



CITY OF KILLEEN

**Retail Recruitment Strategy:
Grocery Store Attraction**

Presented by The Carl Sherman Group

JULY 2025 | www.thecarlshermangroup.com



OUR STORY



The Carl Sherman Group, LLC (TCSG), founded in 2019 by Carl Oscar Sherman, is a Texas-based consulting firm that combines extensive experience in public service, governance, and strategic development.

TCSG was established after Sherman was approached to provide consulting services in management and operations for the City of Ferris, where he previously served as City Manager. From there, TCSG soon ventured into the private sector after Sherman facilitated the approval of a stalled North Texas project, gaining the firm recognition as a trusted consultant for businesses navigating municipal regulations in development.

TCSG has grown primarily through referrals, a testament to its integrity and results-driven approach. The firm works with municipalities, developers, corporations, and economic development agencies. Key achievements include engaging a Global Manufacturing Corporation to establish its North American Headquarters within the Best Southwest region, driving significant economic benefits for years to come for the host city.

CONTINUED

Carl's collaborative leadership style has been key in connecting diverse perspectives and business interest while maintaining a fidelity to win-win outcomes. TCSG's core values: **T**rusted, **C**reative, **S**ynergistic, and **G**oal Oriented (**TCSG**) – guide the firm in delivering solutions that balance client needs with community benefits.

TCSG continues to evolve, expanding its offering to include City Council Strategic Summits or retreats to enhance governance, and grant writing services to secure funding for critical infrastructure projects. These services address key challenges; such as outdated land use plans, capital improvement plans, flood mitigation plans, community revitalization plans, and even updates in changes in state laws.

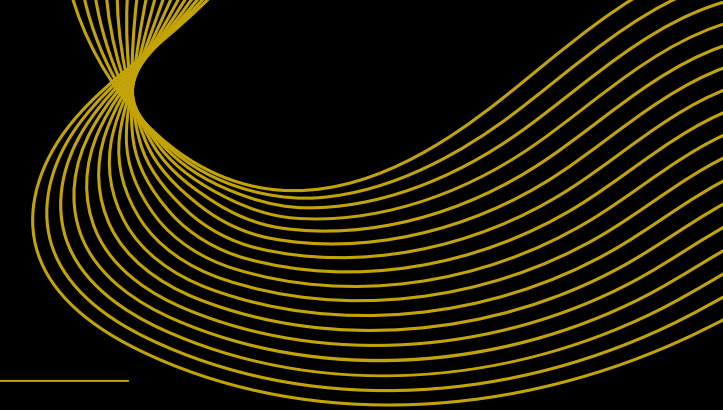
Looking ahead, TCSG is dedicated to helping cities and companies across Texas achieve sustainable growth through collaboration and innovation with an ardent focus on delivering measurable results for clients and communities alike.





PRINCIPAL MANAGER

CARL OSCAR SHERMAN



Carl Oscar Sherman is a transformational leader whose career spans entrepreneurship, public service, and community development. With a distinguished record as a business owner, community advocate, city administrator, and elected official, he has made a lasting impact across sectors and regions.

A successful entrepreneur and businessperson, Sherman previously served as Chair and CEO of eTelcharge.com, an electronic payment processing company. Under his leadership, the company was listed on both the U.S. NASDAQ and the Frankfurt Exchange in Europe. He earned the AT&T Alex Award for a patent application and was recognized by the Dallas Urban League as one of the Most Promising Leaders of the 21st Century. His business management studies at Northwood University helped lay the foundation for his success in both the private and public sectors.

Sherman broke barriers as the first African American to serve as President of the Chamber of Commerce, President of the Rotary Club, and Mayor of DeSoto, Texas. He also held City Manager roles in both Ellis and Dallas Counties, where he was known for strategic leadership and fiscal stewardship. As a three-term Texas State Representative for District 109, Sherman authored landmark legislation—including the Botham Jean Act (HB 929)—and secured \$100 million in funding for UNT Dallas. He served on the Appropriations, Corrections, and Land & Resource Management Committees, and was elected Co-Chair of the Dallas County Delegation. In 2017, the Texas Legislative Black Caucus named him an Outstanding Texan.

