



LAWRENCEVILLE

GEORGIA

DOWNTOWN DEVELOPMENT AUTHORITY

AGENDA

Monday, September 14, 2026
5:00 PM

Council Chambers
70 S. Clayton St, GA 30046

Call to Order

Approval of Agenda

Approval of Prior Meeting Minutes

- [1.](#) Approval of Regular Meeting Minutes for July 13, 2026
- [2.](#) Approval of Executive Session Minutes for July 13, 2026

Downtown Development Business

- [3.](#) September 2026 Downtown Development Authority Treasurer's Report
- [4.](#) Hotel Initial Operating Plan and Budget
- [5.](#) Approval of Key Hotel Employees
- [6.](#) 2026 Metro Atlanta Redevelopment Summit
- [7.](#) Approval of Mahaffey Pickens Tucker, LLP Invoices

Mainstreet Business

Other Business

Citizen Comments

Executive Session - Real Estate

Final Adjournment



LAWRENCEVILLE

GEORGIA

AGENDA REPORT

MEETING: DOWNTOWN DEVELOPMENT AUTHORITY SPECIAL CALL

AGENDA CATEGORY: APPROVAL OF PRIOR MEETING MINUTES

Item: Approval of Regular Meeting Minutes for July 13, 2026

Department: Downtown Development Authority

Date of Meeting: Monday, September 14, 2026

Fiscal Impact: none

Presented By: Chairman Lee Merritt

Action Requested: Approval of Regular Meeting Minutes for July 13, 2026

Summary: Approval of Regular Meeting Minutes for July 13, 2026



LAWRENCEVILLE

GEORGIA

AGENDA REPORT

MEETING: DOWNTOWN DEVELOPMENT AUTHORITY

AGENDA CATEGORY: APPROVAL OF PRIOR MEETING MINUTES

Item: Approval of Executive Session Minutes for July 13, 2026

Department: Downtown Development Authority

Date of Meeting: Monday, September 14, 2026

Fiscal Impact: none

Presented By: Chairman Lee Merritt

Action Requested: Approval of Executive Session Minutes for July 13, 2026

Summary: Approval of Executive Session Minutes for July 13, 2026



LAWRENCEVILLE

GEORGIA

AGENDA REPORT

MEETING: DOWNTOWN DEVELOPMENT AUTHORITY

AGENDA CATEGORY: DOWNTOWN DEVELOPMENT AUTHORITY BUSINESS

Item:	September 2026 Downtown Development Authority Treasurer's Report
Department:	Downtown Development Authority
Date of Meeting:	Monday, September 14, 2026
Fiscal Impact:	none
Presented By:	Board Member Joanie Perry Ward, Treasurer
Action Requested:	September 2026 Downtown Development Authority Treasurer's Report

Summary: September 2026 Downtown Development Authority Treasurer's Report

Attachment: September 2026 Downtown Development Authority Treasurer's Report

Downtown Development Authority of Lawrenceville
Report 9/1/2026
Since Our Last Meeting

Checking Account - Regular checking

Date	Description	Check/Ref #	Deposits	Withdrawals	Balance
07/31/26	Balance from last meeting				\$590,502.74
08/03/26	Mahaffey Pickens Tucker, LLP *	1100		\$20,776.00	\$569,726.74
08/14/26	LoopNet - auto pay	260814		\$291.08	\$569,435.66
08/21/26	Lee Merritt **	1102		\$5,171.80	\$564,263.86
08/21/26	Mixed drink tax - June 2026	260821	\$20,972.00		\$585,235.86
08/31/26	Mahaffey Pickens Tucker, LLP ***	1104		\$5,216.50	\$580,019.36
08/31/26	Terra Alma LLC ****	1295		\$3,000.00	\$577,019.36
08/31/26	Terra Alma LLC *****	1296		\$3,500.00	\$573,519.36
08/31/26	Interest		\$48.93		\$573,568.29
	Totals		\$21,020.93	\$37,955.38	
08/31/26	Actual Account Balance				\$573,568.29

