



The City of Roswell

ENTERPRISE STRATEGY | COMMUNITY ENGAGEMENT | REAL ESTATE
CONSULTING | ECONOMIC DEVELOPMENT & MASTER PLANNING

REQUEST FOR QUALIFICATIONS (RFQ) SPECIAL ELEMENTS

I. General Firm Overview

Founded in 2018 by Peter Sorckoff, Seer World is an independent strategic consultancy with full-service agency capabilities based in Roswell, GA. Our firm is building the next generation of strategy, research, design tools and methodologies to help leaders and organizations build trust, anticipate behavior, shape opinions and create connections that will endure.

Seer's simple mission is to help rebuild trust in a society that is increasingly polarized and to harness the power of fandom to create business value beyond mere transactions. Seer is dedicated to helping clients navigate this new world of mistrust. To do that, we're using the most up-to-date methods available to us in neuroscience, moral foundation theory, social psychology, behavioral economics, cultural anthropology and strategic service design. Seer takes a unique approach to understanding how trust is created, how it is maintained, how easily it can be lost and how to best commercialize it across all core revenue streams. To do this, Seer relies on foundational processes that bring focus to the organization or communities core needs. Seer has developed an extensive network of researchers, land-use planners, urban designers, market analysts, transportation experts, architectural design and development firms, including relationships with leaders at the helm of the newest advances and trends in infrastructure technologies, construction processes, and materials. Our team is constantly reviewing the marketplace for better ways to serve our Clients from concept to actualization, with the ultimate goal of building vibrant, sustainable, equitable and unified communities. In our experience, organizations and communities often underestimate their abilities and strengths. In reality, they have a lot more potential than they give themselves credit for. Trapped in the tyranny of the urgent, they often lose clarity and perspective about the value they offer. Seer's enterprise-level strategy process enables organizations and communities to see themselves anew, connect disparate infrastructure, unearth nascent strengths, and restructure what already exists into new positioning, new products, and opportunities for citizens, business partners and the municipality at large.

In the age of social atomization, uncertainty is driving people to seek new relationships as trust erodes. Seer's methodology allows organizations to anticipate behavior, shape opinion and create connections that will endure. By building trust, Seer can also help establish a new narrative for The City of Roswell, develop reciprocal partnership opportunities and cement the city's vision, goals, and objectives as an actionable plan for partners and the community at large.

1. **Has your company / firm experienced a material change in organizational structure, ownership or management during the past 5 years? If so, please describe.**

Seer has not experienced a material change in organizational structure, ownership or management during the past 5 years.

2. **Does the proposing company / firm have exceptions to the City's terms and conditions?**

No, Seer does not have any exceptions to the City of Roswell's terms and conditions.

3. **Is your company / firm currently in litigation regarding past work performance? If so, please provide a summary of the case and how your company / firm responded.**

No, Seer is not currently in litigation regarding past work performance.

4. **Within the past five years has any of the company / firm's contracts been terminated for default, or terminated for convenience prior to the expiration of the current term.**

No, Seer has not had any contracts that have been terminated for default, or terminated for convenience prior to the expiration of the current term.

II. Evaluation Criteria

Management Approach

Part A: Management Plan (5-page max)

Desired Impact of Proposed Services
Economic Development Strategy, Redevelopment Planning & Implementation, Public - Private Partnerships (P3), and Community Engagement

Economic Development Strategy

Milestones	Key Action Step(s)	Title of Person(s) Responsible	Estimated Timeline
Initial Assessment COMPLETE	- Conduct comprehensive research and analysis of the city's economic landscape, including strengths, weaknesses, opportunities, and threats (SWOT) - Engage with key stakeholders including local government, business leaders, community organizations, P3s, and residents to gather insights and perspectives on economic priorities and potential growth sectors.	Peter Sorckoff Account Lead Kyia Young Project Manager Jackie Cruz Assistant	1-3 Months
Strategy Development IN PROGRESS	- Based on assessment findings and stakeholder input, develop a tailored economic development strategy that aligns with the city's vision, goals, objectives while utilizing the strengths of existing	Peter Sorckoff Account Lead Iain Ferguson Creative Director Kyia Young	3-6 Months

	sector and industry leaders. - Identify specific initiatives, projects, policy recommendations to stimulate economic growth, development, attract investment, and enhance market competitiveness. - Form an Economic Development cross departmental (public, private and P3) team to co-create strategy and specific initiatives.	Project Manager Wesley Smith ED Specialist	
Presentation and Feedback	- Present the draft economic development strategy to city staff, elected officials and stakeholders for review and feedback. - Incorporate input and make revision as necessary to finalize the comprehensive strategy document.	Peter Sorckoff Account Lead Wesley Smith ED Specialist	1 Month
Implementation Planning IN PROGRESS	- Develop a detailed implementation plan, work flows and clear division of labor outlining specific actions, responsibilities, authority, timelines, and performance metrics for executing the economic development strategy. - Identify resource requirements, financial tools, regulatory tools and potential funding/capital sources to support implementation efforts.	Peter Sorckoff Account Lead Wesley Smith ED Specialist	2 Months

Redevelopment Planning and Implementation

Milestones	Key Action Step(s)	Title of Person(s) Responsible	Estimated Timeline
Site Assessment and Planning IN PROGRESS	- Conduct site assessments, current city owned land and asset use and feasibility studies for targeted catalytic redevelopment areas identified in the economic development strategy. - Work with urban planners, architects, engineers (subcontractors) to develop conceptual plans and designs that maximize the potential for revitalization and sustainable development. - Work with the ED team to create new real estate development tools, development criteria, ranking systems and a matrix of tools to stimulate deliberate development.	Peter Sorckoff Account Lead Wesley Smith ED Specialist	Ongoing
Regulatory Approval and Permitting IN PROGRESS	- Work with Community Development to streamline the regulatory and permitting process to expedite necessary approvals for redevelopment projects, including zoning, variances, land use permits, environmental assessments, and building permits. - Coordinate with city officials, development agencies, and other	Peter Sorckoff Account Lead Wesley Smith ED Specialist	Ongoing

	stakeholders to prioritize and expedite review and approval timelines.		
Construction and Implementation	- Work as an agent of the City to initiate construction activities and infrastructure improvements as outlined in the redevelopment plans. - Monitor progress with development partners, communicate and in some cases manage project timelines, budgets, and unforeseen challenges that may arise during the implementation phase. - Maintain open communication with residents and businesses affected by redevelopment to minimize disruptions and address concerns in a timely and transparent manner.	Peter Sorckoff Account Lead Wesley Smith ED Specialist	Upcoming

Community Engagement

Milestones	Key Action Step(s)	Title of Person(s) Responsible	Estimated Timeline
Stakeholder Outreach (P3 Partnerships) IN PROGRESS	- Establish regular cadence of communication and engagement to keep stakeholders informed and involved throughout the project lifecycle. - Facilitate meetings, workshops, and forums to solicit feedback, address questions, and	Peter Sorckoff Account Lead Wesley Smith ED Specialist	Ongoing

	foster meaningful dialogue on key issues related to economic development and redevelopment with City staff, elected officials, regional/state agencies, development authorities, P3 partners and the private sector.		
Feedback and Iteration	- Continuously gather input and feedback from businesses and community organizations to inform decision-making and project priorities. - Adapt and adjust project plans and strategies based on community input, evolving needs/ priorities and market forces. - Work with City officials to build formulaic systems for scaling, based on successful initiatives.	Peter Sorckoff Account Lead Wesley Smith ED Specialist	Ongoing

Timeline varies based on the complexity of the project.