An entrepreneur since childhood, Sherman now leads The Carl Sherman Group, a strategic consulting firm focused on economic development, public-private partnerships, and community empowerment.

Principal Advisors



KAY PATRICK
Certified Economic Developer



AUDRA BUCKLEY
Consultant and Project Manager

Working with our team means partnering alongside skilled professionals with diverse expertise in Texas local government regulations, public-private partnerships, and business development.



EDDIE MORALES JR., ESQ.
State Rep., City Attorney

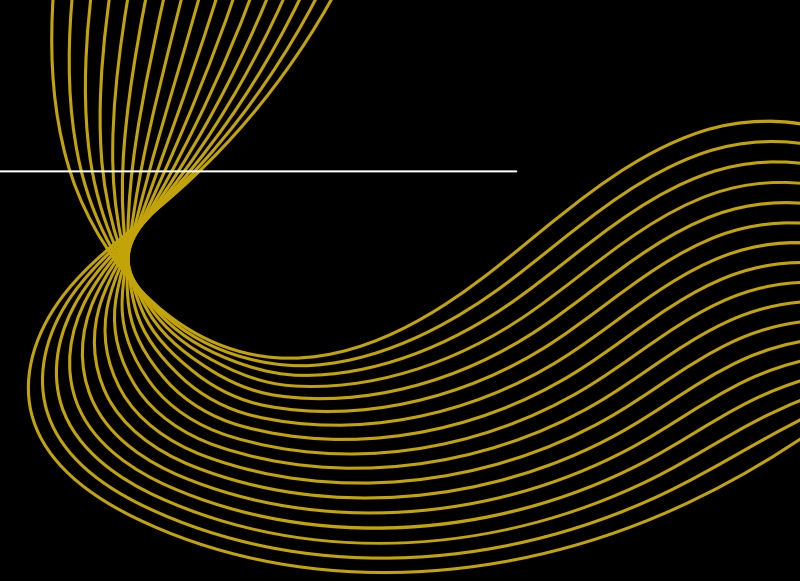


JAMES P. MOON, ESQ.
COO/General Counsel, Attorney

As trusted partners we are committed to optimizing your ROI. Together, we work towards a common goal of creating favorable and sustainable outcomes.



Audra Buckley



Audra Buckley is a land use consultant and preconstruction project manager based in Ennis, Texas, with an office in Dallas. She holds two BBAs (Administration and Marketing) and an MBA in Production and Operations Management from Angelo State University, and is a Texas Business Hall of Fame scholarship recipient.

She began her career as a city planner and later moved into the private sector, founding her own firm, Permitted Development, in 2010. With over 25 years of experience, Audra has guided residents, business owners, developers, and municipalities through zoning, permitting, and ordinance processes. She has also served as an expert witness for major projects like the LBJ expansion and the NTTA Tollway expansion.

Specialties: zoning analysis, application submittals, expert witness reports, eminent domain analysis, site plan review, Board of Adjustment applications, code writing, site acquisition research, preconstruction project management, and Tax Increment Financing applications.

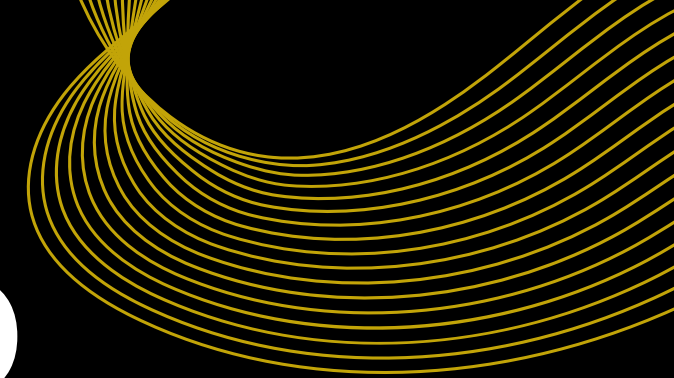


Kay Patrick, CECd

Kay Patrick, CECd, is a Certified Economic Developer with 15+ years of experience in economic development throughout the Dallas-Fort Worth region. She has led successful retail attraction strategies across multiple cities, building a reputation for delivering impactful, community-driven growth.

