any real estate that fit what their site criteria. Another Broken Egg wanted to be in the market, but admitted they had settled for a site in an adjacent community. Our team did not give up on this opportunity and sent Another Broken Egg a site in a soon to be redeveloped grocery anchored shopping center. Our team had insider information on the new grocery shopping center was and shared that info with Another Broken Egg. A year later Another Broken Egg had a lease signed at the center we sent them and have just updated their website to say “coming soon” to Jacksonville Beach, FL.

### Moline, IL – Dick’s Sporting Goods



During our Discover phase Retail Strategies identified Sporting Goods as a major opportunity for Moline, IL. The community had GAP/Leakage within Sporting Goods, they had real estate to support a major sporting goods store, and most Peer Communities to Moline had a major sporting goods retailer in the market. Our team reached out to the SouthPark Mall Manager in Moline, IL and identified that Dick’s was interested in an open space within the SouthPark Mall. However, they hadn’t yet committed to the site or community. Working with the Mall Manager, the City, a local Broker, and our contacts at Dick’s Sporting Goods – Retail Strategies provided custom demographics and analytics to show the full opportunity. Over the course of time our team had several communications with the various parties and Dick’s Sporting Goods located in the market.

## Augusta, GA – Dunkin Donuts & Which Wich



Retail Strategies made contact with representatives from Which Wich and Dunkin' Donuts in 2014. The market was approved by the franchisee and corporate at both companies and Retail Strategies shared several sites to the real estate director(s) to identify where they may be best positioned. A final site was chosen and a local brokerage group is putting together the 3,400 SF multi-tenant development in downtown Augusta. The franchisee anticipates hiring at least 25 employees for Dunkin' Donuts and another 20 employees to work at Which Wich.

## Lake City, FL – Harbor Freight and Tools



In 2013, Retail Strategies was engaged by the Columbia County-Lake City Chamber of Commerce to provide retail market research and retail recruitment services. Research revealed an \$11.3M gap in the trade area for building materials stores. As part of the strategic planning process, the Retail Strategies team identified a number of retail prospects to fill the gap and immediately began calling on them to discuss the market opportunity. One of the retail prospects, Harbor Freight Tools, expressed strong interest in the market in early 2014. By June of that year, the retailer had contracted with a developer to open a new store in Lake City.

## Laurens, SC – Chick Fil A



Chick-fil-A has owned land in Laurens, SC for three years but there had been no official timeframe to begin construction and open a location on their site in Laurens. After four months of leveraging contacts with Chick-fil-A, Chick-fil-A announced to open a location in Laurens, SC in 2015. The ground breaking took place on March 12<sup>th</sup> of 2015 and they expect to be fully operating by October 2015.

## Washington, NC – Zaxby's



Due to Retail Strategies' research, a need for quick service restaurants was quickly identified in Washington, North Carolina. Retail Strategies contacted Zaxby's and made introductions to the property owner. Zaxby's has since opened a new location in Washington and is currently fully operational. Zaxby's has committed to Washington and has been very involved in giving back to the community since its opening.

## Jacksonville Beach, FL – Chipotle



During our research phase we identified Chipotle as a no brainer fit for Jacksonville Beach. We made multiple contacts with Chipotle tenant reps and Real Estate reps over a one year period regarding Jacksonville Beach. We sent them multiple sites in the market that fit their criteria on A1A and they are opening at the soon to be redeveloped Pablo Plaza Center.

## Edmond, OK – Black Walnut Café



Edmond, OK partnered with Retail Strategies in 2013 to attract new retail and restaurants to the community. During our discovery process we identified an opportunity for new restaurants within the community and several pieces of real estate that would fit a restaurant's site criteria. At the 2014 ICSC Texas Conference and Deal Making, Retail Strategies met with Black Walnut Café on behalf of Edmond, OK. At the time Black Walnut Café was looking to expand outside of Texas but was looking at opportunities in over ten different States. Our follow up with Black Walnut Café from the conference provided custom data, analytics, and real estate that enabled Edmond to stand out over the other areas they were considering. Within three months the real estate team for Black Walnut Café was in the market looking at sites we had sent them. While in the market Black Walnut Café identified two additional sites that we ran custom research on. Six months later they had a site under LOI and they are currently open in Edmond, OK.

## Rockledge FL – Sky Zone



**SKY ZONE**  
INDOOR TRAMPOLINE PARK

Retail Strategies formed a great working relationship with the leasing broker for an Aldi Anchored Shopping Center in Rockledge, FL and were assisting his recruitment efforts for a 30,000 vacancy next to Aldi. The broker had gotten some traction from Trampoline Park concept called Sky Zone but they were reportedly on the fence about the site and the market. The leasing broker asked us if we could run some custom demographic reports from the site. Our reports showed pent up demand for recreational activities and that consumer expenditures within the trade area aligned with Sky Zone's needs. Sky Zone opened in Rockledge, FL the last week of July 2016.

## Jasper, AL – Aldi



In May of 2014 Retail Strategies met with ALDI's real estate director for the southeast Dave Hassen at ICSC RECON in Vegas. The Retail Development Director for Jasper showed him the market and he expressed a lot of interest in it. The Retail Development Director and Portfolio Director followed up with Dave Hassen after the show by sending specific sites. Shortly after the show they identified a site and put it under contract, but the real estate committee turned it down because they had to be at traffic signal for this size of a market. The Retail Development Director and Portfolio Director then reached back out to Dave Hassan and Aldi letting them know we were calling property owners whose sites matched their criteria. Our team made contact with a property owner who had the lot on a hard corner and after talking specifics we identified it had the right amount of acreage for Aldi. Our team then sent that site to the real estate director for ALDI and were initially told that they liked the site. Aldi's tenant rep took over the deal from there to work out the specifics with the land owner. In June 2016 the deal was executed and they plan to open in early 2017.