Part B

Provide information about how your Firm would execute the role as Roswell's Economic Development Consultant to support the economic development in the City. In the response, at a minimum, please address the following questions:

Describe your Firm's understanding of the City of Roswell, including where we are today and its vision, goals and objectives and how it will support the City.

Seer, is a Roswell based business that understands the City's nuanced past, present day threats, strengths, opportunities and recognizes the City's vision of a future built on sustainable growth and community prosperity in both the east and west quadrants. As long term residents we also understand the desire to manage population density while advancing the local economy in the context of the broader metro Atlanta area. As a partner in progress, we are dedicated to supporting Roswell's staff, elected body, and partners in the City's deliberate evolution. Seer is uniquely suited to bring our breadth of local, national and global experience to Roswell's future economic development strategy and activity. Combining public sector stability, regulatory awareness and market driven private sector thinking will create an environment conducive to innovation, entrepreneurship and job creation. Our collaborative formula integrates local stakeholders to attract and retain businesses, stimulate ongoing investment, and promote economic diversification. We are aligned with the City's goal of growing the local economy through business while constantly improving quality of life for residents. We strive to facilitate transactions that contribute to the growth and prosperity of Roswell while respecting the needs and interests of residents and stakeholders. As a mature city with limited land opportunities, maintaining alignment and bringing discipline to real estate strategy will be vital to realizing Roswell's vision and goals. As active members of this community, we understand managing the nuanced needs of east and west Roswell residents. Balancing new greenfield development with the City's extensive greyfield properties in need of adaptive use plans will likely be a key consideration that will contribute to a holistic real estate strategy.

Describe your Firm's experience in providing the services described in this solicitation. Please be sure to include all services that were performed only by your Firm.

Seer brings a wealth of experience and expertise to every project, backed by a proven track record of success in fostering economic growth, facilitating land acquisition strategies, enhancing brand visibility, and executing real estate transactions on behalf of cities. Our portfolio includes collaboration with clients such as the City of Modesto, Stanislaus County and Opportunity Stanislaus, where we have played an integral role in asset evaluation, land optimization strategy, economic development planning, lease and sales negotiations as well as managing secondary vendors for master planning, architectural design, financial and market analysis and an array of other adjacencies. These clients have trusted Seer with properties as diverse as airports, convention centers, courthouses, sports stadiums and even municipal golf courses. In Modesto, Seer is spearheading a multipurpose downtown sports and entertainment district development that includes a new stadium, Class A office, a hotel, retail and multifamily housing. The economic output of this strategy also has our firm analyzing city owned assets, leases and

providing direct support for negotiations on land acquisition and the liquidation of a convention center as well as contemplating the future adaptive use of the county courthouse, jail and hall of records properties. Seer is also leading a subsequent project that includes expanding the Modesto Airport, its key infrastructure as well as an initiative for the return of commercial air service to the city (with the FAA and private sector). In Cincinnati, Seer was hired to assist CVG (Cincinnati International Airport) with the organization's future strategic brand narrative. The project also required Seer to devise new business lines to drive regional economic development while insulating existing revenue streams. After building a coalition of public and private sector leaders, CVG was able to add data as service and energy as a service business lines while commercializing innovation as an applied research lab. The combination of these efforts led CVG to a long term growth strategy in advanced mobility with eVTOLs and saw the organization take operational control of municipal airfields in adjoining states for the purposes of distributed distribution for onsite partners DHL and Amazon Prime Air. CVG's regional economic impact has grown from \$3.5B to \$9.3B over the last 10 years, boasting over 70 different employers on campus and expanding passenger traffic from a low of 4.5M annually to 8.7M. From site identification, land due diligence, negotiations and planned entitlements, our team of experts navigates the complexities of land acquisition with precision and integrity. In Modesto, Seer is currently in the midst of assembling a 12.5 acre downtown multi parcel site. On a parallel track Seer is also representing the City in the sale and redevelopment of a 66 acre site. In Roswell, Seer has been directly involved in providing support to identify and negotiate land for bond funded Capital Improvement Projects and ground leases for private development in housing, retail and hotel/hospitality developments. Our firm has also assisted the city in identifying future land for acquisition, an overall land investment strategy as well as bringing new tools online to finance acquisitions and this investment strategy.

What is your firm's operating and management philosophy?

Seer's operating and management philosophy is centered on creating and managing trust. We prioritize collaboration and communication so our data driven creative solution sets can be adopted quickly and seamlessly. Our clients trust our team to co-develop and manage complex coalitions of people and organizations capable of solving systemic problems or seizing large scale opportunities. Our staff and unique network offers world class expertise, and the experience required to see strategy realized. We don't believe in building subjective plans that are left solely to busy clients to implement. It's our position that co-developed strategies have the best chance of being 'owned' by the client and in facilitating that process, Seer earns a position of trust to be a part of the implementation team.

How do you plan to respond quickly to City requests?

With a designated Project Manager for the City of Roswell, Seer will work with the client to establish a streamlined process for receiving and prioritizing requests. We leverage technology tools, i.e. Monday CRM, AI transcription services and Harvest Time Tracker, for efficient communication and task management. Seer has also embedded staff at clients' offices in the past, and as we have with Roswell over the last 12 months, will remain flexible and adaptable in addressing urgent matters promptly and continuously look to improve internal processes based on feedback and performance metrics agreed upon with the client.

How do you plan to complete projects/tasks on time (schedule and tracking) and within budget (cost control)?

Seer with Roswell City staff will first establish specific, measurable goals, schedules, budgets and the right team components for each project. Project management protocols will utilize 'Monday' a PM/CRM/Cost Tracking software platform and Harvest Time Tracking software for assigning and completing tasks on time and within budget. This process will involve Seer staff as well as all associated vendors through a unified system and dashboard updated weekly based on the project. The process for detailed scheduling, resource allocation, and regular tracking of progress against milestones will be co-developed with Roswell City staff for optimal performance .

What process will be used to staff projects/tasks that might come out under this contract?

Seer will work with the City to identify specific competencies required to execute inbound projects. In the event that capabilities or capacity are missing, Seer will turn to its stable of partners, independent contractors or immediately begin the process of recruiting for additional full time staff. Seer has a dedicated onstaff resource in Daniele Haynes, specifically qualified to provide solutions.

For a limited time, the City anticipates a potential need for on-site staffing. How does the firm plan to address and deliver this service?

The Seer staff is acclimated to working onsite (clients' offices) and is also accustomed to working as integrated members of the client team. We are willing to adopt the clients

onsite working parameters and operate in a staff augmentation role. In instances of long term, complex and multifaceted projects, it is not uncommon for Seer staff to be embedded in clients offices 40 hours a week.

Describe the equipment, software, tools, and technology, if any, that would be used for the company/firm, execution and delivery of projects and how these add value to the City.

