



**ECONOMIC DEVELOPMENT
CORPORATION BOARD OF DIRECTORS**

Location:

City of Edinburg, City Hall-Council Chambers
415 W. University Drive, Edinburg, Texas

**MARCH 25, 2024
SPECIAL MEETING AGENDA
5:30 PM**

1. CALL TO ORDER, ESTABLISH A QUORUM

A. Pledge of Allegiance.

2. CERTIFICATION OF PUBLIC NOTICE

3. DISCLOSURE OF CONFLICT OF INTEREST

4. PUBLIC COMMENTS

A specific portion of the meeting shall be dedicated to allowing Public Comments which will be limited to three (3) minutes. Please note that this public comment period is not interactive. The Edinburg EDC Board may not respond to public comments.

If a resident desires to make a public comment in person, please complete the Public Comments Form which will be located outside of the City Council Chambers and submit the completed form to the Economic Development staff prior to the commencement of the Edinburg EDC Board meeting. We ask for everyone's cooperation in following this procedure.

All requests must be received beginning at 9am and end immediately before the start of the meeting. Your request should include your name, address, and telephone number. We ask for everyone's cooperation in following this procedure.

5. AGENDA ITEMS

- A. Consider Approval of Minutes for the Board Meeting held on February 28, 2024.
- B. Presentation of Financial Report ending on January 31, 2024.
- C. Discussion and possible action on participation at the ICSC Convention on May 19-21, 2024.
- D. Discussion of Board Retreat, including selection of facilitator, venue, and dates.
- E. Consider approval of a resolution authorizing participation in the TexPool Investment pools and designating authorized representatives.
- F. Consider selection of a design firm for the development of drawings for the office space finish out for EEDC's space at the transit center, and authorizing Executive Director to engage selected firm.
- G. Consider approval of expenditures related to the installation of signage at North Industrial Park.
- H. Discussion and possible action on selection of an engineering firm to assist in the development of a master plan for industrial properties at South Texas International Airport, and authorizing the Executive Director to engage selected firm.

6. EXECUTIVE SESSION

The EEDC will convene in Executive Session, in accordance with the Texas Open Meetings Act, Vernon's Texas Statutes and Codes Annotated, Government Code, Chapter 551, Subchapter D, Exceptions to Requirement that Meetings be Open. The EEDC May Elect To Go Into Executive Session On Any Item Whether Or Not Such Item Is Posted As An Executive Session Item At Any Time During The Meeting When Authorized By The Provisions Of The Open Meetings Act.

A. Deliberation regarding economic development projects and possible action related to projects (551.087 Deliberation Regarding Economic Development Negotiations; §551.071 Consultation with Attorney; §551.072 Deliberation Regarding Real Property; Closed Meeting).

1. FLIP
2. Project Italy
3. Project Faucet
4. Project Frio
5. Project Sprinkler
6. Project Stick Burner
7. Project Born Again
8. Project Health
9. Food Truck Park Update
10. Project Hospitality

7. STAFF REPORTS

- A. Commercial Development Report
- Construction and Building Permits
 - Sales Tax Report/Summary
 - LiftFund Update
 - Workforce Development Update
 - Labor Market Report
 - Unemployment Numbers
- B. Industrial Development Report
- Update on Cano Warehouse
 - Travel / Events
- C. Executive Director Report
- I69 Alliance
 - Social Media Report
 - Staff Engagements
 - Upcoming Conferences
 - Other Updates

8. OPEN SESSION

The EEDC will convene in Open Session to take necessary action, if any, in accordance with Chapter 551, Open meetings, Subchapter E, Procedures Relating to Closed Meeting, §551.102, Requirement to Vote or Take Final Action in Open Meeting.

9. ADJOURNMENT

I hereby certify this Notice of an EEDC Meeting was posted in accordance with the Open Meetings Act, at the City Offices of the City of Edinburg, located at the 415 West University entrance outside bulletin board visible and accessible to the general public during and after regular working hours.

This notice was posted on March 22, 2024 at 5:00 pm.

By: /s/ Raudel Garza

Signature: Raudel Garza

*Name: Raudel Garza, Executive Director Edinburg
Economic Development Corporation*



Edinburg Economic Development Corporation

Meeting Date: March 25, 2024

Consider approval of Minutes for the Board Meeting held on
February 28, 2024.

1. **Agenda Item:**

Consider approval of Minutes for the Board Meeting held on February 28, 2024.

2. **Description/Scope:**

Board meeting minutes are reviewed by Executive Director, Raudel Garza, and approved by the EEDC Board on a monthly basis.

3. **Estimated Timeline:**

N/A

4. **Budget:**

N/A

5. **Procurement/Selection Process:**

N/A

6. **Staff's Recommendation:**

Staff recommends approval.

7. **Justification:**

N/A

/s/ Raudel Garza, EEDC
Executive Director

ATTACHMENTS:

Attachment A: February 28, 2024 Board Minutes



MINUTES OF THE
EDINBURG ECONOMIC DEVELOPMENT
CORPORATION BOARD OF DIRECTORS

LOCATION:

City of Edinburg, City-Hall Council Chambers
415 W. University Drive. Edinburg, Texas

FEBRUARY 28, 2024
SPECIAL MEETING AGENDA
5:30 PM

PRESENT: Veronica Gonzales, President
Raul Resendez, Vice President
Daniel “Dan” Diaz, Mayor Pro Tem
Aaron “Ronnie” Rivera, Secretary
Sabrina Walker Hernandez, Director
Richard Gonzales, Director

ABSENT: Eddie Garza, Treasurer

STAFF: Raudel Garza, Executive Director
Omar Ochoa, City Attorney
Samantha Martinez, Business Operations
Coordinator

1. CALL TO ORDER, ESTABLISH QUORUM

President, Veronica Gonzales, called the meeting to order at 5:31 pm.

A. Pledge of Allegiance

Raudel Garza, Edinburg EDC Executive Director, proceeded with roll call and established quorum. For the record, Treasurer Eddie Garza was absent.

2. CERTIFICATION OF PUBLIC NOTICE

Mr. Garza confirmed the public notice was posted in accordance with the Texas Open Meetings Act, on February 23, 2024 at 5:00 PM.

3. DISCLOSURE OF CONFLICT OF INTEREST

City Attorney, Omar Ochoa, stated a conflict of interest exists if a board member or a member of that person's family has a qualifying financial interest in an agenda item. If there is a conflict of interest, the board director cannot participate in discussion or vote on the agenda item.

No conflicts of interest were declared by Board members.

4. PUBLIC COMMENTS

A specific portion of the meeting shall be dedicated to allowing Public Comments which will be limited to three (3) minutes. Please note that this public comment period is not interactive. The Edinburg EDC Board may not respond to public comments. If a resident desires to make a public comment in person, please complete the Public Comments Form, which will be located outside of the City Council Chambers and submit the completed form to the Economic Development staff prior to the commencement of the Edinburg EDC Board meeting. We ask for everyone's cooperation in following this procedure.

There were no public comments.

5. PRESENTATION

The Edinburg Chamber of Commerce was gathered to accept a sponsorship check for Fiesta Edinburg 2024. Director Ronnie Larralde wanted to give thanks for the continuous support of Fiesta Edinburg that EEDC has contributed time and time again. Mr. Larralde also touched upon what to expect at Fiesta Edinburg, including entertainment, carnival attractions, food, and live attractions.

The Valley Initiative for Development and Advancement was gathered to accept a contribution check for Workforce Development. President Felida Villarreal wanted to extend her sincerest appreciation to the EEDC and voice that without the support VIDA has received, they would not have been able to reach the most vulnerable populations.

6. SPECIAL AGENDA ITEMS

- a. Consider Approval of Minutes for the Board Meeting held on January 23, 2024 and Feb 13, 2024.**

MOTION TO APPROVE MINUTES WAS MADE BY SECRETARY AARON RIVERA AND SECONDED BY DIRECTOR RICHARD GONZALES ALL IN FAVOR. MOTION CARRIED UNANIMOUSLY.

7. EXECUTIVE SESSION

At this time the board entered executive session at 5:40 pm.

MOTION TO ENTER EXECUTIVE SESSION WAS MADE BY MAYOR PRO TEM DANIEL DIAZ AND SECONDED BY DIRECTOR SABRINA WALKER. MOTION CARRIED UNANIMOUSLY.

The EEDC board convened in executive session, in accordance with the Texas Open Meetings Act, Vernon's Texas Civil Statutes annotated, government code, chapter 551, subchapter D, exceptions to requirements that meetings be open, to deliberate under the following section:

- **SECTION 551.071, CONSULTATION WITH ATTORNEY**
- **SECTION 551.072, DELIBERATION REGARDING REAL PROPERTY**
- **SECTION 551.087, DELIBERATION REGARDING ECONOMIC DEVELOPMENT NEGOTIATIONS**

The EEDC board may elect to go into executive session on any item whether or not such item is posted as an executive session item at any time during the meeting when authorized by the provisions of the Texas Open Meetings Act. The board will deliberate the following item:

- A.** Deliberation and possible action regarding economic development negotiations (§551.087 Deliberation Regarding Economic Development Negotiations; §551.072. Deliberation Regarding Real Property; §551.071 Consultation with Attorney; Closed Meeting.)
 - 1. Project Loaf
 - 2. Project Watt
 - 3. Project Born Again
 - 4. Project Health
 - 5. Project Aluminum Foil
 - 6. Office Space
 - 7. Workforce Resource Center
 - 8. FLIP

8. OPEN SESSION

The EEDC convened in Open Session to take necessary action, in accordance with Chapter 511, Open meetings, Subchapter E, Procedures Relating to Closed Meeting §551.102, Requirement to Vote or Take Final Action in Open Meeting.

The EDC board reconvened for open session at 6:58pm.

MOTION TO ENTER OPEN SESSION WAS MADE BY DIRECTOR RICHARD GONZALEZ AND SECONDED BY MAYOR PRO TEM DANIEL

DIAZ. MOTION CARRIED UNANIMOUSLY.

MOTION TO AUTHORIZE EXECUTIVE DIRECTOR TO EXECUTE AGREEMENT AND PROCEED AS DISCUSSED IN EXECUTIVE SESSION FOR ITEM “7. A3 PROJECT BORN AGAIN”, WAS MADE BY DIRECTOR RICHARD GONZALES AND SECONDED BY SECRETARY AARON RIVERA. MOTION CARRIED UNANIMOUSLY.

9. ADJOURNMENT

There being no further business to consider, the meeting adjourned at 7:10 pm.

MOTION TO ADJOURN MEETING WAS MADE BY DIRECTOR RICHARD GONZALES AND SECONDED BY DIRECTOR SABRINA WALKER HERNANDEZ. MOTION CARRIED UNANIMOUSLY.

Minutes Transcribed by:

Samantha Martinez, Business Operations Coordinator, Edinburg Economic Development Corporation

The board of directors approved the meeting minutes on _____, 2024.

EDINBURG ECONOMIC DEVELOPMENT CORPORATION:

Aaron Rivera, EEDC Board Secretary



Edinburg Economic Development Corporation

Meeting Date: March 25, 2024

Presentation of year-to-date Financial Report ending on January 31, 2024

1. **Agenda Item:**

Presentation of year-to-date Financial Report ending on January 31, 2024.

2. **Description/Scope:**

Executive Director, Raudel Garza, will give a presentation on the year-to-date EEDC Financial Report ending on January 31, 2024.

3. **Estimated Timeline:**

October 1, 2023 – January 31, 2024.

4. **Budget:**

N/A

5. **Procurement/Selection Process:**

N/A

6. **Staff's Recommendation:**

N/A

7. **Justification:**

N/A

/s/ Raudel Garza, EEDC
Executive Director

ATTACHMENTS:

Attachment A: EEDC Financial Report ending 1/31/2024

Management Report

Edinburg Economic Development Corporation
For the period ended January 31, 2024



Prepared on
February 23, 2024

EDINBURG ECONOMIC DEVELOPMENT CORPORATION

BALANCE SHEET (Unaudited)

January 31, 2024

Assets

Cash and Cash Equivalents	\$	17,106,997
Sales Tax Receivable		943,717
Receivables, Net		3,963,800
Santana Receivable, Net		10,169,436
Restricted Assets		
Cash and Cash Equivalents		2,361,391
Investments		16,952,475
TOTAL ASSETS	\$	51,497,815

Liabilities

Current Liabilities		
Accounts Payable	\$	421,538
Total Liabilities	\$	421,538

Fund Balance

Restricted For:		
Capital Projects	\$	17,532,764
Debt Service		3,840,117
Other: Note Receivables		10,169,436
Other: Property Acquisitions		4,726,172
Unrestricted		14,807,788
Total Fund Balance	\$	51,076,277
TOTAL LIABILITIES AND FUND BALANCE	\$	51,497,815

EDINBURG ECONOMIC DEVELOPMENT CORPORATION

MONTHLY BUDGET ACTIVITY REPORT (Unaudited)

As of January 31, 2024

	Current Budget	YTD	Percent Used	Remaining Budget
Revenues				
GEN SALES & USE TAX (.5%)	\$ 9,725,677	\$ 2,400,572	25%	\$ 7,325,105
INTEREST EARNED	60,000	42,804	71%	17,196
INTEREST EARNED SERIES 2019	40,000	103,122	258%	(63,122)
INTEREST EARNED SERIES 2021	-	171,588	0%	(171,588)
MISCELLANEOUS REVENUE	-	12,500	0%	(12,500)
TRANSFER IN GENERAL FUND	1,800,000	-	0%	1,800,000
Total Revenues	\$ 11,585,677	\$ 2,455,877	21%	\$ 9,129,800
Other Financing Resources				
SALE OF PROPERTY	\$ 2,190,000	\$ -	0%	\$ 2,190,000
Total Other Financing Resources	\$ 2,190,000	\$ -	0%	\$ 2,190,000
Total Revenues and Other Financing Resources	\$ 13,775,677	\$ 2,455,877	18%	\$ 11,319,800
Expenditures				
Administrative Services				
ADMINISTRATION FEE	\$ 500,000	\$ -	0%	\$ 500,000
SALARIES & FRINGE BENEFITS	805,231	150,595	19%	654,636
COMMUNICATIONS SERVICE AGREEMENT	21,600	1,261	6%	20,339
PRINTING	8,400	-	0%	8,400
RENTS & CONTRACTUAL	14,400	9,971	69%	4,429
OFFICE SPACE LEASE	22,500	12,500	56%	10,000
OFFICE MAINTENANCE & CONTRACTUAL - IT	12,000	1,669	14%	10,331
BOARD EXPENSES	6,000	861	14%	5,139
OFFICE SUPPLIES & OTHER MATERIALS	12,000	1,139	9%	10,861
WEARING APPAREL	4,200	757	18%	3,443
OFFICE EQUIP & FURNITURE	50,000	3,264	7%	46,736
OTHER MATERIALS	10,200	117	1%	10,083
AUDIT / ACCOUNTING	30,000	-	0%	30,000
CONTINUING EDUCATION	36,000	-	0%	36,000
MEMBERSHIP DUES, SUBSCR	60,000	10,987	18%	49,013
PROFESSIONAL SERVICES	96,000	25,150	26%	70,850
Total Administrative Services	\$ 1,688,531	\$ 218,271	13%	\$ 1,470,260
Programs				
CONFERENCES	\$ 120,000	\$ 8,974	7%	\$ 111,026
JOB TRAINING PROGRAMS	515,000	-	0%	515,000
MARKETING AND ADVERTISING SERVICES	420,000	158,041	38%	261,959
RESEARCH, STUDIES, OTHER CONTRACTS	360,000	-	0%	360,000
SPONSORSHIPS	144,000	9,100	6%	134,900
TRAVEL, TRAINING, MEETINGS	90,000	11,295	13%	78,705
Total Programs	\$ 1,649,000	\$ 187,410	11%	\$ 1,461,590
Properties				
GENERAL INSURANCE	\$ 75,000	\$ 39,908	53%	\$ 35,092
LAND - PURCHASE OF PROPERTY	4,726,172	-	0%	4,726,172
PROPERTY MAINTENANCE	30,000	166,666	556%	(136,666)
PROPERTY TAXES	40,000	-	0%	40,000
UTILITIES	9,000	-	0%	9,000
Total Properties	\$ 4,880,172	\$ 206,574	4%	\$ 4,673,598
Incentive Agreements				
ECONOMIC DEVELOPMENT INCENTIVES	\$ 500,000	\$ 79,658	16%	\$ 420,342
FIRST HARTFORD REALTY-RESTAURANT PLAZA	100,000	-	0%	100,000
DOMAIN DEVELOPMENT CORP (HYDE & BRENTWOOD)	400,000	-	0%	400,000
MGEN CAPITAL	35,000	-	0%	35,000

EDINBURG ECONOMIC DEVELOPMENT CORPORATION

MONTHLY BUDGET ACTIVITY REPORT (Unaudited)

As of January 31, 2024

	Current Budget	YTD	Percent Used	Remaining Budget
KAPAL SUPPLIER, LLC	40,000	-	0%	40,000
Total Incentive Agreements	\$ 1,075,000	\$ 79,658	7%	\$ 995,342
Debt Service				
BOND PRINCIPAL PAYMENT	\$ 1,640,000	-	0%	\$ 1,640,000
BOND INTEREST EXPENSE	1,037,974	-	0%	1,037,974
BOND FEES	5,000	900	18%	4,100
Total Debt Service	\$ 2,682,974	\$ 900	0%	\$ 2,682,074
Total Expenditures	\$ 11,975,677	\$ 692,812	6%	\$ 11,282,865
Sources Over/(Under) Uses	\$ 1,800,000	\$ 1,763,064	98%	\$ 36,936
Bond Projects Expenses				
WORKFORCE/RESOURCE CENTER	1,840,000	-	0%	1,840,000
Total Bond Projects Expenses	\$ 1,840,000	\$ -	0%	\$ 1,840,000
TOTAL SUMMARY				
Total Revenues	\$ 13,815,677	\$ 2,730,586	20%	\$ 11,085,091
Total Expenses	(13,815,677)	(692,812)	5%	(13,122,865)
Change in Fund Balance	\$ -	\$ 2,037,773	25%	\$ (2,037,773)

EDINBURG ECONOMIC DEVELOPMENT CORPORATION**SUPPLEMENTARY INFORMATION (Unaudited)****Cash Balances as of January 31, 2024**

	Beginning Balance	YTD Activity	Ending Balance
Cash - Unrestricted			
Operating - Interest Bearing	\$ 14,008,309	\$ 454,976	\$ 14,463,285
Total Unrestricted Cash	\$ 14,008,309	\$ 454,976	\$ 14,463,285
Cash - Restricted			
Non Interest Bearing:			
Debt Service Funds	\$ 2,360,989	\$ 402	\$ 2,361,391
Total Non Interest Bearing Cash	\$ 2,360,989	\$ 402	\$ 2,361,391
Interest Bearing:			
Series 2019 Bonds - Project Fund	\$ 3,278,489	\$ 26,124	\$ 3,304,613
Series 2021 Bonds - Project Fund	9,621,669	43,468	9,665,137
Debt Service Reserves Fund	1,472,075	6,650	1,478,726
Reserved for Property Acquisitions	4,726,172	-	4,726,172
Total Interest Bearing Cash	\$ 19,098,406	\$ 76,242	\$ 19,174,648
Total Restricted Cash	\$ 21,459,395	\$ 76,644	\$ 21,536,039
Total Unrestricted and Restricted Cash	\$ 35,467,704	\$ 531,620	\$ 35,999,324



Edinburg Economic Development Corporation

Meeting Date: March 25, 2024

Discussion and possible action on attending the ICSC Convention in Las Vegas on May 19-21, 2024.

1. **Agenda Item:**

Discussion and possible action on attending ICSC Convention on May 19-21, 2024.

2. **Description/Scope:**

The largest gathering of retailers, developers, brokers, and other interested in growing their retail stores/ locations. ICSC is a great conference to showcase and bring back opportunities for Edinburg. This Year the RGV Partnership will sponsor a regional booth. EEDC will participate as a sponsor at the \$10,000.00 level.

3. **Estimated Timeline**

May 19-21, 2024

4. **Budget:**

Funding has been allocated to our Conference & Marketing line items.

5. **Procurement/Selection Process:**

N/A

6. **Staff's Recommendation:**

With our engagement of retail strategies as an extension of our staff in retail recruitment and our participation in the RGV partnership booth, EEDC can maintain efficiency and lower costs by reducing the number of staff needed at the show. Staff members will attend. The number of board members attending will be determined by the board.

7. **Justification:**

To help provide opportunities for increased investment, job creation, and improved quality of life.

/s/ Raudel Garza, EEDC
Executive Director

ATTACHMENTS:

Attachment A: 2023 ICSC Las Vegas Summary Expenses



2023 ICSC LAS VEGAS
EXPENSE BREAKDOWN

FUND ACCT.	FUND NAME	DESCRIPTION	DEBITS
450-8000-511205	MARKETING & ADVERTISING SERVICES	BOOTH EXPENSES	\$ 16,045.58
450-8000-522300	WEARING APPAREL	ICSC SHIRTS FOR STAFF & BOARD	\$ 666.70
450-8000-513203	CONFERENCES	REGISTRATIONS	\$ 6,950.00
450-8000-800401	SPONSORSHIPS	RGV PARTNERSHIP	\$ 1,500.00
450-8000-513200	TRAVEL, TRAINING, MEETINGS	TRANSPORTATION	\$ 4,664.58
450-8000-513200	TRAVEL, TRAINING, MEETINGS	LODGING	\$ 3,973.23
450-8000-513200	TRAVEL, TRAINING, MEETINGS	MEALS	\$ 1,522.55
TOTAL \$			35,322.64



Edinburg Economic Development Corporation

Meeting Date: March 25, 2024

Discussion of Board Retreat, including selection of facilitator, venue, and dates.

1. **Agenda Item:**

Discussion of Board Retreat, including selection of facilitator, venue, and dates.

2. **Description/Scope:**

The board retreat will focus on the critical importance of aligning the vision and strategic direction of the Edinburg EDC. Through facilitated discussions and interactive sessions, board members will explore key elements of the organizational vision, mission, values, and long-term goals.

Edinburg EDC staff received two quotes for possible facilitators as follows:

- TIP Strategies:
 - TIP submitted a proposal which includes a comprehensive strategic planning process. The “retreat” portion of their proposal would include the following:

1.4 STRATEGIC PLANNING RETREAT. TIP anticipates that this retreat will occur within the first one to two months of the strategic planning process. It will include the EDC Board, as well as other City and community leaders, with the goal of building consensus around economic development and the EDC’s role. Our team will prepare for and facilitate a retreat that includes the following.

- ▶ Presentation of findings from the review of existing documents and research.
- ▶ Discussion of the area’s economic development strengths, weaknesses, opportunities, and threats.
- ▶ Discussion of goals, economic opportunities, and organizational activities.
- ▶ Alignment of economic development priorities among the EDC, the City, and other partners.
- ▶ Discussion of next steps.
- The cost for this portion of their planning process is \$20,000, plus travel and other reimbursables.

- Opportunity Strategies: ~ \$20,000
 - Step 1 (EconDev workshop) including all elements of the scope of work as described including all preparation & deliverables is \$3,497.
 - Optional Step 2 (SWOT Analysis) including all elements of the scope of work as described including all preparation & deliverables is \$1,997.
 - Optional Step 3 (Stakeholder Interviews) for each set of 6-7 interviews including all elements of the scope of work as described including all preparation & deliverables is \$4,997.
 - Step 4 (Strategic Planning Process) including all elements of the scope of work as described including all preparation & deliverables is \$8,997.

3. Estimated Timeline:

Tentative dates for the retreat sessions and strategic planning include April 19, May 16 and 31, or July 1-3, 15, and 26.

4. Budget:

The Edinburg EDC has sufficient funding set aside for planning and for a board retreat in our FY 23-24 Budget.

5. Procurement/Selection Process:

Two quotes were received. The board will review the process for procuring a facilitator and selecting a venue for the retreat. Evaluation criteria, such as expertise, experience, and cost, will be considered.

6. Staff's Recommendation:

Staff recommends hosting a one-day retreat on April 19, 2024 and the strategic planning session in July 2024. This is contingent upon the board's availability.

Staff also recommends approval of Opportunity Strategies as the recommended facilitator.

7. Justification:

Opportunity Strategies specializes in organizational management, customized training, professional facilitation, and strategic planning services. Their clients include economic development organizations, local governments, chambers of commerce, Main Street/downtown organizations, associations, and other community nonprofits. This small low-overhead firm delivers increased efficiencies – meaning we get better results at a lower cost.

TIP Strategies is an excellent consulting firm, but their price point is a major consideration. EEDC needs a short-term strategic plan and a facilitator for the board retreat. The City has already engaged the services of a consultant for a comprehensive plan which includes many of the same deliverables as the TIP proposal.