## Clinton, SC – Zaxby's



In August of 2014 the Retail Development Director for Clinton, SC sent sites and market information to the tenant rep for Zaxby's. Zaxby's Tenant Rep's first response was that he did not think there was enough room for a second location since they had one in Laurens, SC which is in the same county. In October of the same year we met with the real estate director at ICSC in Atlanta to talk more about the market. The franchisee at that time was starting to looking at opening more stores and we believed Clinton was a premier location for an expansion store. The real estate director relayed the site information Retail Strategies presented to his franchisee. In March of 2016 they closed on the property and started construction in April 2016.

## Fort Payne, AL – Dunham's Sporting Goods



In August of 2014 the Portfolio Director and Retail Development Director for Fort Payne reached out to Dunham's real estate director John Palmer to discuss the opportunities in Fort Payne. Retail Strategies had identified Dunham's Sporting Goods, which is headquartered in Michigan, was expanding their footprint in to the Southeastern United States and that Northern Alabama was a focus zone. Fort Payne had a vacant Kmart building and we identified this as a site for Dunham's. After presenting this opportunity the real estate director got back with us and told us he was interested in the market and that specific site. At that time they sent our company an LOI to give to the owner of the vacant Kmart center. Unfortunately, the deal did not work with the property owner. Our team did not give up on this opportunity. Our team approached a development group out of Mississippi who we thought would be interested in the site because Dunham's was interested in locating there. Our team was able to work with them, Dunham's, and the City to make the economics of the deal work. On April 22, 2016 Dunham's had their grand opening in Fort Payne, AL.

## Statesboro, GA – Panda Express



In May of 2014 Retail Strategies met with the real estate director for Panda Express at the ICSC RECON in Las Vegas. Our team spoke about the market and the Panda Express Real Estate Director identified Statesboro as a market for their strategic growth plan. The Real Estate Director told the Retail Development Director for Statesboro to help them find a site because they were having trouble getting the location they wanted for this market. Retail Strategies followed up with him for the next year sending sites and reaching out to property owners to see if they would sell. At the ICSC Deal Making Conference in Atlanta I met with brokers representing the an available outparcel in front of a new Walmart Neighborhood Market in Statesboro. This broker had a perfect corner lot next to McDonalds and our team told them that Panda Express wanted to be in the market and we thought their site would work. Our team then sent Panda's real estate director and tenant rep brokers that site. They have since then closed on that piece of property and have started construction.

## Statesboro, GA – Krispy Kreme



Retail Strategies has a great relationship with Krispy Kreme and their real estate team. Our president Lacy Beasley met Krispy Kreme at the Charlotte ICSC and they identified Statesboro as a market they needed to be in. After Charlotte ICSC the Retail Development Director for Statesboro immediately began sending sites to Krispy Kreme. Krispy Kreme identified a site where a Title Max building was located at the time. They were able to tie up the land and plan on starting construction in August 2016. This is a great win for the community because they are inputting Krispy Kreme to a main site on their retail corridor. This retailer will increase traffic counts and enable more opportunities for retailers around them to attract dollars to their business.



# come to tomorrow

MORROW, GEORGIA

## CONTRACTOR AFFIDAVIT AND AGREEMENT

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. 13-10-91, stating affirmatively that the individual, firm, or corporation which is engaging in the physical performance of services on behalf of the City of Morrow has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. 13-10-919b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

\_\_\_\_\_  
Federal Work Authorization User Identification Number

\_\_\_\_\_  
Date of Authorization

\_\_\_\_\_  
Name of Contractor

\_\_\_\_\_  
Name of Project

\_\_\_\_\_  
City of Morrow  
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

\_\_\_\_\_  
Signature of Authorized Officer or Agent

*W. Meed Silsbee II*  
\_\_\_\_\_  
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN  
BEFORE ME ON THIS THE  
9 DAY OF August, 2016  
*Christy Robyn Harris*  
\_\_\_\_\_  
Notary Public  
My Commission Expires:





# CERTIFICATE OF LIABILITY INSURANCE

8/8/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Bates, Roberts, Fowlkes & Jackson Insurance 1812-6th Avenue, South Post Office Box 101537 Irondale AL 35210	<b>CONTACT NAME:</b> Tina Hannah <b>PHONE (A/C, No. Ext):</b> (205)956-0563 <b>E-MAIL ADDRESS:</b> Tina@batesia.com		<b>FAX (A/C, No):</b> (205)956-6905
	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>INSURED</b> Retail Specialists, LLC & Retail Strategies, LLC 120 18th Street S. Suite 201 Birmingham AL 35233	<b>INSURER A:</b> CINCINNATI INSURANCE CO		<b>10677</b>
	<b>INSURER B:</b> TRAVELERS		<b>25623</b>
	<b>INSURER C:</b> CNA		
	<b>INSURER D:</b>		
	<b>INSURER E:</b>		
<b>INSURER F:</b>			

### COVERAGES

CERTIFICATE NUMBER: CL162404243

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			EPP0229811	2/1/2016	2/1/2017	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 Employee Benefits \$ 1M/3M
A	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			EPP0229811	2/1/2016	2/1/2017	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Hired/borrowed \$ 1,000,000
A	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0			EPP0229811	2/1/2016	2/1/2017	EACH OCCURRENCE \$ 9,000,000 AGGREGATE \$ 9,000,000
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	UB-3F575081	12/1/2015	12/1/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	<b>Professional Liability</b>			RFB42312593816	4/8/2016	4/8/2017	Per Claim \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

### CERTIFICATE HOLDER

### CANCELLATION

City of Morrow, GA 1500 Morrow Road Morrow, GA 30260	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE  Thomas Roberts/TINA 
--	--