Seer leverages cutting-edge tools and technology to ensure seamless execution and delivery of projects, including Harvest Time Tracker, Monday PM/CRM/Cost Tracking, Zoom, Microsoft Teams and AI meeting transcription services for note taking/sharing. Seer also utilizes a research methodology based on linguist algorithms capable of collecting and analyzing online conversation for the purposes of brand and narrative development. Separately, Seer partners with firms to use 3D aerial LiDAR scanning and machine learning for construction project tracking (construction administration) and its correlation to invoicing.

What is the location of the office closest to the City of Roswell and how many total full-time staff does that location have? How many total full time staff are employed by your company/firm in Georgia?

The Seer World office is located at 74 Woodstock Road, Roswell, Georgia, 30075. In proximity to Roswell City Hall, the office is about 0.8 miles or 4 minutes away. This location has 6 full-time staff members.

Experience on Similar Projects

City of Modesto	
Client Contact Information	Joe Lopez, City of Modesto City Manager joelopez@modestogov.com Sue Zwahlen, Mayor of Modesto szwahlen@modestogov.com
Project Description	To develop and execute an overarching strategic plan for the development of a multi use sports and entertainment district in Modesto CA. The project required: site identification, site analysis, program development (office, retail, housing, stadium, hotel, structured parking), forecasted construction pricing and scheduling, direct analysis and inclusion of private sectors needs, interdepartmental strategy integration with Economic and Community Development, Police, Fire, Public Works, Utilities and Transportation, impact, feasibility and market studies, recruitment, contracting and management of architectural and civic planning support, massing studies, master planning, recruitment and assessment of professional leagues, assessment of existing sports facilities and lease negotiations, neighborhood compatibility and constituent listening sessions, creation and presentation of selling narratives, fiscal analysis, and legal/regulatory compliance considerations.
Projects / Tasks Completed	Project 1: Sports and Entertainment District Development Negotiation surrounding a municipal owned conference center, Doubletree hotel, and shared parking structure; Contract Exit Negotiation & Implementation, Property Strategy - Assessment, Positioning, Marketing, & Sale Negotiation.

	Project 2: Assets Assessment and Transaction Management Re-evaluation and negotiation of municipal stadium leased to a minor league baseball affiliate.
Start & End Date	Sports and Entertainment District Development January 2023 - ongoing Assets Assessment and Transaction Management June 2023 - ongoing
Project Cost	Sports and Entertainment District Development \$600,000 Asset Assessments and Transaction Management \$40,500 John Thurman Field assessment and negotiations. \$183,000 Centre Plaza Convention Center assessment and negotiations.
Challenges & Outcomes	Sports and Entertainment District Development Downtown land assembly site includes 15+ parcels and 11 different ownership groups. Managing the private sectors expectations of time versus the public sectors ability to deliver on a complex multifaceted project that requires \$150M plus in funding. Asset Assessments and Transaction Management Legal and contractual complexities in how the properties were capitalized and currently operate. The State of California also utilizes the Surplus Land Act which is an additional series of steps and regulatory complexity. Financial analysis and historical understanding of why facilities have been run as they are to better understand their realized potential versus current appraisals. Determining the

	fair value of the assets, liabilities, and obligations associated with the properties. Limited market for buyers or managed services providers based on the unique nature of the assets.
Demonstrated Success	Sports and Entertainment District Development Sites selected, sports franchise licenses secured, stadium pricing completed. Identified private sector needs for 200k sq/ft of new Class A office, a 125 key full service hotel and 40k sq/ft of new retail. Office and retail projects will be self funded by the private sector but integrated in the public sector master plan. Assets Assessment and Transaction Management Agreement on a new re-structured lease shifts John Thurman Field from a financial burden/private sector subsidy to economically viable for the city. The new lease agreement is a 5x revenue improvement for the City.
List of Team Members & Role	Sports and Entertainment District Development - Peter Sorckoff, Project Lead - David Imbach, Project Lead 2 - Kyia Young, Project Manager - Wesley Smith, Project Analyst - Jackie Cruz, Executive Assistant Assets Assessment and Transaction Management - Peter Sorckoff, Project Lead

CVG International Airport	
Client Contact Information	Brian Cobb, Chief Innovation Officer bcobb@cvgairport.com Melissa Wideman, Vice President, ESG and Special Projects widemanm@gmail.com
Project Description	Seer was asked to develop a long term Strategic Narrative designed to position CVG as a primary engine for regional economic impact. The work also called for a full research study to understand what the market's narrative was on CVG and to reveal opportunity gaps that CVG could use as the impetus for new business lines. The onset of Covid-19 severely affected three of CVG's four primary revenue streams. Seer was asked to assess all of the organization's asset classes to identify new business lines that would drive regional economic impact while insulating the entity financially. This work also required Seer to work in concert with Boone and Kenton county to integrate CVG's new strategy with the economic development narratives of both counties and their EDO's. Land use, zoning and sector/industry recruitment strategies also had to be contemplated and interlocked in the final outcome. Additionally, at the completion of the first statement of work, Seer was asked to prepare a comprehensive strategy for \$120M in federal grant requests.
Projects / Tasks Completed	Project 3: CVG Strategic Narrative Activation A comprehensive research plan was activated that included over 80 interviews of local CEO's across multiple private and public cross sections. Over 151,000 online conversations were studied dating back 36 months. A full Emergent Findings Report was completed and presented to senior staff. Audience mapping with user specific narratives were completed and integrated cross departmentally. Delivery of

	an organization-wide adoption plan was completed. An updated 5 year plan was produced. New business lines were created and schematically laid out for maximum push pull effect. They included; data as a service, energy as a service, an applied research lab for innovation and an advanced mobility plan that positioned the airport for eVTOL and autonomous drone operations. CVG also began assuming operations of outlying general aviation sites with the intention of creating a network of 'leap pads' for new incoming electrified air operations and the possibility of distributed distribution for onsite clients DHL and Amazon PrimeAir.
Start & End Date	January 2021 - June 2022
Project Cost	\$440,000
Challenges & Outcomes	Aviation sites of this size are complex (in essence a business made up of 15-18 separate businesses) with high risk profiles due to the nature of operations. While the analysis portion was easier, adoption and affecting change was difficult and required patience, frequency and consistency to achieve alignment within the organization but also with the City, both Counties and all of their various constituents.
Demonstrated Success	Beyond delivering the strategic narrative and research backed findings, the final outcome also included the development of four primary new business lines. - A hub and spoke model for vertiports, eVTOLs advanced mobility based rural air service and future distributed distribution for cargo services (DHL and Amazon Prime Air). - A data as a service offering - compiling and collating millions of annual data points and reselling those insights to onsite partners and the model to other airports.