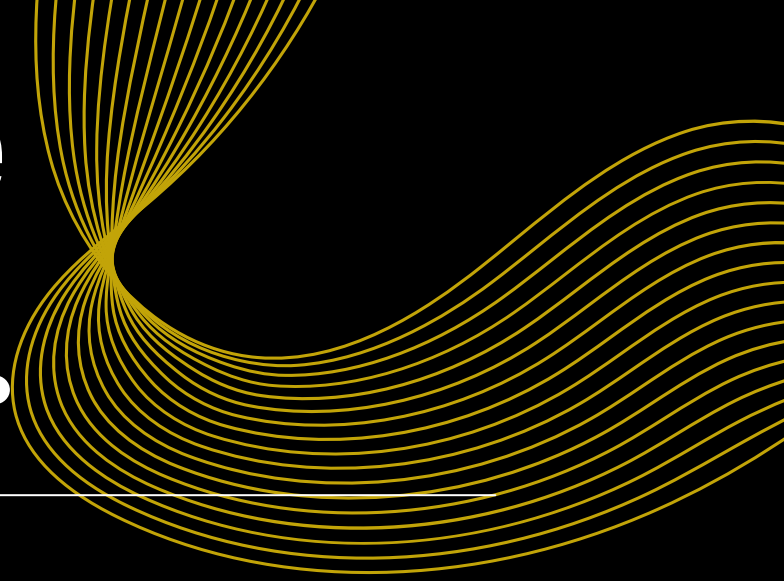
Kay has played a key role in recruiting major brands such as BJ's Wholesale Club (a membership-based grocer similar to Sam's and Costco), Chef Tiffany Derry's Italian concept Radicci, Topgolf, and Andretti Indoor Karting & Games—among other high-profile retail and restaurant users—to North Texas.

A graduate of the University of North Texas with both a Bachelor of Science and a Master of Public Administration, Kay brings deep expertise in business attraction, expansion, policy development, and strategic partnerships. She also maintains an extensive Rolodex of retail brokers, site selectors, and corporate contacts at major grocery chains—relationships she actively leverages to advance her clients' goals. Known for her strategic insight, collaborative leadership, and results-driven approach, Kay continues to be a respected voice in economic development throughout North Texas and beyond.





State Rep. Eddie Morales Jr., Esq.



Heriberto “Eddie” Morales Jr. is a lifelong resident of Eagle Pass, Texas, an attorney, small business owner, and State Representative for Texas House District 74.

A graduate of the University of Texas at Austin and St. Mary’s School of Law, Eddie leads the Eagle Pass office of Langley & Banack, focusing on estate, real estate, business law, and government counsel. He also serves as City Attorney for Eagle Pass and Brackettville.

Since his election in 2020, Eddie has championed transparency, bipartisanship, and community-focused legislation, passing over 30 bills on issues like border security, education, healthcare, and infrastructure. Beyond public service, Eddie runs his family’s 34-year-old Piedras Negras Tortilla Factory and invests in real estate development to help grow his hometown.

Eddie and his wife Hellen are proud parents to Kassandra, Alexandra, and Eddie III.



James P. Moon, Esq.

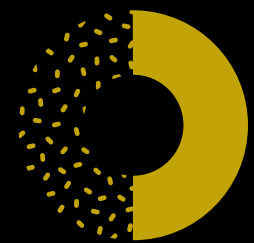
James P. Moon, owner of the Law Offices of James P. Moon, P.C. in Red Oak, TX, represents small- to medium-sized businesses in real estate, general business law, corporate finance and restructuring, mergers/acquisitions, start-up business development, capital fund-raising, and the representation of various businesses in state and federal licensed and regulated industries, with a significant focus on residential, multifamily, and commercial development.

Mr. Moon has held various roles including Managing Manager of a merchant banking firm, COO of a printing company, and general partner in developing special districts for large real estate projects. He is a founding owner of a real estate tech company and serves as COO/General Counsel of Red Eagle Global Resources, focusing on Mexico and Central/South America. He is also Co-General Partner/General Counsel of a TX-based private equity fund specializing in financial technology and electronic payment solutions.

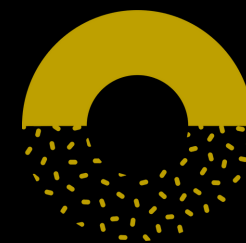
He is founder, President, and CEO of a NTX property management company and has served as General Counsel for companies including Totus Group, Horton Printing, and United Medical Supply.