# ADDITIONAL COVERAGES

<b>Ref #</b>	<b>Description</b> Uninsured motorist combined single limit	<b>Coverage Code</b> UMCSL	<b>Form No.</b>	<b>Edition Date</b>	
<b>Limit 1</b> 1,000,000	<b>Limit 2</b>	<b>Limit 3</b>	<b>Deductible Amount</b>	<b>Deductible Type</b>	<b>Premium</b>
<b>Ref #</b>	<b>Description</b> Medical payments	<b>Coverage Code</b> MEDPM	<b>Form No.</b>	<b>Edition Date</b>	
<b>Limit 1</b> 5,000	<b>Limit 2</b>	<b>Limit 3</b>	<b>Deductible Amount</b>	<b>Deductible Type</b>	<b>Premium</b>
<b>Ref #</b>	<b>Description</b> Experience Mod Factor 1	<b>Coverage Code</b> EXP01	<b>Form No.</b>	<b>Edition Date</b>	
<b>Limit 1</b>	<b>Limit 2</b>	<b>Limit 3</b>	<b>Deductible Amount</b>	<b>Deductible Type</b>	<b>Premium</b>
<b>Ref #</b>	<b>Description</b>	<b>Coverage Code</b>	<b>Form No.</b>	<b>Edition Date</b>	
<b>Limit 1</b>	<b>Limit 2</b>	<b>Limit 3</b>	<b>Deductible Amount</b>	<b>Deductible Type</b>	<b>Premium</b>
<b>Ref #</b>	<b>Description</b>	<b>Coverage Code</b>	<b>Form No.</b>	<b>Edition Date</b>	
<b>Limit 1</b>	<b>Limit 2</b>	<b>Limit 3</b>	<b>Deductible Amount</b>	<b>Deductible Type</b>	<b>Premium</b>
<b>Ref #</b>	<b>Description</b>	<b>Coverage Code</b>	<b>Form No.</b>	<b>Edition Date</b>	
<b>Limit 1</b>	<b>Limit 2</b>	<b>Limit 3</b>	<b>Deductible Amount</b>	<b>Deductible Type</b>	<b>Premium</b>
<b>Ref #</b>	<b>Description</b>	<b>Coverage Code</b>	<b>Form No.</b>	<b>Edition Date</b>	
<b>Limit 1</b>	<b>Limit 2</b>	<b>Limit 3</b>	<b>Deductible Amount</b>	<b>Deductible Type</b>	<b>Premium</b>
<b>Ref #</b>	<b>Description</b>	<b>Coverage Code</b>	<b>Form No.</b>	<b>Edition Date</b>	
<b>Limit 1</b>	<b>Limit 2</b>	<b>Limit 3</b>	<b>Deductible Amount</b>	<b>Deductible Type</b>	<b>Premium</b>
<b>Ref #</b>	<b>Description</b>	<b>Coverage Code</b>	<b>Form No.</b>	<b>Edition Date</b>	
<b>Limit 1</b>	<b>Limit 2</b>	<b>Limit 3</b>	<b>Deductible Amount</b>	<b>Deductible Type</b>	<b>Premium</b>
<b>Ref #</b>	<b>Description</b>	<b>Coverage Code</b>	<b>Form No.</b>	<b>Edition Date</b>	
<b>Limit 1</b>	<b>Limit 2</b>	<b>Limit 3</b>	<b>Deductible Amount</b>	<b>Deductible Type</b>	<b>Premium</b>

## Licenses & Professional Certifications



Robert Jolly  
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CCIM



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CPA



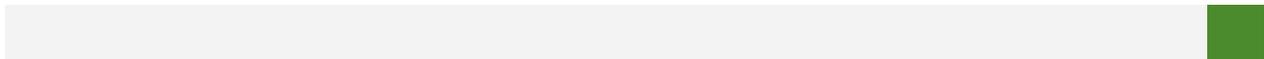
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Ashton Arrington  
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Licensed Attorney  
Real Estate License



## References

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Our investment in Retail Strategies has been one of the best decisions passed by our Chamber's leadership. I strongly recommend you consider using their services. You will definitely be pleased with their product.

*Linda Lewis, Walker County AL*



We're pleased with the feedback from retailers and the work Retail Strategies has performed. In just a short time, Hartwell has a detailed report of our community demographics, a market study, and a road map for recruiting retail in the future. We've received good responses and have several interested parties to date. It's getting exciting.

*Brandon Johnson, Hartwell GA*



Retail Strategies has become a constant resource for our development team. Currently, we leverage their insights and relationships along with their tech savvy approach and local market knowledge. This give us the advantage we need across a number of difficult markets."

*Brian Peterson, Fourteen Foods*



I have been more than pleased with the work Retail Strategies has done on behalf of the city. Not only has Retail Strategies worked closely with us but they have also worked directly with a local investment group as well as with both local and regional developers to attract retailers to Liberal.

*Jeff Parsons, Liberal KS*



Backed by a very talented and productive supporting cast, Retail Strategies has produced compelling demographic reports for our retail program, and have updated all information on a consistent basis. Their reputation with various corporate retail professionals and developers gives us "Instant" credibility. When Retail Strategies tells a prospective company that they "really ought to take a strong look" at our City, they do it.

*Thomas Robinson, Tullahoma TN*



The real estate brokerage community is able to work with Retail Strategies and expose them to the sites we have listed or under development. The company (Retail Strategies) allows us to maximize and multiply our efforts, exposing our Moline locations to potential users across the country.

*Jeff Miller, Commercial Broker*



What closed the deal finally was when Retail Strategies came in and gave the company the demographic information they wanted and showed the company how Macerich was making the investment in SouthPark Mall.