/s/ Raudel Garza, EEDC
Executive Director

ATTACHMENTS:

Attachment A: TIP Strategies – Edinburg EDC Proposal

Attachment B: Opportunity Strategies – Edinburg EDC Proposal

STRATEGIC PLANNING AND BOARD RETREAT

A PROPOSAL FOR THE EDINBURG ECONOMIC
DEVELOPMENT CORPORATION



JANUARY 2024

TIP
STRATEGIES



January 19, 2024

Raudel Garza, Executive Director
Edinburg Economic Development Corporation
3111 W Freddy Gonzalez Drive
Edinburg, TX 78539

Dear Mr. Garza:

TIP Strategies is pleased to present our proposal for a strategic plan and board retreat for the Edinburg Economic Development Corporation. As you evaluate proposals, we invite you to consider the advantages of our team.

- ▶ **WE HAVE WORKED IN THE LOWER RIO GRANDE VALLEY (RGV).** TIP's extensive experience with RGV communities includes creating the economic element of a previous comprehensive plan for the City of Edinburg. We have also completed economic development strategic plans for the McAllen Economic Development Corporation, the Greater Brownsville Incentives Corporation, the Harlingen Economic Development Corporation, the Delta Region (Edcouch-Elsa-La Villa-Monte Alto), and the City of South Padre Island. Other prior experience in the RGV includes a strategic plan for COSTEP (Council for South Texas Economic Progress), retreat facilitation for South Texas College, the economic element of the City of McAllen's comprehensive plan, and multiple engagements for Workforce Solutions (serving Hidalgo, Starr, and Willacy Counties).
- ▶ **WE HAVE COMPLETED PROJECTS ACROSS THE STATE OF TEXAS.** TIP is currently finalizing a statewide technology transfer and commercialization strategy for the Texas Higher Education Foundation. We have also completed strategic planning for the Texas Workforce commission and the Texas Association of Business and worked in communities across the state, including recent projects for the Cities of San Antonio and Arlington, the Pasadena Economic Development Corporation, the Kerr Economic Development Corporation, and other Type A and Type B economic development corporations.
- ▶ **WE ARE TRUSTED ADVISORS.** Since 1995, we have completed more than 550 engagements in 44 states and 5 countries. Our principals bring a broad base of experience that includes running economic development programs, managing international trade efforts, and participating in venture capital initiatives. We have worked with economic development organizations across the US, ensuring they are positioned to successfully carry out their missions. We have a nuanced understanding of their roles and can offer insights into how these entities can meaningfully leverage their positions within regional ecosystems. Our team is comprised of seasoned facilitators with the facilitation techniques needed for inspiring collaborative action to achieve goals.

Our team is excited by the prospect of working with you. We appreciate the opportunity to present our firm and our team members, and we encourage you to contact our references. Please feel free to call me at 512.343.9113 if you have any questions concerning our submittal.

Sincerely,

A handwritten signature in black ink that reads 'Tom Stellman'. The signature is fluid and cursive, with the first name 'Tom' and last name 'Stellman' clearly legible.

Tom Stellman, Founder and CEO

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TIP is an Austin-based firm providing consulting and advisory services to public and private sector clients. Established in 1995, the firm’s core competencies are strategic planning for economic development, talent strategies, organizational development, resiliency planning, and equity initiatives.

SUMMARY

TIP Strategies, Inc. (TIP) is submitting this proposal to assist the Edinburg Economic Development Corporation (EDC) with the creation of a strategic plan and the facilitation of a board retreat. Our team members are experienced in 1) leading economic development planning projects across the US and internationally; 2) structuring effective and sustainable organizations; 3) identifying appropriate target industries and designing effective marketing strategies to recruit them; 4) crafting talent retention, development, and attraction strategies; and 5) assisting with the implementation of economic development plans for cities, counties, regions, and states.

OUR FIRM

TIP is a privately held Austin-based firm providing consulting and advisory services to public and private sector clients. Established in 1995, the firm's core competencies are strategic planning for economic development, talent strategies, organizational development, resiliency planning, and equity initiatives.

During more than 28 years in business, we have worked with clients throughout the country to develop innovative, publicly supported strategies. Our methods establish a clear vision for economic growth and shared prosperity. Community leaders across the country have embraced the TIP framework of Talent, Innovation, and Place to achieve successful and sustainable economies. Representative clients include:

- ▶ McAllen Economic Development Corporation (TX) – Innovate McAllen Economic Development Strategic Plan
- ▶ Workforce Solutions Lower Rio Grande Valley (TX) – Rio South Regional Cooperation Project
- ▶ COSTEP (Council for South Texas Economic Progress) – Strategic Plan
- ▶ South Texas College – Board Retreat Facilitation
- ▶ City of Edinburg, TX – Economic Element of Comprehensive Plan
- ▶ Borderplex Alliance (El Paso, TX) – Skills Assessment: Life Sciences, Advanced Mfg., IT
- ▶ Bee Development Authority (TX) – Economic Development Strategic Plan
- ▶ Greater Brownsville Incentives Corporation (TX) – Economic Development Strategic Plan
- ▶ Greater Houston Partnership (TX) – Addressing Houston's Middle Skills Job Challenge
- ▶ Midland Development Corporation (TX) – Priority Midland: Roadmap for the Future
- ▶ MATT Foundation (San Antonio, TX) – Bordernomics Study
- ▶ Pasadena Economic Development Corporation (TX) – Economic Development Strategic Plan and Plan Update
- ▶ Kerr Economic Development Corporation (TX) – Stakeholder Retreat and Strategic Planning Services
- ▶ Texas Higher Education Foundation – Statewide Tech Transfer and Commercialization Strategy
- ▶ Texas Association of Business – Statewide Economic Development Plan
- ▶ Texas Workforce Commission – Texas Talent and Economic Pilot Project and Statewide Action Plan
- ▶ City of Arlington, TX – Economic Development Strategic Plan and Plan Update
- ▶ City of San Antonio, TX – Economic Development Strategic Framework
- ▶ Town of Sahuarita, AZ – Economic Development Strategic Plan



From the outset, TIP delivered on the promise of their proposal and their interview. They helped us understand national trends and how they could impact our efforts...

David N. Sciocchetti
Project Lead (former), VISTA 2025
Chester County Economic
Development Council (PA)



OUR LEADERSHIP

TIP is led by four principals who are ideally suited to assist the EDC with this work. They are joined by a staff of analysts and consultants experienced in managing projects similar in scope to the requested work. The TIP team also includes a network of associates and partners whose multidisciplinary skills can be brought to bear on this project.



TOM STELLMAN | CEO/FOUNDER

Tom brings a wealth of experience working with communities and businesses. As developer of TIP's model of Talent, Innovation, and Place, he has helped clients identify sustainable strategies to promote workforce and economic health.

TRACYE MCDANIEL | PRESIDENT

As a widely recognized strategist with experience in all facets of economic development and travel marketing, Tracye has earned a reputation for creating mutually beneficial partnerships across a broad spectrum of industries.



JON ROBERTS | MANAGING PARTNER

Jon is a nationally recognized leader in regional economic development. He has overseen projects throughout the US, as well as in Europe and Asia, and is a frequent speaker for the International Economic Development Council.

JEFF MARCELL | SENIOR PARTNER

Jeff leads high-profile national consulting engagements and provides input from the practitioner's point of view. Prior to joining the firm, he spent a decade leading the Economic Development Council of Seattle and King County.



OUR ADVANTAGE

TIP's national portfolio of consulting engagements spanning more than two decades, combined with hands-on program management experience, provides our team with a unique perspective.

- ▶ **WE HAVE COMPLETED NUMEROUS PROJECTS IN THE LOWER RIO GRANDE VALLEY.** TIP's long history of working with Lower Rio Grande Valley (RGV) communities includes the creation of economic development strategic plans for the McAllen Economic Development Corporation, the Greater Brownsville Incentives Corporation, the Harlingen Economic Development Corporation, the Delta Region (Edcouch-Elsa-La Villa-Monte Alto), and the City of South Padre Island. Other prior experience in the RGV includes a strategic plan for COSTEP (Council for South Texas Economic Progress), retreat facilitation for South Texas College, the economic elements of comprehensive plans for the Cities of Edinburg and McAllen, and multiple engagements for Workforce Solutions (serving Hidalgo, Starr, and Willacy Counties).
- ▶ **WE UNDERSTAND ECONOMIC DEVELOPMENT ALONG THE US-MEXICO BORDER.** In addition to our work in the RGV, TIP has undertaken strategic planning for the Town of Sahuarita, Arizona, the Borderplex Alliance (El Paso, Texas), and the MATT Foundation based in San Antonio, Texas. TIP founder and CEO Tom Stelman is also the former director of international business development and marketing for the State of Texas. He has served as staff to the Texas Mexico Authority and as Border Development Coordinator for the state's economic development agency. As manager of the Texas Maquila Supplier Project, he assisted Texas companies expanding and locating in the border region to serve the Mexican industrial market.

- ▶ **WE HAVE WORKED IN COMMUNITIES ACROSS THE STATE OF TEXAS.** As an Austin-based firm, TIP Strategies has spent nearly three decades conducting economic development and workforce projects throughout Texas. We recently completed a statewide economic development strategy for the Texas Association of Business, tech transfer and commercialization strategy for the Texas Higher Education Foundation, and an action plan for the Texas Workforce Commission. TIP has also executed numerous strategic planning projects spanning from the Texas Panhandle to the Gulf Coast. We have worked with a variety of entities across the state, including cities (e.g., San Antonio, Arlington Dallas, Fort Worth, Waco), counties (e.g., Harris, Fort Bend), chambers of commerce (e.g., Greater Irving Las Colinas and McAllen), workforce boards (e.g., Capital Area, Rural Capital Area, North Central Texas), and economic development organizations (e.g., the Greater Houston Partnership, Borderplex Alliance, Pasadena Economic Development Corporation, Kerr Economic Development Corporation, and Midland Development Corporation).
- ▶ **WE ARE TRUSTED FACILITATORS.** TIP's consulting projects are typically guided by leadership teams comprised of representatives from multiple jurisdictions and areas of interest, including private business, economic development, higher education, and workforce. We have experience facilitating discussions in Spanish and English, engaging stakeholders in-person and virtually, balancing competing interests, and identifying shared goals.

“
I want to thank you for a job well done. You guys did great and thorough work and I appreciate the patience in working with a large group to build consensus through the end of the report.
 David Cooke, City Manager
 City of Fort Worth, Texas
 ”

 - ▶ **Board retreats.** TIP has worked with the boards of chambers of commerce and economic development organizations across the country and understand how to inspire leadership to collective action. Most recently, we have conducted strategic planning board retreats for the Kerr Economic Development Corporation (Texas) and the Miami-Dade Beacon Council (Florida).
 - ▶ **Stakeholder task forces.** Our work on middle skills for the Greater Houston Partnership (Texas) focused on facilitating a task force of more than 100 members that included executives from the region's largest employers, such as JP Morgan Chase, ExxonMobil, and AT&T. Our defense industry adjustment work for MassDevelopment was guided by an advisory committee comprised of high-level representatives from prime defense contractors, including Raytheon, Triton Systems, and General Dynamics.
 - ▶ **Private-sector experience.** During more than two decades of consulting, our team has engaged thousands of employers and business organizations representing every sector of the economy through personal interviews, focus groups, and online surveys. For example, our survey of employers for the Jefferson Parish Economic Development Commission (Louisiana) drew 244 unique responses that helped identify the region's talent gaps, highlight specific hard-to-fill jobs, and suggest strategies.
 - ▶ **Listening sessions.** As part of our work for the Delta Regional Authority, we held listening sessions in each of the DRA's eight member states to inform the agency's regional development plan and help ensure the alignment of strategies with state level activities and priorities.
 - ▶ **Public engagement.** As part of a visioning process for the North Iowa Corridor Economic Development Corporation, we conducted an extensive outreach process which was credited with catalyzing positive change, including gaining public approval of bond initiatives critical to the region's future growth. TIP recently gathered qualitative data from more than 1,000 community survey responses during the creation of a comprehensive economic development strategy (CEDS) for Greater Spokane, Inc. (Washington).
- ▶ **WE KNOW THE FACTORS THAT DRIVE RECRUITMENT AND INVESTMENT.** Helping clients identify catalyst projects and capitalize on their assets is an integral component of our planning model. In addition to our work for the Texas Higher Education Foundation, we are currently completing a statewide innovation strategy for public research universities in Mississippi. TIP's experience extends from laying the groundwork for innovation

districts (including planned districts in Fort Worth and San Antonio, Texas, to leverage medical technologies and cybersecurity assets, respectively) to supporting Dallas, Texas, with the analysis and promotion of their Opportunity Zones and facilitating the development of co-working spaces in Green Bay and Wausau, Wisconsin. In addition, our plan for the Racine County Economic Development Corporation (Wisconsin) was credited with bringing leaders together from across the county to address critical challenges and leverage opportunities. The resolution of a critical wastewater agreement stemming from this collaboration opened up the land which was selected as the site for a state-of-the-art campus.

- ▶ **WE HAVE A TEAM OF EXPERIENCED ANALYSTS.** Our research team is well-versed in analytical techniques and finding innovative approaches to provide clients with the information they need for decision-making. TIP's lead analyst has three decades of experience using public and proprietary data sets to create clear and compelling industry, occupational, and market analyses. He has also overseen the development of our widely cited data visualization tools, which are featured on our website: <https://tipstrategies.com/visualizations/>.
- ▶ **WE HELP OUR CLIENTS ACHIEVE RESULTS.** Our team keeps the end in mind throughout the planning process. We examine the partner network with the goal of defining existing relationships and identifying potential partnerships, resources, and funding for implementation. We also consider which programs and initiatives will be most effective, as well as what our client has the capacity to carry out and which partners can help to champion high priority initiatives. The final strategic plan is supplemented by a matrix that recommends specific actions, establishes priorities, identifies roles and responsibilities, and provides guidelines for measuring success. For instance, the City of Auburn, Washington, has expanded and attracted aerospace and advanced manufacturing businesses, and the Lubbock Economic Development Alliance has made progress tapping into research and innovation assets at Texas Tech University and developing its downtown. Additionally, the Northeast Indiana Regional Development Authority was awarded the maximum \$50 million in state funding in 2021 based on the plan we created for the 11-county region, and the Northeast Indiana Strategic Development Commission received \$30 million in 2023 from the Indiana General Assembly to increase income levels, drive population growth, and improve educational attainment.
- ▶ **WE BRING A PRACTITIONER'S PERSPECTIVE TO OUR WORK.** Our team members have spent decades first as practitioners, then as consultants, helping organizations across the country identify and attract well-suited target industries. As a result, we understand the factors that drive successful economies. Our approach recognizes that investment decisions consider a range of factors, including the available workforce, the presence of well-prepared industrial sites, a climate that fosters innovation, and a quality of place that will support the retention and recruitment of talent. For nearly 30 years, TIP's client engagements have been guided by this Talent, Innovation, and Place framework. This framework acknowledges that vibrant and resilient economies are not achieved passively. Competition for businesses, people, and funding is a challenge which must be met on all fronts. Our team's experience working with cities, counties, regions, and states underscores the benefits of this more holistic approach and confirms our view that economic vitality is irrevocably connected to the ability to influence these three key factors.

“

[TIP] worked diligently for our city. Their work was comprehensive and very instrumental for the future of our city. TIP helped us put our plan in writing and set us on a course to achieve our goals.

M. Kevin Strength
Mayor, City of Waxahachie, Texas

”

In short, our team has the capability, creativity, and commitment to get it right. Hiring TIP to lead your strategy process will result in 1) a shared vision for economic and organizational resilience; 2) clear strategies to support the vision; and 3) an actionable plan for moving forward.

PROJECT TEAM

At TIP, the work of our consulting team is conducted under the direct supervision of a senior member of the firm. The **principal-in-charge** is actively involved in every phase. The assigned principal serves as the primary point of contact for this work, participates in the scoping of the project, and provides technical and strategic input during each phase.

The principal-in-charge receives input from other senior members of our staff who serve as **strategic advisors** to the work. Advisors will contribute expertise on topics including business recruitment and organizational management.

In addition, a **lead consultant** is assigned to manage each engagement and is responsible for day-to-day client communication, directing project research, and report writing. They will be assisted in these duties by other consultants as needed. As shown in the staffing diagram below, the project leads are assisted by a team of **analysts** and **production professionals**, who have extensive experience preparing thought-provoking analyses and engaging deliverables.

Beyond the immediate project team, our process includes regular brainstorming sessions that involve the entire firm. At these meetings, project managers present their findings for peer review. We believe our clients benefit from this approach, which engages the full brainpower and expertise of our team in addressing their challenges.

A summary of qualifications for TIP personnel is provided in the remainder of this section. Resumes are provided as an appendix.



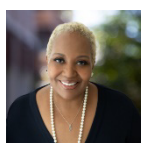
STAFF QUALIFICATIONS

TOM STELLMAN *Founder/CEO*



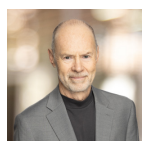
Tom brings more than 30 years of experience working with communities and businesses to identify collaborative strategies for achieving economic growth. As developer of TIP's model of Talent, Innovation, and Place, he has helped clients harness their energy and resources to focus on those factors that most impact their success. Over the last decade, Tom's consulting work has increasingly concentrated on the role of talent and social equity in achieving a sustainable future. His client-facing work has engaged high-level executives from many of the nation's leading companies, including JPMorgan Chase, ExxonMobil, and AT&T, along with its largest defense contractors, including Raytheon, Triton Systems, and General Dynamics. As CEO, he embodies TIP's commitment to getting it right. Prior to founding the firm, Tom served as director of international business development and marketing for the State of Texas, where he assisted Texas companies looking to expand and locate in international markets. He also served as staff to the Texas Mexico Authority and as border development coordinator for the state. Tom received a Bachelor of Arts in Government from the University of Texas at Austin and studied at UT's Institute of Latin American Studies.

TRACYE MCDANIEL *President*



Tracye is a recognized trailblazer in the economic development and travel marketing industry, with expertise in international business development and marketing spanning more than 50 countries. For more than three decades, she has been a trusted advisor to CEOs, nonprofits, public organizations, and private enterprises. Tracye brings her experience as a widely recognized C-Suite level strategist and a reputation for creating mutually beneficial strategic partnerships across a broad spectrum of industries to her role as TIP president. She serves on the Environmental Management Advisory Board (EMAB) of Department of Energy, whose mission is to provide independent and external information and recommendation to Environmental Management. She is also past chair of the International Economic Development Council (IEDC), the world's largest economic development association, and served as co-founding chair of IEDC's Race and Economic Development (RED). Prior to joining the firm in 2019, Tracye founded McDaniel Strategy Ecosystems and served as president and CEO for two separate state-level marketing and lead-generation organizations: first in New Jersey (where she was appointed by then newly elected New Jersey governor, Chris Christie, and business leaders to serve as the founding CEO of Choose New Jersey) and later in Texas (where she headed up the Texas Economic Development Corporation). Tracye also served as executive vice president and COO of the Greater Houston Partnership where she teamed with business leaders to raise more than \$32 million and to devise and execute Opportunity Houston, the organization's successful economic development global marketing and lead generation initiative. Tracye also served on the Board of Regents of Texas Southern University, one of the nation's largest historically Black universities (HBCU). She holds a Bachelor of Science in Communications from the University of Texas at Austin.

JON ROBERTS *Principal/Managing Partner*



Jon has focused on the role of innovation and technology in economic development since the 1980s. Upon joining TIP as a principal and managing partner in 2000, Jon helped transition the company from its Texas-based site selection practice to a national strategy firm. As managing partner, Jon plays an instrumental role in strategic goalsetting. He has also amassed an impressive portfolio that includes planning work from New York to California, with significant regional projects in the Mississippi Delta, Seattle's Puget Sound, and the Great Lakes area. Prior to joining the firm, Jon was the director of business development first for the State of Washington and then, under Governor Ann Richards, for the State of Texas. During the transition to Governor Bush's tenure, he helped restructure the state's economic development organization and then co-authored the new strategic plan for the State of Texas. Jon also has deep ties to the state of Oregon. He was vice-president with the Oregon Technology Fund and lead investor for the Hood River Brewing Company, managed two start-up technology companies (Fiberlite Composites and LifePort Inc.), and founded a mountain bike company in Portland, Oregon (Fat Tire Farm). He

received his BA and MA degrees from the University of Hawaii and did post-graduate work towards his PhD at the University of Oregon. Born and raised in Germany, Jon now resides in Austin and spends his summers in Bend, Oregon.

JEFF MARCELL *Senior Partner*



Jeff has more than two decades of experience in economic development as a practitioner and consultant. This “hands-on” experience brings a deep understanding of how to structure high-functioning, competitive organizations. As a principal, Jeff leads TIP’s high-profile national consulting engagements and contributes to the strategic planning of the business. His client portfolio includes facilitating the Governor of Delaware’s Economic Development Taskforce that established a new public-private partnership for economic development, supporting the Detroit Regional CEO Group in a review of employer-led solutions to workforce challenges, and leading multiple phases of the State of Washington’s defense industry adjustment strategy. Prior to joining TIP in 2014, he was with the Economic Development Council of Seattle and King County for a decade, first as executive vice president and COO and then as the president and CEO. During this time, he was active in statewide and regional organizations, including serving in leadership roles on the regional workforce council and a number of industry trade associations. His involvement with these groups coupled with his corporate recruitment experience gives him vital insights into the requirements of firms in a variety of industries. Jeff holds a law degree from the South Texas College of Law, a BA in political science from the University of Illinois at Chicago, and a certificate in Nonprofit Management from the University of Washington. An avid mountaineer, Jeff makes a point to carve out time to tackle some of the world’s most challenging peaks from his home base in the Seattle area.

ALEX COOKE *Senior VP Consulting*



Alex has over 25 years of experience that includes economic development, management consulting, higher education, and legislative affairs. Since joining TIP in 1997, he has managed economic strategy projects for local, regional, state, and federal clients extending from Alaska to the US Virgin Islands. Alex began his career at TIP running the Invest in Texas Alliance, an international marketing consortium that generated dozens of foreign direct investment leads for Texas communities and utilities. Today, as a senior vice president of consulting services, Alex is responsible for both client engagement and managing TIP’s team of consultants. Alex’s areas of expertise include facilitating public-private partnerships for economic development, preparing economic development organizational plans, and tracking the aerospace and defense sector. He is a member of the Association of Defense Communities and has worked at the local and state levels on defense-related economic development projects. His other professional experience includes working as a public-sector management consultant with MGT of America and as Director of Research and Grants for the International Business Education Program at Texas Tech University’s Rawls College of Business. Alex holds a Master of Public Affairs from the LBJ School of Public Affairs at University of Texas at Austin and a Bachelor of Arts from Texas Tech University. Alex lives in Austin with his son and two dogs.

JOHN KARRAS *VP Business Development*



John has spent more than 15 years working as a national economic development strategist in communities across 35 US states, as well as Mexico and Canada. In addition to his national strategic consulting portfolio, John has built a reputation as a leading thinker on urban revitalization trends and their impact on economic development. In his role as vice president of business development, John focuses on building and maintaining TIP’s client relationships. In this work, as in his consulting engagements, he channels his keen understanding of the factors that drive urban vitality to empower economic development professionals and civic leaders with the knowledge and tools needed to make their communities more vibrant. Prior to joining the firm in 2014, John founded urbanSCALE.com, which introduced the first comprehensive measure of how urban a city is on a scale of 1 to 10. Before entering the economic development field, John worked at the New York City Department of Transportation’s Division of Planning & Sustainability and as an urban planning/GIS specialist with AECOM. He holds a Master of Science in Community & Regional Planning from the University of Texas at Austin and

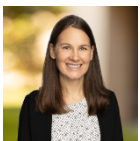
a Bachelor of Science in Geography from Texas State University in San Marcos. John lives in Austin, Texas, with his wife and son, where he lives out his obsession of finding and tasting the world's best tacos and barbeque.

JENNIFER TODD-GOYNES *Senior Consultant*



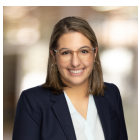
Jenn brings more than 15 years of experience leading transformational projects focused on how the nexus of people, places, and economy can create more vibrant, resilient, and sustainable communities. As a TIP consultant, Jenn manages projects that utilize her planning and recovery experience, as well as her knack for taking on big challenges that require visioning, strategic planning, and relationship building to achieve creative solutions and actionable strategies. Prior to joining the firm, Jenn worked for the City of Austin as a principal planner where she helped lead a citywide land development code rewrite, small area plans, and a new organizational strategy for the department. She also spent time at the District of Columbia Government where she was part of community engagement and urban planning efforts that reimaged existing infrastructure and established the city's first sustainability plan. With the International Economic Development Council, she designed regional economic development strategies with a focus on disaster recovery, identified strategies for sustainable industry development, and was the lead author of the RestoreYourEconomy.Org website. Jenn holds a Master of Science in Community and Regional Planning from the University of Texas at Austin along with a Bachelor of Arts in History and a Bachelor of Business Administration in Management from the University of Georgia. She lives in Denver with her husband, dog, and cat, enjoying adventures in the mountains and riding her bike around town.

