

RESOLUTION 2026-R-204-A

Authorizes the execution of an Agreement with The Retail Coach

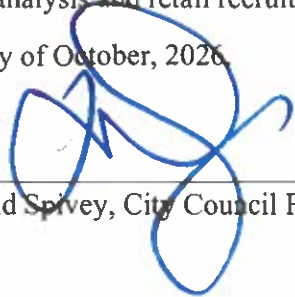
WHEREAS, the City Council of the City of Irondale approved Resolution 2026-R-204 on September 15, 2026 authorizing an agreement with The Retail Coach;

WHEREAS, the City Council now wishes to amend Resolution 2026-R-204 to include the agreement as an attachment thereto; and

WHEREAS, except as specifically amended, the remainder of the resolution remains unchanged.

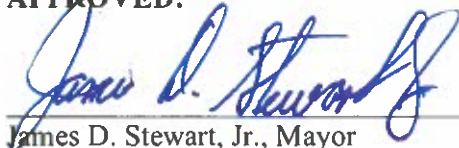
BE IT HEREBY RESOLVED by the City Council of the City of Irondale, Alabama, in regular meeting duly assembled, a quorum being present that Mayor James D. Stewart, Jr., or his designee, is hereby authorized to execute an agreement with The Retail Coach (in substantially the form attached hereto as Exhibit A) in the amount of Thirty-Eight Thousand and 00/100 Dollars (\$38,000.00) for services including retail market analysis and retail recruitment.

ADOPTED & APPROVED: This 6th day of October, 2026.



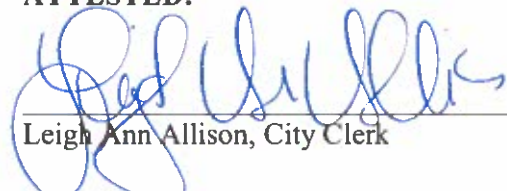
David Spivey, City Council President

APPROVED:



James D. Stewart, Jr., Mayor

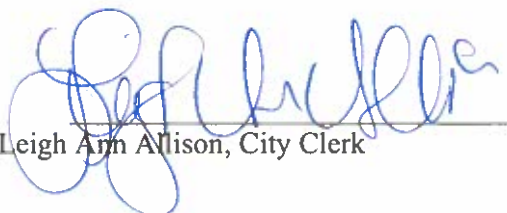
ATTESTED:



Leigh Ann Allison, City Clerk

CERTIFICATION

I, Leigh Ann Allison, the City Clerk of the City of Irondale, Alabama, hereby certify that the above to be a true and correct copy of a resolution adopted by the City Council of the City of Irondale at its regular meeting held on the 6th day of October, 2026, as the same appears in the minutes of record of said meeting.



Leigh Ann Allison, City Clerk

EXHIBIT A

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PROFESSIONAL SERVICES AGREEMENT

This Agreement for Professional Services ("Agreement") is made by and between the City of Irondale, Alabama, an Alabama municipality ("Client"), and The Retail Coach, LLC, a Mississippi limited liability company ("Professional") (each a "Party" and collectively the "Parties"), acting by and through their authorized representatives.

RECITALS:

WHEREAS, Client desires to engage the services of the Professional as an independent contractor, and not as an employee, to provide the services described in Exhibit "A" (the "Scope of Services" or "Services") to assist Client in creating a Retail Market Analysis + Retail Recruitment Services (the "Project"); and

WHEREAS, the Professional desires to render professional services for Client on the terms and conditions set forth in this Agreement.

NOW THEREFORE, in exchange for the mutual covenants set forth herein, and other valuable consideration, the sufficiency and receipt of which are hereby acknowledged, the Parties agree as follows:

Article I Term

1.1 This Agreement shall commence on the last date of execution hereof ("Effective Date") and continue for a period of one (1) year, unless sooner terminated as provided herein ("Initial Term"). This Agreement may be extended by Client for an additional one (1) year term by providing written notice to Professional prior to the expiration of the Initial Term.

1.2 Either Party may terminate this Agreement by giving ten (10) days prior written notice to the other Party. In the event of such termination, the Professional shall deliver to Client all finished and unfinished documents, data, studies, surveys, drawings, maps, reports, photographs or other items prepared by the Professional in connection with this Agreement. Professional shall be entitled to reasonable compensation for any services completed to the reasonable satisfaction of the Client in accordance with this Agreement prior to such termination.

Article II Scope of Service

2.1 The Professional shall perform the services in connection with the Project as set forth in the Scope of Services.

2.2 The Parties acknowledge and agree that any and all opinions provided by the Professional in connection with the Scope of Services represent the professional judgment of the Professional, in accordance with the professional standard of care applicable by law to the services performed hereunder.

Article III Schedule of Work

The Professional agrees to complete the required services in accordance with the Scope of Services outlined in Exhibit "A".

Article IV Compensation and Method of Payment

4.1 Professional will be compensated in accordance with the payment schedule and amounts set forth in the Scope of Services, not to exceed thirty-five thousand dollars (\$35,000) for the Initial Term ("Initial Fee"). If Client extends the Agreement, the annual fee shall be thirty thousand dollars (\$30,000) ("Renewal Fee") In addition to the Initial Fee, Professional may incur up to three thousand dollars (\$3,000) in reimbursable expenses for the performance of the Services. In order to be reimbursable, expenses shall require prior written approval by the Client before Professional incurs such expenses. If prior written approval for such expenses is not obtained from the Client by the Professional, then such expenses shall be deemed to be non-reimbursable.