*Ray Forsythe, Moline IL*



It's a hard business, but Retail Strategies has a good track record of being able to help communities obtain businesses that are a good fit for them. The company already knows and works with many national and regional retailers to help them find new locations. We expect the contract with Retail Strategies is going to provide an excellent return on our local investment and is an important part of the revitalization of the Union County Development Association."

*Wayne Mitchell, New Albany MS*



The LDC partnered with Retail Strategies to update previous market analytics, but again, more importantly, to implement a long-term recruitment strategy that recognizes and accounts for the city's changing needs, real estate challenges, and unique demographics. In the first year of this engagement, Retail Strategies has recruited a national, new to market, grocery concept to Lynchburg, assisted with research on several ad-hoc development projects in Downtown Lynchburg.

*Marjette Upshur, Lynchburg VA*



retail strategies



# **CITY OF MORROW**

# **3**

# **Meeting Agenda**



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**CITY OF MORROW, GEORGIA**  
**MAYOR AND CITY COUNCIL MEMBERS**

**Mayor Jeffrey A. DeTar**  
**Mayor Pro Tem Jeanell Bridges**  
**Councilwoman Hang Tran**  
**Councilman Larry Ferguson**  
**Councilman Christopher Mills**

**Regular Meeting**

**August 23, 2016**

**Agenda**

**7:30 pm**

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**CALL TO ORDER:** Mayor Jeffrey A. DeTar  
**PLEDGE OF ALLEGIANCE:** All  
**MOMENT OF SILENCE:** Mayor Jeffrey A. DeTar

**1. ROLL CALL:**

**2. CONSENT AGENDA:**

1. Approval of August 9, 2016, Regular Meeting Minutes
2. Approval of August 9, 2016, Work Session Minutes
3. Approval of Attorney Invoice - Fincher Denmark & Minnifield FAA invoice # 3122 dated July 14, 2016 in the amount of \$1,181.72 for period June 1, 2016- June 30, 2016

**3. MEETING AGENDA:**

1. Approval of August 23, 2016 Meeting Agenda

**4. PRESENTATIONS:**

1. Planning and Zoning Board Meeting Recap  
*(Presented by Martha Tracy, P&Z board Secretary)*

**5. PUBLIC COMMENTS ON AGENDA ITEM:**

*Public Comments on Agenda Items are limited to only the discussion of new business items on tonight's Agenda. Please fill out a comment card and turn it into the City Clerk if you wish to make a comment.*



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**6. NEW BUSINESS:**

1. Path System Phase III

*(Presented by Andrea Greco, Pond & Co)*

2. Health Fair/ BPSOS MOU

*(Presented by Hang Tran, Councilwoman)*

3. SPLOST Project List

*(Presented by Anou Sothsavath, Public Works Director)*

4. Ambulance Selection

*(Presented by Elton Poss, Battalion Chief)*

**7. GENERAL COMMENTS:**

*General Comments are any comment that you want to make during Council Meeting. Please fill out a comment card and turn it into the City Clerk if you wish to make a comment.*

**8. ADJOURNMENT:**



# **CITY OF MORROW**

# **4**

# **Previous Meeting Minutes**




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**CITY OF MORROW, GEORGIA**  
**MAYOR AND CITY COUNCILMEMBERS**

**Mayor Jeffrey DeTar**  
**Mayor Pro Tem Jeanell Bridges**  
**Councilwoman Hang Tran**  
**Councilman Larry Ferguson**  
**Councilman Christopher Mills**

**Regular Meeting**

**August 9, 2016**

**Minutes**

**7:30 pm**

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**Mayor Jeffrey DeTar** called the Regular Council Meeting of the Morrow City Council to order at 7:30pm on August 9, 2016. The meeting took place in the Council Chambers of the Morrow Municipal Complex located at: 1500 Morrow Road, Morrow, GA, 30260.

**Mayor Jeffrey DeTar** asked everyone to stand for the Pledge of Allegiance followed by a moment of silent reflection.

**ROLL CALL:**

**Mayor Jeffrey DeTar** asked **Interim City Clerk Yasmin Julio** to call the roll.

**Interim City Clerk Yasmin Julio** called the roll and those present were **Mayor Jeffrey DeTar, Mayor Pro Tem Jeanell Bridges, Councilman Christopher Mills, Councilman Larry Ferguson, and Councilwoman Hang Tran**. She stated there was a quorum present.

**CONSENT AGENDA:**

**Mayor Jeffrey DeTar** called for a motion to approve the consent agenda.

1. Approval of July 12, 2016, Regular Meeting Minutes
2. Approval of July 12, 2016, Work Session Minutes
3. Approval of July 12, 2016, Executive Session Minutes
4. Approval of July 26, 2016 Regular Meeting Minutes
5. Approval of July 26, 2016 Work Session Minutes
6. Approval of Attorney Invoice - Fincher Denmark & Minnifield FAA invoice # 3066 dated June 10, 2016 in the amount of \$2,653.15 for period May 1, 2016- May 31, 2016
7. Approval of Attorney Invoice - Fincher Denmark & Minnifield invoice # 3116 dated July 13, 2016 in the amount of \$5,388.92 for period June 1, 2016- June 30, 2016



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**MOTION AND VOTE:** Councilman Larry Ferguson made the motion to approve the consent agenda, seconded by Mayor Pro Tem Jeanell Bridges. The motion passed unanimously, 4-0.

**MEETING AGENDA:**

Mayor Jeffrey DeTar called for a motion to approve August 9, 2016 Meeting Agenda.

**MOTION AND VOTE:** Mayor Pro Tem Jeanell Bridges made the motion to approve the meeting agenda, seconded by Councilman Christopher Mills. The motion passed unanimously, 4-0.