ELIZABETH SCOTT *Senior Consultant*



Elizabeth has over 15 years of experience managing diverse projects including business recruitment and retention, economic and workforce development strategies, socioeconomic impact analyses, and land use studies. Elizabeth draws from her deep experience with regional strategies to manage TIP projects—working closely with community, business, and academic leaders to develop comprehensive strategies that improve economic vitality and quality of life. Before joining TIP in 2019, Elizabeth directed business recruitment, retention, and expansion efforts for the Columbia River Economic Development Council (CREDC) in Clark County, Washington. During her tenure with CREDC, she also successfully managed several multi-million-dollar grant programs across the Greater Portland-Vancouver region. Early in her career, she also supported BRAC/NEPA projects by providing socioeconomic analysis for environmental assessments and environmental impact statements. She received a Master of Natural Resources from Virginia Tech and a Bachelor of Arts in History and Sociology from the University of Tampa. Elizabeth lives in Michigan's Upper Peninsula with her husband and three children, where they can be found exploring the woods by foot, bike, or skis.

ALEXIS ANGELO *Consultant*



Alexis has ten years of experience impacting historically under-resourced communities through designing, implementing, and measuring social and economic programs in the non-profit, public, and private sectors. She has managed a wide range of projects focused on economic development funding, workforce development, higher education, accelerator programs, and public policy analysis. Alexis brings her experience with recovery and resiliency funding through the EDA and her experience with developing and supporting workforce development and education-based programming. At the EDA, Alexis collaborated with community partners to design economic development responses to the COVID-19 pandemic through the CARES Act, managing over \$28 million in grant funds. While at Project GRAD in Houston, Texas, she supported an effort to make high-growth career opportunities accessible within Houston's low-income communities through data-driven programming and collaboration with community stakeholders. Her research experience includes a Michael and Susan Dell Foundation-funded project at the LBJ School of Public Affairs to study the effectiveness of the workforce development ecosystem in Central Texas. Alexis received a Master of Public Affairs from the LBJ School of Public Affairs at the University of Texas at Austin. She has a Bachelor of Arts in History and a minor in Political Science from Trinity University.

VICTORIA WILSON *Consultant*



Victoria has 10 years of experience applying her knowledge of data, research, and community engagement toward research and consulting projects. Through this work she has collaborated closely with community leaders and industry experts to develop and execute successful strategies to advance their policy goals.

At TIP, she has managed economic development engagements at the city, county, and state levels focused on community outreach, organizational alignment, and fostering innovation. Prior to joining TIP Strategies in 2021, she worked in the affordable housing space, analyzing and developing policies that would increase the supply of affordable housing in Texas. Victoria also conducted transportation research for several years, during which she specialized in the impacts of trade flows and corridors on the communities they serve. She holds a Master of Public Affairs from the University of Texas at Austin and a Bachelor of Arts in Philosophy and German from Colgate University.

MISHKA PARKINS *Consultant*



Mishka has experience managing economic development technical assistance and research projects. She has led engagements with economic development practitioners, consultants, subject matter experts, and other stakeholders in support of economic recovery projects. Prior to joining TIP in 2021,

Mishka spent more than seven years in nonprofit sector research, programming, content development, and project management. At the International Economic Development Council, she facilitated peer learning and supported professional development through various knowledge management activities that included webinars, workshops, and technical assistance projects. She received a Master of Public Administration from Washington Adventist University and a Bachelor of Science in Marketing from the University of Maryland, College Park.

KATRINA PARKEY, CWDP *Consultant*



Katrina has experience managing a wide range of projects focused on community engagement, talent strategies, public policy analysis, and advocacy. She works closely with leaders across the public, private, and philanthropic sectors to amplify impact by implementing inclusive economic development initiatives and building equitable pathways to quality jobs. Katrina's recent client engagements include

managing the implementation of strategic planning initiatives for Workforce Solutions for North Central Texas and preparing strategies for Texas to better align workforce planning with economic development. Prior to joining TIP, she spent several years working in city and state government, specializing in stakeholder relations. In addition to her government experience, Katrina has consulted with nonprofits on impact analysis, marketing, board development, and fundraising strategies. Katrina received a Master of Business Administration from the McCombs School of Business and a Master of Public Affairs from the LBJ School of Public Affairs, both at the University of Texas at Austin. She has a Bachelor of Arts in History with Highest Honors and Leadership Honors from the University of Texas at San Antonio. Katrina is also a Certified Workforce Development Professional, a certification conferred by the National Association of Workforce Development Professionals.

LUKE SHUFFIELD *Consultant*

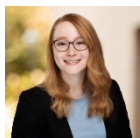


Luke joined TIP in January 2021 after seven years of experience in the tech industry, small business development, and education. As a consultant for the firm, Luke draws on his analytical expertise, diverse base of experience, and attention to detail to play a critical role in stakeholder outreach, client presentations, and final deliverables. His portfolio includes the firm's current innovation-focused work

in Mississippi and strategic planning for the Town of Sahuarita, Arizona, as well as a recovery and resiliency plan for Northwestern Indiana. Luke was also instrumental in an 11-county planning effort for the Northeast Indiana Regional Development Authority, which resulted in the maximum award of \$50 million in state funding. Before joining TIP, he worked as an early member of the risk analysis team at Facebook, where he critically evaluated financial transactions for potentially fraudulent activity and made recommendations for algorithmic adjustment. Luke also brings to his consulting engagements prior experience founding a startup, seeking incubator seed funding, and creating content

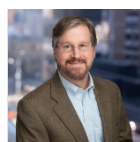
for an online learning platform targeted at small business owners. Luke received a Bachelor of Arts in Political Science from Duke University, with an additional specialization in Markets & Management Studies.

ERICA COLSTON *Associate Consultant*



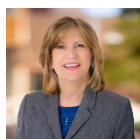
Erica joined TIP in October 2023 after two years supporting economic development programs and partnerships in the Austin region and in other Texas metros. She brings expertise in talent development, higher and public education policy, small business and defense innovation funding, and advocacy. Prior to joining the firm, she coordinated education and talent programs at the Greater Austin Chamber of Commerce through Opportunity Austin, an initiative aimed at fostering job-creating investment across the region. At Opportunity Austin, Erica facilitated collaborations among business, education, and workforce partners focused on increasing labor force participation in high-demand, high-wage careers. Raising regional postsecondary attainment levels through college access support initiatives was a central part of this work. She also previously coordinated defense innovation partnerships at Capital Factory, an Austin-based venture capital firm and incubator. In this role, Erica supported government partnerships with military and defense clients investing non-dilutive capital in emergent technologies with national security applications. Her background includes public policy and national security research, including open-source intelligence research with the Institute for the Study of War. Erica is Ukrainian-American, and she holds Bachelor of Arts in International Relations and Global Studies and in History from the University of Texas at Austin.

BRENT MCELREATH, AICP *SVP, Research & Development*



Brent has more than 25 years of experience in comparative urban economic analysis of US and international cities. He has authored, co-authored, and edited numerous white papers, articles, and serial reports on global property and infrastructure markets and has monitored infrastructure investment performance in the US, Europe, Asia, and Australia. As senior vice president of TIP's research effort, Brent brings his extensive experience managing public- and private-sector research teams and an understanding of global economic and demographic drivers to TIP's client work. As a vice president at MSCI prior to joining TIP, Brent participated in the development of a geographically standardized global tool that evolved from the consolidation of dozens of asymmetrical national databases. While at PPR (now CoStar), he supervised the publication of 250+ quarterly property market forecasts. Other achievements in his career have included the design of a scenario modeling system for analyzing urban growth patterns; improvements and refinements to outdated models of fiscal impact analysis; and the design of data collection systems for analyzing and modeling global real estate markets. Brent is an AICP-certified planner and a long-time member of the American Planning Association. He received a Master of Community and Regional Planning and Bachelor of Business Administration in Finance from the University of Texas at Austin.

KAREN BEARD *SVP, Production*



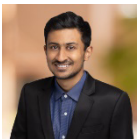
Karen has 30 years of experience thinking about economic development and community planning from a data, policy, and strategy perspective. Since joining TIP in 2000, she has filled both client-facing and "home team" roles for the firm. As a research associate and then a consultant, she managed client engagements in Texas and across the US. Her major projects included the preparation of talent-driven strategies for clients in military-dependent regions including northern Kentucky (Fort Knox), central Texas (Fort Hood), middle Tennessee (Fort Campbell), and east Alabama (Anniston Army Depot). In her current role as senior vice president of production, Karen helps coordinate the firm's client deliverables. Karen's prior experience includes working as a researcher for several state agencies including the Texas Department of Commerce, the Texas Rehabilitation Commission, and the State Bar of Texas. She has a background in survey research and taught the data analysis component of the Texas Basic Economic Development Course from 2006 to 2020. She received a Master of Community and Regional Planning and Bachelor of Arts in Sociology from the University of Texas at Austin. Karen lives in Austin with her husband and children, but escapes to their tiny hideaway in Rockport, Texas, every chance she gets.

EVAN JOHNSTON *Senior Analyst*



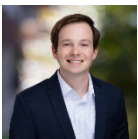
Evan has seven years of experience and specializes in regional labor market analysis and data manipulation. As a senior analyst at TIP, he organizes data, researches policy, and conducts data-driven analysis. His recent work includes developing TIP's occupational assessments of job risk, quality, and accessibility by expanding the firm's workforce analytics to include an equity lens as well as an increased emphasis on where and how people work. His research experience includes the IC2 Institute and the McCombs School of Business at the University of Texas at Austin where he contributed to focused research on a variety of topics including gender diversity in high-tech employment growth; minority entrepreneurship; and a Kauffman Foundation-funded project to study the emergence of Austin's entrepreneurial ecosystem. Evan holds a Bachelor of Arts in Economics and Psychology and a Bachelor of Science in Mathematics from the University of Texas at Austin. In addition, he has completed certificates in applied statistical modeling, computer science, and business.

AJAY KASTURIRANGAN *Analyst*



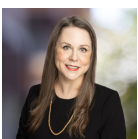
Ajay has experience in machine learning, big data, and dashboard creation. He recently drew from this expertise to present on the urban commute for visually impaired individuals in New York City at the 2023 Applied Urban Science Conference. As a member of TIP's research and development team, Ajay leverages his analytical skills, honed through rigorous research and academic roles. He helps devise data-driven tools and dashboards to monitor quantitative and qualitative economic indicators for TIP's clients. Before joining the firm, Ajay was a data analyst in the insurance industry, crafting enterprise-level dashboards and working extensively with sales, risk, and financial data. One standout project he created while in this role was a visualization of flood risks for highway projects, which served to enhance transparency for insurance clients. In addition, Ajay previously served as a course assistant for graduate-level courses in machine learning and data analytics at New York University (NYU). He holds a Master of Science from NYU's Center for Urban Science + Progress and a Bachelor of Technology from Manipal Institute of Technology.

REECE NEATHERY *Associate Analyst*



Reece has experience developing municipal and county-level comprehensive plans, including stakeholder-focused projects aimed at creating long-term growth plans for rural Texas communities. While previously working in the real estate field, he provided data analysis and visualization of proprietary real estate data to report trends in both housing and commercial markets. As an associate analyst at TIP, Reece gathers and analyzes data to allow project consultants to communicate clearly with stakeholders. He specializes in GIS mapping and analysis, using maps to effectively convey the information contained in a dataset in a way that is easily understood and visually appealing. Reece received his Master of Urban Planning from Texas A&M University, where he performed extensive research on placemaking and walkability in regions of extreme heat. He also earned a Bachelor of Science in Geography with a minor in Mathematics from the University of Alabama.

MEREDITH EBERLE *Senior Graphic Designer*



Meredith possesses more than a decade of experience in graphic design. As TIP's senior graphic designer, Meredith draws on both her career experience and fine-arts education to help shape the look and feel of TIP's presentations, communications, and deliverables. Her contributions include design and layout; custom infographics, maps, and illustrations; project websites; and other creative digital and print media. Meredith studied at The School of The Art Institute of Chicago and the University of North Texas, graduating with honors. She received a Bachelor of Arts in Photography with a minor in Social Science. Outside of TIP, Meredith pursues other artistic endeavors, including music, photography, and writing, which further shape her creative contributions to the firm.

SELECTED EXPERIENCE

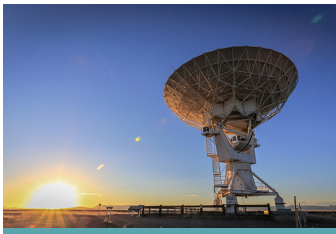
The following are selected examples of TIP’s work, along with corresponding contact information and links to online deliverables (where available). These clients can speak to our team’s ability to deliver a quality, professional product on time and within budget. Additional information about these and other projects can be found on our online portfolio at <https://tipstrategies.com/portfolio/>.



MCALLEN ECONOMIC DEVELOPMENT CORPORATION (TX) INNOVATE MCALLEN ECONOMIC DEVELOPMENT STRATEGIC PLAN

CHALLENGE	McAllen has long been an economic development leader in the Rio Grande Valley. The community has leveraged the combined strengths of northern Mexico and south Texas, driving both population and economic growth. The McAllen Economic Development Corporation’s (MEDC) effective and sustained domestic and international marketing efforts have resulted in new investment and primary job growth in key sectors, including automotive equipment and parts, electronics, medical supplies, and logistics and distribution. These projects, in turn, have driven new demand for healthcare, retail, construction, housing, commercial services, and much more. However, as industrial land availability shrinks and skilled labor continues to be a challenge, the MEDC will need to take a more targeted approach to its marketing and recruitment efforts.
RESPONSE	With this idea in mind, the MEDC engaged TIP Strategies to prepare an economic development strategic plan. Using the firm’s Talent-Innovation-Place framework TIP conducted a review of background material, compiled and analyzed available data in the <i>McAllen Texas Economic Explorer</i> , and facilitated a series of roundtables and interviews with stakeholders to provide a foundation for the strategic planning process. Guided by a 20-member steering committee, <i>Innovate McAllen</i> combined insights from discussions with local stakeholders and an extensive quantitative analysis to deliver a technology-driven economic development strategy for the region. The three goals outlined in the plan build on the MEDC’s vision of the community as “a vibrant center of innovation and economic prosperity” by leveraging target sector opportunities, developing the talent to support them, and creating places that foster innovation. With core transportation, healthcare, and higher education assets scattered throughout the Valley, McAllen can continue to be a leader by unifying regional assets, creating prosperity for the community, and lifting the region with it.
REFERENCE	Keith Patridge, President & CEO, McAllen EDC 6401 S 33rd St, McAllen, TX 78503 PH 956.682.2875 keith@mcallenedc.org

Image Credit: McAllen Convention Center by Joel Pacheco via Wikimedia Commons (CC-BY-SA-4.0).



GREATER BROWNSVILLE INCENTIVES CORPORATION (TX) ECONOMIC DEVELOPMENT STRATEGIC PLAN

CHALLENGE

In 2018, Brownsville was the largest US city in the Rio Grande Valley and a rapidly growing, bi-national region with more than 2.5 million residents. The community was in the midst of an unprecedented convergence of major investment projects from both the private sector (such as SpaceX's new Boca Chica launch site) and the public sector (the new terminal at Brownsville-South Padre Island International Airport). Despite these investments, the City struggled with negative internal and external perceptions and the out-migration of residents. A unique opportunity existed to align the community's asset base with the positive momentum of regional growth and investment to create sustained economic prosperity and establish Brownsville as a leading city regionally and globally.

RESPONSE

To position the community for sustained growth, the Greater Brownsville Incentives Corporation (GBIC) hired TIP Strategies to lead a team in the creation of a new economic development strategic plan. The resulting plan included a set of goals and strategies designed to foster increased private-sector investment, business development, and job creation in Brownsville over the next five years. The TIP consulting team began with an assessment of Brownsville's demographics, employment, commuting flows, target industries, and other qualitative and quantitative factors. The team also conducted a brand assessment, evaluating the current state of Brownsville's marketing landscape and a competitive analysis of economic development marketing efforts in peer communities. Through this process, the team identified goals in five focus areas to guide the GBIC's work: 1) workforce and talent; 2) target industry recruitment; 3) existing employers and entrepreneurship; 4) sites and infrastructure; and 5) marketing and image. Together, these goals provide a framework for strengthening the Brownsville economy and communicating the organization's success to external stakeholders.

REFERENCE

Gilberto Salinas, Chief Operation Officer, Kerr Economic Development Corporation (former GBIC Interim Executive Director) | 1700 Sidney Baker, Suite 100, Kerrville, TX 78028 | PH 830-896-1157 | gsalinas@kerredc.com



PASADENA ECONOMIC DEVELOPMENT CORPORATION (TX) ECONOMIC DEVELOPMENT STRATEGIC PLAN

CHALLENGE

Pasadena's image as a community of "smokestack industries" no longer reflects its assets or economic potential. As Greater Houston's second-largest city, Pasadena is well-positioned to compete globally for business and talent. The city's advantages include major corporate operations representing dozens of countries; a diverse population; a central location (only 15 minutes from downtown Houston or Houston Hobby Airport); and world-class infrastructure, including the Port of Houston. Despite these advantages, Pasadena trails regional competitors in key economic indicators, such as housing development, labor force growth, and amenities. In addition, the city is largely built out and has a limited set of tools to shape future growth.

RESPONSE

In response to these challenges, the Pasadena Economic Development Corporation (EDC) engaged TIP Strategies to create a 10-year road map to guide the city's growth. The final plan outlined six goals designed to encourage private sector investment, business growth, and job creation to expand Pasadena's tax base. Strategies focused on core functions where the EDC can affect the most positive change, starting with traditional areas of marketing, business retention and expansion, and domestic/international business recruitment. Collectively, the goals added up to a much more aggressive and diverse approach to economic development. Two catalyst projects—the redevelopment of Pasadena Town Square mall and mixed-use development of the 300-acre Pasadena Convention Center district—present specific opportunities for channeling the city's future growth. By embracing the recommendations detailed in the plan, Pasadena was poised to raise its profile within Greater Houston and establish itself as one of the nation's leading destinations for new investment, employment, and business creation. In the three years since adopting the strategic plan, the EDC facilitated \$2.5 billion in capital investment, 120 new business and expansion projects, and the creation of 2,300 new jobs. The EDC and City have also partnered on several redevelopment projects, including the vacant First Pasadena State Bank Building site (clearing a major hurdle for redeveloping Pasadena Town Square Mall) and improvements to the historic Shaw Avenue corridor. Other achievements include launching a matching grant program to support local small business development and city revitalization, as well as a new business intelligence tool called SizeUp Pasadena that helps businesses make smarter and more data-driven decisions. TIP was subsequently reengaged to update the EDC's strategic plan.

REFERENCE

Carlos Guzman, CECD, EDFP; Director of Economic Opportunity & Development; Fort Bend County, Texas (former Executive Director, Pasadena EDC) | 401 Jackson Street, Richmond, TX 77469 | PH 346.481.6913 | carlos.guzman@fortbendcountytexas.gov

DELIVERABLE

Economic Development Strategic Plan | July 2018
Plan Update | June 2023
<https://www.pasadenaedc.com/about-us/strategic-plan>

Image Credit: Courtesy of Pasadena Economic Development Corporation.



CITY OF SAN ANTONIO, TX

ECONOMIC DEVELOPMENT STRATEGIC FRAMEWORK

CHALLENGE	One of a handful of US cities recognized around the world for its vivid history and cultural richness, San Antonio combines relatively affordable housing with a variety of amenities and entertainment options, an array of postsecondary institutions, and diverse career opportunities. Yet despite its many advantages, San Antonio's track record competing for jobs, investment, and development has not been commensurate with its value. Factors that have held the City back include an abundance of low-wage work (resulting in one of the lowest median household incomes among its peers), lagging educational attainment levels, and highly segregated development patterns. A lack of attention to development in key commercial corridors has hampered the City's ability to attract and retain major corporate headquarters and large private employers.
RESPONSE	A robust network of partners has long sought to address these issues; however, the work of these organizations is often siloed and sometimes duplicative. Recognizing the need for a more strategic approach, the City's Economic Development Department (EDD) initiated a planning process to build a more resilient local economy, position San Antonio to compete for capital and investment, and better define the role the EDD should play in that effort. Led by TIP Strategies, with Andrade-Van de Putte Associates and The Retail Coach, the project included in-depth competitive analyses (delivered as interactive data visualizations), extensive stakeholder engagement, a refinement of the City's strategic industry clusters, and a perception survey targeting site selectors and real estate brokers. The resulting <i>Economic Development Strategic Framework</i> builds on the success of other planning initiatives including greater:SATX's <i>All In SATX</i> plan and the City's comprehensive plan, <i>SA Tomorrow</i> , among others. The plan's three goals (Innovation and Industry, Placemaking and Real Estate, and Talent and Workforce) are supported by recommendations designed to align the City's economic development tools around a shared framework for growth and enhance coordination with local organizations on strategies that benefit San Antonio as a whole.
REFERENCE	Brenda Hicks-Sorensen, CEcD; Director, Economic Development Department, City of San Antonio 100 W. Houston St., Suite 900, San Antonio, TX 78205 PH 210.207.3970 (office), 210.540.9576 (cell) Brenda.Hicks-Sorensen@sanantonio.gov
DELIVERABLE	Economic Development Strategic Framework October 2022 https://www.sanantonio.gov/Portals/0/Files/EDD/Reports/EDD-StrategicFramework.pdf



CITY OF ARLINGTON, TX

ECONOMIC DEVELOPMENT STRATEGIC PLAN (UPDATE)

CHALLENGE

Arlington's growth over the past three decades has been remarkable. With a population of 400,000, the city has affirmed its position as the pivot point in the Dallas-Fort Worth-Arlington metropolitan area. Home to the University of Texas at Arlington (UTA, which was designated a Texas Tier One research institution in 2021), Arlington offers a highly educated workforce as well as some of the state's most sought-after entertainment, including the Texas Rangers (baseball), the Dallas Cowboys (football), and Six Flags Over Texas (theme park). The city's economic growth has also been surprisingly resilient, even as many communities in the US struggled with the lingering effects of the COVID-19 pandemic. Yet, some of the city's assets remain underutilized and some residents have not fully participated in Arlington's prosperity.

RESPONSE

In April 2021, city leaders engaged TIP Strategies to revisit the economic development strategic plan prepared by the firm in 2014. The prior plan presented a vision of Arlington as a globally connected city that is attractive to companies and residents by building on the international recognition afforded by its many assets. The 2021 update utilized key elements from the 2014 plan that were still integral to Arlington's success, while also recognizing significant milestones that occurred in the intervening years. Along with UTA's designation as a major research center, these milestones include voter approval in November 2020 of a quarter-cent sales tax enabling the city to form the most highly funded economic development corporation in the state, the approval in 2021 of a proposal to build a citywide open-access fiber network, and Arlington's selection by global electric vehicle charger manufacturer Wallbox as the site of its first US facility. In addition to a review of commercial real estate trends and an update of the city's target sectors, the plan included guidance for the investment of revenues generated by the newly established quarter-cent sales tax. The funding framework laid out four avenues: a targeted areas fund (for development and redevelopment projects), an opportunity fund (to support small businesses owned and operated by women and people of color), a deal-closing fund (to offer incentives for companies representing immediate opportunities for investment), and an innovation fund (to drive catalyst projects that support innovative companies, health sciences research and development, and Smart City initiatives). Another important change in the 2021 plan was a recognition of the need for more explicit action addressing equitable growth and its intersection with the city's economic development efforts.

REFERENCE

Bruce Payne, Economic Development Director, City of Arlington | City Hall-Third floor 101 W. Abram St., Arlington, TX 76010 | PH 817.459.6114 | Bruce.payne@arlingtontx.gov

Image Credit: Downtown Mural courtesy of the Arlington Economic Development Corporation.

ADDITIONAL WORK SAMPLES

The following examples of TIP's work have been made available online by our clients.