Article V Devotion of Time; Personnel; and Equipment

5.1 The Professional shall devote such time as reasonably necessary for the satisfactory performance of the Services under this Agreement. Any additional services must be authorized by a written amendment to this Agreement prior to commencement. Such amendment shall specify the scope, schedule and compensation for such additional services.

5.2 The Professional shall furnish the facilities, equipment and personnel necessary to perform the Services required under this Agreement unless otherwise provided herein.

Article VI Miscellaneous

6.1 Entire Agreement. This Agreement constitutes the sole and only agreement between the Parties and supersedes any prior understandings written or oral agreements between the Parties with respect to this subject matter.

6.2 Assignment. The Professional may not assign this Agreement without the prior written consent of the Client. In the event of an assignment by the Professional to which the Client has consented, the assignee shall agree in writing with the Client to personally assume, perform, and be bound by all the covenants, and obligations contained in this Agreement.

6.3 Successors and Assigns. Subject to the provisions regarding assignment, this Agreement shall be binding on and inure to the benefit of the Parties to it and their respective heirs, executors, administrators, legal representatives, successors and assigns.

6.4 Governing Law; Venue Jurisdiction. The laws of the State of Alabama shall govern this Agreement without regard to its conflicts of laws principles. Mandatory and exclusive venue for any dispute regarding this Agreement shall only be appropriate in Jefferson County, Alabama, Birmingham Division. The parties hereby consent to the exclusive personal jurisdiction to the courts in and for the State of Alabama in the event of litigation pertaining to this Agreement.

6.5 Amendments. This Agreement may be amended by the mutual written agreement of the Parties.

6.6 Severability. In the event any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provisions, and the Agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been contained in it.

6.7 Independent Contractor. It is understood and agreed by and between the Parties that the Professional, in satisfying the conditions of this Agreement, is acting independently, and that Client assumes no responsibility or liabilities to any third party in connection with these actions. All services to be performed by Professional pursuant to this Agreement shall be in the capacity of an independent contractor, and not as an agent or employee of Client. Professional shall supervise the performance of its services and shall be entitled to control the manner and means by which its services are to be performed, subject to the terms of this Agreement.

6.8 Notice. Any notice required or permitted to be delivered hereunder may be sent by first class mail, overnight courier or by confirmed telefax or facsimile to the address specified below, or to such other Party or address as either Party may designate in writing, and shall be deemed received three (3) days after delivery set forth herein:

If intended for Client:

City of Irondale, Alabama
Attn: Mayor, James D. Stewart Jr.
101 20th Street South
Irondale, AL 35210

If intended for Professional:

Attn: Aaron Farmer
The Retail Coach, LLC
86 Clark Blvd.
Tupelo, MS 38804

6.9 Insurance.

- (a) Professional shall during the term hereof maintain in full force and effect the following insurance: (i) a comprehensive general liability policy of insurance for bodily injury, death and property damage insuring against all claims, demands or actions relating to the Professional's performance of services pursuant to this Agreement with a minimum combined single limit of not less than \$1,000,000.00 per occurrence for injury to persons (including death), and for property damage; (ii) statutory Worker's Compensation Insurance at the Alabama statutory limits and Employers Liability covering all of Professional's employees involved in the provision of services under this Agreement with policy limit of not less than \$500,000.00; (iii) Professional Liability covering negligent acts, errors and omissions in the performance of professional services with policy limit of not less than \$1,000,000.00 per claim and \$1,000,000.00 in the aggregate; and (iv) Comprehensive automobile and vehicle liability insurance covering claims for injuries to members of the public and/or damages to property of others arising from use of motor vehicles, including onsite and offsite operations, and owned, non-owned, or hired vehicles, with \$1,000,000.00 combined single limits each occurrence.
- (b) All policies of insurance shall be endorsed and contain the following provisions: (1) name Client, its officers, and employees as additional insureds as to all applicable coverage with the exception of Workers Compensation Insurance and Professional Liability; and (2) provide for at least thirty (30) days prior written notice to the Client for cancellation of the insurance; (3) provide for a waiver of subrogation against the Client for injuries, including death, property damage, or any other loss to the extent the same is covered by the proceeds of insurance, except for Professional Liability Insurance. The Professional shall provide written notice to the Client of any material change of or to the insurance required herein.
- (c) A certificate of insurance and copies of the policy endorsements evidencing the required insurance shall be submitted to Client within ten (10) days of the Effective Date of this Agreement and prior to commencement of services.
- (d) Any combination of primary and umbrella/excess coverage is acceptable as long as it satisfies the combined minimum coverage limits of each line. Nothing contained in these insurance requirements is to be construed as limiting Professionals' responsibility for any and all damages resulting from operations under this Agreement. Each of the insurance coverages required herein shall be issued by an insurer licensed by the Insurance Commissioner to transact the business of insurance in the state of Alabama for the applicable line of insurance, and such insurer (or, for qualified self-insured or group self-insureds, a specific excess insurer providing statutory limits) must have a Best Policyholders Rating of "A-" or better and financial size rating of Class VII or larger.