* Legal services - invoices 19522, 19774, 19776, 19777, 19778, and 19779

** Reimburse Lee Merritt for registration and airline for 2026 Strategic Leadership trip

*** Legal services - invoices 22369, 22457, 22459, 22460, 22461, 22462, and 22463.

**** Marketing program fee

***** Monthly professional services retainer 8-1-26 to 7-31-27.

Money Market Account- Real Estate

Date	Description	Check/Ref #	Deposits	Withdrawals	Balance
07/31/26	Balance from last meeting				\$187,156.55
08/03/26	Mahaffey Pickens Tucker, LLP *	1013		\$95.00	\$187,061.55
08/05/26	Lawrenceville utility - 135 Clayton	260805		\$209.00	\$186,852.55
08/31/26	Mahaffey Pickens Tucker **			\$95.00	\$186,757.55
08/31/26	Interest		\$31.75		\$186,789.30
	TOTALS		\$31.75	\$399.00	
08/31/26	Actual Account Balance				\$186,789.30

* Legal Services - invoice 19775

** Legal Services - invoice 22458



LAWRENCEVILLE

GEORGIA

AGENDA REPORT

MEETING: DOWNTOWN DEVELOPMENT AUTHORITY

AGENDA CATEGORY: DOWNTOWN DEVELOPMENT AUTHORITY BUSINESS

Item: Hotel Initial Operating Plan and Budget

Department: Downtown Development Authority

Date of Meeting: Monday, September 14, 2026

Fiscal Impact: none

Presented By: Chairman Lee Merritt

Action Requested: Hotel Initial Operating Plan and Budget

Summary: Hotel Initial Operating Plan and Budget

Attachment: Hotel Initial Operating Plan and Budget

The
LAWRENCE
HOTEL

120 Keys | Tapestry Collection by Hilton | Downtown Lawrenceville, Georgia

Annual Operating Plan and Budget

Fiscal Year July 1, 2026 through June 30, 2027

1. Operating Budget

1.1 Revenue by Major Category

Revenue Category	Amount	% of Total
Rooms	\$4,569,765	69.7%
Food and Beverage	\$1,500,731	22.9%
Parking	\$414,498	6.3%
Other Operated and Miscellaneous	\$67,335	1.0%
Total Operating Revenue	\$6,552,329	100.0%

1.2 Expenses and Operating Results

Line	Amount	% of Revenue
Total Operating Revenue	\$6,552,329	100.0%
Departmental Expenses	\$2,182,067	33.3%
Total Departmental Profit	\$4,370,263	66.7%
Undistributed Operating Expenses	\$1,918,731	29.3%
Gross Operating Profit	\$2,451,531	37.4%
Management Fees	\$229,332	3.5%
Non-Operating Expenses	\$267,850	4.1%
EBITDA	\$1,954,350	29.8%
Capital Reserve	\$131,047	2.0%
EBITDA After Reserve	\$1,823,303	27.8%
Interest Expense	\$1,465,670	22.4%
Net Income	\$357,633	5.5%

Non-operating expenses comprise property insurance \$176,000, equipment lease \$3,850, and Asset Manager Fee \$88,000. Real and personal property taxes are abated/exempt under the DDA/ bond structure

1.3 Undistributed Operating Expenses

Department	Amount	% of Revenue
Administrative and General	\$578,020	8.8%
Sales and Marketing	\$401,050	6.1%
Franchise Fees	\$388,430	5.9%
Property Operations and Maintenance	\$256,662	3.9%
Utilities	\$180,587	2.8%
Information and Telecommunications	\$113,982	1.7%
Total Undistributed	\$1,918,731	29.3%

1.4 Aggregate Payroll

Component	Amount	% of Revenue
Salaries and Wages	\$1,652,024	25.2%
Payroll Taxes	\$159,084	2.4%
Benefits, PTO, 401(k), Workers Compensation	\$130,374	2.0%
Total Labor Cost	\$1,941,483	29.6%

1.5 Management and Franchise Fees

Fee	Basis	Rate	Amount
Management Fee	Gross operating revenue	3.5%	\$229,332
Management Fee	\$5,750 per operating month		\$63,250
Hilton Franchise Royalty	Rooms revenue	4.5%	\$205,639
Hilton Program and Marketing Fee	Rooms revenue	4.0%	\$182,791
RevPAR international	\$8,000 per operating month		\$88,000
Total Fees			\$769,012