	- An onsite applied research and innovation lab to test new technologies, productize and commercialize local and regional start ups. - An onsite power as a service business model, allowing airport infrastructure to operate as a utility capable of integrating unrecyclable plastics for the creation of carbonless diesel/jet fuel, microgrid and onsite power storage to provide energy resilience for the organization as well as onsite partners, carriers and other land users. CVG's regional economic impact has grown from \$3.5B to \$9.3B over the last 10 years, boasting over 70 different employers on campus and expanding passenger traffic from a low of 4.5M annually to 8.7M.
List of Team Members & Role	Peter Sorckoff, Project Lead Dave Imbach, Project Lead 2 Iain Ferguson, Creative Director Candace Lorenz, Designer

Atlanta Braves	
Client Contact Information	Derek Schiller, Chief Executive Officer, Atlanta Braves Natalie Lopez, Executive Assistant to the CEO Natalie.Lopez@braves.com
Project Description	Seer was contracted by the Atlanta Braves to provide an assessment of business operations (with the Club's business intelligence group) and existing assets/ facilities with the intention of optimizing existing revenue streams, developing new business lines and updating the Strategic Brand Narrative. Secondly, Seer was also engaged to provide Master Planning concepting support, space optimization analysis, environmental branding, improved integration of district assets and project management for the redesign and

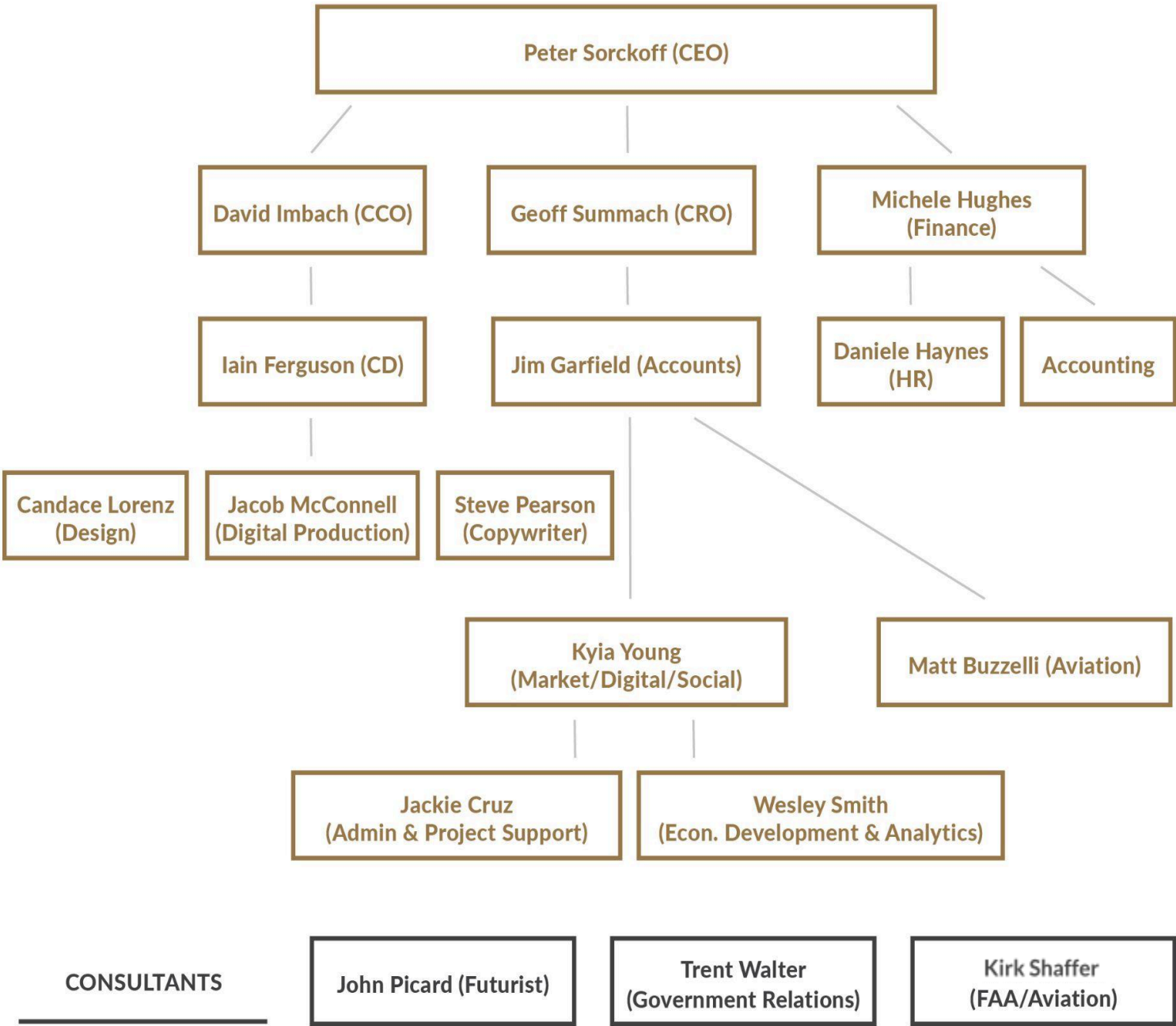
	renovation of premium spaces.
Projects / Tasks Completed	Project 4: Completion of business analysis and recommendations for optimization. Implementation of recommendations cross departmentally. Completion of renovation projects, master planning concepts and space optimization recommendations. All environmental branding projects were completed along with new product array strategies, pricing models and integration of the new approach with sales, marketing and operations. Installed Seer's proprietary 'chronology' business planning model to align all sales, marketing, communications, editorial, content and production against articulated enterprise level goals.
Start & End Date	2018 - 2022
Project Cost	\$205,000
Challenges & Outcomes	Initial resistance from some departments who were unaccustomed to a multidimensional approach to planning that required cross departmental cooperation to execute complex projects in season. A task saturated staff with limited time to engage in season and architectural and engineering firms that were accustomed to managing the client rather than being managed by the client.
Demonstrated Success	Team revenues grew by 11+ percent in the first 12 months. New product management and pricing strategies approach improved customer churn in key high frequency categories. Master planned concepts are still being implemented and today the Battery District development has eclipsed \$500M in annual revenues and acts as the new exemplar model for sports based real estate development globally.
List of Team Members & Role	Peter Sorckoff, Project Lead Dave Imbach, Project Lead 2 Iain Ferguson, Creative Director Kyia Young, Project Manager Jackie Cruz, Executive Assistant

Endeavour Inspired Infrastructure	
Client Contact Information	Jakob Carnemark, Chief Executive Officer Jakob@endeavourii.com Leila Marrash, Chief of Staff Leila.Marrash@endeavourii.com
Project Description	Seer partnered with Endeavour, a uniquely modeled innovation trust and sustainability infrastructure technology leader (waste, water and energy), to develop and implement a comprehensive brand strategy, visual identity and roll out plan. The activation plan saw the Endeavour brand narrative and visual ID transposed across the primary website, the initiation of all social channels and included a longform explainer video. The Endeavour brand was designed to be the parent of a house of brands with five additional brands (technology products) to be launched separately within 30 months. Seer's role has been ongoing and today our firm continues to manage community engagement across all digital platforms, providing ongoing video and content production as well as editorial planning.
Projects / Tasks Completed	Project 5: Development of the primary Endeavour brand, visual identity and parent brand narrative relative to the introduction of five new branded products. Seer has also developed the brand to product ecosystem and content to explain the companies 'infrastructure stack'. All digital/social channels were initiated.
Start & End Date	2021 - Ongoing
Project Cost	Brand and Visual Identity Development, Brand Explainer video and House of Brands Ecosystem Strategy \$370,000. Digital and Social Channel management, content/video production and editorial/communications calendar on annual retainer.
Challenges & Outcomes	Initial challenges were a completely blank slate as no brand existed and a highly engaged CEO/Founder who wanted the new company to be unlike anything currently in the market.