6.10 Indemnification. CLIENT SHALL NOT BE LIABLE FOR ANY LOSS, DAMAGE, OR INJURY OF ANY KIND OR CHARACTER TO ANY PERSON OR PROPERTY ARISING FROM THE SERVICES OF THE PROFESSIONAL PURSUANT TO THIS AGREEMENT. PROFESSIONAL HEREBY WAIVES ALL CLAIMS AGAINST CLIENT, ITS OFFICERS, AGENTS AND EMPLOYEES (COLLECTIVELY REFERRED TO IN THIS SECTION AS "CLIENT") FOR DAMAGE TO ANY PROPERTY OR INJURY TO, OR DEATH OF, ANY PERSON ARISING AT ANY TIME AND FROM ANY CAUSE OTHER THAN THE NEGLIGENCE OR WILLFUL MISCONDUCT OF CLIENT OR BREACH OF CLIENT'S OBLIGATIONS HEREUNDER. PROFESSIONAL AGREES TO DEFEND, INDEMNIFY AND SAVE HARMLESS CLIENT FROM AND AGAINST ANY AND ALL LIABILITIES, DAMAGES, CLAIMS, SUITS, COSTS (INCLUDING COURT COSTS, ATTORNEYS' FEES AND COSTS OF INVESTIGATION) AND ACTIONS OF ANY KIND BY REASON OF INJURY TO OR DEATH OF ANY PERSON OR DAMAGE TO OR LOSS OF PROPERTY TO THE EXTENT CAUSED BY THE PROFESSIONAL'S NEGLIGENT PERFORMANCE OF SERVICES UNDER THIS AGREEMENT OR BY REASON OF ANY NEGLIGENT ACT OR OMISSION ON THE PART OF PROFESSIONAL, ITS OFFICERS, DIRECTORS, SERVANTS, EMPLOYEES, REPRESENTATIVES, CONSULTANTS, LICENSEES, SUCCESSORS OR PERMITTED ASSIGNS (EXCEPT WHEN SUCH LIABILITY, CLAIMS, SUITS, COSTS, INJURIES, DEATHS OR DAMAGES ARISE FROM OR ARE ATTRIBUTED TO NEGLIGENCE OF THE CLIENT, IN WHOLE OR IN PART, IN WHICH CASE PROFESSIONAL SHALL INDEMNIFY CLIENT ONLY TO THE EXTENT OR PROPORTION OF NEGLIGENCE ATTRIBUTED TO PROFESSIONAL AS DETERMINED BY A COURT OR OTHER FORUM OF COMPETENT JURISDICTION). THE PROFESSIONAL'S OBLIGATIONS UNDER THIS SECTION SHALL NOT BE LIMITED TO THE LIMITS OF COVERAGE OF INSURANCE MAINTAINED OR REQUIRED TO BE MAINTAINED BY PROFESSIONAL UNDER THIS AGREEMENT. THIS PROVISION SHALL SURVIVE THE TERMINATION OF THIS AGREEMENT.

6.11 Counterparts. This Agreement may be executed by the Parties hereto in separate counterparts, each of which when so executed and delivered shall be an original, but all such counterparts shall together constitute one and the same instrument. Each counterpart may consist of any number of copies hereof each signed by less than all, but together signed by all of the Parties hereto.

6.12 Exhibits. The exhibits attached hereto are incorporated herein and made a part hereof for all purposes.

6.13 Work Product. All reports, analyses, data, maps, profiles, marketing materials, dashboards, and other deliverables prepared by the Professional in connection with this Agreement ("Work Product") shall be the sole property of the Client upon creation. The Professional hereby assigns to the Client all right, title, and interest in and to such Work Product. The Professional may retain copies for its records but shall not use, publish or distribute the Work Product without the Client's prior written consent.

6.14 Compliance with Laws. Professional shall comply with all applicable federal, state and local laws, regulations and ordinances in performing services under this Agreement.

6.15 Permits/Licenses. Before commencing work under this Agreement, Professional, at its own expense, will obtain all licenses, permits or other governmental authorizations needed to perform the work (collectively, "Licensing"). Professional further agrees to maintain that Licensing throughout the term of this Agreement.

6.16 Immigration Compliance. By signing this Agreement, Professional affirms for the duration of the Agreement, that it will not violate federal immigration law or knowingly employ, hire for employment, or continue to employ an unauthorized alien within the State of Alabama. Furthermore, a contracting party found to be in violation of this provision shall be deemed to be in breach of the Agreement and shall be responsible for all resulting damages.

[Signature Page to Follow]

EXECUTED this 6th day of October, 2026.

City of Irondale, Alabama

By: James D. Stewart Jr.
Name: James D. Stewart, Jr.
Title: Mayor

EXECUTED this _____ day of _____, 2026.

The Retail Coach, LLC

By: _____
Name: _____
Title: _____

EXECUTED this 6th day of October, 2026.

City of Irondale, Alabama

By: James D. Stewart Jr.
Name: James D. Stewart, Jr.
Title: Mayor

EXECUTED this 12th day of October, 2026.

The Retail Coach, LLC

By: Aaron B. Farmer
Name: Aaron Farmer
Title: President

Exhibit "A"
Scope of Services



The City of Irondale

PROPOSAL FOR:

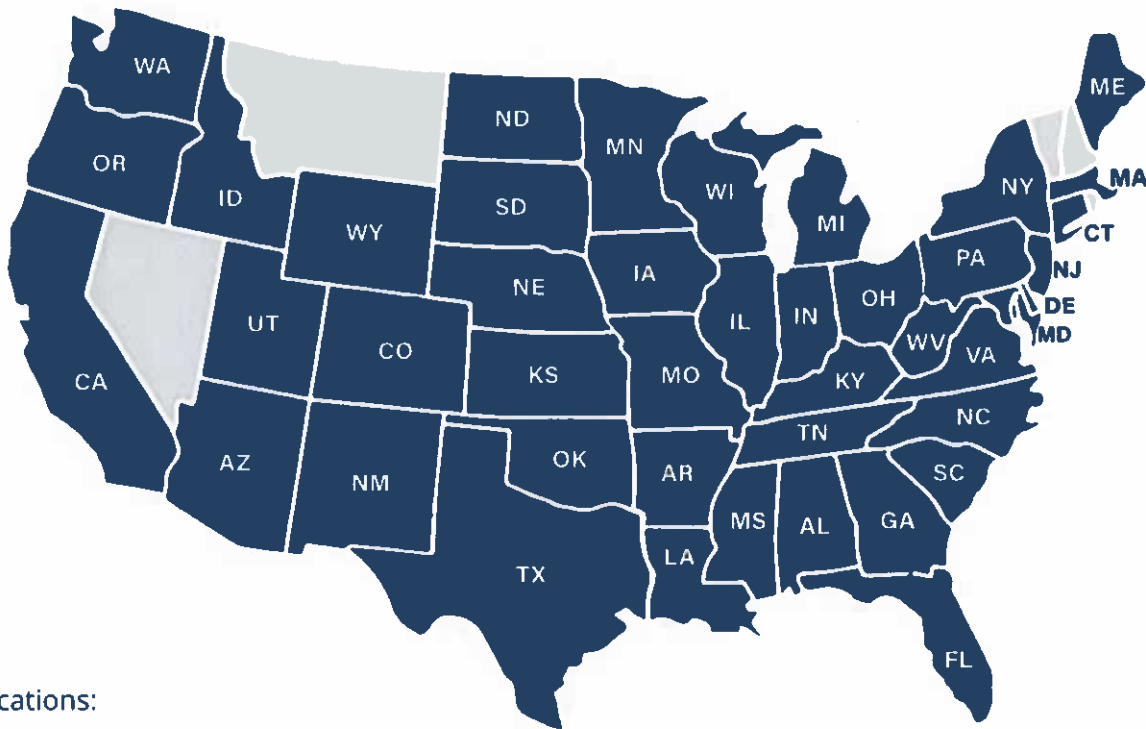
IRONDALE ALABAMA

RETAIL ANALYSIS
&
RECRUITMENT
SERVICES

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

From Bass Pro Shops to Dollar General - we recruit the retail and retailers that fit your community.





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

More Than 1,000 Client Communities Served Across 44 States

- National Expertise.
Local Focus.

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

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



1,000+
COMMUNITIES SERVED

44

STATES WE'VE WORKED IN

90%

REPEAT CLIENT RATE

We Recruit Retail.

Recruitment Done Right.

No Development.
No Brokerage.
No Conflicts of Interest.



What Makes Us Different?

Experienced & Connected

We pioneered the retail recruitment industry more than 26 years ago and leverage more than two decades of experience and relationships to help drive retail growth in your community.

Our Team is Your Team

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

Full Transparency

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

We are Consultants. Not Brokers.

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

RECOGNIZED AS LEADING INDUSTRY EXPERTS AND FEATURED PRESENTERS FOR:



We Recruit Retail.

Retail Analysis & Recruitment Services 4

Project Team

PROJECT LEAD



Kyle Cofer
Vice President

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

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

Kyle leads projects for The Retail Coach in Alabama, and has unparalleled relationships with brokers, site selectors, developers, and retailers across the region.

LEADERSHIP & PROJECT STRATEGY



Kelly Cofer
Founder & CEO

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



Aaron Farmer
President

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



Caroline Harrelson
Strategy Director

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

Project Team

PROJECT MANAGEMENT & RECRUITMENT



Kaleb Wilson
Project Manager

Kaleb manages relationships with retailers, site selectors, developers, and brokers involved in retail real estate for client communities. With experience aligning tenant real estate decisions with long-term goals and supporting corporate relocations, he focuses on driving community growth while maintaining exceptional customer service. Kaleb lives in Texas and holds a bachelor's degree from the University of North Texas.



Jean Totten
Recruitment Specialist

Jean is a seasoned professional with over 30 years of experience in diverse sectors such as project management, real estate development, community building, and B2B sales. Jean brings to The Retail Coach a wealth of knowledge and expertise in providing exceptional customer experience and building strong client relationships. In 2019, she obtained her Oklahoma University Economic Development Institute certification. Jean has 9 years of economic development recruiting experience in generating \$157 million in new industrial development, creating over 2500 jobs, and bringing educational programs together to support job growth within the community she served.

DATA & MARKET RESEARCH



Matthew Lautensack
Director of Data/Research

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

ADMINISTRATIVE SUPPORT



Nancy Herbert
Director of Finance

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

References



Joe Meads
CCI Planning & Engineering
Birmingham, Alabama
e: JoeMeads@gmail.com
o: 205.936.9689



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o: 615.946.0822



Barry Gentry
President & CEO
Murray County Chamber of Commerce
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o: 706.695.6060



Sherri Ferguson
Director of Planning and Economic Development
Portland, Tennessee
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o: 615.325.6676 ext. 214



Shannon Landauer
Executive Director
Hastings Chamber of Commerce
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o: 402.461.8400



Jeff Taylor
President & CEO
Greene County Partnership
e: Jeff@GreenCountyPartnership.net
o: 423.914.1147

PROJECT DELIVERABLES

Analyzing the Market

- Irondale Economic Overview
- Competing Communities Analysis
- Custom Retail Trade Area Map
- Mobile Data Studies As Needed
- Retail Trade Area Demographic Profile
- Retail Trade Area Psychographic Profile