1.6 Marketing Budget

Component	Amount	% of Revenue
Sales and Marketing Payroll	\$184,048	2.8%
Hilton Honors Loyalty Program	\$114,244	1.7%
Media and Advertising	\$40,000	0.6%
Revenue Management Services	\$25,300	0.4%
Contract Services, Public Relations and Digital	\$22,000	0.3%
Collateral, Research, Training, Travel and Other	\$15,458	0.2%
Hotel Sales and Marketing Department	\$401,050	6.1%
Hilton Program and Marketing Fee	\$182,791	2.8%
Total Marketing Investment	\$583,841	8.9%

1.7 Four Year Proforma Summary

Sections 1.1 through 1.6 present the operating budget for the fiscal year ending June 30, 2027, which is Year 1 of operations and is the only period submitted for approval. The summary below presents projected operating results for Years 2 through 5.

Line	Year 2 FYE 6/30/28	Year 3 FYE 6/30/29	Year 4 FYE 6/30/30	Year 5 FYE 6/30/31
Rooms	\$5,871,973	\$6,320,591	\$6,593,326	\$6,775,957
Food and Beverage	\$1,981,104	\$2,040,538	\$2,101,754	\$2,164,806
Parking	\$503,656	\$523,802	\$539,516	\$555,701
Other Operated and Miscellaneous	\$73,978	\$76,197	\$78,483	\$80,837
Total Operating Revenue	\$8,430,710	\$8,961,128	\$9,313,078	\$9,577,302
Departmental Expenses	\$2,706,833	\$2,788,038	\$2,871,680	\$2,957,830
Total Departmental Profit	\$5,723,877	\$6,173,089	\$6,441,399	\$6,619,472
Undistributed Operating Expenses	\$2,236,971	\$2,358,842	\$2,437,088	\$2,508,835
Gross Operating Profit	\$3,486,906	\$3,814,248	\$4,004,311	\$4,110,637
Gross Operating Profit Margin	41.4%	42.6%	43.0%	42.9%
Management Fees	\$295,075	\$313,639	\$325,958	\$335,206
Income Before Fixed Expenses	\$3,191,831	\$3,500,608	\$3,678,353	\$3,775,431
Property Insurance	\$205,000	\$211,150	\$217,485	\$224,009
Reserve for Replacements	\$252,921	\$358,445	\$372,523	\$383,092
Net Operating Income	\$2,733,910	\$2,931,013	\$3,088,346	\$3,168,330
Net Operating Income Margin	32.4%	32.7%	33.2%	33.1%

2. Sales and Marketing Plan

2.1 Market Positioning and Principal Objectives

The Lawrence is positioned as the only upper upscale, full service boutique lifestyle hotel in downtown Lawrenceville and the immediate trade area. The competitive advantages are a walkable historic downtown location, a new build product, two distinctive food and beverage outlets, and approximately 5,000 square feet of flexible indoor meeting space together with rentable outdoor courtyard and patio. No hotel in the competitive set combines those attributes.

The principal objectives for the fiscal year is to establish the hotel as the preferred Hilton property in greater Gwinnett County, to build a negotiated corporate and legal account base supporting weekday occupancy, and to convert the downtown events calendar into weekend rate premium rather than weekend discounting.

2.2 Target Customer and Demand Segments

Segment	% Mix	Room Revenue
Retail and Best Available Rate	30.0%	\$1,513,490
Third Party and Online Travel Agency	23.9%	\$1,052,065
Corporate Negotiated and Local Negotiated	19.2%	\$868,192
Group and SMERF	16.1%	\$716,164
Discount, AAA and AARP	7.0%	\$299,287
Government	3.9%	\$121,127
No show revenue and room allowances, net		(\$560)
Total	100.0%	\$4,569,765

Demand is drawn from five identified sources. Legal and government services tied to the Gwinnett County courthouse provide the midweek floor. Corporate, medical and professional services demand comes from Northside Hospital Gwinnett and the Duluth and Sugarloaf corridor. Aviation demand comes from Gwinnett County Airport fixed base operators and flight training. Wedding and social block demand comes from downtown venues and the Gwinnett Historic Courthouse. Event driven weekend demand comes from the Lawrenceville Arts Center, Aurora Theatre, downtown festivals and the Gas South District.