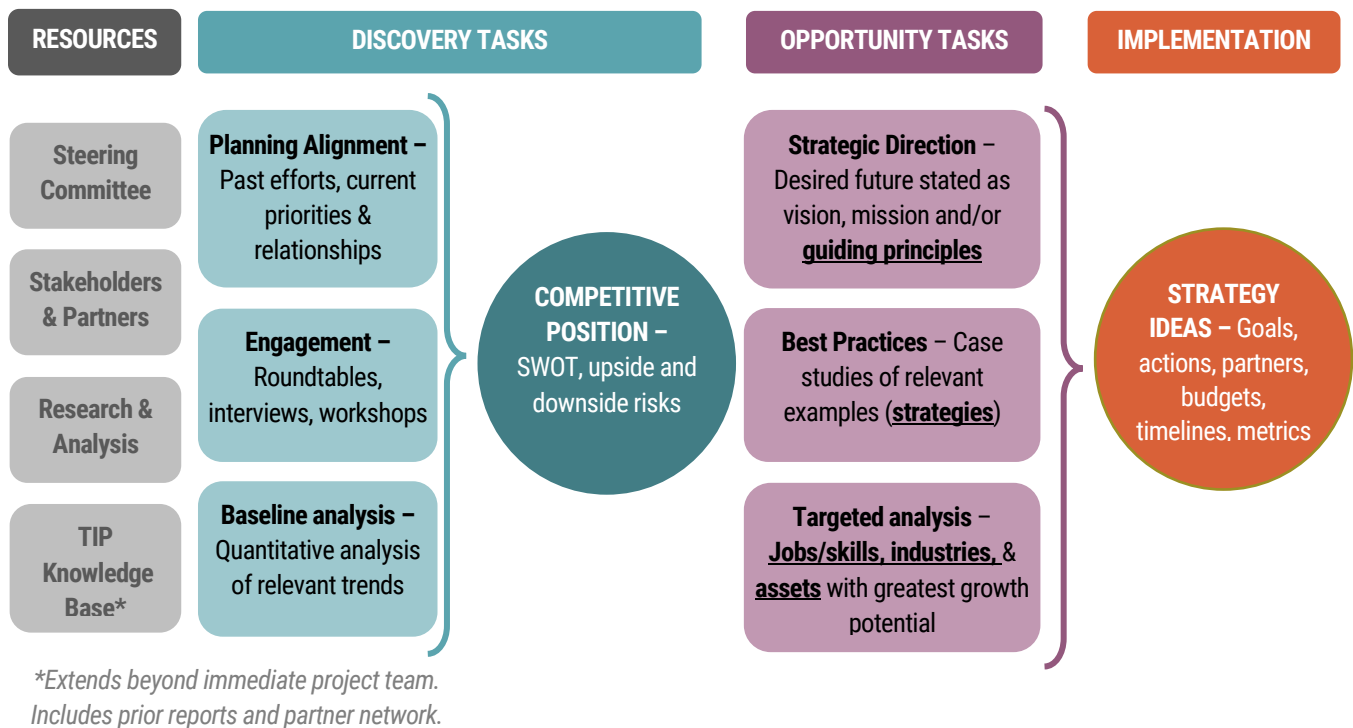
- ▶ **The Future is Now—Northeast Florida, JAXUSA Partnership (FL)** | February 2023
<https://jaxusa.org/wp-content/uploads/2023/03/The-Future-is-Now-Final-Report.pdf>
- ▶ **Choose Anchorage: A Framework for Revitalization, Anchorage Economic Dev. Corp. (AK)** | November 2022
<https://aedcweb.com/choose-anchorage/>; <https://aedcweb.com/data-tools/>
- ▶ **Muskogee Forward: A Community Economic Development Strategy, City of Muskogee Foundation (OK)** | July 2022
<https://cityofmuskogeefoundation.org/wp-content/uploads/2022/09/2022-07-13-Muskogee-Forward-FINAL.pdf>
- ▶ **Strategic Plan for Equitable Economic Development, City of Richmond, VA** | May 2022
www.rva.gov/sites/default/files/2022-05/Richmond%20SPEED%20-%20051822%20-%20Clean%20Final%20For%20Introduction.pdf
- ▶ **Economic Development Strategic Plan Update, City of Fort Worth, TX** | January 2022
www.fortworthtexas.gov/files/assets/public/ecodev/documents/strategic-plan/updates/2022-strategic-plan-update.pdf
- ▶ **Allen County Together, Greater Fort Wayne Inc. and Fort Wayne-Allen County (IN)** | November 2021
<https://www.greaterfortwayneinc.com/bold-projects/allen-county-together/>
- ▶ **Growing with Vision, Northeast Indiana Regional Development Authority (IN)** | September 2021
<https://neindiana.com/wp-content/uploads/2023/09/2021-09-30-READI-Growing-with-Vision-REDUCED.pdf>
- ▶ **Strategic Plan and Real Estate Study, Virginia Beach Department of Economic Development (VA)** | September 2021
<https://www.yesvirginiabeach.com/resources/strategic-vision-and-plan>
- ▶ **Economic Development Strategic Plan Update, Greater Green Bay Chamber (WI)** | July 2021
www.greatergbc.org/economic-development/strategic-plan
- ▶ **Jefferson EDGE 2025: Strategic Economic Dev. Plan, Jefferson Parish Economic Dev. Commission (LA)** | Mar. 2021
www.jedco.org/wp-content/uploads/2021/03/edge2025.pdf
- ▶ **Regional/County Strategic Workforce Plans, WFS Rural Capital Area (TX)** | February 2021
<https://www.flipsnack.com/9DDF5FFF8D6/wsrca-strategic-workforce-plan.html>
- ▶ **Opportunity Zone Prospectus, City of Dallas, TX** | September 2019
www.dallasecodev.org/DocumentCenter/View/2684/Dallas-Opportunity-Zone-Prospectus-Sep-2019-PDF
- ▶ **Comprehensive Economic Development Strategy, Assoc. of Central Oklahoma Govts.** | Sept. 2019
www.acogok.org/wp-content/uploads/2020/01/ACOG-CEDS-January-2020-Matrix.pdf
- ▶ **Greater Wausau Region Economic Development Strategic Plan, Greater Wausau Chamber (WI)** | March 2019
growthzonesitesprod.azureedge.net/wp-content/uploads/sites/2692/2021/12/2019-05-14-wausau-master-doc-final.pdf
- ▶ **Comprehensive, Countywide Econ. Dev. Strategy, Travis County, TX (Austin)** | February 2019
www.traviscountytexas.gov/images/planning_budget/Docs/FY20/FINAL_Comprehensive_Economic_Development_Strategy.pdf
- ▶ **Assessment of Middle and Advanced Skills, Borderplex Alliance (El Paso, TX, area) Information Technology** | November 2018
https://www.borderplexalliance.org/_files/ugd/77f906_8d2ecdef92084274b4317fc4f6ba3e33.pdf
- ▶ **Life Sciences and Advanced Mfg.** | November 2017
https://www.borderplexalliance.org/_files/ugd/77f906_60059572b6d34309a0204e3514f78608.pdf

PROJECT APPROACH

We have an established approach to our strategic planning engagements. In our years of leading consulting projects across the country, our three-phase Theory Into Practice (TIP) planning model—Discovery, Opportunity, Implementation—has proven flexible enough to address the variety of challenges our clients face.

Beyond its value as an organizing structure, the TIP planning model helps reinforce our team’s deep commitment to getting it right. The Discovery phase reflects our interest in learning what makes a community or region unique. By its very name, the Opportunity phase ensures a focus on identifying the big ideas that will contribute to the community’s economic vitality and garner widespread support for the planning process. And, finally, the Implementation phase keeps us focused on the desired outcome and the steps needed to translate ideas into action.

THEORY INTO PRACTICE PLANNING MODEL



1. DISCOVERY

We begin by reviewing available materials, visiting with knowledgeable sources, and conducting a targeted analysis of relevant trends to create a common foundation for the planning process.

1.1 PROJECT LAUNCH. At the outset of the engagement, we focus on establishing clear and effective communication, which is the cornerstone of a successful project.

- **Kickoff meeting.** The kickoff meeting provides the opportunity to discuss objectives, define success factors, identify stakeholders and partners, formalize the outreach strategy, and review the team’s expectations for the engagement.

- ▶ **Team meetings.** We will meet with staff regularly to report on findings and discuss upcoming tasks. These meetings will allow us to achieve consensus on specific goals and provide the opportunity to refine our work product as we go. The frequency of these meetings will be agreed upon during the project launch.
- ▶ **Steering committee** If an oversight group is not already in place, we can assist with forming a steering committee that is representative of current economic development efforts. Members are responsible for attending meetings, providing input, and reviewing deliverables.

1.2 PLANNING ALIGNMENT. The team will examine the policies, relationships, and organizational priorities that will influence the planning process. Our work on this task will be expanded in subsequent phases and help shape our recommendations.

- ▶ **Policies.** Reviewing background documents allows us to build on existing knowledge and to better understand current initiatives and programs that may be relevant to this work. In particular, we will ensure alignment with the City of Edinburg's comprehensive planning process and Edinburg 2040.
- ▶ **Relationships.** A scan of the partner network will help define existing relationships within the Edinburg market and identify potential partnerships both locally and regionally.
- ▶ **Priorities.** Discussions with the appropriate staff will ensure our team has a full picture of the EDC's economic development initiatives and core functions.

1.3 CITYWIDE BASELINE ANALYSIS. Our analysts will prepare a targeted assessment of factors that define the area's overall competitiveness and are of greatest concern to economic decision makers. This analysis will be tailored to meet project objectives and to take advantage of available data resources to consider Edinburg's current economic position in the region and identify broader trends that may impact the city's future economic positions. Where possible, data will be disaggregated by race and ethnicity.

1.4 STRATEGIC PLANNING RETREAT. TIP anticipates that this retreat will occur within the first one to two months of the strategic planning process. It will include the EDC Board, as well as other City and community leaders, with the goal of building consensus around economic development and the EDC's role. Our team will prepare for and facilitate a retreat that includes the following.

- ▶ Presentation of findings from the review of existing documents and research.
- ▶ Discussion of the area's economic development strengths, weaknesses, opportunities, and threats.
- ▶ Discussion of goals, economic opportunities, and organizational activities.
- ▶ Alignment of economic development priorities among the EDC, the City, and other partners.
- ▶ Discussion of next steps.

1.5 STAKEHOLDER ENGAGEMENT. We design a custom input process that engages the appropriate groups for a successful planning effort. Our goal is to design a strategy that provides meaningful information to the planning process, raises awareness of economic issues, and builds support for the outcome. We encourage inclusive participation by holding a combination of in-person and virtual events; employing user-friendly tools such as Zoom, Mentimeter (live polling), and Zoho (survey translation); and including key staff (that are either proficient or fluent in several languages (e.g., Spanish).

- ▶ **Roundtables & interviews.** These input sessions are designed to encourage productive discussions around a targeted set of topics. They are typically conducted with major employers, elected officials, human resources specialists, real estate professionals, education and workforce organizations, small businesses, regional partners, and other experts. We anticipate conducting between 8 and 10 roundtables with key stakeholders, possibly leveraging the Edinburg 2040 committees that are already convened and being used

to provide input for the comprehensive plan. Our team will seek to collect insights about trends, barriers, opportunities, and assets that will help shape our strategic recommendations for the EDC. Where appropriate, these sessions will be supplemented by one-on-one interviews to solicit feedback on issues that may not surface in a collective setting.

- **Interactive tools.** To expand participation in the process and ensure diverse perspectives are considered, we can facilitate the use of social media, online surveys, and other interactive tools as agreed upon with the client. These tools are effective mechanisms for engaging stakeholders, gathering anecdotal information about assets and challenges, and increasing buy-in among the broader community.

TIP's role in community and stakeholder input sessions would be to prepare the materials and facilitate the discussion. Logistics for the meetings, including arranging the location(s), advertising the sessions, and the provision of any translation services, would be the responsibility of the client.

TARGETED ENGAGEMENT					
A successful planning effort should engage a broad constituency, provide meaningful information to the planning process, raise awareness of economic issues, and build support for the outcome.	OBJECTIVES	Raise awareness of the project, generate “buzz”	Identify strengths, weaknesses, opportunities, and threats (SWOT)	Refine issues, explore opportunities, increase stakeholder buy-in	Dedicate resources, engage other leaders
	TOOLS	Social media, press releases, networking	Resident & business surveys, “town hall” style meetings	Roundtable discussions, personal interviews	Steering committee, task forces, MOUs

1.6 ORGANIZATIONAL ASSESSMENT. Building on our work in prior tasks, we will examine the EDC’s effectiveness. Findings from this analysis will ensure our team has a full understanding of the organization’s economic development priorities, core functions, and structure. The results will also feed into recommendations.

- **Technical review.** The assessment will begin with a technical review of the EDC’s current strategic plan. The objective of this task is to assess gaps; review goals areas; and document achievements, highlights, and progress made toward implementation.
- **Programs and capacity.** TIP will work with EDC staff to evaluate the organization’s current program of work. Consideration will be given to staffing and resource levels, as well as examining how the program objectives and goals align with leadership, staff, and stakeholder discussions.
- **Effectiveness and metrics.** Our analysts will review the organization’s current metrics for gauging success. Recommendations for specific metrics will be presented in the strategic plan and will reflect our discussions with staff, findings from analytical tasks, and our experience working with economic development organizations across the US.

1.7 COMPETITIVE POSITION. Findings from the Discovery phase will be used to summarize Edinburg’s competitive position. In addition to considering strengths, weaknesses, opportunities, and threats that emerge from this work, our analysis will highlight factors that differentiate the area from the competition. The results will suggest potential opportunities and strategic growth areas that will drive our work in subsequent phases.

2. OPPORTUNITY

Building on our Discovery phase findings and a review of best practices, we identify which opportunities are likely to have the greatest potential for success.

2.1 STRATEGIC DIRECTION. Working closely with the client, we will ensure the EDC's vision and mission statements align with the strategic direction that emerges from the Discovery phase. In addition, we will help craft a set of guiding principles that will embody the goals and objectives of the planning process. This step will provide a framework that both points to recommended actions and establishes priorities among available alternatives.

2.2 STRATEGIC GROWTH AREA ANALYSIS. Our analysts will validate Edinburg's existing targets (e.g., healthcare, logistics, food processing, manufacturing, and tourism) and identify future growth sectors that should be a focus for the EDC moving forward. TIP's methodology for target industry analysis is responsive to today's workforce environment. For more traditional activities, we define targets by grouping EDA-defined industry clusters and subclusters. For less traditional targets with emerging technologies and activities, we begin with a short list of aspirational or representative employers in the desired sector and/or a specific pool of local skills or assets. For each target, we then analyze US job postings from the most recent 12-month period. This approach differs from an industry-occupation staffing matrix, which can be dated and unclear as to where hiring demands are tightest. Carefully selected samples of recent job postings allow us to identify a target's most sought-after occupations and specialized skills in (near) real-time. We then analyze the region's workforce readiness for targeted investments and pose strategic questions about the alignment of the talent pipeline with the current needs of employers.

Using an equity lens, TIP's analysis also documents patterns of occupational participation by race, ethnicity, gender, and age. Living wage thresholds are considered for a mix of family household situations. This approach equips communities with the information they need to plan for an inclusive, target-ready workforce. Findings will be provided in an interactive format.

2.3 LAND DEVELOPMENT OPPORTUNITIES. TIP will prepare a citywide analysis of real estate fundamentals for major commercial or investible property types, including office, industrial, retail, hotel, and land. This will be accompanied by a historical analysis of the city's finances, including revenue and debt positions. These tasks will rely on a combination of public and proprietary data to understand the best opportunities for strategic growth and tax base enhancement.

- ▶ **Fiscal patterns.** To better understand Edinburg's tax base and fiscal position, we will analyze trends in the city's revenue and debt, with a focus on revenues generated by property and sales taxes. In addition, we will assess Edinburg's competitive position for revenue generation within the RGV region.
- ▶ **Commercial property trends.** The analysis will cover supply and demand trends to identify market opportunities for Edinburg's real estate product. We will review key real estate market indicators, including rents, vacancies, and construction deliveries, as well as the underlying drivers of demand in the key property types. Our analysts will examine the extent to which available sites and redevelopment opportunities align with targeted sectors and workforce capacity.
- ▶ **Perception study.** To understand how Edinburg is viewed as a place to develop property, and to further refine our understanding of potential opportunities, our consultants will interview approximately four to six local influencers. This task will involve engagement with developers, brokers, site selectors, and other key players in the industry to ascertain their perception of the city generally, as well as relative to other locations in the RGV region. Discussions with influencers in the regional site selection process will shed light on how Edinburg

is viewed as a development opportunity in the region and any potential barriers created by current land use or incentives.

- ▶ **Future patterns of growth.** Building on this analysis of Edinburg's existing real property, we will identify opportunities for expanding the city's tax base. Among other things, we will consider business and resident needs as well as emerging demographic and business trends that may impact strategies pertaining to land use, infrastructure and transportation, building densities, industry clusters, and anchor institutions (e.g., leveraging UTRGV and EBG airport).

2.4 OPPORTUNITY WORKSHOP. The culmination of this phase is a facilitated discussion of potential strategies and opportunities for consideration in the Implementation phase. The purpose of the workshop will be to build consensus on economic development priorities for the EDC. The outcome of this task will be a set of prioritized strategies and focus areas, along with a collaborative framework for aligning available resources to accomplish them.

2.5 BEST PRACTICES. Throughout the strategic planning process, we will draw on our team's extensive network to identify and share with leadership national best practices that may be a fit for the EDC. Based on our work in prior tasks and the priorities that emerge from the Opportunity workshop, we will select the use cases most relevant to the EDC's economic development efforts moving forward. Insights into selected programs or initiatives will help shape recommendations and will be integrated into the final deliverable where appropriate.

3. IMPLEMENTATION

We provide a transparent, actionable plan for achieving the identified goals and objectives.

3.1 STRATEGIC PLAN. Using findings from prior phases, coupled with the experience of the consulting team, TIP will prepare a strategic plan for the EDC that is aligned with the City's comprehensive planning process. In addition to outlining specific goals and strategies, the plan will highlight key findings from our quantitative analyses and stakeholder input. Together with the implementation matrix (see Task 3.2), the resulting document will provide specific recommendations and tools needed to implement a long-term economic strategy. We anticipate the plan would address a number of topics, including:

- ▶ Articulating a consensus-based vision for the EDC's efforts moving forward.
- ▶ Positioning Edinburg with key sectors.
- ▶ Supporting local entrepreneurial activity and startup culture.
- ▶ Leveraging existing and planned assets and anchor institutions (e.g., UTRGV, EBG, HEB Park, Bert Ogden Arena) for economic growth.
- ▶ Identifying and prioritizing opportunities to expand the tax base.
- ▶ Aligning the talent pipeline with the needs of current and future employers.
- ▶ Suggesting organizational frameworks for accomplishing the identified objectives.

3.2 IMPLEMENTATION MATRIX. TIP will prepare a matrix that accomplishes the following:

- ▶ Identifies responsible parties and potential partnership opportunities.
- ▶ Establishes timelines and sets priorities.
- ▶ Includes budget estimates (where applicable) and identifies potential funding sources.
- ▶ Defines meaningful and realistic performance metrics.

3.3 FINAL PRESENTATION. Once the strategy is finalized, we will present the recommendations to the leadership. If a higher profile rollout is desired by the client, this presentation can occur in a forum open to stakeholders or the public.

3.4 IMPLEMENTATION WORKSHOP. To build momentum for implementation, we will also facilitate an Implementation workshop focused on near-term tasks (60 to 90 days) in conjunction with the final presentation. This step capitalizes on the energy present at the rollout and helps to jump start the process.

DELIVERABLES

In the execution of this scope of work, TIP will provide the following deliverables in the formats indicated in parentheses.

- ▶ Facilitation of project meetings, such as team meetings, steering committee meetings, and workshops, including electronic versions of any presentations (PowerPoint) or other materials.
- ▶ Facilitation of stakeholder input sessions, such as retreats, roundtables, and interviews workshops, including electronic versions of any presentations (PowerPoint) or other materials.
- ▶ Interactive data visualizations (Tableau Public) of the analyses outlined in the scope of work.
- ▶ Strategic plan (PDF of Word document) highlighting findings and recommendations, including selected graphics as applicable.
- ▶ Implementation matrix (Excel) with goals, strategies, and actions for use assigning roles and timeframes.

TIME AND COST

The TIP team is available to begin work immediately upon agreement of terms. We estimate seven to eight months for completion of the strategic planning process, with all work completed by September 2024. Total costs for the scope outlined in the previous section will not exceed \$200,000, inclusive of expenses which will be capped at \$5,000.

FEES

Our contracts are typically structured as a flat fee, payable in monthly installments based on the estimated length of the engagement.

- ▶ The fee for completion of the complete three-phase planning process outlined in the scope of work is \$195,000, exclusive of expenses.
- ▶ Should the EDC choose to engage TIP for the retreat only (see Task 1.4), the fee will be \$20,000, exclusive of expenses.

EXPENSES

Expenses are subject to approval and are billed at cost. They include custom data purchases (if any) and travel and lodging associated with conducting this work.

- ▶ **Travel.** We anticipate a combination of virtual and in-person meetings for this work. The not-to-exceed amount provided above assumes between three to four in-person trips to the region. The per unit cost shown below are estimates only. Actual trips may include a mix of travel modes and varying levels of staffing, travel days, etc. The timing and number of trips would be discussed as part of the development of a project work plan.
- ▶ **Deliverables.** All deliverables will be in electronic format. If requested, TIP can provide printed copies at cost. All deliverables will be provided in TIP's color scheme and fonts. Requests for custom branding must be agreed upon in advance and may be subject to an additional fee.

ESTIMATED TRAVEL EXPENSES PER TRIP	COST	MODE	
	PER UNIT	AIRLINE	AUTO
Airfare (roundtrip fare for 2 staff members)	\$250	\$500	—
Parking	\$20	\$80	—
Car rental/ground transportation	\$100	\$200	—
Meals & incidentals	\$50	\$200	\$200
Lodging (1 night)	\$200	\$400	\$400
Mileage (612 miles roundtrip)	\$0.67	—	\$410
TOTAL ESTIMATED EXPENSES PER TRIP BY MODE		\$1,380	\$1,010

APPENDIX: RESUMES



TOM STELLMAN
CEO/Founder
tom@tipstrategies.com

EDUCATION

- ▶ Bachelor of Arts, Government, University of Texas at Austin

EXPERTISE

- ▶ International and domestic recruitment
- ▶ Talent management and workforce development
- ▶ Regional economic strategies
- ▶ Automotive supplier strategies
- ▶ Defense-dependent communities

AFFILIATIONS

- ▶ Board of Directors (former), Texas Economic Development Council
- ▶ Advisory Board Member (former), Community Development Institute
- ▶ Board Member (former), Camino Real Export Council
- ▶ Board Member (former), Center for International Business and Economic Research at the University of Texas at Austin
- ▶ Instructor, Texas Basic Economic Development Course

ABOUT

Tom Stellman is founder of the consultancy and leads high-impact project engagements throughout the country. As developer of TIP's model of Talent, Innovation, and Place, he helps clients identify their core value and build consensus around strategies to promote economic health. He is the lead author of TIP's Automotive Profile, the Invest in Texas Business Guide, and the Texas Manufacturing Skills Gap.

EXPERIENCE

Over the last decade, Tom has led defense-related engagements, including the preparation of a statewide defense diversification strategy for MassDevelopment; an economic growth strategy for the bi-state region surrounding Fort Campbell; and an economic diversification plan for Eastern Kern County, CA. He has also expanded the firm's workforce practice, including talent-driven analyses and strategies for regional organizations in Tampa Bay, Houston, Milwaukee, El Paso, and South Carolina.

In addition to leading consulting engagements, Tom developed and launched the Invest in Texas Alliance, a marketing initiative sponsored by 26 economic development agencies and electric utilities. His team targeted both domestic and international growth companies through a unique mix of direct marketing and networking, resulting in over \$3 billion in investment leads and the location of 15 companies.

Prior to establishing TIP, Tom was director of the Office of International Business for the Texas Department of Commerce, where his team was charged with promoting the state's exports, marketing the state to foreign investors, and facilitating communication between foreign investors and economic development organizations statewide. He also served as staff to the Texas Mexico Authority and as border development coordinator for the state. A Texas native, Tom lives in Austin with his wife and their four children.

SIGNIFICANT PROJECTS

- ▶ **Statewide planning:** Texas Workforce Commission, Economic Development Districts of Idaho, Idaho Department of Commerce, Oregon Talent Council.
- ▶ **Economically driven strategies for workforce boards:** Western Kentucky Workforce Investment Board; Workforce Solutions of Central Texas, Rural Capital Area, North Central Texas, and Lower Rio Grande Valley (TX); Clarksville-Montgomery County, TN.
- ▶ **Regional planning and targeting analysis:** Tampa-Hillsborough, FL; Bismarck-Mandan and Greater Fargo Moorhead, ND; WIRED 26-county region (Louisville, KY/IN area).
- ▶ **Defense-related work:** State of Massachusetts; Fort Campbell (KY); Kern County, CA; Fort Hood (TX); Sheppard AFB (TX); Anniston Army Depot (AL); Eglin AFB (FL).
- ▶ **Rural entrepreneurship assessments:** Northeast Texas and Southwest Arkansas.
- ▶ **Marketing initiative:** Invest in Texas Alliance.



TRACYE MCDANIEL
President
tracye@tipstrategies.com

EDUCATION

- ▶ Bachelor of Science in Communications, University of Texas at Austin

EXPERTISE

- ▶ International and domestic market development
- ▶ Business recruitment, expansion, retention
- ▶ Economic development marketing
- ▶ Tourism development and marketing
- ▶ Fundraising strategies
- ▶ Workforce strategies
- ▶ Regional economic development
- ▶ State and regional public-private partnerships

AFFILIATIONS

- ▶ Immediate Past Chair, International Economic Development Council
- ▶ Member, Texas Economic Development Council
- ▶ Fellow, Ford Foundation Regional Sustainable Development
- ▶ Board of Directors, NAIOP—New Jersey Chapter
- ▶ Appointed, Council on Innovation
- ▶ Appointed, New Jersey Military Installation Growth and Development Task Force
- ▶ Board member (former), Texas Economic Development Corporation

ABOUT

Tracye McDaniel is a recognized trailblazer who has led successful public and private economic development organizations at the state and regional level under five governors in two states. She has been a trusted advisor to CEOs, nonprofits, public organizations, and private enterprises for more than three decades. Tracye has earned a reputation of creating mutually beneficial strategic partnerships among leaders across a broad spectrum of industries.