Determining Retail Opportunities

- Retail Demand Analysis

Identifying Development & Redevelopment Opportunities

- Analysis of Development/Redevelopment Sites
- Retail Site Profiles for Available Retail Sites

Identify Retailers & Developers

- Target List of Retailers (and Restaurants)

Marketing & Branding

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

Recruitment of Retailers & Developers

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

Ongoing Recruitment & Coaching

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

Analyzing the Market

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

Competing Community Analysis

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

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

Custom Retail Trade Area Determination

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

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

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

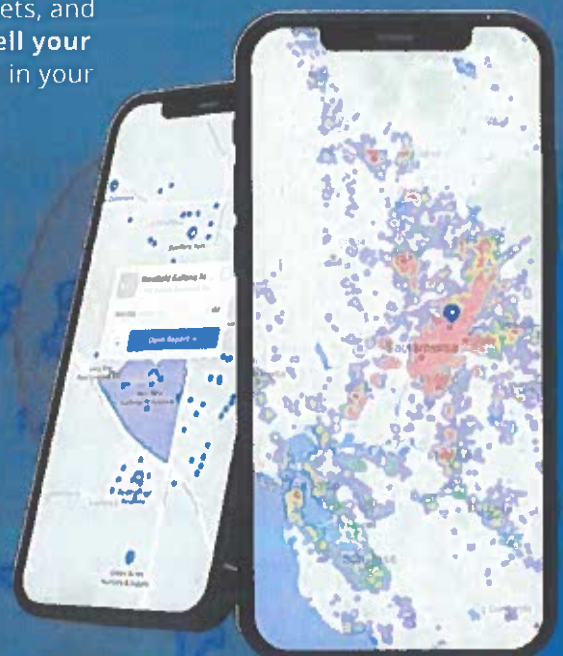
Understanding your true customer base is critical to quantifying the demand for new retail and restaurant development.

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

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

Kelly Cofer

Retail Coach Founder & CEO



ANALYZING THE MARKET

Demographic Profiling

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

- **The Retail Coach will create comprehensive 2020 Census, 2026, & 2031 demographic profiles for the Retail Trade Area and City of Irondale. The comprehensive profile includes population and projected growth, ethnicities, average and median household incomes, median age, households and household growth, and educational attainment.**

Psychographic Profiling

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

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

DETERMINING RETAIL OPPORTUNITIES

Retail Demand Analysis

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

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

MARKET-BASED SOLUTIONS

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

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

ON-THE-GROUND ANALYSIS

Just as each client has their own set of needs, we know that each client has a unique position in the marketplace as it competes to recruit new retailers.

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

ACTION PLAN FOR GROWTH

We analyze, recommend, and execute aggressive strategies for pursuing the ideal retailers, as well as coaching our clients through the recruitment and development process.

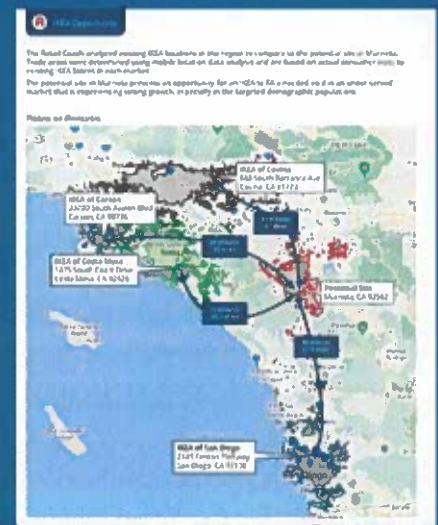
This partnership typically produces best results when, together, we derive short-term and long-term strategies based on market data and opportunities.

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

- ## Retail Site Profiles

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

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



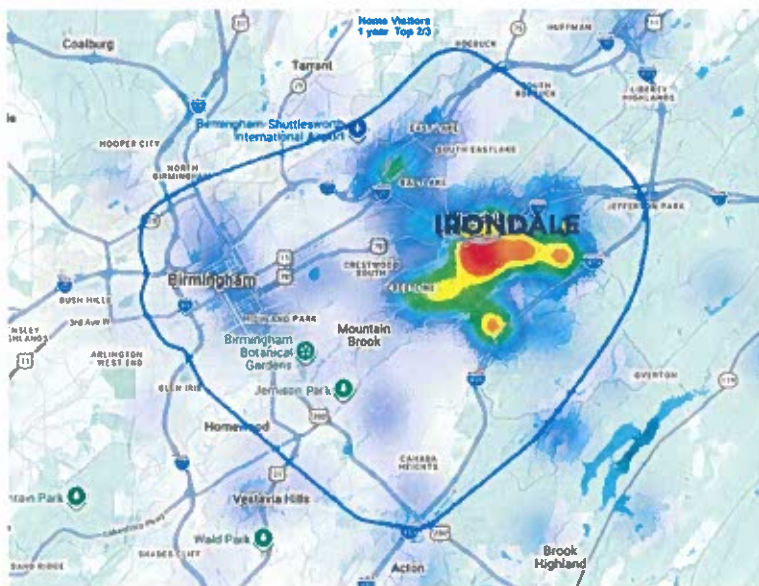
IDENTIFYING RETAILERS & DEVELOPERS FOR RECRUITMENT

The Retail Coach has been successful in recruiting leading retail brands to our client communities for more than 26 years. Our process is driven by providing accurate and current data sets, as well as site-specific information, to retailers that “fit” the community.