2.3 Sales and Distribution Channels

- Hilton channels, including Hilton.com, the mobile application, Hilton Honors, the global distribution system and Hilton Worldwide Sales, expected to carry approximately 75% of transient revenue mix.
- Direct property sales through the on site sales team, covering negotiated corporate agreements, business travel agreements, group and catering.
- Online travel agencies as a compression and displacement channel, budgeted at 23.9% of room nights and managed for rate parity and yield rather than volume.
- Consortia, government and third party intermediaries at controlled volume.
- Social and wedding platforms, with additional platforms in development.

The hotel maintains an active pre-opening group and transient pipeline across the government and legal, healthcare, aviation, corporate, social and citywide segments, tracked in the Delphi sales system with revenue estimates and stage progression, and reported to the Authority in accordance with Section 8.

2.4 Digital Marketing, Public Relations, Advertising and Website

Public relations is delivered by an outside agency under a pre-opening, grand opening and post-opening program. Results to date include 38 pieces of media coverage and 99.6 million estimated impressions.

Social media is active on Facebook, Instagram and TikTok with a pre-opening content calendar of more than 60 planned pieces across ten content pillars. Professional photography and video production covers construction, guestrooms, public space and the food and beverage outlets. Interactive website video content is deployed to support direct booking conversion. Paid media is budgeted at \$40,000 for the year, weighted to the opening window and to event driven weekend demand.

2.5 Strategies by Revenue Stream

Guestrooms. Price to the approved budget and yield upward on identified high demand dates. Build the negotiated corporate and legal base to support midweek occupancy. Manage online travel agency share as a supplemental channel rather than a base channel.

Restaurants. Both outlets are marketed to the downtown resident base as well as to hotel guests, supported by a 37 promotion annual calendar tied to holidays and downtown Lawrenceville events.

Groups and events. Priority targets are downtown weddings and rehearsal dinners, corporate meetings and training, medical and association meetings, and Arts Center related room blocks.

3. Capital Expenditures and Reserve

Approval requested: capital expenditures with respect to the managed property for the fiscal year, and the capital reserve funding rate.

3.1 Capital Reserve

Item	Rate	Amount
Capital Reserve, funded from operations	2.0% of total operating revenue	\$131,047
Capital expenditures budgeted against the reserve	n/a	\$0
Reserve Balance at Fiscal Year End, if unspent		\$131,047

The reserve is accrued monthly and held for the benefit of the property. No expenditure is drawn from the reserve without the Authority's approval.

3.2 Principal Capital Expenditures

The hotel opens as new construction. All furniture, fixtures, equipment and initial operating supplies are funded through the development and construction budget rather than through operations. Capital activity during the fiscal year is limited to punch list completion, warranty work and furniture, fixtures and equipment installation closeout, each of which remains the responsibility of the construction contract and the purchasing agreement and is not a charge against this operating budget.

No principal capital expenditure is proposed for the fiscal year.

4. Rate-Setting Methodology and Manager Authority

4. Methodology for Establishing Rates

Rates are established through a structured process rather than by discretion. The inputs, in order of application, are as follows.

- The approved budget. The budget establishes the annual rooms revenue objective, the blended average daily rate target of \$189.74 and the monthly seasonality pattern. It is the control against which every rate decision is measured.
- Forecast demand. Rolling 90 day and 365 day demand forecasts are built from on the books pace, historical and market seasonality, the downtown and regional events calendar, and contracted group blocks.
- Competitive properties. Daily rate shop data and monthly third party benchmarking establish where the competitive set is priced and where compression dates exist.
- Market conditions. Citywide and event compression, new supply, and prevailing corporate travel and economic conditions are assessed weekly.
- Franchisor requirements. Rate structure, rate parity, distribution and loyalty program requirements imposed under the franchise agreement are mandatory constraints and are not discretionary.