EXPERIENCE

Prior to joining TIP Strategies, Tracye founded McDaniel Strategy Ecosystems and served as president/CEO for two separate state-level marketing and lead-generation organizations: first in New Jersey (where she was appointed by then newly elected New Jersey governor, Chris Christie, and business leaders to serve as the founding CEO of Choose New Jersey) and later in Texas (where she headed up the Texas Economic Development Corp.). Her expertise in international business development and marketing spans more than 50 countries.

Tracye also served as executive vice president and COO of the Greater Houston Partnership, Houston's most influential business organization. During her tenure she refined and implemented the organization's 10-year strategic plan and teamed with business leaders to raise more than \$32 million and to devise and execute Opportunity Houston, the organization's successful economic development global marketing and lead generation initiative.

Tracye is known for building accomplished teams that get results. She is a sought-after speaker, presenting to national and international audiences, and has published and appeared in global publications and news outlets. Tracye lives in Austin, Texas.

SIGNIFICANT PROJECTS

- ▶ **Organizational and entity development:** Department of Economic Equity and Opportunity, Harris County, TX; City of Dallas Economic Development Corporation (TX).
- ▶ **Economic development fundraising:** Opportunity Houston (TX), Choose New Jersey.
- ▶ **Public-private partnerships state/regional level:** Choose New Jersey, TexasOne (Texas Economic Development Corporation), and Greater Houston Partnership (TX).
- ▶ **Economic development marketing:** Texas Wide Open for Business, Office of the Governor Economic Development and Tourism.
- ▶ **Tourism development/marketing:** Texas: It's Like A Whole Other Country, Texas Department of Economic Development & Tourism.



JON ROBERTS
Managing Partner
jon@tipstrategies.com

EDUCATION

- ▶ Post graduate research, University of Oregon
- ▶ Master of Arts, Political Philosophy, University of Hawaii
- ▶ Bachelor of Arts, University of Hawaii

EXPERTISE

- ▶ International and domestic recruitment
- ▶ Regional economic strategies
- ▶ Venture capital and high-growth entrepreneurship
- ▶ Economic development marketing

AFFILIATIONS

- ▶ Fellow of the Washington World Affairs Council (Seattle)
- ▶ Economic Development Certification, National Development Council
- ▶ Member, Texas Economic Development Council
- ▶ Member, International Economic Development Council
- ▶ Board of Trustees (former), KMFA radio (Austin, Texas)

ABOUT

Jon Roberts has been a principal and managing partner at TIP Strategies since 2000. He helped transition the company from its Texas-based site selection practice to an economic strategy firm with major national recognition. His portfolio includes planning work from New York to California, with significant regional projects in the Mississippi Delta, Seattle's Puget Sound, and in the Great Lakes area.

EXPERIENCE

Prior to joining TIP, Jon was the director of business development first for the State of Washington and then under Governor Ann Richards for the State of Texas. During the transition to Governor Bush's tenure, he helped restructure the state's economic development organization and then co-authored the new strategic plan for the State of Texas. Jon also has deep ties to the state of Oregon. He was vice-president with the Oregon Technology Fund and was the lead investor for the Hood River Brewing Company (Full Sail), which continues to hold a prominent place in the craft brewing industry. He also managed two start-up technology companies: Fiberlite Composites and LifePort Inc. LifePort was subsequently acquired by Sikorsky.

Jon has served on the boards of several startup technology companies and on state task forces and gubernatorial committees. He has lectured in business at the University of Washington, the University of Texas, and was on the faculty at Marylhurst College in Portland, Oregon. Jon was also the founder of a mountain bike company in Portland: the Fat Tire Farm, which now operates multiple retail outlets.

Born and raised in Germany, Jon has traveled extensively throughout Europe and Asia. He resides in Austin but spends his summer in Bend, Oregon.

SIGNIFICANT PROJECTS

- ▶ **State and regional economic development planning:** State of Mississippi; Puget Sound Regional Council (WA); Delta Regional Authority (multi-state); Gulf Coast Community Foundation (MS).
- ▶ **Countywide economic development planning:** Jackson County, MS; Chester County, PA; Forsyth County, GA; Jefferson Parish, LA; Montgomery County, MD; Green Bay, WI; Wausau, WI.
- ▶ **Citywide economic development planning:** Fort Collins, CO; Clearwater, FL; Redmond, WA; McKinney, TX.
- ▶ **Comprehensive economic development strategies:** Association of Central Oklahoma Governments; Richmond, VA.
- ▶ *Envision Central Texas* project for regional planning in the Austin Metro area.
- ▶ State of Texas Strategic Economic Development Plan.
- ▶ Recruitment of Matsushita Semiconductor (NSC) to Washington.

**JEFF MARCELL***Senior Partner*

jeff@tipstrategies.com

EDUCATION

- ▶ Juris Doctorate, South Texas College of Law
- ▶ Bachelor of Arts, Political Science, University of Illinois at Chicago

EXPERTISE

- ▶ Policy development
- ▶ Competitive analysis and positioning
- ▶ Organization fundraising
- ▶ Change management
- ▶ Process reengineering

AFFILIATIONS

- ▶ Past Chair, Washington Economic Development Association
- ▶ Board and Executive Committee Member (former), Puget Sound Economic Development District Board
- ▶ Founding Board Member, Aerospace Futures Alliance
- ▶ Board Member (former), Washington Aerospace Partnership
- ▶ Board and Executive Committee Member (former) Seattle-King County Workforce Development Council
- ▶ Board Member (former), Seattle Metropolitan Chamber of Commerce
- ▶ Member (former), Multi-cultural & Small Business Task Force, Seattle Metro Chamber

ABOUT

As a principal, Jeff Marcell leads high-profile national consulting engagements and contributes to the strategic planning of the business.

EXPERIENCE

Before joining TIP, Jeff served as the president and CEO of the Economic Development Council of Seattle and King County (EDC). He was responsible for the organization's mission of business and job creation, retention, expansion, and recruitment in King County. Jeff joined the EDC in 2004, and during his tenure, rebuilt the organization's client-based economic development program.

Prior to joining the EDC, Jeff was an economic development consultant with Angelou Economics, and a marketing executive in the Economic Development Division of the Greater Houston Partnership. He was responsible for retaining and recruiting corporate expansions and relocations by marketing and promoting the Houston region nationally and internationally. During his term with the Partnership, the organization brought in over 25,000 jobs to the Houston region with \$3.4 billion in annual economic impact to the community.

In 2007, Jeff was named one of the Puget Sound Business Journal's 40 Under 40. In 2013, he received the MacArthur Award for Leadership from the Washington State Department of Commerce. He has been recognized by the IEDC for his efforts in Technology-Led Economic Development and Clean Technology and was the recipient of an Outstanding Board Service Award from the Seattle-King County Workforce Development Council, 2012.

SIGNIFICANT PROJECTS

- ▶ Supervised the recruitment, retention, and expansion of 65 companies representing nearly 7,000 primary jobs in the Seattle region.
- ▶ Drafted program and operation plans for the Delaware Prosperity Partnership, the Washington Military Alliance (on behalf of the Washington State Department of Commerce), and Newport County, RI.
- ▶ Conducted strategies for regions in California's Central Coast (Santa Barbara and San Luis Obispo Counties), East Central Michigan, North Iowa, Northwest Indiana.
- ▶ Led strategies for counties including Lewis, Kittitas, and Klickitat in Washington; Oakland County in Michigan; and Charleston County in South Carolina.
- ▶ Conducted strategic planning for San Luis Obispo, CA; Miami-Dade County, FL; Minneapolis-St. Paul, MN; Detroit, MI; City of Auburn, WA; City of Corning, NY; Missouri City, TX; and City of Shelton, WA.



ALEX COOKE
SVP, Consulting
alex@tipstrategies.com

EDUCATION

- ▶ Master of Public Affairs, LBJ School of Public Affairs, University of Texas at Austin
- ▶ Bachelor of Arts, Political Science, Texas Tech University

EXPERTISE

- ▶ Regional economic development strategies
- ▶ Organizational plans
- ▶ Policy analysis
- ▶ Military and defense industry communities
- ▶ Management consulting
- ▶ Aerospace and defense sector

AFFILIATIONS

- ▶ Member, American Association of Defense Communities

ABOUT

Alex Cooke has managed economic strategy projects for a diverse collection of communities and regions in 20 states and territories—extending from Alaska to the US Virgin Islands—since joining TIP in 1997.

EXPERIENCE

Alex began his career at TIP running the Invest in Texas Alliance, an international marketing consortium that generated dozens of foreign direct investment leads for Texas communities and utilities. Subsequently transitioning to the firm's economic strategy consulting practice, he has produced strategic plans, marketing plans, economic base analyses, and target industry analyses. Alex has a successful track record in project management, client communications, stakeholder engagement, public speaking, and deliverable production. Today, as senior vice president of consulting services, he is responsible for both client engagement and managing TIP's team of consultants.

In addition to economic development, Alex has both public and private sector experience in the fields of management consulting, higher education, and legislative affairs. His other professional skills include economic, legislative, and policy analysis; grant proposal development; federal grant program administration; and performance measurement. Alex worked as a management consultant with MGT of America and as the director of research and grants for the International Business Education Program at Texas Tech University's Rawls College of Business. At Texas Tech, Alex was responsible for planning and developing grant funding proposals, researching, and coordinating funding opportunities, communicating with potential funding agencies and foundations, and administering grant programs.

Alex lives in Austin with his son and two dogs.

SIGNIFICANT PROJECTS

- ▶ **State and regional economic development planning:** Delaware Business Roundtable and Delaware Prosperity Partnership (statewide), Texas Association of Business (statewide); I-41 Corridor (WI), Florida's Great Northwest, Delta Regional Authority (multi-state), Puget Sound Regional Council (WA), Together North Jersey, US Virgin Islands; The Right Place (MI); Northwest Indiana Forum; Central Upper Peninsula (MI)
- ▶ **Defense-related work:** State of Washington; State of Massachusetts; State of Alaska; Fort Campbell Region (TN/KY); Texarkana, TX; Anniston, AL; Wichita Falls, TX; Killeen, TX.
- ▶ **Citywide economic development planning:** Detroit, MI; Las Vegas, NV; Clearwater, FL; Anchorage, AK; Richmond, VA; Virginia Beach, VA; Corpus Christi, TX; Lubbock, TX; San Luis Obispo, CA
- ▶ **Countywide economic development planning:** Greenville County, SC; Charleston County, SC; Montgomery County, MD; Chester County, PA; Clark County, WA; Kittitas, County, WA; Matanuska-Susitna Borough, AK; Kenosha County, WI; Oakland County, MI.



JOHN KARRAS

VP Business Development

john.karras@tipstrategies.com

EDUCATION

- ▶ Master of Science, Community & Regional Planning, University of Texas at Austin
- ▶ Bachelor of Science, Geography, Texas State University-San Marcos

EXPERTISE

- ▶ Strategic planning
- ▶ Target industry analysis
- ▶ Economic and fiscal impact analysis
- ▶ Marketing and digital lead generation
- ▶ Downtown revitalization
- ▶ Urban planning and transportation policy
- ▶ GIS mapping and spatial analysis

AFFILIATIONS

- ▶ Instructor, Texas Basic Economic Development Course
- ▶ Instructor, International Economic Development Council (IEDC) Strategic Planning
- ▶ Adjunct Faculty, Sustainable Urban Economic Development Planning course, Master of Science, Community & Regional Planning, University of Texas at Austin
- ▶ Member, International Economic Development Council
- ▶ Member, Texas Economic Development Council

ABOUT

John Karras has devoted his career to the bold idea that every community has the potential to become a more vibrant place. As VP of business development with TIP Strategies, John channels his energies to empower economic development professionals and civic leaders with the knowledge and tools needed to make their communities more vibrant.

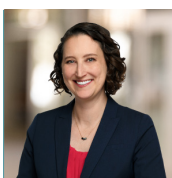
EXPERIENCE

John has spent more than 15 years working as a national economic development strategist. John's economic development work has taken him to 35 US states, as well as Mexico and Canada. In addition to his consulting portfolio, John has built a reputation as a leading thinker on urban revitalization trends and their impact on economic development. He founded urbanSCALE.com in 2013, which introduced the first comprehensive measure of how urban a city is on a scale of 1 to 10. Blog posts and other content from urbanSCALE have been featured in Planetizen, Outside Magazine's annual "Best Places to Live" feature, and dozens of local media outlets around the US. John is a frequent keynote speaker at economic development conferences, urban revitalization summits, and civic leadership programs. John also serves as an instructor of training and professional development courses for economic development professionals on the topics of strategic planning, data analysis, marketing/branding, and talent attraction.

Before entering the economic development field, John worked in Mayor Michael Bloomberg's administration within the New York City Dept. of Transportation's Division of Planning & Sustainability. Prior to his work with the NYC DOT, John worked as an urban planning/GIS specialist with AECOM.

SIGNIFICANT PROJECTS

- ▶ **Regional and statewide economic development planning:** Mississippi; Northeast Indiana; Minneapolis-St. Paul, MN; Delta Regional Authority (multi-state); Coastal Mississippi; East Central Michigan; Newport, RI; Rockford, IL; West Kentucky; East Kern County, CA; Oneida Nation of Wisconsin.
- ▶ **Countywide economic development planning:** Asheville-Buncombe County, NC; Lubbock, TX; Odessa, TX; Green Bay, WI; Wausau, WI; Grant County, NM; Pottawatomie County, KS; Jackson County, MS; Pearl River County, MS; Chester County, PA; Forsyth County, GA; Jefferson Parish, LA; Fort Wayne-Allen County, IN.
- ▶ **Citywide economic development strategies:** San Antonio, TX; Fort Worth, TX; Arlington, TX; Irving, TX; Brownsville, TX; Pasadena, TX; San Angelo, TX; Missouri City, TX; Pflugerville, TX; Del Rio, TX; Alvin, TX; Buda, TX; Kaufman, TX; Yoakum, TX; North Miami, FL; Corning, NY; Bartlesville, OK; Richmond, VA



JENNIFER TODD-GOYNES

Senior Consultant

jenn@tipstrategies.com

EDUCATION

- ▶ Master of Science, Community and Regional Planning, University of Texas at Austin
- ▶ Bachelor of Arts, History, University of Georgia
- ▶ Bachelor of Business Administration, Management, University of Georgia

EXPERTISE

- ▶ Disaster recovery and resiliency
- ▶ Local and regional economic development
- ▶ Planning and land use
- ▶ Project management
- ▶ Organizational strategy
- ▶ Stakeholder engagement
- ▶ Strategic planning and implementation

AFFILIATIONS

- ▶ Congress for the New Urbanism Accredited

ABOUT

Jennifer Todd-Goynes brings more than 15 years of experience contributing to transformational projects focused on how the nexus of people, places, and economy can create more resilient, sustainable communities. As a TIP consultant, Jenn manages projects that utilize her planning and recovery experience, as well as her knack for taking on big challenges that require visioning, strategic planning, and relationship building to achieve creative solutions and actionable strategies.

EXPERIENCE

Prior to joining TIP, she worked for the City of Austin as a Principal Planner leading a citywide land development code rewrite as well as the development small area plans; she also contributed to the development of a new departmental strategy.

Other experience with the public sector includes leading community engagement and urban planning efforts with the District of Columbia Government. With the International Economic Development Council, she designed regional economic development strategies with a focus on disaster recovery and organizational management, and identified strategies for sustainable industry development.

SIGNIFICANT PROJECTS

- ▶ **Establishing new economic development organizations:** Dallas, TX; Harris County, TX.
- ▶ **Organizational strategy:** Columbus Partnership (OH); Greater Sacramento Economic Council (CA); International Economic Development Council; Kerr Economic Development Corporation (TX).
- ▶ **Local and regional economic development strategies:** Chicago Metropolitan Agency for Planning (IL); First Suburbs Council of Dayton (OH); Fort Worth, TX; Mid-America Regional Council (MO); Midland, TX; Phoenix East Valley Cities (AZ); Waco, TX.
- ▶ **Disaster recovery and resiliency strategies:** Fort Collins, CO; Larimer and Weld Counties, CO; State of Idaho; Lake Charles, LA; New Orleans, LA.

**ELIZABETH SCOTT***Senior Consultant*

elizabeth@tipstrategies.com

EDUCATION

- ▶ Master of Natural Resources, Environmental & Land Use Policy, Virginia Tech
- ▶ Bachelor of Arts, History and Sociology, University of Tampa

EXPERTISE

- ▶ Regional & Comprehensive Economic Development Strategic Plans
- ▶ Domestic & international business recruitment
- ▶ Talent attraction strategy
- ▶ Project management
- ▶ Target industry & industry cluster analysis
- ▶ Policy analysis
- ▶ Socioeconomic & fiscal impact analysis

AFFILIATIONS

- ▶ Member, Michigan Economic Developers Association
- ▶ Former member, Port of Portland International Air Service Executive Committee
- ▶ Former vice chair, Leadership Clark County
- ▶ Former member, Clark County Railroad Advisory Board

ABOUT

Elizabeth Scott has over 15 years of experience managing a wide range of projects including business recruitment and retention, economic and workforce development strategy, socioeconomic impact studies, and land use studies. She works closely with community, business, and academic leaders to develop comprehensive strategies that advance equitable economic growth and foster a high quality of place.

EXPERIENCE

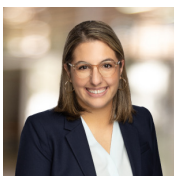
Prior to joining TIP, Elizabeth spent seven years with the Columbia River Economic Development Council (CREDC) in Clark County, WA. As the director of business development, she led the business services team executing the strategy for business recruitment, retention, and expansion efforts. In this role, she managed over 20 successful projects including Vigor Industrial, Banfield Pet Hospital Corporate Headquarters, RealWear, and GTMA. Areas of focus include site selection, permitting processes, incentives negotiation, higher education engagement, and workforce development. During her tenure with CREDC, she successfully managed a number of grant programs, including a four-year, \$5 million grant from five federal agencies as part of the Advanced Manufacturing Jobs and Innovation Accelerator Challenge (AMJIAC) program for the five county, bi-state Greater Portland-Vancouver Region.

In addition to her economic development expertise, she has experience in business development, project management, and research and data analysis. Early in her career, she supported BRAC/NEPA projects by providing socioeconomic analysis for environmental assessments and environmental impact statements.

Elizabeth resides in Houghton, Michigan.

SIGNIFICANT PROJECTS

- ▶ Large scale regional economic development plans for urban and rural communities across the US, including Oklahoma City (OK), Indianapolis (IN), and Spokane (WA).
- ▶ Led statewide strategic planning work in Michigan and Montana.
- ▶ Led and supported over 20 successful recruitment and expansion projects, including corporate headquarters relocations.
- ▶ Led Greater Portland AMJIAC & JIAC CTA Federal Grant Programs.
- ▶ Implemented Target Industry Growth Strategy for Clark County (WA).
- ▶ Implemented Foreign Direct Investment Strategy for Clark County within the Greater Portland Region.

**ALEXIS ANGELO***Consultant*

alexis@tipstrategies.com

EDUCATION

- ▶ Master of Public Affairs, LBJ School of Public Affairs, University of Texas at Austin
- ▶ Bachelor of Arts in History with a minor in Political Science, Trinity University

EXPERTISE

- ▶ Stakeholder engagement
- ▶ Program design & implementation
- ▶ Project management
- ▶ Local & regional economic development
- ▶ Grantmaking strategies
- ▶ Policy analysis
- ▶ Workforce development

ABOUT

Alexis Angelo has experience in designing, implementing, and measuring social and economic impact programs in the non-profit, public, and private sectors. She has managed a wide range of projects focused on economic development funding, workforce development, higher education, accelerator programs, and public policy analysis.

EXPERIENCE

Prior to joining TIP, Alexis worked in the nonprofit and public sectors for eight years. Most recently, she was an Economic Development Specialist at the Economic Development Administration (EDA), where she collaborated with state agencies, local governments, economic development districts, colleges and universities, and non-profits to design economic development responses to the COVID-19 pandemic through CARES Act funding.

Additionally, Alexis brings experience from the non-profit sector, focusing on workforce development and education. Most recently she was Development Manager for Project GRAD in Houston, Texas, leading an effort to make high-growth career opportunities accessible within Houston's low-income communities. Data-driven programming and collaboration between community organizations, academic institutions, local government, and corporate groups were critical to this effort.

SIGNIFICANT PROJECTS

- ▶ Large scale regional economic development plans for urban and rural communities across the US, including Anchorage (AK), Muskogee (OK), Fort Bend County (TX), Arlington (TX), and Northeast Indiana.
- ▶ Led CARES Act grant management of over \$28 million for the Economic Development Administration Austin Regional Office.
- ▶ Led research and analysis on 20 Texas state-level bills, devising legislative plans and garnering statewide support.
- ▶ Led grant research, writing, management, and reporting for a \$2.5 million portfolio of private and public investments supporting education and workforce development initiatives.
- ▶ Managed partnerships with corporate and higher education institutions to successfully launch a community-based college and career center, connecting over 5,000 individuals a year to programming and high-demand employment opportunities.



VICTORIA WILSON
Consultant
victoria@tipstrategies.com

EDUCATION

- ▶ Master of Public Affairs, University of Texas at Austin
- ▶ Bachelor of Arts, Philosophy and German, Colgate University

EXPERTISE

- ▶ Local & regional economic development
- ▶ Project management
- ▶ Freight and trade planning
- ▶ Binational logistics hubs and corridors
- ▶ Affordable housing policy
- ▶ Data analysis
- ▶ Policy analysis
- ▶ Written deliverables

ABOUT

Victoria Wilson has experience leveraging qualitative and quantitative datasets to develop original insights. She has worked with government agencies, legislators, and industry leaders to deliver collaborative policy solutions to complex problems.

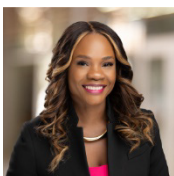
EXPERIENCE

Prior to joining TIP Strategies, Victoria was a policy manager in the affordable housing space. In this role, she worked with industry leaders and legislators to develop policy positions and strategy. She has also worked as a transportation researcher focused on freight and trade policy, as well as transportation planning, in Texas. Her experience includes policy and data analysis, writing research reports, and engaging with local, state, and federal stakeholders to promote collaboration in planning efforts.

Victoria received a Master of Public Affairs from the University of Texas' Lyndon B. Johnson School of Public Affairs and a Bachelor of Arts in Philosophy and German from Colgate University.

SIGNIFICANT PROJECTS

- ▶ Regional and local economic development plans for McAllen (TX), Kittitas County (WA), and the Texas Association of Business.
- ▶ Contributed to development, tracking, and visualization of public-facing performance metrics for the Texas Department of Transportation.
- ▶ Co-authored research on last-mile logistics and delivery driver job satisfaction.
- ▶ Conducted research about the impacts of demographic changes on transportation corridors and local economies in Texas.
- ▶ Evaluated community impacts of cross-border trade.
- ▶ Led research about the impacts of technology on the supply chain industry.
- ▶ Co-led Low Income Housing Tax Credit education campaign during the 87th Texas Legislative Session.

**MISHKA PARKINS***Consultant*

mishka@tipstrategies.com

EDUCATION

- ▶ Master of Public Administration, Washington Adventist University
- ▶ Bachelor of Science, Marketing, University of Maryland, College Park

EXPERTISE

- ▶ Content development and dissemination
- ▶ Program design and implementation
- ▶ Project management
- ▶ Stakeholder engagement

ABOUT

Mishka Parkins has experience managing economic development technical assistance and research projects. She has led engagements with economic development practitioners, consultants, subject matter experts, and other stakeholders in support of economic recovery projects.

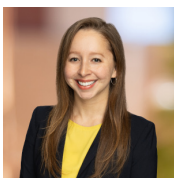
EXPERIENCE

Prior to joining TIP, Mishka spent more than seven years in nonprofit sector research, programming, content development, and project management. At the International Economic Development Council, she facilitated peer learning and supported professional development through various knowledge management activities, including content development for webinars, workshops, and technical assistance projects. She has authored and co-authored several educational resources for economic development practitioners. Experienced in working with membership organizations, she has supported nonprofits in achieving their missions and goals by creating timely and relevant content, member programming, networking, and partnership opportunities.

In addition to her nonprofit experience, Mishka has worked in private sector marketing and commercial real estate research roles. She has supported the successful launch of campaigns for new sub-brand positioning that included brand identity guidelines and internal/external communication policies. Mishka has also managed a client portfolio and database of commercial property listings and served as a primary point-of-contact and liaison for commercial brokers.

SIGNIFICANT PROJECTS

- ▶ Managed preparation of economic development strategic plans for San Luis Obispo, CA, and Clovis, NM.
- ▶ Helped facilitate the first two cohorts of the International Economic Development Council's (IEDC's) Equitable Communities Initiative.
- ▶ Managed economic recovery projects in Puerto Rico and the US Virgin Islands.
- ▶ Led research efforts and authored report about collaborative strategies for economic developers and philanthropic organizations.
- ▶ Managed content development for professional development manuals on a wide range of economic development topics.