	The business model was also evolving at a rapid pace with early success which required multiple iterations. The Seer process for brand development became a key factor in realigning all parties as a point of consistency in a turbulent environment.
Demonstrated Success	Endeavour as the parent brand has successfully rolled out Edged, Pact, Thermal Works, Gridblock, Gigagrid and Voltek Water with 47 new Data Centers under construction across the US and a \$600M project nearly completed in Spain. The company has seen explosive growth and is rewriting the playbook for next gen infrastructure in waste, water and energy.
List of Team Members & Role	Peter Sorckoff, Seer CEO Dave Imbach, Production Lead Kyia Young, Account Lead Jackie Cruz, Marketing Assistant

Professional Qualifications

Organizational Chart



Key Team Members

Peter Sorckoff

Company / Firm: Seer World

Proposal Role for this contract: Chief Executive Officer, Account Lead

Physical location, office location 74 Woodstock Rd, Roswell, GA 30075

Degree(s), disciplines, institution, year graduated:

Mount Royal University

Total years of experience and years with Seer: 30 years of professional experience; 6 years with Seer

Percent of availability on contract - 60%

Representative programs / projects that showcase Team Member's experience related to their proposed role on this contract.

Peter Sorckoff is recognized across North America for his innovative approach to solving complex problems with multidimensional solution sets. Prior to founding Seer, he spent 25 years gaining international experience with major sports properties, from the Olympics to MLB, NHL, NBA, PHF, WHL as well as the Australian National Rugby League (NRL) and the Canadian Football League (CFL). In his last corporate post, Peter was CCO, EVP Brand and Innovation and led an internal consultancy at the Atlanta Hawks and State Farm Arena that utilized emerging technology to deploy digital social anthropology methodologies to rebrand and reposition the franchise. This study established a benchmark for brand discovery and helped drive a \$200M renovation at State Farm Arena. Peter has present experience with consulting with government entities and firms such as: the Cities of Modesto (CA) and Roswell (GA), Stanislaus County as well as aviation assets including the Modesto Airport, and Cincinnati International Airport (CVG). In the field of stadium marketing and development, Peter supported the development of AT&T's Smart Stadium practice, migrating Smart Cities IoT (Internet of Things) technology to the sports sector. He was also the lead consultant assigned to develop Burns & McDonnell Sports Architectural Practice. More recently, Peter and the Seer team have worked with Fanatics, the Cleveland Browns, Perkins and Will (Architects) and are leading the economic development strategy that calls for a downtown sports and entertainment district in Modesto CA. Closer to home, Peter works with the City of Roswell to define their land acquisition strategy, real estate development practices and to craft a new long term economic development strategic narrative.

Describe specific tasks that were completed by Team Members on each representative project.

- CVG Vision and Strategic Brand Narrative
- Multi-County Strategic Planning Integration - CVG
- Master Planning & Consulting for Kentucky General Aviation Airport
- Applied Research & Innovation Lab Platform development- CVG
- Downtown Entertainment District Master Planning - City Of Modesto
- Market Research and County Strategic Narrative - Opportunity Stanislaus
- Downtown Development Strategic Narrative - City of Modesto
- Courthouse Block Adaptive Use and Site Optimization Study - Stanislaus County
- Key Constituent Mapping & Interviews - City of Modesto
- Economic Development Strategy Consulting - City of Roswell
- Sports and Entertainment District Development Strategy - City of Roswell
- Real Estate and Land Acquisition Strategy - City of Roswell

Professional Registrations and/or Certifications, if any.

Relevant Awards and/or Publications, if any.

- YPO Global Impact Board Member
- Executive Advisory Board Member - Sports & Entertainment Alliance in Technology
- Board Member - CBS 46 Community Advisory Board
- Board of Directors - St. Jude's Recovery Center
- Team Advisory Council Member - InStadium

Wesley Smith

Company / Firm: Seer World

Proposal Role for this contract: Economic Development Specialist

Physical location, office location: 74 Woodstock Rd, Roswell, GA 30075

Degree(s), disciplines, institution, year graduated:

BA, Economics, International Affairs - University of Georgia, 2023

Total years of experience and years with Seer: 2 years of professional experience; 5 months with Seer

Percent of availability on contract - 85%

Representative programs / projects that showcase Team Member's experience related to their proposed role on this contract.

Wesley loves developing creative solutions to economic and brand issues and is constantly striving to find the best way from point A to point B. He combines his love of analytical thinking with unique ideas to study and develop predictive models. He graduated from the University of Georgia with a Bachelor of Arts in both Economics and International Affairs. His love of sports led him to volunteer at university sporting events and later work for the Atlanta Braves at Truist Park. Always desiring new challenges, he joined the co-ed UGA Club Field Hockey team. As a practice coordinator and player, Wesley helped lead them to the National Championship game in the U.S. Olympic Team Facility in Virginia Beach, VA. An avid history buff, his studies of cultural preservation in Croatia gave him a deeper understanding of people and how they use land to honor those who came before them. He appreciates the value in preserving the character of historic communities in ways that make them relatable to current generations. Wesley has acted as a specialist for the City of Roswell's initiatives. He has assisted in the development of the City's land acquisition strategy, market study, and economic development strategy. Wesley has also been essential in introducing major sports leagues - USL, NHL, MLB to the City of Roswell.

Describe specific tasks that were completed by Team Members on each representative project.

- Downtown Entertainment District Master Planning - City Of Modesto
- General Audience Review - City of Modesto
- Economic Development and Enterprise Land Planning - City of Roswell
- Entertainment District Development Exploration - City of Roswell

- Real Estate and Land Acquisition Strategies - City of Roswell
- Project Management and Implementation Support - City of Roswell

Professional Registrations and/or Certifications, if any.

Relevant Awards and/or Publications, if any.

Kyia Young

Company / Firm: Seer World

Proposal Role for this contract: Sr. Manager, Digital Media & Project Operations

Physical location, office location 74 Woodstock Rd, Roswell, GA 30075

Degree(s), disciplines, institution, year graduated:

- BA in Communication, Public Relations/Image Management, Business Minor - University of Louisiana at Lafayette, 2018
- MBA, Dual Concentration in Sports & Entertainment Management and Marketing - Clark Atlanta University, 2020
- MA, Liberal Arts and Sciences/Liberal Studies - Louisiana State University, 2021

Total years of experience and years with Seer: 4 years of professional experience; 2 years with Seer

Percent of availability on contract- 50%

Representative programs / projects that showcase Team Member's experience related to their proposed role on this contract.

Kyia is Seer's Senior Manager of Digital Media & Project Operations. With a background in Sports, Entertainment Management and Marketing, she utilizes tools and expertise gained at the University of Louisiana at Lafayette, Clark Atlanta University, and Louisiana State University. Kyia is focused on managing client accounts, content strategy, development, publishing, tracking and generalized digital development needs. Kyia has experience project managing and supporting the Seer team of clients involved within the government sector: City of Modesto and City of Roswell.

Kyia has experience working with government entities and has played an important role for the City of Modesto acting as a project manager. She has assisted with writing the Emergent Findings report for both the City of Modesto and the City of Roswell.