**PRESENTATIONS:**

1. Planning and Zoning Board Meeting Recap

*(Presented by Martha Tracy, P&Z board Secretary)*

- Marti advised that new member Gilda Hutcheson's first meeting
- Also new stores coming into Southlake Mall including H&M and Forever 21
- Construction projects within the city includes Morrow Elementary \$4.5 million renovation, AMC \$5.5 million, Former Piccadilly's, Macy's and Hampton Inn
- Nam Dae Mun still scheduled to open in Sept and Coffee Shop across the street named Boba Theory applied for sign permits
- Small Bakery also scheduled to open near BB&T

**PUBLIC COMMENTS ON AGENDA ITEMS:**

There were no public comments on agenda items.

**GENERAL COMMENTS:**

**Citizen Comments:**

**Dorothy Dean**

**Staff Comments:**

**City Manager Sylvia Redic**

**Council members Comments:**

**Councilman Christopher Mills**

**Councilman Larry Ferguson**

**Councilwoman Hang Tran**

**Mayor Pro Tem Jeanell Bridges**

**Mayor Jeffrey DeTar**



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**ADJOURNMENT:**

**Mayor Jeffrey DeTar** called for a motion to adjourn the August 9, 2016 Regular Council Meeting.

**MOTION AND VOTE: Councilwoman Hang Tran** made a motion, seconded by **Councilman Larry Ferguson**. The motion passed unanimously, 4-0.

The Regular Council Meeting was adjourned at 7:50pm.

Approved this 23rd day of August, 2016.

**Attest**

\_\_\_\_\_  
**Yasmin Julio, Interim City Clerk**

**CITY OF MORROW, GEORGIA**

\_\_\_\_\_  
**Jeffrey A. DeTar, Mayor**

**Seal**




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**CITY OF MORROW, GEORGIA**  
**MAYOR AND CITY COUNCIL MEMBERS**

**Mayor Jeffrey A. DeTar**  
**Mayor Pro Tem Jeanell Bridges**  
**Councilwoman Hang Tran**  
**Councilman Larry Ferguson**  
**Councilman Christopher Mills**

**August 9, 2016**

**Work Session Minutes**

**5:33 pm**

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**Mayor Jeffrey DeTar** called the Work Session to order at 5:33pm on August 9, 2016. The meeting took place in the Council Chambers of the Morrow Municipal Complex located at: 1500 Morrow Road, Morrow, GA, 30260.

Those present were **Mayor Jeffrey DeTar, Mayor Pro Tem Jeanell Bridges, Councilman Larry Ferguson, Councilman Christopher Mills and Councilwoman Hang Tran.**

**General Discussions of Items**

**1. Fire Chief & Department Head hiring Policy**

- **Fire Chief hiring process tentative schedule handed out to Council by City Manager Sylvia Redic**
- **18 Applications for Fire Chief received**
- **Department heads draft hiring policy handed out to Council by Councilman Larry Ferguson**
- **Mayor requested a show of hands from Council who wanted to see applications/resumes scored, Councilman Larry Ferguson was the only member in support of scoring applications/resumes**
- **Consensus that applicants will be scored by panel as well as Mayor and Council however Mayor and Council will not receive panelist scores until after they have scored applicants**
- **City Manager Sylvia Redic asked Mayor and Council to begin to think of interview questions they would like to ask during their interviews**

**2. RFP- Retail Development Services**

- **Purpose of RFP is to help connect the city with those company decision makers**
- **This would fall under Economic development, by law Hotel Motel Tax dollars cannot be used to pay for Economic development**

**3. Retreat Deliverables**

- **Mayor Jeffrey DeTar established a 15 minute timed discussion on this item**



- 
- Councilman Ferguson recommended establishing a committee to assist with city owned properties with established mission and resources, created with volunteer citizens
  - Councilman Ferguson also reminded Council on their goal of trying to meet one on one with each council member at least once a month
  - Mayor DeTar recommended a mini less formal retreat in 2016

#### 4. Path System Phase III

- Request made to add this item to the next agenda for a vote
- Can continue to next phase with new timelines, proposal and changes to scope of work, GDOT request all changes be made and submitted by end of October
- Request made to have a letter from FEMA produced to determine bridge height and length required to determine cost
- Request made to have Pond & Co representative Andrea Greco to return to speak to Mayor and Council again

#### 5. Monthly Financial Report

- Consensus reached that reports provided were sufficient to receive on a monthly basis
- City Manager Sylvia Redic mentioned that a deposit was received after agenda packets were completed into the 2014 SPLOST account updating the total balance to 1,052,799.43
- Request was made to have the SPLOST project list on next meeting for discussion

#### 6. CCMA

- August 18, 2016, 6:30pm- The Morrow Center- Speaker Jeremy Stratton
- December 15, 2016, 6:30pm- The Morrow Center- Recommendations of food choice and entertainment may be submitted to City Manager

#### Attorney Invoices for Review

1. Attorney Invoice - Fincher Denmark & Minnifield FAA invoice # 3122 dated July 14, 2016 in the amount of \$1,181.72 for period June 1, 2016- June 30, 2016
  - Request made that Attorney Steven Fincher & Marshall Mitchell come to speak at next meeting about the FAA litigation

The Work Session ended at 7:10pm.

Approved this 23rd day of August, 2016.