KATRINA PARKEY, CWDP

Consultant

katrina@tipstrategies.com

EDUCATION

- ▶ Master of Business Administration, McCombs School of Business, University of Texas at Austin
- ▶ Master of Public Affairs, LBJ School of Public Affairs, University of Texas at Austin
- ▶ Bachelor of Arts in History with Highest Honors and Leadership Honors, University of Texas at San Antonio

EXPERTISE

- ▶ Advocacy
- ▶ Community engagement
- ▶ Policy development & analysis
- ▶ Program evaluation & impact analysis
- ▶ Project management
- ▶ Stakeholder relations
- ▶ Talent management and workforce Development
- ▶ Writing

AFFILIATIONS

- ▶ Member, National Association of Workforce Development Professionals
- ▶ Workforce Development Committee Member, Texas Economic Development Council

ABOUT

Katrina Parkey has experience managing a wide range of projects focused on community engagement, talent strategies, public policy analysis, and advocacy. She works closely with leaders across the public, private, and philanthropic sectors to amplify impact by implementing inclusive economic development initiatives and building equitable pathways to quality jobs.

EXPERIENCE

Prior to joining TIP, Katrina worked in city and state government. Most recently, she worked for the City of Austin's Budget Office and Homeland Security and Emergency Management Office enhancing public engagement efforts for the city budgeting process and managing the finances of COVID-19 response efforts. Katrina also brings several years of experience working in state government, most recently as an Executive Aide to the Speaker of the Texas House. While there, she managed stakeholder relations and conducted in-depth public policy analysis on issues, including the state budget, education, and workforce development.

In addition, Katrina has consulted with nonprofits on impact analysis, marketing, board development, and fundraising strategies. She holds a Nonprofit Studies Certificate from the RGK Center for Philanthropy and Community Service at the University of Texas at Austin.

SIGNIFICANT PROJECTS

- ▶ Developed statewide strategies to align workforce planning with economic development focusing on labor market expertise, service optimization, and partnership management.
- ▶ Supported the launch of a regional infrastructure and construction sector partnership and facilitated sector-specific initiatives on career awareness, training, and recruitment.
- ▶ Led a regional talent pipeline study to inform municipal economic development programs.
- ▶ Implemented strategic planning initiatives focused on child care quality, career pathways, and workforce industry integration for a 14-county workforce board with an annual operating budget of \$18 million.
- ▶ Conducted field-level cost management and financial analysis for over \$30 million of city COVID-19 response efforts.



LUKE SHUFFIELD
Consultant
luke@tipstrategies.com

EDUCATION

- ▶ Bachelor of Arts, Political Science, Duke University

EXPERTISE

- ▶ Political institutions and dynamics
- ▶ Small business development
- ▶ Economic analysis

ABOUT

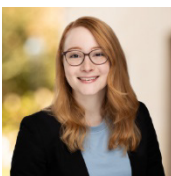
Luke Shuffield brings to the table his analytical expertise, knowledge of governmental processes, and spirit of entrepreneurship. He has played a key role managing TIP client engagements focused on innovation ecosystems, land use opportunities, vision setting, and economic development strategic planning.

EXPERIENCE

Prior to joining TIP in January 2021, Luke spent 7 years developing his skills in risk assessment, entrepreneurial leadership & management, education, and business coaching. While working for Facebook and a small, high-growth Austin tech company, Luke applied his critical thinking and customer-focused approach to a variety of problem-solving situations. He was recruited by an angel investor in the UAE to found and lead an early-stage startup that addressed the hospitality needs of international travelers, a role in which he oversaw all creative aspects of app design and the day-to-day management of the engineering team. As a writer, he spent 2 years creating structured educational content for a business learning platform that helped small companies scale up and thrive in competitive markets. Simultaneously, he worked for 3 years for the leading test-preparation corporation, specializing in SAT tutoring and managing the progress of dozens of pre-college students, consistently producing significant score gains. Throughout his unique and diverse career, Luke has demonstrated a keen eye for both the big picture and the smallest details, adding value in a variety of ways to address the specific needs of his clients.

SIGNIFICANT PROJECTS

- ▶ Currently managing projects for the State of Mississippi and the Town of Sahuarita, Arizona.
- ▶ Drove client engagements end-to-end in Columbus, Ohio; Fort Wayne-Allen County, Indiana; the Northern Colorado region; the Central Upper Peninsula, Michigan; Dayton, Ohio (National League of Cities); and two engagements for the Northeast Indiana region, playing a critical role in all client-facing aspects of the projects.
- ▶ Served as project manager for the development of a Recovery & Resilience plan for Northwestern Indiana and a Strategic Innovation plan for Jackson County, MS.
- ▶ Produced an in-depth evaluation of the economic strengths, weaknesses, opportunities, and threats of a Northern Louisiana region, focusing on strategies to counteract labor relocation.



ERICA COLSTON
Associate Consultant
erica@tipstrategies.com

EDUCATION

- ▶ Bachelor of Arts in International Relations and Global Studies and in History with minor in Russian and certificate in Security Studies, University of Texas at Austin

EXPERTISE

- ▶ Education and talent development
- ▶ Small business and defense innovation
- ▶ Partnerships and stakeholder relations
- ▶ Labor market data analysis
- ▶ Research and writing

ABOUT

Erica Colston has two years of experience supporting economic development programs and partnerships in the Austin region and in other Texas metros. She brings expertise in talent development, higher and public education policy, small business and defense innovation funding, and advocacy.

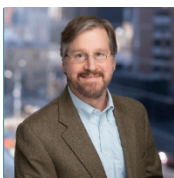
EXPERIENCE

Prior to joining TIP in 2023, Erica coordinated education and talent programs at the Greater Austin Chamber of Commerce through Opportunity Austin, an initiative aimed at fostering job-creating investment across the region. At Opportunity Austin, Erica facilitated collaborations among business, education, and workforce partners focused on increasing labor force participation in high-demand, high-wage careers. Raising regional postsecondary attainment levels through college access support initiatives was a central part of this work.

She also previously coordinated defense innovation partnerships at Capital Factory, an Austin-based venture capital firm and incubator. In this role, she supported government partnerships with military and defense clients investing non-dilutive capital in emergent technologies with national security applications. Erica's background includes public policy and national security research, including open-source intelligence research with the Institute for the Study of War. She is Ukrainian-American.

SIGNIFICANT PROJECTS

- ▶ Managed partnerships with school districts, institutions of higher education, college access nonprofits, and businesses governing direct-to-college initiatives supporting 10,000+ Austin region high school seniors.
- ▶ Fed Supernova: Coordinated a two-day hybrid conference convening the national defense innovation community, resulting in 600+ attendees and 150+ government, academic, and industry experts.



BRENT MCELREATH, AICP
SVP, Research & Development
brent@tipstrategies.com

EDUCATION

- ▶ Master of Science, Community & Regional Planning, University of Texas at Austin
- ▶ Bachelor of Business Administration, Finance, University of Texas at Austin

EXPERTISE

- ▶ Regional and metropolitan economics
- ▶ Economic development strategy
- ▶ Real estate and property market fundamentals
- ▶ Infrastructure analysis
- ▶ Capital and financial analysis

AFFILIATIONS

- ▶ Member, American Institute of Certified Planners
- ▶ Member, American Planning Association
- ▶ Past Member, Urban Land Institute

ABOUT

Brent McElreath has more than 25 years of experience in comparative urban economic analysis. He has managed research teams in both the public and private sectors and has extensive work experience in real estate and infrastructure markets, with a focus on their cyclical and structural drivers. During his career he has spearheaded innovations in scenario modeling, fiscal impact analysis, and data collection and reporting systems. Brent has authored, co-authored, and edited numerous white papers, articles, and serial reports on global property and infrastructure markets during his career.

EXPERIENCE

As a vice president at MSCI, Brent designed and implemented performance monitoring systems for metropolitan property markets. He also developed and authored publications explaining differences in investment risks across property types, metropolitan areas, and national markets. His graphical analysis became a fixture of MSCI's annual property market review presentations in North America, Europe, and the Asia Pacific region.

While at PPR (now CoStar), Brent supervised the publication of 250+ quarterly property market forecasts. He also oversaw the modernization of PPR's data collection systems and led the firm's initial groundwork in global risk analysis.

Brent's career began in economic development in Texas in the 1990s. He brings this background to his current role at TIP, combined with extensive experience in the dynamics of real estate, infrastructure, and capital markets.

Brent is a member of the American Planning Association and an AICP-certified planner.

SIGNIFICANT PROJECTS

- ▶ **Strategic planning:** Chicago Metropolitan Agency for Planning (2022); Indianapolis Metropolitan Planning Organization (2022); Virginia Beach, VA (2021); Tampa Bay Economic Dev. (2019); Fort Worth, TX (2017).
- ▶ **Prioritization models:** global port investment, for Deutsche Bank (2009); global agricultural markets, for Southern United States Trade Association, (2007); global city office markets, for Mitsui Fudosan (2004).
- ▶ **Property sector dynamics:** European industrial property, for IPD (2013); Asian retail property, for Prudential (2013), US residential property, for Michigan Office of Retirement Services (2001).
- ▶ **Selected publications:** *Global Property Performance* (2016); *The Road to a Seamless Global Real Estate Portfolio* (2016); *Sectoral Aspects of Global Infrastructure Investment* (2015); *Global Infrastructure Investment: An Overview of the Institutional Landscape* (2014); "Global Real Estate Risk Index," RE/PS 6.6 (2002).



EVAN JOHNSTON
Senior Analyst
evan@tipstrategies.com

EDUCATION

- ▶ Bachelor of Arts, Economics and Psychology, University of Texas at Austin
- ▶ Bachelor of Science, Mathematics, University of Texas at Austin

EXPERTISE

- ▶ Regional labor market analysis
- ▶ Data manipulation and visualization
- ▶ Statistical analysis
- ▶ Quantitative and qualitative research

ABOUT

Evan Johnston works with principals and consultants to collect, organize, and analyze data for clients. He helps the project team to find reputable, reliable data and to distill them into meaningful analyses used in reports and presentations. He specializes in data visualization, economic analysis, and labor market research with an emphasis on equitable workforce development and resiliency.

EXPERIENCE

Before joining TIP, Evan worked as a social science research associate at the IC² Institute and the McCombs School of Business at the University of Texas at Austin on research projects examining labor market dynamics and entrepreneurship.

Evan holds a Bachelor of Arts in Economics and Psychology and a Bachelor of Science in Mathematics from the University of Texas at Austin. He also completed certificates in applied statistical modeling, computer science, and business during his undergrad.

SIGNIFICANT PROJECTS

- ▶ Developed TIP Strategies' Occupational Risk Tool and Occupational Accessibility Tool, two dynamic analytical tools that estimate aspects of workers' risk during the COVID-19 pandemic as well as job quality and accessibility more broadly.
- ▶ Talent Migration: Analyzed federal data tracking worker separations and hires to create an interactive analytical tool describing worker migration trends across the US.
- ▶ Workforce housing: National League of Cities, pilot project on affordable housing on behalf of the Mid-America Regional Council (MARC) which serves the Kansas City area.
- ▶ Job Polarization in Austin: Co-author of Echeverri-Carroll, Oden, Gibson, & Johnston (2018) "Unintended consequences on gender diversity of high-tech growth and labor market polarization" in *Research Policy*.
- ▶ Austin's Entrepreneurial Ecosystem: Contributed to a Kauffman Foundation-funded study of Austin's entrepreneurial ecosystem. Acknowledgement of contributions in Echeverri-Carroll and Feldman (2018) "Chasing entrepreneurial firms" in *Industry and Innovation*.



AJAY KASTURIRANGAN
Analyst
ajay@tipstrategies.com

EDUCATION

- ▶ Master of Science, New York University Center for Urban Science + Progress
- ▶ Bachelor of Technology, Manipal Institute of Technology

EXPERTISE

- ▶ Data Science
- ▶ Machine Learning
- ▶ Big Data Management
- ▶ Urban Informatics
- ▶ Dashboarding

ABOUT

Ajay Kasturirangan works with the firm's Research and Development team. His responsibilities include using data-driven methods to develop tools and dashboards to track economic metrics both quantitatively and qualitatively for the client.

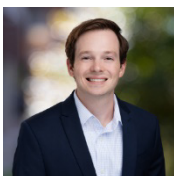
EXPERIENCE

Prior to joining TIP, Ajay worked as a course assistant for a *Machine Learning for Cities* course at New York University (NYU). Prior to that he worked as a data analyst in the insurance industry, crafting enterprise-level dashboards and working extensively with sales, risk, and financial data.

Ajay holds a Master of Science from NYU's Center for Urban Science + Progress, where he studied how to use data science and machine learning techniques to solve critical problems in cities.

SIGNIFICANT PROJECTS

- ▶ Presented a research study at the Applied Urban Science Conference 2023, analyzing the patterns of head and eye coordination in low vision individuals in New York City.
- ▶ Developed a machine learning model to predict gross domestic product of US counties based on night light emission image data using open-source tools.
- ▶ Created a report about how government agencies can use technology to improve the state of public toilets in New York City.



REECE NEATHERY
Associate Analyst
reece@tipstrategies.com

EDUCATION

- ▶ Master of Urban Planning, Texas A&M University
- ▶ Bachelor of Science, Geography with a minor in Mathematics, University of Alabama

EXPERTISE

- ▶ Geospatial analysis
- ▶ Land use planning
- ▶ Stakeholder engagement
- ▶ Walkability and placemaking

ABOUT

Reece Neathery works on TIP's Research and Development team, gathering and analyzing data to provide clear communication between consultants and project stakeholders. He specializes in GIS mapping and analysis, using maps to effectively convey the story being told by a dataset.

EXPERIENCE

Prior to joining TIP, Reece worked as a research assistant at the Texas Real Estate Research Center at Texas A&M University, using GIS software to provide mapping and data visualization of various land use and property characteristics, later automating some of these processes for replication.

Additionally, Reece has worked on several long-term planning projects for various rural communities across Texas with Texas Target Communities. This has included developing long-term transportation and economic development plans, based heavily on stakeholder engagement. He brings with him several years of GIS and demographics analysis experience, especially in the context of planning and real estate.

SIGNIFICANT PROJECTS

- ▶ Participation in development of long-term growth management plans for various rural communities across Texas.
- ▶ Automation of quarterly commercial maps illustrating real estate trends in major Texas metro areas at Texas Real Estate Research Center.
- ▶ Contribution to various urban economics and real estate-focused articles published in Texas Real Estate Research Center's *Tierra Grande* magazine.
- ▶ Graduate-level research on placemaking and walkability in regions of extreme heat.



KAREN BEARD
SVP, Production
karen@tipstrategies.com

EDUCATION

- ▶ Master of Science, Community & Regional Planning, University of Texas at Austin
- ▶ Bachelor of Arts, Sociology, University of Texas at Austin

EXPERTISE

- ▶ Survey research
- ▶ Regional economic analysis
- ▶ Workforce and higher education analysis
- ▶ Writing and editing

AFFILIATIONS

- ▶ Instructor, Texas Basic Economic Development Course

ABOUT

Karen Beard has 30 years of experience thinking about economic development and community planning from a data, policy, and strategy perspective. Since joining TIP in 2000, she has filled both client-facing and “home team” roles for the firm. As a research associate and then a consultant, she managed client engagements in Texas and across the US, including a focus on helping clients understand their workforce. In her current role as senior vice president of production, Karen helps coordinate the firm’s client deliverables.

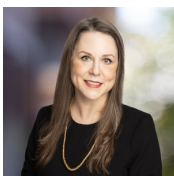
EXPERIENCE

Prior to joining TIP, Karen held the position of senior research analyst at the Texas Department of Economic Development. During her tenure at TDED, she was involved in a number of projects, including the design and maintenance of the agency’s “one stop” economic development web sites. In this capacity, she served as the principal developer of the Texas Business & Community Economic Development Clearinghouse, a searchable database of economic development resources.

As a research associate for the State Bar of Texas, Karen analyzed subjects of interest to the legal services industry and participated in dozens of law-related survey research projects, including an extensive annual report on attorney fees and compensation, as well as an award-winning survey on the concerns of minorities in the legal profession. She has also conducted research on the disability community for the Texas Rehabilitation Commission and led a major household travel survey as a research manager for NuStats, an Austin-based transportation research firm. Other topics that she has addressed include the evaluation of manufacturing technology centers and the effect of regulation on the cost of land development.

SIGNIFICANT PROJECTS

- ▶ **Regional economic development planning:** Green River Area Development District, KY; WIRED 26-county region, KY/IN; Racine County EDC, WI.
- ▶ **Defense-dependent communities:** Anniston Army Depot, AL; Fort Hood, TX; Fort Campbell, KY.
- ▶ **Workforce projects:** Workforce Solutions of Central Texas; Western Kentucky Workforce Investment Board; Pearland Economic Development Corporation (TX); Workforce Solutions Lower Rio Grande Valley (TX).



MEREDITH EBERLE
Senior Graphic Designer
meredith@tipstrategies.com

EDUCATION

- ▶ Bachelor of Arts, Photography, University of North Texas
- ▶ Undergraduate Studies, Photography, School of the Art Institute of Chicago

EXPERTISE

- ▶ Engaging designs for complex content
- ▶ Document quality control
- ▶ Custom visual content (infographics, maps, and illustrations)
- ▶ Thought-provoking presentations

ABOUT

Meredith Eberle has over 20 years of graphic design and administrative experience in industries ranging from survey research to education. As TIP's graphic designer, Meredith draws on both her career experience and fine-arts education to help shape the look and feel of TIP's presentations and deliverables. Her contributions include design and layout; custom infographics, maps, and illustrations; and other creative digital and print media.

EXPERIENCE

Before joining TIP, Meredith worked in creative and administrative capacities for private education firms. She studied at The School of The Art Institute of Chicago and the University of North Texas, graduating with honors. Meredith also received a Bachelor of Arts in Photography with a minor in Social Science.

SIGNIFICANT PROJECTS

- ▶ Design of presentation on disruptive technology delivered to the International Economic Development Council; also delivered as a webinar and made available for purchase through the organization's online store.
- ▶ Design of presentation on economic equity and inclusion for the Texas Economic Development Council's COVID-19 response webinar series, available for purchase through the organization's online store.
- ▶ *Allen County Together*, an economic development action plan for Greater Fort Wayne, Inc. (IN), designed in the client's branding that showcased the county's quality of place and unique assets.
- ▶ *THRIVE Spokane*, a regional CEDS and resilience framework designed in the client's branding, communicating a collective vision for equitable and sustainable economic prosperity across Spokane County (WA).
- ▶ *Inclusive Growth Analysis* for the Chicago Metropolitan Agency for Planning (CMAP) region designed in TIP's branding.



512.343.9113 | TIPStrategies.com | 13492 N Hwy. 183, Ste 120-254, Austin, TX 78750



Proposal for

Edinburg Economic Development
Corporation

for

Board Development &
Strategic Planning Services

Submitted by



March 19, 2024

March 19, 2024

Mr. Raudel Garza
Executive Director
Edinburg Economic Development Corporation
3111 W. Freddy Gonzalez Drive
Edinburg, TX 78539



Dear Mr. Garza:

I am pleased to submit this proposal in response to your request for economic development board development and strategic planning services. Opportunity Strategies LLC is well-versed in community and economic development, organizational management, city council development, and will provide the Edinburg EDC with powerful tools for creating its desired future. We have over three decades of experience working with communities and EDCs across the United States. This enables us to deliver a meaningful implementable plan that reflects the unique challenges and opportunities facing your organization and community.

Our process offers options for you to choose the tools that fit your needs best using our extensive experience. This proposal offers economic development training and board development for the EDC board, elected officials, and economic development partners, as well as strategic planning options. The Edinburg EDC will have a clear direction, and this will ensure the plan has a meaningful impact on the Edinburg area, your citizens, your employers, your stakeholders, and serves the community well.

Our proposal below details a training workshop as well as a Strategic Planning process and the accompanying Strategic Plan with a focus on the Economic Development of Edinburg.

Opportunity Strategies has the experience, the talent, and the knowledge to ensure the Edinburg EDC is successful in its training and goal setting endeavors and provides a clear framework for decision-making to protect and improve the business community, the quality of life, and the employment experience in Edinburg, helping ensure continued economic vitality into the future.

I want your business!

Sincerely,

Alysia A. Cook

Alysia A. Cook, PCED, IOM
PO Box 50101
Austin, TX 78763
512-963-2263
alysia@opportunitystrategies.com

OUR OBSERVATIONS & FINDINGS FOR

The Edinburg EDC

At Opportunity Strategies LLC, we are committed to providing the Edinburg EDC with the process and deliverables that will be the solution to successfully equip the board, staff, elected officials, and other community leaders with the tools needed to continue to be successful in economic development.

We understand that each project begins from its own unique place. We want to meet you where you are and help you get to where you want to be. For this project, we understand that:

- *You are Interested in Economic Development*

Being a successful and eager organization and wanting to retain relevance and impact in a changing business world, you understand the need for self-reflection and focus on business retention and attraction.

- *You Have a Focus on Strategic Planning*

The fact that you have an ongoing interest in facilitating key catalyst projects benefits this process in that you're used to working together toward common goals and achieving objectives.

- *You are Poised for Success*

Your organization is poised for success by embarking on a process with robust economic development education and a meaningful strategic plan with the help of your leadership, staff, partners, and an experienced professional facilitator.

WHAT IS REQUIRED FOR SUCCESS?

Our Methodology

At Opportunity Strategies, we use a Strategic Planning Methodology called The Drivers Method for strategic planning processes. The Drivers Model is a strategic approach to addressing an organization's situation, created by Leadership Strategies.

It is a simple 4-step tool that can be used by any sized organization for any sized planning process. The four steps include:

1. Where are we now□ (Current Assessment)
2. Where do we want to go□ (Strategic Direction)
3. How do we plan to get there□ (Implementation Guide)
4. How will we monitor progress□ (Metric & Monitoring)

We know the importance of the 5 P's and take each into consideration throughout the project: purpose, products, participants, probable issues, and process.

We see you, our client, as a partner throughout the entire project and we remain your partner post-project when you need advice or have □uestions during implementation. Yes, the whole implementation period.

We want the Edinburg EDC to have practical and workable operations that your citizens, businesses, visitors, and community consider efficient, effective, and serves them well.

We want to help you anticipate future needs while maintaining an ability to respond to current needs....all while maximizing your resources.

We will bring our own innovative spirit and couple it with sound best practices to help your leadership drive the process to fruition.

You get customized recommendations based on your uni□ue situation and your specific needs. You won't find the name of another client buried deep in a cut & paste cookie-cutter document. Every goal, every objective, and every action step is a mix of your institutional knowledge and our 31 years of experience developing solutions for communities and economic development organizations.

OUR SCOPE OF WORK

The Keys to Achieving Your Vision

We agree to:

- ☑ Work with the board, elected officials, and community leaders to articulate a clear 2 or 3-year economic development strategic plan for the Edinburg EDC. This plan will identify specific priorities for the organization in pursuit of its mission.
- ☑ If interested, we will conduct a general SWOT analysis of internal and/or external perceptions of the organization.
- ☑ Develop a timetable of implementation with specific measurable benchmarks, objectives and tasks to be accomplished to achieve goals. We will identify clear, measurable outcomes for how to measure organizational and strategic effectiveness, impact, and success.
- ☑ Establish a framework and process for the organization's leadership to effectively implement the strategic plan and monitor progress toward achievement of goals and objectives.
- ☑ Prepare strategic planning agenda with the client.
- ☑ We will facilitate the meeting and provide leadership, direction and expert consultation and advice related to the development of an effective strategic plan, including successful implementation.
- ☑ Deliverable being a clear, easily consumed, strategic planning roadmap, accompanied by a strategic planning timeline, implementation, and evaluation methodology.
- ☑ Make any modifications to content or design as directed by the client.

Elements of Our Recommended Process

The Scope of or

Step 1:

Economic Development Workshop: We recommend that in Q2 or Q3 of 2024, the Edinburg EDC participate in a workshop called “Understanding the Economic Development Process” Workshop.

Participants are expected to include members of the board of directors and staff of the Edinburg EDC, City government staff, elected officials, and any special guests such as P&I, permitting, building inspections, code enforcement, ISD Superintendent, etc. Guests can include anyone a prospect, investor, or developer may encounter during the industrial, commercial, or downtown site selection/elimination or development process.

Final Deliverable: The topics for the “Understanding the Economic Development Process” Workshop will include but may not be limited to board vs. staff roles & responsibilities, best practices from other economic development organizations, allowable/prohibited projects, business attraction, existing business retention, working with entrepreneurs, workforce development, social & physical infrastructure, confidentiality, marketing, social media, events, roles of elected officials in economic development, product development (buildings, sites) etc. The purpose is to give the EDC board and other Edinburg area leaders the tools they need to make effective and efficient decisions in the realm of economic development and be able to ask questions about economic development and what it means for their community.

We can also incorporate thorough board governance training and tips to maximize board engagement and effectiveness.

The interactive training workshop is a half-day workshop (3.5-4-hours.) The final deliverable is the workshop itself, as well as accompanying materials and handouts.