Identifying Potential Retailers

The Retail Coach will target national and regional brands that are a “good fit” for Irondale. This means that the Retail Trade Area population, ethnicities, incomes, ages, and educational levels meet the retailers’ ideal location criteria.

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



Mobile Data for Location Decisions:

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

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

Identifying Potential Developers

Much of our recruitment success comes from establishing a network of regional and national retail developers over the past 26 years. Developer networking and recruitment have become key components in a community’s retail recruitment and development/redevelopment success. If a retailer were to express interest in Irondale and there were no ready-to-lease properties matching their needs and brand requirements, a developer must be identified to build the interested retailer a suitable property.

- **The Retail Coach will utilize its network to identify retail real estate developers active in Irondale and the region for recruitment.**

MARKETING & BRANDING

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

Retail Market Profile

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

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

Specialized Recruitment Packages & Reports

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

Developer Package

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

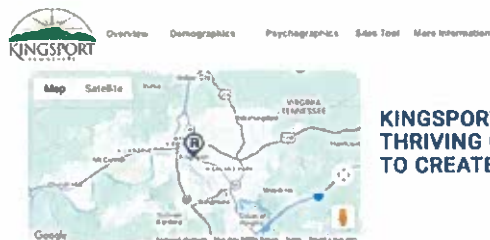
- **The Retail Coach will create a Developer Package to highlight development and redevelopment opportunities in Irondale. This package may include:**
 - Community Overview & Location Map
 - Retail Trade Area & Demographic Trends
 - Aerial Imagery & Traffic Counts
 - Site-line visibility from major and secondary traffic arteries
 - Ingress/egress for primary and secondary traffic arteries
 - Median cuts or possibilities
 - Traffic signal existence or possibilities
 - Site characteristics and topography
 - Area Retail & Zoning Residential clustering and support
 - Proximity to "anchor" retailers
 - Top Employers & Workplace Population
 - Interested retailers

MARKETING & BRANDING

Online Retail Dashboard

Being able to quickly and easily access and share retail opportunity information greatly increases a community's opportunity for success. To assist with this, we develop a custom online retail dashboard that can be accessed anytime through a branded Retail360® link. With a few clicks, retailers, brokers, and developers can learn about your community's retail potential like never before.

- Our team will develop a customized Retail360 Dashboard for Irondale.



KINGSPORT, TENNESSEE – A WELCOMING, SAFE, AND THRIVING COMMUNITY SUPPORTING LOCAL OPPORTUNITY TO CREATE A STRONG FUTURE

COMMUNITY SUMMARY

KINGSPORT, TENNESSEE

Kingsport is centrally located between the Great Lakes, the Gulf of Mexico, the Mississippi River, and the Atlantic Ocean, enabling businesses to reach most major markets within a day's drive. Our diverse economy thrives with industries ranging from manufacturing giants like Eastman Chemical Company and the Holston Army Ammunition Plant, to emerging sectors such as defense, food, and automotive manufacturing. With abundant commercial and industrial space, advanced manufacturing training programs, and reliable infrastructure, Kingsport provides businesses the resources to scale efficiently. Add to that our tax advantages – no income tax, stable property tax policies – and a collaborative, business-friendly climate, and you have the ideal conditions for sustainable growth. The "Kingsport spirit" fosters a culture of hands-on support, where city departments and business leaders work together to find solutions, ensuring a smooth path to success for businesses of all sizes.



RETAIL REPORTS

Click on any one to PDF format and will open in a new window.