The output is a published rate structure that seeds all booking channels, with yield adjustments applied on identified high demand dates and with negotiated, group, intermediary and loyalty business transacting under the terms of the applicable agreements. The blended result across all channels is the budgeted average daily rate. Rates are reviewed on a recurring basis against forward pace and performance against the approved budget. Revenue

5. Key Personnel

5. Key Employee Positions

Position	Individual Selected
General Manager	Chase Wynn
Director of Sales	Helen Thomas



LAWRENCEVILLE

GEORGIA

AGENDA REPORT

MEETING: DOWNTOWN DEVELOPMENT AUTHORITY

AGENDA CATEGORY: DOWNTOWN DEVELOPMENT AUTHORITY BUSINESS

Item: Approval of Key Hotel Employees

Department: Downtown Development Authority

Date of Meeting: Monday, September 14, 2026

Fiscal Impact: none

Presented By: Chairman Lee Merritt

Action Requested: Approval of Key Hotel Employees

Summary: Approval of Key Hotel Employees

Attachments: Approval of Key Hotel Employees

Professional Biography

Helen Thomas is the Opening Director of Sales for The Lawrence Hotel, Tapestry Collection by Hilton, where she is leading the commercial launch of downtown Lawrenceville's newest boutique hotel. With more than 20 years of hospitality sales and marketing leadership, Helen has built a reputation for developing strategic partnerships, growing revenue, and creating lasting relationships that strengthen both hotels and the communities they serve.

Throughout her career, Helen has held leadership positions with Hilton, Marriott, Vision Hospitality Group, Hotel Equities, and other respected hospitality organizations across Metro Atlanta. Her experience spans hotel openings, commercial strategy, corporate and group sales, community engagement, and revenue development, with a strong focus on building long-term partnerships and delivering exceptional guest experiences.

In her current role, Helen is responsible for introducing The Lawrence Hotel to the marketplace by cultivating relationships with local businesses, community organizations, healthcare providers, legal firms, tourism partners, and civic leaders. She is passionate about showcasing downtown Lawrenceville as a destination for business, meetings, events, and leisure travel while supporting the continued growth and vibrancy of the community.

Known for her collaborative leadership style, integrity, and genuine commitment to relationship-building, Helen believes that successful hospitality begins with listening, earning trust, and creating meaningful connections that benefit both guests and the local community.

Professional Biography

Chase Wynn is the General Manager of The Lawrence Hotel, a proud member of Hilton's Tapestry Collection. Originally from Los Angeles and a graduate of the University of Utah, Chase brings more than 15 years of hospitality leadership experience with renowned brands, including Hilton, Marriott, and Hyatt.

Chase's diverse background includes leadership roles in sales, loss prevention, training, and hotel operations. His experience spans full-service hotels, resorts, and select-service properties, giving him a unique and well-rounded perspective that will be instrumental in shaping The Lawrence Hotel's direction, development, and continued success. Throughout his career, he has remained passionate about creating exceptional guest experiences and developing high-performing teams.

Outside of work, Chase enjoys traveling to beach destinations with his wife and their three daughters. He is also an avid golfer and devoted sports fan who proudly supports the Los Angeles Lakers and Dodgers.



LAWRENCEVILLE

GEORGIA

AGENDA REPORT

MEETING: DOWNTOWN DEVELOPMENT AUTHORITY

AGENDA CATEGORY: DOWNTOWN DEVELOPMENT AUTHORITY BUSINESS

Item: 2026 Metro Atlanta Redevelopment Summit

Department: Downtown Development Authority

Date of Meeting: Monday, September 14, 2026

Fiscal Impact: none

Presented By: Chairman Lee Merritt

Action Requested: 2026 Metro Atlanta Redevelopment Summit

Summary: 2026 Metro Atlanta Redevelopment Summit



LAWRENCEVILLE

GEORGIA

AGENDA REPORT

MEETING: DOWNTOWN DEVELOPMENT AUTHORITY

AGENDA CATEGORY: DOWNTOWN DEVELOPMENT AUTHORITY BUSINESS

Item: Approval of Mahaffey Pickens Tucker, LLP Invoices

Department: Downtown Development Authority

Date of Meeting: Monday, September 14, 2026

Fiscal Impact: none

Presented By: Chairman Lee Merritt

Action Requested: Approval of Mahaffey Pickens Tucker, LLP Invoices

Summary: Approval of Mahaffey Pickens Tucker, LLP Invoices