Describe specific tasks that were completed by Team Members on each representative project.

- Emergent Findings - City of Modesto
- Downtown Development Narrative - City of Modesto
- Downtown Entertainment District Master Planning - City Of Modesto
- Courthouse Narrative - City of Modesto

- Key Constituent Mapping & Interviews - City of Modesto
- General Audience Review - City of Modesto
- Project Management and Implementation Support - City of Modesto
- Economic Development and Enterprise Land Planning - City of Roswell
- Entertainment District Development Exploration - City of Roswell
- Generalized Facilitation and Materials Development - City of Roswell
- Real Estate and Land Acquisition Strategies - City of Roswell
- Project Management and Implementation Support - City of Roswell

Professional Registrations and/or Certifications, if any.

Relevant Awards and/or Publications, if any

Jackie Cruz

Company / Firm: Seer World

Proposal Role for this contract: Executive Assistant

Physical location, office location 74 Woodstock Rd, Roswell, GA 30075

Degree(s), disciplines, institution, year graduated:

BBA, Marketing - Georgia State University, 2024

Total years of experience and years with Seer: 2 years of professional experience; 2 years with Seer

Percent of availability on contract -70%

Representative programs / projects that showcase Team Member's experience related to their proposed role on this contract.

Jackie is Seer's Marketing Assistant and Content Administrator. She is a four-year student at Georgia State University, majoring in Marketing with a Digital Marketing concentration.

Describe specific tasks that were completed by Team Members on each representative project.

- Key Constituent Mapping & Interviews - City of Modesto
- Project Management and Implementation Support - City of Modesto
- Admin Support - City of Modesto
- Generalized Facilitation and Materials Development - City of Roswell
- Project Management and Implementation Support - City of Roswell
- Admin Support - City of Roswell

Professional Registrations and/or Certifications, if any.

Relevant Awards and/or Publications, if any.

Dave Imbach

Company / Firm: Seer World

Proposal Role for this contract: Chief Creative Officer

Physical location, office location 74 Woodstock Rd, Roswell, GA 30075

Degree(s), disciplines, institution, year graduated:

Managing Partner - SAW Strategic Design Studio

Total years of experience and years with Seer: 30 years of professional experience; 6 Years with Seer

Percent of availability on contract - 35%

Representative programs / projects that showcase Team Member's experience related to their proposed role on this contract.

Dave was director of Broadcast and Entertainment at the Calgary Flames from 1998 to 2005. In 2005, he founded a strategy and design studio with partner Geoff Summach. Dave leads creative and digital projects across the firm. Dave is a designer, cinematographer, photographer and director in his own right. Dave has collaborated with Peter Sorckoff in consulting and managing clients within the Government & Aviation Spaces in Roswell, Georgia; Modesto, California; Kentucky / Cincinnati, etc.

Dave has led strategy, creative, branding and marketing efforts for a wide variety of clients across many sectors such as Honda North America, General Electric, British Petroleum, Alberta Health Services, Endeavour Energy and Stanislaus County / City of Modesto.

Describe specific tasks that were completed by Team Members on each representative project.

- CVG Vision and Strategic Narrative
- Multi-County Strategic Planning Integration - CVG
- Master Planning & Consulting for Kentucky General Aviation Airport
- Applied Research & Innovation Lab Platform - CVG
- Downtown Entertainment District Master Planning - City of Modesto
- Emergent Findings - City of Modesto
- Downtown Development Story - City of Modesto
- Courthouse Narrative - City of Modesto
- Key Constituent Mapping & Interviews - City of Modesto

- Generalized Facilitation and Materials Development - City of Roswell

Professional Registrations and/or Certifications, if any.

Relevant Awards and/or Publications, if any.

Iain Ferguson

Company / Firm: Seer World

Proposal Role for this contract: Creative Director

Physical location, office location 74 Woodstock Rd, Roswell, GA 30075

Degree(s), disciplines, institution, year graduated:

MA, General - The University of Edinburgh, 1985

Total years of experience and years with Seer: 35 years of professional experience; 6 years with Seer

Percent of availability on contract -25%

Representative programs / projects that showcase Team Member's experience related to their proposed role on this contract.

Iain has 30 years experience, 20 as a writer in the UK and Canada. Iain's UK experience includes FTSE-100 financial services companies; fundraising for charities (British Heart Foundation and The Royal British Legion); his North American leisure branding experience includes Paul Gauguin Cruises, Eagle Golf and the Vancouver Canucks; and international strategies include Locate in Scotland, Scottish Tourist Board, National Trust for Scotland, The Royal Burgh of St. Andrew's, and Pacific Beachcomber Hotels in Polynesia.

In North America, Iain led new product development for Abercrombie & Kent/Intrawest shared ownership. He was lead writer and place-making storyteller for Pacific Beachcomber's Tetiaroa Eco-resort. Iain was lead writer on Seer's sports-related architectural projects with Burns & McDonnell.

Describe specific tasks that were completed by Team Members on each representative project.

- Downtown Entertainment District Master Planning - City Of Modesto
- Emergent Findings - City of Modesto
- Downtown Development Story - City of Modesto
- Courthouse Narrative - City of Modesto
- Key Constituent Mapping & Interviews - City of Modesto

Professional Registrations and/or Certifications, if any.

Relevant Awards and/or Publications, if any.

Candace Lorenz

Company / Firm: Seer World

Proposal Role for this contract: Art Director/Senior Graphic Designer

Physical location, office location 74 Woodstock Rd, Roswell, GA 30075

Degree(s), disciplines, institution, year graduated:

Graphic Design, Georgian College, 2006

Total years of experience and years with Seer: 20 years of professional experience; 6 years with Seer

Percent of availability on contract - 25%

Representative programs / projects that showcase Team Member's experience related to their proposed role on this contract.

Candace is a seasoned designer lead with 17 years of experience specializing in branding, marketing, campaigns, and digital work. Her expertise lies in interpreting strategic direction and applying her expert craft skills to both traditional and digital domains. Her design philosophy focuses on creating exceptional experiences for audiences and users by seamlessly integrating highly rational visual systems with powerful emotional cues.

Candace's design journey began with a graphic design degree from the School of Design and Visual Arts at Georgian College. Throughout her career, she has had the privilege of working with a diverse range of clients, including Enmax, General Electric, Endeavour Energy, Enerflex, Alberta Health Services, Intact Insurance, British Petroleum, The City of Modesto, Stanislaus County, CVG and many others. Her wealth of experience and dedication to her craft make her a prominent figure in the world of design.

Describe specific tasks that were completed by Team Members on each representative project.

- Brand Architecture & Brand Book - CVG
- Brand Identity & Refresh - CVG
- Emergent Findings Report Design - City of Modesto
- Downtown District Conceptual - City of Roswell

Professional Registrations and/or Certifications, if any.

Art Fundamentals Certificate, Georgian College (2003)

Relevant Awards and/or Publications, if any.

Daniele Haynes

Company / Firm: Seer World

Proposal Role for this contract: Human Resources Specialist

Physical location, office location 74 Woodstock Rd, Roswell, GA 30075

Degree(s), disciplines, institution, year graduated:

BBA - Mercer University, 2006

Total years of experience and years with Seer: 20 years of professional experience; 10 months with Seer

Percent of availability on contract - 35%

Representative programs / projects that showcase Team Member's experience related to their proposed role on this contract.