Community Demographic Profile

Community Retail Market Profile

Retail Trade Area Demographic Profile

Retail Trade Area Retail Demand Outlook

Retail Trade Area Psychographic Profile

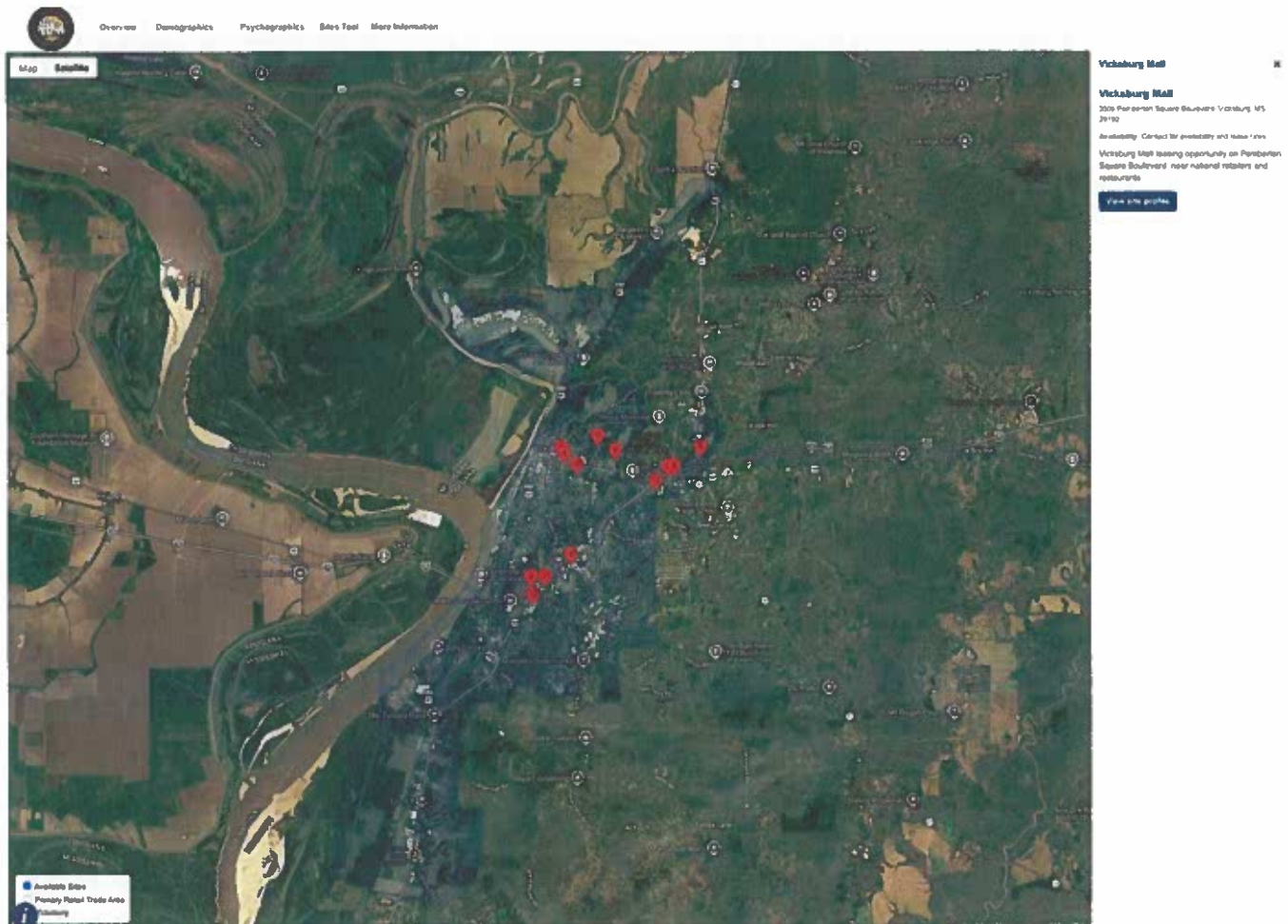


MARKETING & BRANDING

Interactive Site Mapping

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

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



RECRUITING RETAILERS & DEVELOPERS

Recruitment of Retailers

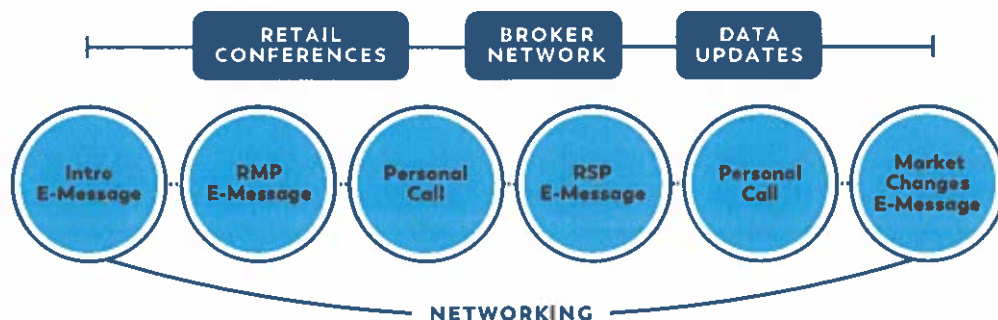
We were the first national retail recruitment firm to introduce retailer and developer recruitment specifically for communities. More than 26 years and 1,000 projects later, the recruitment of retailers remains one of our primary metrics of success. Today, our success has proven that a community must move beyond just gathering data sets, and proactively recruit retail.

- **The Retail Coach will actively recruit retailers to Irondale. Our process includes:**
 - Introductory emails and retail market profile are sent to each targeted retailer.
 - Personal calls are placed to measure interest level.
 - Personal emails and retailer feasibility packages are sent to each targeted retailer.
 - Personal emails and retail site profiles for prime vacancies are sent to the appropriate targeted retailers.
 - Personal emails are sent to inform targeted retailers of significant market changes.
 - Personal emails are sent to decision-makers to continue seeking responses regarding their interest level in the community.
 - A retailer status report is provided with each retailer's complete contact information and comments resulting from recruitment activities.

Recruitment of Developers

Much of our recruitment success comes from having established a network of retail real estate developers. Oftentimes, a retailer or retailers may have interest in a community, only to find that suitable properties do not exist.

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



RECRUITING RETAILERS & DEVELOPERS

Retail Conferences

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

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



ICSC Las Vegas 2026 | Schedule & Meeting Agenda

Tuesday | May 19

Time	Retailer	Contact	Notes	Booth Location
9:30 am	Hawkeye Commercial	Shawn Stunkel	Discuss Smalls Sliders & other brands Shawn represents	TRC Booth #5344R South Upper Hall
10:00 am	Mission BBQ	Mike Cunningham		TRC Booth #5344R South Upper Hall
10:30 am	Buyers Realty	Jeff Daniels	Tenant Rep Discussion (Multiple Retailers)	Chainlinks South Upper Hall - 4607Q - 4707Q
11:00 am	IHG	Elizabeth Shults	Hotel opportunities	IHG Booth South Upper Hall - 5718P
11:30 am	Agree Realty	Ed Eickhoff		Agree Booth - South Hall Lower - 1035 V
1:00 pm	Dunham Sports	Michael Stozicki	TRC Team member Keith Rinehart will be meeting with them on your behalf	TRC Booth - South Upper Hall - 5344R
1:30 pm	Reserve Development	Jeff Strong & Sean Porter		TRC Booth - South Upper Hall - 5344R
2:00 pm	Sports Facilities Companies	John Wolfe II	Entertainment Discussion	TRC Booth - South Hall Upper - 5344R
4:15 pm	Kohan	Bob Steiner	Younkers Box Discussion	Kohan Booth - Central Hall 2715F
4:30 pm	Bass Pro	Mike Dunham	Discuss next steps	JLL Booth - Central Hall - 2007G