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Attest

CITY OF MORROW, GEORGIA

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**Yasmin Julio, Interim City Clerk**

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**Jeffrey A. DeTar, Mayor**



# **CITY OF MORROW**

# **5**

# **P & Z Board Meeting Minutes**

**CITY OF MORROW  
Planning & Zoning Board Meeting  
1500 Morrow Road - Morrow, GA 30260**

**August 16, 2016**

**Minutes**

**6:30 pm**

**CALL TO ORDER:** Chairman Jack Bell  
**PLEDGE OF ALLEGIANCE:** All  
**MOMENT OF SILENCE:** Chairman Jack Bell

**1. ROLL CALL**

Chairman	Jack Bell
Vice Chair	Joyce Bean
Member *	Tamara Patridge ( <i>Excused Absence</i> )
Member	Aaron Mauldin
Member	Gilda Hutcheson
Secretary	Marti Tracy, Secretary

**2. APPROVAL OF MEETING AGENDA:**

**MOTION AND VOTE:** Joyce Bean made a motion to approve the agenda, seconded by Gilda Hutcheson. The motion passed unanimously.

**3. CONSENT AGENDA:**

Approval of July 19, 2016 Meeting Minutes.

**MOTION AND VOTE:** Aaron Mauldin made a motion to approve the Consent Agenda, seconded by Gilda Hutcheson. The motion passed unanimously.

**4. General Discussion:**

1. 1585 Lake Harbin Road – Hien Huynh, new owner of commercial location, introduced himself to the board and shared his vision for his boba tea & coffee business
2. City Manager Sylvia Redic and Board Secretary Marti Tracy presented information regarding project “Extended Stay”; included possible code enhancement to assist in regulating activities at local tourist accommodations
3. Incoming businesses and renovation updates

**5. STAFF COMMENTS:**

Marti Tracy, Zoning & Code Administrator  
 Sylvia Redic, City Manager

**6. GENERAL COMMENTS:**

Dorothy Dean - Citizen

Wayne Collins - Citizen

Mayor Jeffrey Detar - *presented Chairman Jack Bell with a proclamation of appreciation in recognition of his contributions to the City and his impending retirement from the Board. The Mayor's sentiments were met with unanimous approval from all in attendance.*

Jeanell Bridges – Citizen/Councilwoman

7. **ADJOURNMENT**

**MOTION AND VOTE:** Gilda Hutcheson made a motion to adjourn the meeting, seconded by Joyce Bean, the motion passed unanimously. The meeting was adjourned at 7:13 PM.

Approved this 20th day of September 2016.

Attest:

\_\_\_\_\_  
Chairman

\_\_\_\_\_  
Secretary



# **CITY OF MORROW**

# **6**

# **Path System Phase III Proposal**

**Responsive People. Real Partners.**Architects  
Engineers  
Planners3500 Parkway Lane  
Suite 600  
Norcross, GA 30092P 678.336.7740  
F 678.336.7744  
www.pondco.com

April 4, 2016 (revised April 13)

**Sylvia Redic**  
**City Manager**  
City of Morrow  
1500 Morrow Road  
Morrow, GA 30260**Re: Additional Services for City of Morrow Phase III Jester's Creek Pedestrian Path System**

Dear Ms. Redic,

Pond & Company (Pond) is submitting this proposal for additional services for several items that will be required to complete the Jesters Creek Pedestrian Path System, Phase III.

These include items to be completed by Pond, CCR Environmental (Environmental Subconsultant), and Moreland Altobelli (Geotechnical Subconsultant)

The additional services cover the following items:

**Task 1: Categorical Exclusion (CE) documentation**

- Deletion of two trail spurs requested by City of Morrow resulted in numerous required changes to the documentation to the text and figures CE document by CCR.
- The GDOT reviewer of the CE document provided comments that were over and above typical comments on CE documents and based on personal preference in wording or sentence structure rather than actual mistakes in the document. Currently, Moreland is not allowing our environmental consultant to discuss these comments with the reviewer and wants us to address them without discussion.
- CCR (subconsultant) used one of several accepted GDOT Ecology Reporting Ecology Reporting templates. The reviewer of this CE document has required us to meet the format of a different template than was used, requiring significant revisions.

**Task 2: Geotechnical Services**

Geotechnical services will be necessary for the design and construction of the bridge in this phase of the project

- Geotechnical borings at bridge (50' depth). 2 each with D50 and D95 grain size analysis tests to assist with scour data.
- Bridge Foundation Investigation report per GDOT required standards.

The trail extensions (Phase II that include a small boardwalk bridge across a creek, a boardwalk through wetlands and a boardwalk ramp to the hotel site along 75), will require geotechnical work in order to complete design. Geotechnical services can be completed at a later date, but if desired can be completed at this time. The services, if included, would be as follows:

- Two geotechnical borings (20' depth) and D50/D95 tests at short boardwalk bridge.
- Two geotechnical borings (20' depth) and D50/D95 tests at boardwalk on Phase II.

### Morrow Jesters Creek Path System Additional Services

- One geotechnical boring (20' depth) at Phase III boardwalk area.

Geotechnical services for the bridge were originally included as a part of the contract services under Database Development. While services for field run survey were minimized due to the sharing of survey data provided by Clayton County Stormwater Authority / Brown & Caldwell in conjunction with the Stream Restoration project, environmental services have been increased on the project within the Environmental Document phase due to the need for a full Environmental Assessment. So as not to modify the contract previously, we, with approval from you, shifted budget from survey to environmental tasks. The net remaining available funding for geotechnical services within the Database Development Phase is \$2,300. Additional funds are needed for the required geotechnical services; please refer to Professional Fees below.

### Task 3: Floodplain Analysis and Reports

#### Phase A: C-LOMR and LOMR submissions

The original design intent was to review the floodplain and floodway information and for the bridge and trail to span the floodway. However, the Clayton County Water Authority is in the process of updating the FEMA model including floodway and flood elevations. The preliminary model and maps in the update that we have received show the floodway and floodplain elevations as being higher and considerably wider than the previous version. Once this model and associated maps are approved in the near future, the new conditions will make it unfeasible to place a bridge that will span the floodway and be above the 100 year floodplain. The Phase I bridge and sections of the Phase II and Phase III boardwalk will be within the floodway and floodplain boundaries. Therefore additional studies and coordination with FEMA will be required.