TCSG is pleased to submit this proposal to support the City of Killeen in attracting a grocery store to serve its residents and strengthen its retail landscape.

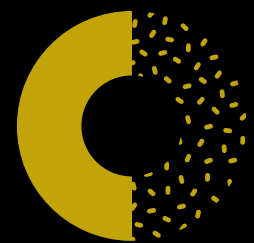
We are confident in our ability to deliver targeted, relationship-driven strategies that lead to results.



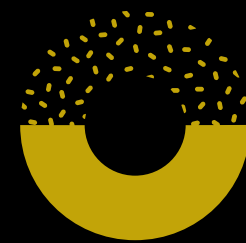
RETAIL TRADE SHOW
REPRESENTATION



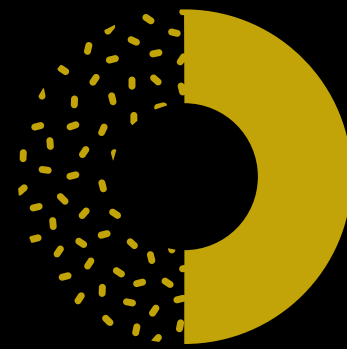
SITE READINESS &
INCENTIVE PACKAGING



BROKER & SITE SELECTOR
ENGAGEMENT



ONGOING REPORTING &
SUPPORT

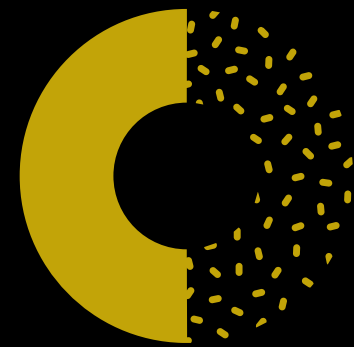


RETAIL TRADE SHOW REPRESENTATION

Schedule and conduct one-on-one meetings with targeted
grocers and brokers

Present customized marketing materials highlighting
Killeen's sites, demographics, and incentives

Gather market intelligence and competitive positioning
feedback from decision-makers

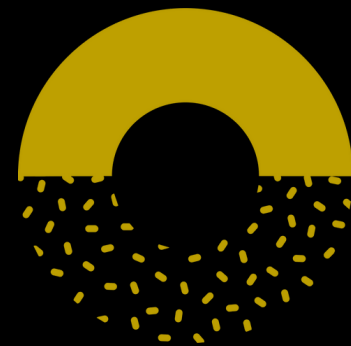


BROKER & SITE SELECTOR ENGAGEMENT

Leverage our existing relationships to generate interest and
schedule site tours

Identify specific grocers that align with Killeen's market
size, income, and gaps

Provide warm handoffs to city staff or property owners
when appropriate

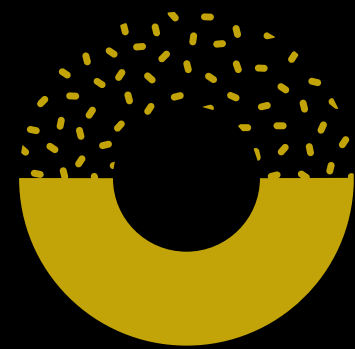


SITE READINESS & INCENTIVE PACKAGING

Review potential grocery-anchored sites for readiness

Provide recommendations for strategic incentive offerings
(grants, 380 agreements, infrastructure support)

Assist in pitch development tailored to each target grocer



ONGOING REPORTING & SUPPORT

Monthly status updates

Meeting summaries and follow-up actions

Advisory support for negotiations and deal structuring



A Client-Centric Philosophy



Expected Outcomes

■ Broker interest and engagement

Increased visibility for Killeen among regional and national grocery chains

■ Site visits and active conversations with grocery prospects

■ A clear roadmap for grocery attraction efforts moving forward

Thank You

The Carl Sherman Group is committed to helping the City of Killeen attract a grocery store that meets the needs of its residents and drives commercial growth. With our deep relationships, industry expertise, and focused approach, we are ready to serve as an extension of your team and deliver results.

We welcome the opportunity to move forward and formalize next steps.



972-748-2400



WWW.THECARLSHERMANGROUP.COM