RECRUITING RETAILERS & DEVELOPERS

Retail Recruitment Accountability Dashboard

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

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

Data Automations Interfaces Forms					
2025 Recruitment Status Los Arcos Recruit Site Profiles City Notes & Highlights Project Schedule ICSC Vegas 2023 2025 Recruitment Prospects 2025 Developer List +					
1 hidden field Filter Grouped by 2 fields					
A Retailer/Restaurant	Status	Feedback	Contact	Broker...	202...
79 Bushfire Kitchen	Interested - Requested Available...	4/26: KCR followed up with Brian sending addit...	Brian Bielawicz, Broker Phon...	Brian Bielawic...	Not Att...
80 Dave's Hot Chicken	Interested - Requested Available...	4/26: KCR followed up with Blake sending a fe...	*Rob Ury rob.ury@betaagency...	Devon Wesselink...	3rd Me
81 Dunkin' Donuts	Interested - Requested Available...	12/4/25: Received a response from Brian sayin...	Vanessa Brown, Broker Phone:...	Bo Havlik (858) ...	3rd Me
82 Hotworx	Interested - Requested Available...	1/26: KCR followed up with Ian seeking an upda...	Ian Laskowski ian@morrowshif...	Ian Laskowski ia...	Not Att...
83 Popstroke	Interested - Requested Available...	10/9/25: Received a response from Tom saying ...	Tom Godino Jr., Broker Phone:...		Not Att...
STATUS Interested / Reviewing Sites 7					
88 Longhorn Steakhouse	Interested / Reviewing Sites	3/16/26: Last time I spoke with Don Moser, he ...	Don Moser, Broker Email: dmo...	Chris Hodgman ...	3rd Me
89 Olive Garden	Interested / Reviewing Sites	3/16/26: Last time I spoke with Don Moser, he ...	Bob Haas, Broker Phone: (805...	Chris Hodgman ...	3rd Me
STATUS Not Right Now 8					
STATUS Not Interested 2					
94 Advance Auto Parts	Not interested	9/15/25: Received a response from Townsend s...	Ralph Cimmarusti, Broker Pho...	Townsend Crops...	Meelin
95 Boot Barn	Not interested	9/16/25: Received a response from Charlie sayi...	Kevin Hill, Broker Phone: (949...		Meelin
STATUS LOI / Opening 3					
96 Arby's	LOI / Opening	Opening in May 2023			
97 Ike's Love & Sandwiches	LOI / Opening	6/12/25: Received a response from Adam sayin...	Mike Spilky, Broker Phone: (85...		
98 Nick the Greek	LOI / Opening	1/28/26: Received a phone call from Matt sayin...	Trace Rouds, Broker Phone: (9...	Matt Adamczyk (...)	
STATUS Reviewing the Market 5					
99 Better Buzz Coffee	Reviewing the Market	10/9/25: Received a response from Derek sayin...	**Townsend Cropsey, Broker P...	Derek Fitch, CBRE	3rd Me
100 Bojangles	Reviewing the Market	12/18/25: KCR followed up with Michael seekin...	Jesse Paster, Broker Phone (...)		3rd Me
101 Dutch Bros Coffee	Reviewing the Market	11/19/25: Found the new contact/broker for DB ...	*Chris Beauchamp chris.beau...	Chns Beaucham...	3rd Me
102 Main Event Entertainment / Dave & Busters	Reviewing the Market	10/9/25: Received a response from Scott sayin...	*Derek Fitch, Broker Phone: (9...		3rd Me
103 Ojos Locos Sports Cantina (Main & Main)	Reviewing the Market	10/26: KCR followed up and checked in with Ca...	Campbell Norris, Broker Email:...		3rd Me

COACHING & ONGOING SUPPORT

Retail Coaching

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

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



Retail Market Analysis + Retail Recruitment

Retail Market Analysis

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

Retail Recruitment Strategy

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

Marketing + Recruitment

- Proactive Retail Recruitment + Developer Outreach
- National + Regional Retail Conference Representation
- Retail Market Profiles
- Retail:360 Dashboard
- Feasibility Packages

Coaching + Ongoing Support

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

\$35,000

Plus up to \$3,000 in reimbursable expenses.

Not to exceed price: \$38,000

Terms (12-month Agreement) :

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

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

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

Reimbursable Project Expenses:

It is estimated that reimbursable expenses will not exceed **\$3,000**. Reimbursable expenses include all travel costs; any costs associated with special renderings / maps; copies of reports, drawings, maps; and any shipping costs. Costs are billed as incurred.

PREPARED BY:

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August, 2026

We Recruit Retail.

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

STATE OF ALABAMA)
COUNTY OF JEFFERSON)

I, a Notary Public, in and for said County, in said State, hereby certify that **James D. Stewart, Jr.** whose name as **MAYOR** of **THE CITY OF IRONDALE, ALABAMA** a municipal corporation, is signed to the foregoing temporary easement, and who is known to me, acknowledged before me on this day that, being informed of the contents of this temporary easement, he, as such officer and with full authority, executed the same voluntarily for and as the act of said municipal corporation.

Given under my hand and official seal this _____ day of _____ 2026.

My Commission Expires: _____

NOTARY PUBLIC

SEAL