Phase 1: Pond will provide a FEMA Conditional Letter of Map Revision (C-LOMR) Submittal including a flood study to FEMA for the project. Our Services will be as follows:

- Fill out necessary forms for a C-LOMR and submit package including flood study to FEMA;
- Respond to comments from FEMA

Our deliverable for Phase I includes all submittal documents required by FEMA for a C-LOMR. The City of Morrow will also receive one copy of the submittal package to FEMA for their records. The CLOMR study will be completed at the time of bridge and boardwalk design. Because the boardwalk will be subjected to 100 year flood events, the boardwalk is likely to suffer some damage. Without excessive engineering and significantly added cost, the boardwalk cannot be made to withstand catastrophic flood events. The in-house flood study will include Phase I, Phase II and Phase III trail routes and structures to ensure constructability and impacts. Note that the study submitted to FEMA will only include Phase I structures due to phasing. CLOMR will be submitted to FEMA after draft floodplain maps (coordinated through CCWA) are formally adopted.

#### Phase B: (If Required) FEMA Letter of Map Revision (LOMR) Submittal.

A LOMR may be required after completion of the project to document the post-construction floodplain. Our services will be as follows:

- From as-built survey of constructed project, the post construction conditions will be entered into the design HEC-RAS model to ensure that there is no increase in floodplain elevation on adjacent properties;

### Morrow Jesters Creek Path System Additional Services

- Fill out necessary forms for a LOMR and submit package to FEMA; and
- Respond to comments from FEMA.

Our deliverable for Phase II includes all submittal documents required by FEMA for a LOMR. The City of Morrow will also receive one copy of the submittal package to FEMA for their records.

After trail and bridge are constructed, Pond will follow up with a LOMR including the as built conditions as required by FEMA.

#### **Task4: Project Timeframe Extension, Additional Coordination for coordination with CCWA, and route change investigation.**

The project duration has been extended beyond the original timeframe. The Clayton County Water Authority has requested that no design or flood studies be conducted until their FEMA floodplain mapping public comment period has been completed. The coordination process and schedule have added approximately 1 year to the project timeframe, additional coordination and meetings. There have also been work involved in investigating trail route modifications during this time period. We are requesting additional services for additional work and coordination on this project through this extended duration.

### Professional Fees

This contract amendment covers the effort and expenses associated with CE, Geotechnical Services, CLOMR and LOMR and Extended Project Timeline. These items were not included in the original scope and fee, therefore Pond requests the original contract for the City of Morrow Phase III Jesters Creek Trail (original total \$166,412) be increased by a total of \$45,610 for a new total of \$212,022. All terms and conditions of the contract dated July 16, 2012 remain unchanged.

<b>Task 1</b>	<b>Categorical Exclusion Revisions</b>	<b>\$3,330.00</b>
<b>Task 2</b>	<b>Geotechnical services</b>	
	Bridge borings, tests and BFI, 5 boardwalk borings (includes \$2300 credit)	<b>\$12,110.00</b>
<b>Task 3</b>	<b>C-LOMR and LOMR submissions</b>	
<b>Phase A</b>	FEMA Conditional Letter of Map Revision (C-LOMR) Submittal	<b>\$6,000.00</b>
<b>Phase B</b>	FEMA Letter of Map Revision (LOMR) Submittal.	<b>\$13,500.00 (Contingency)</b>
<b>Task 4</b>	<b>Additional Timeframe and Coordination</b>	<b>\$10,700.00</b>
<b>Total</b>		<b>\$45,610.00*</b>

## Morrow Jesters Creek Path System Additional Services

**\*NOTE:** Services shown do not include:

- Additional permitting fees required by FEMA for LOMR and CLOMR submittal reviews.
- As built survey after project is constructed.

### Schedule Assumptions:

- It is assumed that the public comment period for the revised flood map will be complete by July 10<sup>th</sup>, 2016 and that any comments will not affect the design of the bridge and boardwalk.
- FEMA C-LOMR Submittal: It is assumed that the C-LOMR approval process through FEMA will take between 12 to 16 weeks. It is anticipated that the C-LOMR will be submitted after the updated FEMA maps are formally approved which will be in by mid-2017.
- FEMA LOMR Submittal: Once the as-built information is received, it will take approximately 4 weeks to complete the as-built model within HEC RAS. It is assumed that the LOMR approval process through FEMA will take between 12 to 16 weeks. It is anticipated that the LOMR work will be conducted before 2020.

Morrow Jesters Creek Path System Additional Services

Submitted by:  
**POND & COMPANY**



\_\_\_\_\_  
Andrea Greco, PLA, ASLA

\_\_\_\_\_  
Senior Project Manager  
Title

\_\_\_\_\_  
4/13/16  
Date



\_\_\_\_\_  
Ron Osterloh, PE

\_\_\_\_\_  
Vice-President

\_\_\_\_\_  
4/13/16  
Date

CLIENT:

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date



# **CITY OF MORROW**

# **7**

# **SPLOST LIST**

City of Morrow  
2014 SPLOST  
CAPITAL PROJECTS LIST

**COMMUNICATION/RMS:**

Original Estimate	Expenditures to Date	Remaining Balance	Proposed Project List
2,201,126			
	radios PD	126,135.76	
	radios Fire	184,806.18	
	radios Public Works	15,872.50	
		<u>326,814.44</u>	
		<b>1,874,311.56</b>	
			New Projects
			Financial Software
			Fire Alert
			Community Improvements
			brick pavers
			sign replacement
			neighborhood markers
			fence around pond
			<b>202,000</b>
			Balance After Projects
		<b>1,672,311.56</b>	