Step 2: (Optional)

SWOT: We are happy to conduct a SWOT(Strengths/Weaknesses/Opportunity/Threats) Analysis with all attendees via brief email survey prior to the planning retreat. The results of the SWOT Analysis can help shape the direction of the planning retreat by allowing participants to submit their responses anonymously. Aggregated results will be presented at the Planning Session prior to Goal Development.

This work is done prior to the Planning Retreat so there is no additional time added to the Planning Session.

Step 3: (Optional)

Stakeholder Interviews: Opportunity Strategies will privately and confidentially interview Edinburg stakeholders in person or via Zoom or phone (their preference), anonymously aggregate their responses, and present our findings to the participants of the strategic planning process. Stakeholders may include EDC board members, EDC staff, elected officials, city development staff, business owners, property owners, etc.

Experience has proven that stakeholders will anonymously share their true thoughts and opinions with our facilitator that they will not share in public meetings or with paid staff of the client. The facilitator protects the privacy of the interview and aggregates results with the interviews of others.

The facilitator will work with the client to determine exact dates, but it must be completed at least 3-4 weeks prior to the Strategic Planning Sessions. The results are a very helpful tool to properly plan for the future during the EDC Strategic Planning process.

The facilitator will compile, categorize, and analyze all results. The facilitator will then formulate specific recommendations for the client.

Final Deliverable: Stakeholder Assessments with aggregated conclusions and detailed recommendations will be provided to the client electronically. These will also include the results of a SWOT (strengths, weaknesses, opportunity, threats) assessment conducted during the interviews.

Step 4:

Strategic Planning: The client, the Edinburg Economic Development Corporation, requests professional facilitation services and strategic planning services. Participants are expected to include members of the board of directors of the Edinburg EDC, staff, and any invited guests. This can be 2 or 3-year Strategic Plan.

This will be a 1-day retreat. The facilitator will help the organization board develop specific goals, strategies, and metrics. The strategic focus will be on goals and strategies for Edinburg EDC, but may also include other goals as determined.

Final Deliverable: We recommend the strategic planning participants include board members, staff, and any other stakeholders the client invites to participate.

Exact dates and times will be decided by the client.

In this 1-day retreat, the facilitator will review the results of the SWOT Analysis, the results of the one-on-one stakeholder interviews, sharing her findings as well as her recommendations, reach group consensus on goal development and/or any modifications, and facilitate the

initial group discussion of desired outcomes. We work together to develop 3-7 goals/goal categories in total. This participatory session will likely include:

- Mission and Vision Statement Review or Development
- SWOT Analysis (if chosen)
- Stakeholder Interview Results (if chosen)
- 2 or 3-year Goal Development (3-7 goals)
- Strategy Development
- Metrics/Key Performance Indicators to gauge progress
- Accountability Areas (who is responsible for what)
- Timetables (estimated start and end quarters)

This will ensure that anyone who picks up the plan can quickly gain an understanding of what needs to happen to make the plan a reality.

We specialize in creating realistic goals and implementation guides for organizations and communities that are “living” documents. Many clients turn to us after making the mistake of hiring a consultant who only provided “pie-in-the-sky” goals that bear no relevance to what the organization can realistically accomplish. Our strategic plans are well known for being achievable practical roadmaps to help organizations get from where you are to where you want to be. This is where we earn our repeat clients when they see goals consistently coming to fruition.

The draft Strategic Plan will be submitted in an electronic format within 30 business days of the planning session date.

Step 5: (Optional if needed)

Customized Business Retention & Expansion (BRE) Program:

Overall, we believe that a robust Business Retention and Expansion Program has the potential to make a significant positive impact on the local business community and the region's economy. We look forward to the opportunity to work with your team to develop and implement this program tailored specifically to you.

Your Opportunity Strategies LLC consultant will work with you to:

Identify key industries and businesses in the region: To effectively support local businesses, it is important to understand the needs and challenges faced by different industries and businesses. By identifying key industries and businesses in the region, we can tailor the BRE program to meet their specific needs.

Develop resources and support programs: Based on the needs of local businesses, we will work with the Edinburg EDC to identify and/or develop a range of resources and support

programs, such as training and development opportunities, financial assistance, and access to networks and partnerships.

Engage with local businesses: To build relationships with local businesses and understand their needs, we will work with you to develop methods that have proven success records to engage with business owners and leaders through regular meetings, events, and other opportunities.

Develop questions to ask: The consultant will work with the client to develop a set of specific questions that are appropriate to ask on BRE visits and supply the client a list from which to choose for future visits based on the various purposes of the visits.

Establish a system for tracking and measuring success: To ensure that the BRE program is effective, we will work with you to establish a system for tracking and measuring the success of the program. This will include strategies for follow-up. This will involve collecting data from business retention and expansion visits, as well as verbal feedback from participating businesses.

Final Deliverables: The completed project will be a customized BRE Program draft submitted to the client in an electronic format within 6 weeks of the deposit payment. The final deliverable will include the above content as well as step-by-step directions on how to build other elements of a robust BRE such as a business directory, recognition events, and workforce development connectivity for services needed by local industry leaders.

WHY OPPORTUNITY STRATEGIES LLC?

Experienced. Reliable.

Opportunity Strategies LLC specializes in organizational management, customized training, professional facilitation, and strategic planning services.

Our clients include economic development organizations, local governments, chambers of commerce, Main Street/downtown organizations, associations, and other community nonprofits. Many of our clients are repeat customers. They turn to us to assist in their organizational needs regularly as new board members are selected, new processes are developed, and new goals are established.

Our repeat customers trust us because they have seen goals accomplished, board members developed, staff improved, productivity increased, and revenues grown because of our services.

Our small low-overhead firm delivers increased efficiencies – meaning you get better results at a lower cost.

We offer superior client service with on-time, on-budget, on-point communications and deliverables.

We are committed to value.

We have the availability and bandwidth to effectively manage this project at this time. We limit our client load to ensure we fully dedicate all the time and resources necessary for a meaningful process and product.

We are enthusiastic to serve the Edinburg EDC □

YOUR PROFESSIONAL FACILITATOR

Alysia A. Cook, PCED, IOM

This project will be led by Alysia A. Cook, PCED, IOM, Principal of Austin, TX-based Opportunity Strategies LLC. Alysia Cook is a noted organizational & economic development strategist and professional facilitator. She is an international public speaker.

Her skills include the design and delivery of organizational strategic plans, as well as community and leadership development. Cook has designed and presented hundreds of training programs for elected officials, community leaders, adult and youth leadership groups, staff, and volunteers. She has much experience developing and streamlining processes specifically for chambers of commerce & economic development organizations. Her programs improve operations and relations and prepare organizations for the future.

Relevant experience includes:

- Cook has been a **professional facilitator for 31 years, serving thousands of chamber & economic development professionals, and elected officials.**
- Cook has served as a **curriculum developer and instructor of the Texas Basic Economic Development Course** for the past 20 years.
- Cook serves on the **faculty of the U.S. Chamber of Commerce Institute for Organization Management (IOM.)**
- Cook serves on the **faculty of the Community Development Institute.**

Alysia Cook is a member of the Association of Chamber of Commerce Executives (ACCE,) Southern Economic Development Council (SEDC,) Texas Chamber of Commerce Executives (TCCE,) Texas Economic Development Council (TEDC,) and recently served on the board of directors of the Texas Downtown Association (TDA.) She has completed the Program on Negotiation at Harvard Law School.

Cook holds a Bachelor of Science degree in Marketing from Louisiana State University in Shreveport, is a 1995 graduate at the Basic Economic Development Course at Texas A&M, a 1997 graduate of the Economic Development Institute (EDI) at the University of Oklahoma, a 2002 graduate of the U.S. Chamber of Commerce's Institute for Organization Management (IOM/Chamber Institute,) and a 2009 graduate of the Community Development Institute (CDI.) She earned her Professional Community & Economic Developer (PCED) certification in 2009 from the Community Development Council.

Your Investment

Providing Value and Return on Investment

- Travel – Some elements of this proposal can be conducted via email, thus saving travel expenses. The facilitator will travel to Edinburg via air from Austin to McAllen airport. The client will be billed for actual airfare and rental car expenses to client's meeting space.
- Lodging – Some elements of this proposal can be conducted online, thus saving lodging expenses. When the consultant is required to travel to Edinburg area overnight, lodging will be booked by the facilitator at a local lodging facility not exceeding the local average cost and will bill the client for reimbursement. She is also happy to use any complimentary rooms the client provides.
- Meals – No meals are ever charged to the client when working with Opportunity Strategies LLC.
- Fees –
 - Step 1 (EconDev workshop) including all elements of the scope of work as described including all preparation & deliverables is \$3497.
 - Optional Step 2 (SWOT Analysis) including all elements of the scope of work as described including all preparation & deliverables is \$1997.
 - Optional Step 3 (Stakeholder Interviews) for each set of 6-7 interviews including all elements of the scope of work as described including all preparation & deliverables is \$4997.
 - Step 4 (Strategic Planning Process) including all elements of the scope of work as described including all preparation & deliverables is \$8997.
 - Optional Step 5 (BRE Program) – including all elements of the scope of work as described including all preparation & deliverables is \$6997.
 - The client may mix and match any elements or choose any combination.
- Terms –
 - The client will pay 1/3 deposit upon contract execution to begin work, conduct interviews, and secure the dates of the sessions. The deposit is nonrefundable and is applied to the total fee.
 - The client will pay 1/3 upon completion of Strategic Planning Retreat.

- The client will pay 1/3 upon electronic delivery of the draft Strategic Plan.
 - The total fee for the workshop is due on the day of the workshop delivery (if chosen.)
 - Final payment is due within 15 calendar days of the receipt of the invoice.
 - Any expenses will be charged to the nearest invoice.
 - At least 30 days' notice from the original scheduled date is required for any change in event date and payment date. If event date is changed in under 30 days of original contracted date, payment is still due the original date of the event but will be applied as payment for the new date. There is no penalty to the client for changing any dates.
- Based on client's budget, please note that we are happy to adjust fees and scope of work (increase or decrease) to meet specific needs.
 - All preparation, facilitation, delivery, and documentation time are included in this proposal, as are all reasonable expenses unless otherwise specified in this contract.
 - The scope of work and fees in this proposal are valid for any contract signed by December 31, 2024.
 - Client will also be responsible to issue applicable tax documentation: IRS Form 1099 to Opportunity Strategies LLC for income earned in each tax year that exceeds \$600. Opportunity Strategies LLC will provide appropriate tax documentation including Employer Identification Number (EIN) upon execution of the contract.

TAKE THEIR WORD FOR IT

What Our Clients Say...

“Our work with Alysia Cook was aimed to prioritize our economic development partner goals and outline organizational objectives. Within nine months, our economic development team has become much more unified, our roles are clear, and the organization is on course to realize many of our objectives. The pace of what we have achieved was beyond our expectation. She is a seasoned professional with a skilled insight and versatility marks her ability to manage multiple stakeholders effectively. Especially when the importance of the outcome matters. I have witnessed her facilitation capabilities throughout several projects of public involvement, goal setting, and economic development plans.”

*Roland A. Peña
City of San Angelo, Texas
(Former) Director of Economic Development
Now at VP at the Austin Chamber of Commerce*

“We needed someone who could guide us through a months-long planning process that involved several different stakeholders located all over Texas. Opportunity Strategies to the rescue! Alysia was able to balance priorities, differing opinions, and strong personalities all while maintaining an eagle-eyed focus on the mission - a unified heritage tourism strategic plan for our state program and its 10 heritage trail regions. The result! State agency and regional staff are in lockstep and motivated to achieve our joint goals. Everyone understands the important role they play in our mission, and we are working together as a team. Things like this just don't happen. Alysia may be a magician or a professional cat-herder, OR she's just exceptionally good at what she does. We would not be on this path if it weren't for her work.”

*Sarah Page
Heritage Tourism Program Coordinator
Texas Historical Commission*

“Alysia is the consummate professional facilitator. She engages early with staff to learn the desired outcomes and capably guides the group through the planning process with humor, poise, and sensitivity. Her skilled facilitation of our Organizational Audit helped our Chamber completely revamp our approach to the program of work and resulted in increased participation across all levels of the organization. I highly recommend her and am grateful for the opportunities that I have had to work with her in the past.”

*Morgan Law, CECD, IOM
(Former) President/CEO of the Robins Regional Chamber of Commerce (Georgia)
(Now Chief Experience Officer at the Georgia Chamber)*

Additional Good-to-Knows About the Facilitator

- High energy level to keep the participants enthusiastic, on-track, and results-focused
- Helps the group excel as a team
- Effectively manages individual and group dysfunctions
- Uses a proven approach for success
- Has many repeat clients and regular referrals
- Respects the expectation of being a neutral party
- Will offer advice and recommendations if/when that is part of the assignment; otherwise provides neutral services
- Extensive experience working with strong personalities including elected/appointed officials, vocal citizens, executives, at-risk youth, and protestors
- Nimble...able to shift gears quickly to adapt to changing situations



This proposal and related materials are proprietary and confidential. No part of these documents may be disclosed in any manner to a third party without the prior written consent of Opportunity Strategies LLC.



Edinburg Economic Development Corporation

Meeting Date: March 25, 2024

Consider approval of a resolution authorizing participation in the TexPool Investment pools and designating authorized representatives.

1. Agenda Item:

Consider approval of a resolution authorizing participation in the TexPool Investment pools and designating authorized representatives.

2. Description/Scope:

Currently, the City of Edinburg's investment fund are held with TexPool, while the EEDC has its funds in TexStar. Both public fund investment pools are acceptable, but since the City is using TexPool, it would be advantageous and more efficient for EEDC to also open a TexPool account.

3. Estimated Timeline:

Upon approval of this resolution by the Board.

4. Budget:

NA

5. Procurement/Selection Process:

N/A

6. Staff's Recommendation:

Staff Recommends approval of the resolution.

7. Justification:

Having our funds in the same pool as those for the City of Edinburg makes management of the funds by the investment officers more efficient.

/s/ Raudel Garza, EEDC
Executive Director

ATTACHMENTS:

Attachment A: TexPool Resolution



Resolution
Authorizing Participation in the TexPool Investment Pools
And Designating Authorized Representatives

WHEREAS, Edinburg Economic Development Corporation
("Participant") is a local government or state agency of the State of Texas and is empowered to delegate to the public funds investment pools the authority to invest funds and to act as custodian of investments purchased with local investment funds; and

WHEREAS, it is in the best interest of the Participant to invest local funds in investments that provide for the preservation and safety of principal, liquidity, and yield consistent with the Public Funds Investment Act; and

WHEREAS, the Texas Local Government Investment Pools ("**TexPool/TexPool Prime**"), public funds investment pools, were created on behalf of entities whose investment objectives in order of priority are preservation and safety of principal, liquidity, and yield consistent with the Public Funds Investment Act.

NOW THEREFORE, be it resolved as follows:

- A. That Participant shall enter into a Participation Agreement to establish an account in it's name in **TexPool/TexPool Prime**, for the purpose of transmitting local funds for investment in **TexPool/TexPool Prime**.
- B. That the individuals, whose signatures appear in this Resolution, are authorized representatives of the Participant and are each hereby authorized to transmit funds for investment in **TexPool/TexPool Prime** and are each further authorized to withdraw funds from time to time, to issue letters of instruction, and to take all other actions deemed necessary or appropriate for the investment of local funds.

List of the authorized representatives of the Participant. These individuals will be issued P.I.N. numbers to transact business via the phone with a Participant Service Representative.

- | | |
|--|---|
| 1. Name: <u>Ascencion Alonzo</u> | Title: <u>Director of Finance</u> |
| Phone/Fax/Email: <u>(956)388-1895 / aalonzo@cityofedinburg.com</u> | |
| Signature: _____ | |
| 2. Name: <u>Raudel Garza</u> | Title: <u>Edinburg EDC Executive Director</u> |
| Phone/Fax/Email: <u>(956)252-0909 / raudel@edinburgedc.com</u> | |
| Signature: _____ | |
| 3. Name: _____ | Title: _____ |
| Phone/Fax/Email: _____ | |
| Signature: _____ | |
| 4. Name: _____ | Title: _____ |
| Phone/Fax/Email: _____ | |
| Signature: _____ | |

5. Name: _____ Title: _____
Phone/Fax/Email: _____
Signature: _____

List the name of the Authorized Representative provided above that will have primary responsibility for performing transactions and receiving confirmations and monthly statements under the Participation Agreement.

Name: Raudel Garza

In addition and at the option of the Participant, one additional authorized representative can be designated to perform inquiry only of selected information. This limited representative cannot make deposits or withdrawals. If the Participant desires to designate a representative with inquiry rights only, complete the following information.

6. Name Samantha Martinez Title Business Operations Coordinator
Phone/Fax/Email: (956)388-8914 / smartinez@edinburgedc.com

C. That this resolution and its authorization shall continue in full force and effect until amended or revoked by the Participant, and until **TexPool/TexPool Prime** receives a copy of any such amendment or revocation.

This resolution is hereby introduced and adopted by the Participant at its regular/special meeting held on the ____
Day of March, 20 24.

NAME OF
PARTICIPANT Edinburg Economic Development Corporation

BY: _____
Signature
Veronica Gonzales
Printed Name

President

Title

ATTEST: _____
Signature
Aaron Rivera
Printed Name

Secretary

Title

OFFICIAL SEAL



Edinburg Economic Development Corporation

Meeting Date: March 25, 2024

Consider selection of a design firm for the development of drawings for the office space finish out for EEDC's space at the transit center, and authorizing Executive Director to engage selected firm

1. Agenda Item:

Consider selection of a design firm for the development of drawings for the office space finish out for EEDC's space at the transit center, and authorizing Executive Director to engage selected firm.

2. Description/Scope:

EEDC has asked several architectural firms to provide proposals for the finish-out design of the first floor of the LRGVDC Transit Center, where EEDC will be housed, in order to enhance its functionality and be at close proximity to Edinburg City Hall.

3. Estimated Timeline:

Approximately 12-16 Weeks

4. Budget:

Research, Studies and Other Contracts

5. Procurement/Selection Process:

Invitations for proposals were sent out. Proposals were reviewed and evaluated by staff

6. Staff's Recommendation:

Staff recommends approval of selecting Milnet Architectural Services, PLLC to develop the full architectural and MEP services for the LRGV Transit Terminal Interior Finish Out Project.

7. Justification:

This recommendation is based on their competitive pricing and the positive recommendation received.

/s/ Raudel Garza, EEDC
Executive Director

ATTACHMENTS:

Attachment A: Summary of Proposed Quotes

Attachment B: Milnet Proposal

Attachment C: JMERC Design Proposal

Attachment D: Alvarado Architects Propal

Office Space Design Proposed Quotes

Please review the proposed quotes for the Office Space Design.

- Milent Architecutral Services - \$21,000.00
- jmercDesign - \$49,500.00
- Alvarado and Associates - \$55,000.00



PROPOSAL AGREEMENT

Edinburg Economic Development Corporation
Edinburg Transit Terminal Interior Build-Out
617 University Dr.
Edinburg, TX 78539

Attn: Carlos Garza, Project Manager

Milnet Architectural Services is pleased to offer its services to Edinburg Economic Development Corporation for the Edinburg Transit Terminal Interior Build-Out Project.

SCHEDULE A - SCOPE OF SERVICES

The scope of work that the project entails is for full Architectural and MEP services.

SCHEDULE B – REIMBURSABLES

Reimbursable amounts will carry a ten (10%) percent markup and are as follows:

1. TDLR TAS plan review and registration
2. Materials testing (if requested)
3. Printing of construction documents for bidding.

All in-house plots, faxes and communication are part of our base fee. Any other services required past this proposal agreement, will be charged at our hourly rate (refer to attached Exhibit "A").

Items provided by owner:

Electronic Drawings and Backgrounds (if any).
Existing Site Assessment and Utility locations
AEP Easement Survey (if needed) and Plat Survey
Soils Reports (at owner's expense).



SCHEDULE C - FEE

As requested, we are providing you with the following design fee for the aforementioned project:

DESCRIPTION	COST
Design Fee for Scope of Architectural Services	\$12,500.00
MEP Engineering Services	\$8,500.00
TOTAL	\$21,000.00

Payment shall be due net thirty (30) days upon completion, according to the following schedule:

<u>Percentage of Total Contract Billing By Phase</u>	<u>Completion Point - Tentative Dates</u>
10%	Schematic Design Set for Review.
25%	Design Development Set for Review.
40%	Construction Documents for Bids.
05%	Bidding
20%	Construction Observation.

Owner requested plots are reimbursable at a rate of \$5.00 per plot. Neither Milnet, nor their agents or employees shall be jointly, severally, or individually liable to the Client (**Edinburg Economic Development Corporation**), in excess of the compensation to be paid pursuant to this Agreement, by reason or any act or omission, including breach of contract or negligence not amounting to a willful or intentional wrong.



MILNET ARCHITECTURAL SERVICES, PLLC

608 S. 12th St.
McAllen, Texas 78501

If this Proposal Agreement is acceptable to Edinburg Economic Development Corporation, we can then enter into an A.I.A. B101-2017 Contract with these terms. Thank you again for the opportunity to be of service. Should you have any questions regarding this proposal, please contact our company at (956) 688-5656 or via email at rudym@milnet-archservices.com

Sincerely,

Client Approval:

Print Name

Date

Rodolfo R. Molina, A.I.A.
President
Milnet Architectural Services, PLLC

Signature

Note to Client: The Texas Board of Architectural Examiners, P.O. Box 12337, Austin, Texas 78711-2337 or 333 Guadalupe, Suite 2-350, Austin, Texas 78701-3942, (512) 305-9000, has jurisdiction over individuals licensed under the Architect's Registration Law, Texas Civil Statutes, Articles 249a.



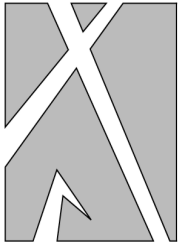
EXHIBIT "A" – HOURLY BILLING RATE

Additional services required by the Client that may arise and are not outlined in the above-mentioned Proposal Agreement, shall be compensated on an hourly basis as follows:

Hourly Rates

Principal Architect	\$200.00
Project Architect	\$150.00
Project Manager	\$125.00
Intern Architect I	\$100.00
Intern Architect II	\$ 90.00
Intern Architect III	\$ 85.00
Technician	\$ 80.00
Administrative Assistant	\$ 55.00

Rev 1 BID PROPOSAL - Plans & Engineering



jmercDESIGN

Consulting, LLC

1816 Ann Street

Edinburg, Tx 78539

956-792-0523

Edinburg EDC Transit Terminal Offices

Client: Edinburg EDC

Raudel Garza

956-388-8914

raudel@edinburgedc.com

Approx 4,500 sf Office Finish Out

DATE:

March 22, 2024

No.	DESCRIPTION	Unit	UNIT COST	TOTAL AMOUNT
1	Architectural Design - Sealed Plans	1	\$15,200.00	15,200.00
	Existing Floor Plan, Demo Plan, Floor Plan			
	Wall Sections, Room Finish Schedule			
	Interior Elevations, Door Schedule			
	Finish Specs per Interior Design			
	Asbestos Abatement and Survey by GC / Owner			
2	MEP Design (Sealed Plans)	1	\$14,800.00	14,800.00
	Signed and Sealed MEP Plans			
	Comcheck			
3	Interior Design Package	1	\$13,500.00	13,500.00
	Material Schedule & Specifications			
	Finish Plan & Finish Schedules			
	Interior Elevations / Details			
	Interior Renders (3 Design Options)			
	Furniture / Fixtures / Equipment Design By Owner			
4	TDLR Registration for Permit	1	\$1,500.00	1,500.00
	Includes Plan Review and Registration			
	Final State Inspection to be ordered by GC or Owner			
5	Construction Administration / Pay App Review	1	\$4,500.00	4,500.00
6	Structural Design (Sealed Plans)			Not Required
7	Civil Package (Sealed Plans)			Not Required
8	Geotech Report			Not Required
9	Landscape and Irrigation Design			Not Required
	TERMS:			
	25% Down for Floor Plan Design			
	40% Due prior to Engineering Design			
	25% Due when Complete			
	10% Due when City Permit is secured			
	Permit Applications and Fees by Owner			

Grand Total

\$49,500.00

Ordered by

Approved by

March 04, 2024

Mr. Raudel Garza, Executive Director
Edinburg Economic Development Corporation
3111 W. Freddy Gonzalez Drive
Edinburg, Texas 78539

RE: Fee Proposal Letter for the EEDC Office Building Interior Finish Out – Edinburg, Texas

Dear Mr. Garza,

Alvarado Architects & Associates, Inc. is pleased to submit our fee proposal for the Edinburg Economic Development Corporation (EEDC) Office Building Interior Finish Out to be located in Edinburg, Texas, Hidalgo County. The New EEDC Office Building Interior Finish Out will include approximately 4,500 square feet of the First Floor (only) of an existing two-story shell building consisting of an Entry Lobby, Reception area, Meeting Space / Training Room, Conference Room, Break area, Offices, and Support spaces. No Site work or Exterior work will be included as part of this proposal. The following is a detailed description of how Alvarado Architects & Associates, Inc. will assist the Edinburg EDC with the Office Building Interior Finish Out.