Daniele is a seasoned Human Resources professional with over a decade of experience. Her extensive background encompasses the development and implementation of impactful training programs that have significantly contributed to elevating employee performance and productivity. Additionally she possesses in-depth knowledge of HR policy and compliance, ensuring alignment with legal and organizational standards. Daniele excels in managing organizational changes, guiding teams through transitions with a strategic, people-centric approach, and skillful in fostering collaborative relationships across all levels of the organization.

Daniele has significantly contributed to organizational development within the City of Roswell by successfully hiring a Chief Operating Officer and a Economic Development Specialist, implementing streamlined processes, and overseeing effective communication strategies. Her role in restructuring organizational frameworks has also facilitated seamless collaboration among departments. Through strategic leadership and a focus on talent acquisition, Daniele has played a pivotal role in shaping the organization's structure, fostering better communication channels, and driving overall organizational redevelopment for enhanced effectiveness.

Describe specific tasks that were completed by Team Members on each representative project.

- Organizational Redevelopment Consulting - City of Roswell

Professional Registrations and/or Certifications, if any.

Leadership Training - Kroger

- Performance Based Coaching
- Being an Inclusive Culture
- Color Code
- The OZ Principles
- Connecting with Others
- Adult Learner Techniques
- Achieve Global

Relevant Awards and/or Publications, if any.

Subconsultants

I do propose to subcontract some of the work on this project.

I propose to Subcontract work to the following subcontractors.

Firm Name	Work to be Performed	Firm Description
Connett Consulting LLC	Stadium Operations & Design Expert	Connett Consulting is skilled to advise, strategize and offer expert guidance on the development, design, operational planning, and construction of a new stadium.
DaVinci Development Collaborative LLC	Development Advisory/Management	DaVinci Development Collaborative LLC is a real estate development company focused on creating sustainable, community-oriented projects that blend innovation, design, and social responsibility.
Johnson Consulting	Feasibility Studies, Market Analysis, Fiscal and Economic Impact Analysis	Johnson Consulting is a reputable firm specializing in providing comprehensive advisory services and strategic solutions to businesses across various industries, particularly in management, finance, and operational optimization.
KB Advisory Group	Market Research, Economic Tools & Incentives	KB Advisory Group is a consulting firm offering expert guidance and solutions in risk management, compliance, and governance to organizations in highly regulated sectors, ensuring operational effectiveness and regulatory compliance.
McCullers Group	Stadium Operational Optimization	The McCullers Group is a professional consulting firm specializing in strategic planning, organizational development, and leadership coaching empowering clients to achieve sustainable growth and success through tailored solutions and expert guidance.
Noell Consulting Group	Market Research, Consumer Research, &	Noell Consulting is a dynamic advisory firm delivering innovative strategies and

	Financial Analysis	solutions in areas such as business transformation, technology integration, and organizational development to drive client success and competitive advantage in today's evolving market landscape.
Perkins + Will	Master Planning + Design	Perkins + Will is an interdisciplinary architecture and design firm known for its sustainable and innovative approach to creating spaces that enhance communities and environments globally.
Sizemore Group	Master Planning + Design	Sizemore Group is an innovative architecture firm renowned for its contemporary designs and sustainable approach to urban development.
Parker Hudson	P3 Legal	Parker Hudson is a distinguished law firm recognized for its expertise in corporate law, litigation, and business transactions, providing strategic legal counsel and innovative solutions to clients across diverse industries.
Sustainable Strategies DC **Seer is aware that this organization is currently working with the City.	Grant Writing, Lobbying	Sustainable Strategies DC is a leading consultancy specializing in sustainable development, offering expertise in environmental stewardship, social responsibility, and economic growth to help organizations achieve long-term viability and positive impact.
KBC Advisors	Real Estate Advisory	KBC Advisors is a boutique consulting firm specializing in strategic advisory services for real estate development and investment, delivering tailored solutions to optimize value and drive sustainable growth in dynamic market environments.
Atlas Technical Consulting LLC	Engineering	Atlas is well positioned to support this need with our extensive expertise in

		program management, engineering design, right of way services, land survey, traffic engineering, subsurface utility engineering, geotechnical engineering, hydrology and environmental as well as cultural resources.
W & A Engineering	Engineering	W&A Engineering is a multidisciplinary engineering firm recognized for its innovative solutions and expertise in civil engineering, environmental consulting, and land planning, committed to delivering sustainable and impactful projects for communities and clients nationwide.
Ankura	Feasibility Studies, P3	Ankura is a leading global consulting firm known for its strategic advisory services in areas such as business advisory, risk management, litigation support, and operational optimization helping clients navigate complex challenges and achieve sustainable growth and success.
Georgia Tech Enterprise Innovation Institute	Innovation Ecosystem Assessment	The Georgia Tech Enterprise Innovation Institute is a dynamic organization driving economic development and innovation through industry partnerships, technology commercialization, entrepreneurship support, and workforce development initiatives.

Cost Proposal

Primary Staff Hourly Rates

Peter Sorckoff	\$300/hr
Dave Imbach	\$240/hr
Iain Ferguson	\$195/hr
Candace Lorenz	\$125/hr
Kyia Young	\$115/hr
Danielle Hayes	\$95/hr
Wesley Smith	\$75/hr
Jackie Cruz	\$60/hr

Suggested Blended Agency Rate: \$220/hr

Subconsultant Rates

Connett Consulting LLC	
Profession/Title	Rates (per hour)
David Tuohey Principal	\$300.00

DaVinci Development Collaborative		
Profession/Title	Area of Expertise	Rates (per hour)
John Goff Principal-in-Charge	Executive Leadership	\$300.00
David Scott Project Executive	Sr. Project Management (Implementation)	\$225.00
Bree Caldwell Sr. Project manager	Project Management (Implementation)	\$180.00
Marisa Antolino Financial Investment	Financial Analysis	\$180.00
Tish Spearman Project Manager	Community and Stakeholder Engagement	\$150.00

KB Advisory Group	
Profession/Role on Project	Rates (per hour)
Geoff Koski Principal-in-Charge	\$275
Tate Davis Project Manager	\$200
Gabby Oliverio Analyst	\$175

Johnson Consulting	
Profession/Title	Rates (per hour)
Project Executive	\$350
Senior Consultant/Project Director	\$275
Project Consultant	\$200
Administrative Support	\$85

McCullers Group	
Profession/Title	Rates (per hour)
Project Executive	\$274
Sr. Project Manager	\$164
Project Coordinator	\$64

Noell Consulting Group	
Profession/Title	Rates (per hour)
Project Director	\$300
Project Manager	\$200
Project Analyst	\$100

Perkins and Will	
Profession/Title	Rates (per hour)
Principal	\$350
Associate Principal	\$310
Technical Director	\$275
Sr. Project Manager	\$275
Sr. Project Designer	\$250
Sr. Project Architect	\$250
Sr. Technical Coordinator	\$240
Project Manager	\$240
Project Designer	\$220
Project Architect	\$220
Technical Coordinator	\$220
Sr. Visualization Artist	\$190
Visualization Artist	\$160
Arch III/Design III	\$175
Arch II/Design II	\$150
Arch I/Design I	\$140/\$210 OT
Administrative	\$110/\$165 OT
Intern	\$90/\$135 OT