**RESURFACING/RD:**

Original Estimate	Expenditures to Date	Remaining Balance	Proposed Project List
1,559,694			
	LMIG Match	58,895.89	
		<b>1,500,798.11</b>	
			Tie-in to Underpass
			Curb/Drainage & Roadway
			Huie
			Meadowbrook
			Lake Harbin
			Mt. Zion Median Landscaping
			I75 Interchange Landscaping
			LMIG Match
			Signal Upgrades
			Mt. Zion Resurfacing
			Balance After Projects
		<b>-207,826.89</b>	<b>1,708,625</b>

**FACILITIES :**

Original Estimate	Expenditures to Date	Remaining Balance	Proposed Project List
1,114,067			
	Roof PD	121,270.25	
	Roof PW	34,186.00	
		<u>155,456.25</u>	
		<b>958,610.75</b>	
			HVAC - CH, PD, FD
			Community Room
			Marquee Sign
			Remodel Admin Offices FD
			Upgrades to PD
			Chairs for CR and BR
			Remodal FD kitchen

1722311.56  
408610.75  
41250  
29,110.45

Restrooms at Daniel Park	200,000
Benches and Posts	5,000
City Hall Court Room	75,000
	<b>550,000</b>

Balance After Projects  
**408,610.75**

**VEHICLES:**

Original Estimate	Expenditures to Date	Remaining Balance	Proposed Project List
1,600,250.00		<b>1,600,250.00</b>	
		(already approved)	
			Medic 1 160,000
			Medic 2 160,000
			Quint 1,000,000
			Patrol Cars X 4 150,000
			All Terrain Vehicle for Path 20,000
			Utility Vehicle 24,000
			Code Enforcement 20,000
			City Manager Vehicle 25,000
			<b>1,559,000</b>

Balance After Projects  
**41,250.00**

**EQUIPMENT:**

Original Estimate	Expenditures to Date	Remaining Balance	Proposed Project List
249,821.00			
	Firewal Server	8,210.55	
		<b>241,610.45</b>	
			Body Cameras X 30 25,000
			Camera Storage 80,000
			License Plate Readers X 2 50,000
			AV upgrades CR
			AV upgrades Tourist Center
			Infrared Camera (FLIR) 3,500
			Speed Trailer 20,000
			Tasers X 20 24,000
			Patrol Laptops PD X 20 10,000
			<b>212,500</b>

Balance After Projects  
**29,110.45**

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**2,151,283 positive balances from project categories**  
**207,827 negative balance from categories**  
**1,943,456 balance for future capital projects**



# **CITY OF MORROW**

# **8**

# **Ambulance Recommendation**

# City of Morrow

## F I R E D E P A R T M E N T



In January of this year the fire department staff began the process of developing a set of specifications for the purchase of a new ambulance. We began this process by visiting the manufacturer of our last two ambulance purchases, Peach State Ambulances. The process was started at this point to completely reevaluate the type, brand, and design of ambulance that would best serve the citizens for the next 6 to 10 years. Emphasis was placed on the cost of running and maintaining an ambulance for the service duty that our units operate under. Maintenance costs have been a continuing issue over the past few years; the last unit the department purchased has a remounted patient compartment. This means a new truck chassis was purchased and a used refurbished patient compartment was installed on the chassis. By visiting the manufacturer we were able to compare different body styles, drive trains, and compartment lay out for the different style units. We were also able to inquire about how far a remounted patient compartment was taken apart and how much was replaced versus being left in place during the refurbishing process. With the information gathered we were able to contact several end users running different brands of chassis with different style drive trains to establish what we felt like would be best for the Morrow Fire Department moving forward.

With all of the information gathered, we were able to put together a request for bid that was issued June 27, 2016. Bids were requested on both new chassis with remounted patient compartments and completely new ambulances. On August 15, 2016 bids were opened for review. The department received two bids. The base information of these bids is as follows.

All bids were based on a 2017 Type III-AD Ambulance built on a Ford E-450XL chassis with Triton V-10 6.8 liters Gasoline engine.

**Bid #1.**

Ten-8 Fire and Safety Equipment of Ga.      **\$134,204**  
 Unit built by Medix Specialty Vehicles, Inc. Elkhart Indiana

**Bid #2**

Excellance, Inc.      **\$153,902.28**  
 Unit built by Excellance Inc. Madison Alabama

	<b>Ten-8 Emergency Vehicles</b>	<b>Excellance</b>
	\$134,204	\$153,902
Patient Compartment Construction		
Exterior	Aluminum	Aluminum
Interior	Plywood / Plastic Laminate	Welded Aluminum / Plastic Laminate
Floor	.75 inch Marine Grade Plywood	.75 inch Polyurethane reinforced with Woven Fiberglass
Exterior Compartment Space	42.4 Cubic Feet	46.5 Cubic Feet
Interior Compartment Space	24.4 Cubic Feet	32 Cubic Feet
Warranty Information		
Modular Structural Body	15 Years	25 Years
Electrical System	6 Years	10 Years
Paint	4 Years	7 Years

**Recommendation:**

We recommend the purchase of the Excellance ambulance. This is based on the following:

1. Purchasing ambulance remounts is a way to save money. Owning an ambulance with a patient compartment structure that was built to be remounted saves more money. By purchasing this Excellance ambulance, we are putting the city on the road to being able to never purchase the patient compartment of the ambulance again. The price of the chassis and labor to remount this unit will save \$68,000 on the next unit.
2. All warranties are transferrable to the remounted unit. As long as Excellance performs the remount you start a new 25 year structural warranty.
3. Same Patient compartment body can be mounted on different brand of chassis, and it will not tie our hands if we want to move to different brand or style unit.

I

Elton Poss

Battalion Chief / Acting Fire Chief

Paul Bonner

Captain A-Shift