Sizemore Group Planning Rates	
Profession/Title	Rates (per hour)
Bill de St. Aubin	\$310

Senior Principal	
Deanna Murphy Director of Planning / Project Manager	\$200
Randy Gibbs Senior Planner	\$150
Ashlyn Oakes Planner	\$130
Nishant Ostwal Planner	\$130
Blended Rate for master planning and design*	\$185
Sizemore Group Architecture Rates	
Director of Design - Architecture	\$260
Senior Project Architect	\$200
Lead Designer / Project Architect	\$170
Blended Rate for master planning and design*	\$210
Sizemore Group Landscape Architecture Rates	
Jill Kelleher - Principal	\$175
Sizemore Group Land Consultant Rates	
Rich Brasher - Principal	\$150

*this rate may vary based on the level of expertise that is needed for specific tasks

Atlas Technical Consultants LLC	
Profession/Title	Rates (per hour)
Principal	\$285
Senior Professional/Department Head/Program Manager	\$225

Registered Professional Engineer/Senior Engineer/Proj Mgr	\$185
Project Manager	\$185
Senior GIS Specialist	\$150
Senior Environmental Professional	\$150
Registered Land Surveyor	\$150
Right of Way Review and Appraiser	\$125
Engineer (Traffic, Roadway, Bridge)	\$135
Professional (Landscape Architect, Ecologist, Historian, Appraiser, Relocation Specialist, Geologist)	\$125
Construction Manager	\$125
Bridge Inspector	\$110
GIS Specialist	\$150
Senior Inspector	\$90
Inspector	\$80
Survey Technician/CADD Operator	\$80
Clerical	\$60
Paralegal	\$80
Senior Field Technician	\$85
Field Technician	\$75
Survey Crew (2 person)	\$140
Survey Crew (3 person)	\$190
Utility Locator	\$90
Acquisition Specialist	\$100

W&A Engineers		
Scope of Work	Key Lead Person with W&A	Key Lead Person Rate
1(c). Infrastructure and Parking Management as ED Strategy	BJ Martin, PE	\$275/hr (Principal Engineer)
2(a). Site Review & Analysis	Lauren Garren, PE	\$220/hr (Senior Project Manager/Engineer)
2(b). Master Planning & Design	Jason Gaines, AICP (Planning) BJ Martin, PE (Planning & Design)	\$230/hr (Director of Planning)
2(c). Project Management	Jason Gaines, AICP	\$230/hr (Director of Planning)
2(d). Feasibility Study & Evaluation	Lauren Garren, PE	\$220/hr (Senior Project Manager/Engineer)
2(g). Land Use Planning & Traffic Circulation	Jason Gaines, AICP (Land Use Planning) Brent Cook, PE, PTOE, RSP1 (Traffic Circulation and Studies)	\$230/hr (Director of Planning) \$240/hr (Director of Traffic & Trans.)
4(b). Public Relations	Jason Gaines, AICP	\$230/hr (Director of Planning)

Parker Hudson Rates for the City of Roswell			
Timekeeper	Title	Discounted Billing Rate	2024 Standard Billing Rate
Johnna Goodmark	Partner	\$605	\$715
J.P. Fougrousse	Partner	\$605	\$715
Chris Schneider	Senior Counsel	\$585	\$671
Arnold Moore	Senior Counsel	\$575	\$650

Wes Pickard	Partner	\$565	\$595
Ashley Fredericks	Midlevel Associate	\$370	\$415
Bill Bush	Midlevel Associate	\$350	\$395
Cathy Creel	Paralegal	\$270	\$312
Ken Kraft*	Partner	\$805	\$985

* special matters

Georgia Tech Enterprise Innovation Institute	
Service	Estimated Total Cost
Innovation Ecosystem Assessment	\$70,000.00

Ankura (Real Estate Services)	
Profession/Title	Rates (per hour)
Senior Managing Director	\$450

KBC Advisors (Real Estate Services)	
Profession/Title	Rates (per hour)
Paul Roeser Partner	\$275

Budget Summary

Economic Development Strategy

- a. **Economic Analysis, Modeling and Forecasting** - Expected budget \$12,000 - \$25,000
- b. **Market Research** - Expected budget \$35,000 - \$85,000
- c. **Infrastructure (including but not limited to Parking Management)** - Expected budget \$40,000 - \$70,000
- d. **Industry Sector Strategy** - Expected budget \$10,000 - \$25,000
- e. **Business / Innovation Center** - Expected budget \$500,000 - \$1,500,000 (this budget line could net zero annually with our model)
- f. **Business Development and Recruitment** - Expected budget \$20,000 - \$35,000
- g. **Economic Tools and Incentives** - Expected budget \$15,000 - \$50,000

Subtotal: \$632,000 - 1,790,000 or \$132,000 - \$290,000 with commercial innovation model

Redevelopment Planning & Implementation

- a. **Site Review & Analysis** - Expected budget \$7,500 - \$10,000
- b. **Master Planning and Design** - Expected budget \$250,000 - \$350,000
- c. **Project Management** - Expected budget \$150,000 - \$190,000
- d. **Feasibility Studies and Evaluation** - Expected budget \$30,000 - \$50,000
- e. **Market Analysis** - Expected budget \$24,000 - \$35,000
- f. **Fiscal and Economic Impact Analysis** - Expected budget \$20,000 - \$30,000
- g. **Land Use Planning and Traffic Circulation** - Expected budget \$95,000 - \$150,000
- h. **Natural Resource Management** - Expected budget \$50,000 - \$110,000

Subtotal: \$626,500 - \$925,000

Public - Private Partnerships (P3)

- a. **Financial Analysis** - Expected budget \$10,000 - \$20,000

- b. **Transaction Structuring** - Expected budget \$20,000 - \$45,000
- c. **Negotiation Support** - Expected budget \$10,000 - \$50,000

Subtotal: \$40,000 - \$115,000

Community Engagement

- a. **Branding & Marketing** - Expected budget \$175,000 - \$325,000 (with research)
- b. **Public Relations** - Expected budget \$35,000 - \$50,000
- c. **Communication & Media Strategy** - Expected budget \$50,000 - \$150,000

Subtotal: \$260,000 - \$525,000

These budget range projections include all Seer partner vendor budgets.

Other Direct Costs (ODC)

The City of Roswell shall promptly reimburse the Firm for all expenses incurred or paid by the Firm or any of its members **at cost**, and which are specifically PRE-APPROVED by the client in writing, for travel expenses, licenses or subscriptions, deliveries, postage or any other goods and services which are deemed necessary or appropriate in order to provide the services specified in this agreement. Seer reserves the right to self-select travel vendors unless notified otherwise by the client. Reimbursable travel expenses will include; travel time, air travel (comfort + seating category), ride sharing, taxi, or full-size rental vehicles when applicable, fuel, parking and lodging not to exceed a room rate of \$300 per night. Seer will provide itemized receipts for all reimbursable travel expenses at the clients' request.