SERVICES FOR SCOPE OF WORK:

1. Programming and Design – this will include establishing a Program for each space, and producing rough sketches, space requirements and relationships, refining the design of each of each space while considering the budget. A review of the Building Code(s) and complying with the TDLR for ADA requirements will be included as part of the Design. While working in conjunction with the Owner's needs, the end result will be a final design of the new Edinburg EDC Office Building Interior Finish Out.
(Payment Application / Invoice #01 - \$15,000.00)
2. Construction Documents - this phase would develop a complete set of plans and specifications, suitable for permitting and construction for the new EEDC Office Building Interior Finish Out. Submission to TDLR for project registration and review.
(Payment Application / Invoice #02 - \$28,000.00)
3. Bidding and Permitting – submitting the plans for review by City Officials, meeting with the Edinburg EDC, presenting to the planning and zoning committee, incorporating any changes to the Design, and obtaining bids from General Contractors, and assisting the Edinburg EDC with the selection of a General Contractor for the Work..
(Payment Application / Invoice #03 - \$2,000.00)
4. Construction Administration – Alvarado Architects & Associates, Inc. will assist the contractor during the construction phase by answering any questions, providing clarifications, reviewing shop drawings, distributing any additional drawings that may be required, conducting site observations, reviewing payment applications, establishing Substantial Completion, and Final Completion of the project.
(Payment Application / Invoice #04 - \$10,000.00)
5. Warranty - this phase will include assisting the Owner with any warranty requests from one year after the acceptance of Substantial Completion.

COMPENSATION

Alvarado Architects & Associates, Inc. will provide full Architectural and Engineering basic services described above for a lump sum fee of \$55,000.00 (Fifty-Five Thousand Dollars and no cents) plus any reimbursable expenses. Reimbursables shall be billed at a rate of the cost plus ten percent. Payments are due within thirty (30) days of receiving the invoice.

Compensation shall be as follows:

Programming & Design	\$15,000.00
Construction Documents	\$28,000.00
Bidding & Permitting	\$ 2,000.00
Construction Administration	\$10,000.00

Included in the fee above would be the following consultants:

- a) Architectural
- b) Structural Engineering
- d) Mechanical Engineering
- e) Electrical Engineering
- f) Plumbing Engineering
- g) RAS / TDLR – Registration, Plan Review, and Inspection

Should Additional Services be desired, it shall be billed at the following rate:

President / Partner	\$250.00 per hour
Vice President	\$225.00 per hour
Associate	\$200.00 per hour
Project Architect	\$150.00 per hour
Project Manager	\$125.00 per hour
Intern / Field Representative	\$100.00 per hour
Administrative Support	\$ 75.00 per hour

Not included as part of this proposal is Asbestos Abatement, Geo Technical / Material Testing services, Surveying, Site Work, Exterior Work, Construction fees, Permit Fees, windstorm requirements, additional insurances, reproduction costs, postage, delivery, photos, binders, exhibit boards, and any other miscellaneous requests made by the Owner or governing entity.

No other costs or reimbursable expenses will be attached to the project without the written consent and approval by the Owner.

Again, Alvarado Architects & Associates, Inc. appreciates the opportunity in allowing us to submit our fee proposal. We look forward to a successful project with the Edinburg Economic Development Corporation. Should you have any questions, please do not hesitate to contact us at 956-464-8258.

Sincerely,
Alvarado Architects & Associates, Inc.



Erasmo Eli Alvarado III
Vice President

Accepted by:

Mr. Raudel Garza, Executive Director
Edinburg Economic Development Corporation

Date



Edinburg Economic Development Corporation

Meeting Date: March 25, 2024

Consider approval of expenditures related to the installation of signage at the North Industrial Park

1. **Agenda Item:**

Consider approval of signage at the North Industrial Park and installation thereof.

2. **Description/Scope:**

To Better market out North Industrial park & to showcase the companies located at the park, EEDC has asked several signage companies to provide proposals for a large pylon sign to be installed in the city R.O.W at the entrance to the park.

3. **Estimated Timeline:**

8 Weeks

4. **Budget:**

The adopted budget does not have monies specifically for the sign, however, staff recommends a budget amendment that would move funding from marketing to cover this cost.

5. **Procurement/Selection Process:**

Invitations for proposals were sent out. Proposals were reviewed and evaluated by staff.

6. **Staff's Recommendation:**

Staff recommends approval of installation of sign by Lion Signs.

7. **Justification:**

Marketing of our industrial park will be enhanced by installation of new sign.

/s/ Raudel Garza, EEDC
Executive Director

ATTACHMENTS:

Attachment A: Summary of NIP Signage proposed quotes

Attachment B: Lion Signs Proposed Quote

Attachment C: Golden Rule Sign Proposed Quote

Attachment D: Complete Signs Proposed Quote

North Industrial Park Signage Proposed Quotes

Please review the proposed quotes for the North Industrial Park signage.

- Lion Signs Printing and Design - \$33,990.00
- Golden Rule Sign - \$64,712.45
- Complete Signs - \$55,587.00

DATE 3.13.24	PROJECT Company: Comments:	CUSTOMER INFO Name: Phone: E-mail:	DESCRIPTION 28 ft pylon sign
PROOF# 00			
File Name:			
Directory:			




LION SIGNS
printing & design
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50% DEPOSIT DUE AT TIME OF ORDER (full amount if under \$100), balance due upon time of installation or pick up. I HAVE READ AND AGREE TO ALL TERMS. INITIAL _____

I HAVE REVIEWED THE ABOVE SPECIFICATIONS & HEREBY FULLY UNDERSTAND THE CONTENT OF WORK TO BE PERFORMED & APPROVE THIS PROJECT TO BEGIN:

CUSTOMER APPROVAL SIGNED BY _____ DATE: _____

PRINT: _____

LANDLORD APPROVAL SIGNED BY _____ DATE: _____

PRINT: _____

LION SIGNS printing & design
2029 Industrial Drive McAllen, Texas 78504
sales@lion-signs.com
(956) 630-1213

License #: TSCL# 18863
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Quote 7322

Pylon Sign - North Industrial Park

SALES REP INFO
Robin Cruz
Sales Representative
robin@lion-signs.com
(956) 515-7304

QUOTE DATE
Tue, 03/12/2024
QUOTE EXPIRY DATE
Tue, 04/30/2024
TERMS
50/50

REQUESTED BY
Edinburg EDC
3111 W Freddy Gonzalez Dr
Edinburg, TX 78541

INSTALL ADDRESS
North Industrial Park
169-281
Edinburg, TX 78541

CONTACT INFO
Carlos Garza
chgarza@edinburgedc.com
(956) 388-8914
Mobile: (956) 381-2444

#	ITEM	QTY	UOM	U.PRICE	TOTAL (EXCL. TAX)	TAXABLE
1	Custom Pylon Sign - 28' height Pole Sign. Aluminum Cover. Fabricated and Installed as per the approved layout - (2) Sets of 12" LED Front-Lit Channel Letters "EDINBURG NORTH INDUSTRIAL PARK" - (10) 18"x72" Lexan "Tenant" Faces per side (2-6'x16' LED Cabinet Internally illuminated) - 8"x11"x36" Cement base above ground, and cement foundation underground * All materials and dimensions are subject to the engineering plan and City regulations *	1	Each	\$33,290.00	\$33,290.00	Y
2	Engineering Plan Engineering plan approved/sealed	1	Each	\$450.00	\$450.00	Y
3	City Permit Application and process of an electrical sign installation permit Subject to approval by The City of Edinburg, TX*	1	Each	\$250.00	\$250.00	Y

Regulated by The Texas Department of Licensing and Regulation, P. O. Box 12157, Austin, Texas 78711, 1-800-803-9202, 512-463-6599; website: www.tdlr.texas.gov

Subtotal:	\$33,990.00
Sales Tax (0%):	\$0
Total:	\$33,990.00

Downpayment (50.0 %)

\$16,995.00

SIGNATURE:

DATE:



Edinburg North Industrial Park

Custom Sign

GREAT SIGNS. GREAT SERVICE. GREAT PRICES.

Cabinet PMS Color:
PANTONE Black

Colors used:

CMYK

PMS

PMS 1797 C - RAL 3001

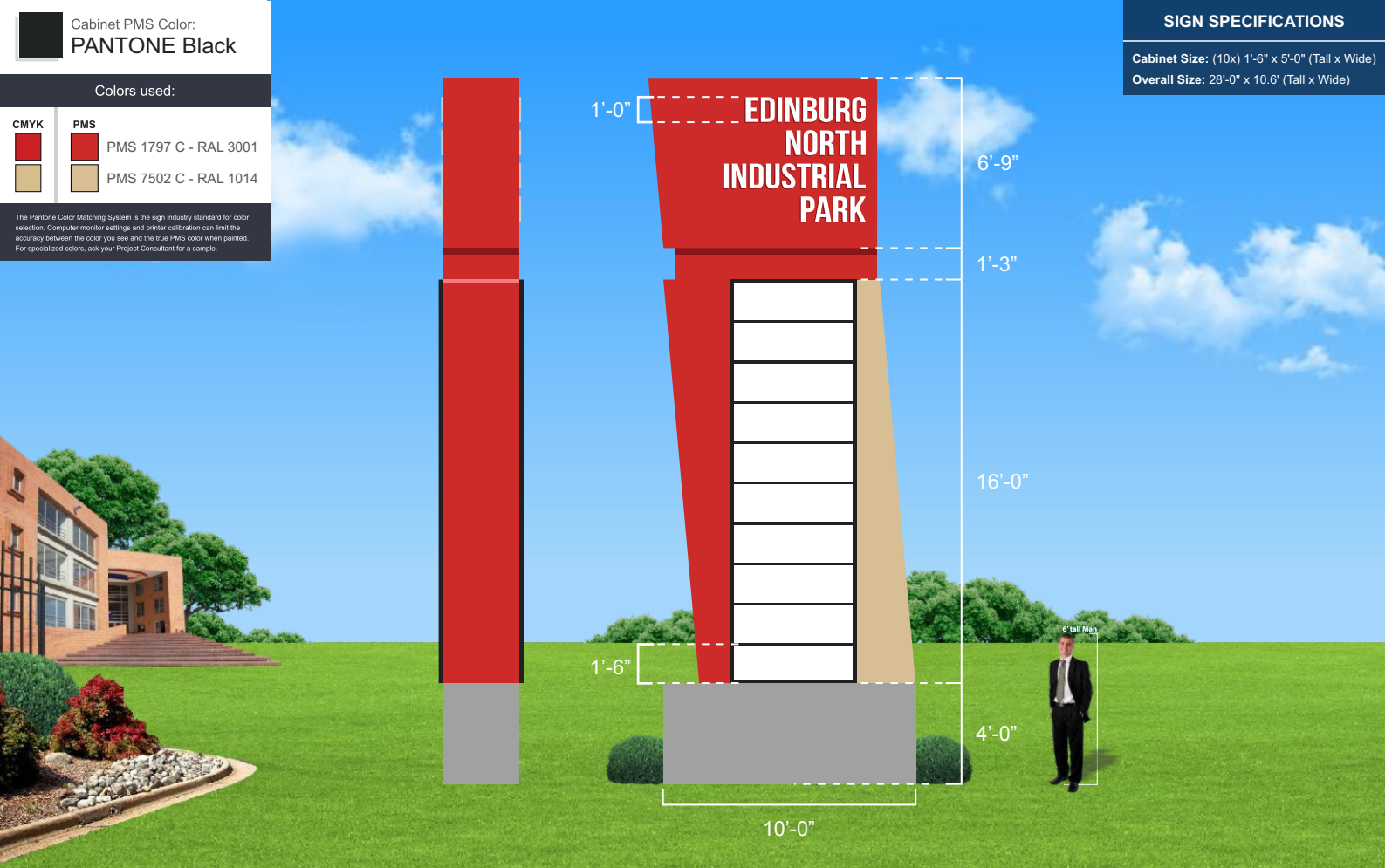
PMS 7502 C - RAL 1014

The Pantone Color Matching System is the sign industry standard for color selection. Computer monitor settings and printer calibration can limit the accuracy between the color you see and the true PMS color when printed. For specialized colors, ask your Project Consultant for a sample.

SIGN SPECIFICATIONS

Cabinet Size: (10x) 1'-6" x 5'-0" (Tall x Wide)

Overall Size: 28'-0" x 10.6' (Tall x Wide)



SIGNATURE

Client is responsible for ensuring that the proof is correct in all areas. Double-check spelling, grammar, layout and design before approving artwork. If a proof containing errors is approved by client, the client is responsible for payment of original cost as well as corrections, revisions, and re-makes. This custom artwork is not intended to provide an exact match between ink, vinyl, paint or EMC color. Vector art will provide the best quality print of your logo. If vector art is not provided, your existing artwork will be vectorized for \$50. Brickwork, masonry and landscaping is not included in the proposal unless otherwise specifically stated. EMCimages shown are simulated. Sign is designed to be illuminated at all times. Sketches are based off of this premise. This is a custom made product, built by hand for people by people. Small blemishes/imperfections may occur and can be expected with hand made products. Industry standard is to view this product from a minimum distance of 10 feet to determine quality acceptability.

DATE

VERSION #: v10192317

1083 Brooks Industrial Rd.
Shelbyville, KY 40065

TF 1-800-732-9886
Fax 1-502-416-0544





Quote #6

Consultant: Kody Sutton
1-800-732-9886
kody@goldenrulesigns.com

1083 Brooks Industrial
Shelbyville KY 40065

Carlos Garza
Edinburg Economic Development Corporation
3111 W Freddy Gonzalez Dr
Edinburg, TX , 78539

Great Signs. Great Service. Great Prices.

Date: 10-25-2023

Quote Items

Fabrication	Top Sign with Routed Push through Copy	\$14,700.40
Fabrication	Bottom Aluminum pole cover with two single sided tenant sign	\$19,212.05
Installation	Concrete form above ground	\$3,000.00
Custom	Structural Steel Support	\$10,300.00
Installation	New Footer Installation in GRS Approved Location	\$12,000.00
Shipping	Shipping	\$5,500.00

Total \$64,712.45

X: _____ Date: _____

To begin the purchase process please sign and fax to 502-416-0544 or scan and e-mail to your Project Consultant.

By signing, Buyer acknowledges product specifications and pricing as well as Golden Rule Signs, LLC terms and conditions.
Applicable sales tax will be added to your invoice - exempt organizations must provide certificate.

Manufacturing lead time is 4-10 weeks depending on scope of work - confirm with your Project Manager.

Engineering, permit acquisition, permit fee and running electric are not included unless specifically stated in this quote. This quote is valid for 90 days.

1.0 Basis of Sale: No variation to these Conditions shall be binding unless agreed in writing between authorized representatives of the Buyer & Seller. Additional, different or inconsistent terms or conditions proposed or received from Buyer, including without limitation, any additional, different or inconsistent terms or conditions in Buyer's request for proposals or order, are hereby rejected and shall not be a part of the parties' contract. Seller's commencement of any work or delivery of any goods does not constitute acceptance of or consent to any additional, different or inconsistent terms. Changes in orders must be requested by Buyer in writing. No changes in orders or these terms and conditions shall be binding on Seller unless specifically agreed in a writing signed by Seller. Seller is not liable or responsible for any delays caused by Buyer's changes in orders. Sales literature, price lists and other documents issued by Seller in relation to the Goods are subject to alteration by Seller without notice, do not constitute offers to sell the Goods which are capable of acceptance and do not constitute a part of this Contract unless the parties otherwise expressly agree in writing. Typographical, clerical or other accidental errors or omissions in any sales literature, quotation, price list, acceptance of offer, invoice or other document or information issued by the Seller shall be subject to correction without any liability on the part of the Seller.

2.0 Orders, Specifications & Permits: All specifications of the order, products, and services provided by the Seller shall be listed on the signed Purchase Order Contract including items such as shipping, installation, permitting, training, custom artwork and design. Items not listed on the POC are not included in the specifications of the Goods. Seller does not run electricity – this is a client responsibility. Buyer is responsible for ensuring their signed POC lists all items and their correct prices prior to signing. No order which has been accepted by the Seller may be canceled by the Buyer except with the agreement in writing of the Seller and with the understanding that the Buyer shall indemnify the Seller in full against all loss (including loss of profit), costs (including the cost of all labor and materials used), damages, charges and expenses incurred by the Seller because of cancellation. Permits for erecting the sign are the sole responsibility of the Buyer unless included as a line item in the order. The Seller may, at its option assist in providing drawings, sketches/renderings, or technical information. Permits are paid for at face value by the Buyer unless a sale price has already been assigned to them. Any required core samples, engineered drawings or additional certifications requested by the Buyer or the Buyer's local government are the responsibility of the Buyer. Unless Seller is procuring permits as listed in the order agreement: If for any reason the local governing authorities (be it city or county zoning, permit, building inspections etc.) deny permit application, Buyer is conclusively responsible for all purchased equipment, services and products. If Seller is procuring permits and local governing authorities deny application; Buyer is only responsible for costs incurred. If Seller is to utilize an existing support structure when installing a sign, it is hereby known that Seller has no knowledge of the depth, size or integrity of the footer below grade or materials/methods used to construct the existing support structure. As such, Buyer agrees to hold Seller harmless and void of all liability as it relates to the existing support structure, including the footer.

3.0 Terms of Payment Payment to Seller is specified on the POC (Purchase Order Contract). In the event that Buyer is paying through installments, "due on or before" dates will be set forth on the POC. Any payments that are past due by 7 or more calendar days shall be assessed a \$50 late fee. In addition, any payments that are past due by more than 30 calendar days shall bear interest at a rate equal to the lesser of (a) one and one-half percent (1.5%) per month or (b) the maximum permitted by law. Noncompliance with payment terms or any other failure by Buyer to observe, perform and be in compliance with the terms and conditions of this Contract, will be a breach of contract by the Buyer. In that event, (a) Seller may exercise all rights and remedies available to it at law or in equity, and title to the Goods shall revert to the Seller, and (b) the Buyer waives all rights to the Goods and services that were to be provided as well as monetary deposits given to the Seller. Upon Buyer's breach of payment terms, Client reserves the right to repossess all equipment (installed or not).

4.0 Delivery: Title to all Goods and risk of loss passes to Buyer and Seller's liability ceases upon making delivery of the Goods to the Buyer. The date of delivery of the Goods may vary due to the nature of manufacturing custom signage. Estimated delivery/installation dates are estimations. Seller shall be held harmless if the estimated delivery/installation date is exceeded. Buyer is responsible for any increased installation costs due to delays caused by Buyer (lack of access to site or personnel during planned visit, delivery or installation, undisclosed underground lines or unprepared site provisions). Buyer is solely responsible for any damage during shipping if Goods are being shipped directly to the Buyer and the damage is discovered after signing for and receiving the Goods. Buyer's are advised to examine crate and Goods before accepting. This does not apply to projects where a GRS contracted installer is receiving Goods.

5.0 Assignment of Manufacturer's Warranties: Seller hereby assigns to Buyer, to the extent assignable, all manufacturer's warranties and service agreements with respect to the Goods, if any, for the purpose of making appropriate claims against the manufacturer, provided that the Seller shall retain at all times the right to be protected by these warranties, agreements and indemnities.

6.0 Legal: Buyer represents and warrants that it is duly authorized to enter into this Contract and that this Contract constitutes its legal, valid and binding obligation, enforceable in accordance with its terms. It is the responsibility of the Buyer to ensure that this purchase and signing of this contract is compliant with the Buyers protocol and procedures. This contract shall be governed by the laws of the Commonwealth of Kentucky, without regard to its conflict of laws principles. The parties hereby irrevocably submit to the exclusive jurisdiction of the Federal and State courts located in Jefferson County, Kentucky regarding the interpretation and enforcement of this Contract and the transactions contemplated hereby and hereby waive and agree not to assert as a defense that it is not subject thereto or that any such action may not be brought or maintained in such courts or that such venue may not be appropriate or convenient. This Contract constitutes the entire agreement of the parties with respect to the subject matter hereof and supersedes all other agreements, previous contracts for this signage, understandings, representations and warranties both oral and written with respect to such subject matter. In the event that GRS hires an attorney to represent it in any dispute in any way related to this Contract, Buyer expressly agrees to pay all legal fees and costs incurred by such attorney in such a matter.

- END OF DOCUMENT -



Option A

With Front Lit Channel Letters

DESCRIPTION OF WORK

Service: FABRICATION & INSTALLATION of NEW d/s
tenant pole sign

Display: White acrylic faces with APPROVED design

Face: ACRYLIC

Illumination: LED lighting

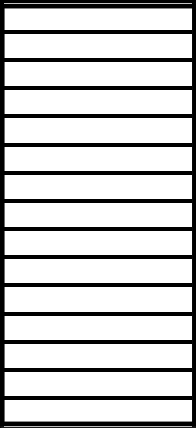
COLOR MATCHING:
Note: This colored artist rendition provides only a color example. There is no exact match of ink, vs. paint, acrylic, vinyl and/or other material. Our artists present best efforts to match color, however Complete Signs LLC does not guarantee such.

EXISTING

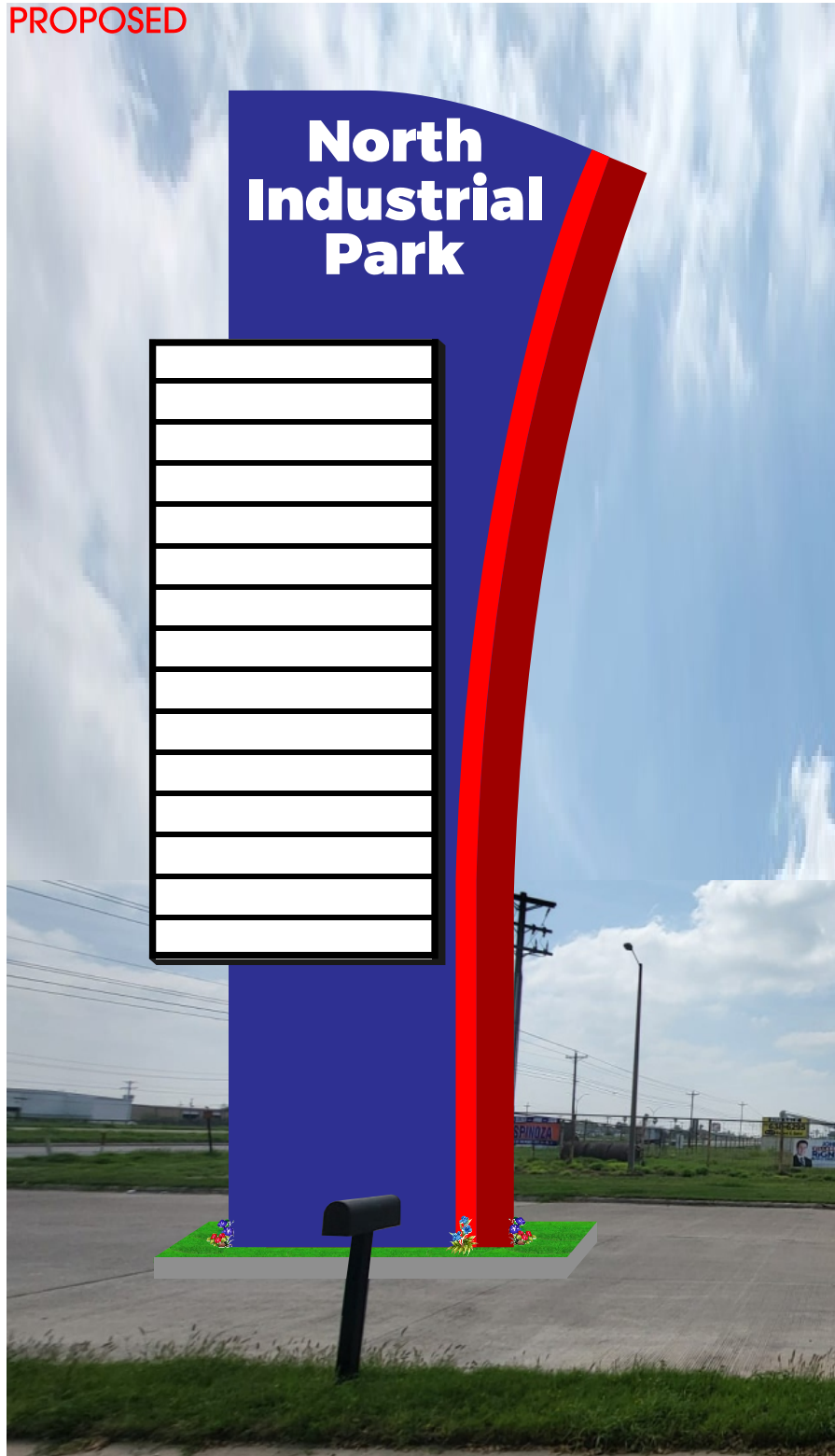


NIGHT VIEW

**North
Industrial
Park**



PROPOSED



** Measurements to be surveyed by production prior manufacture.*

(956)537-0043

4200 N. 22nd. st Suite A
McAllen TX.

completesignsrgv@gmail.com

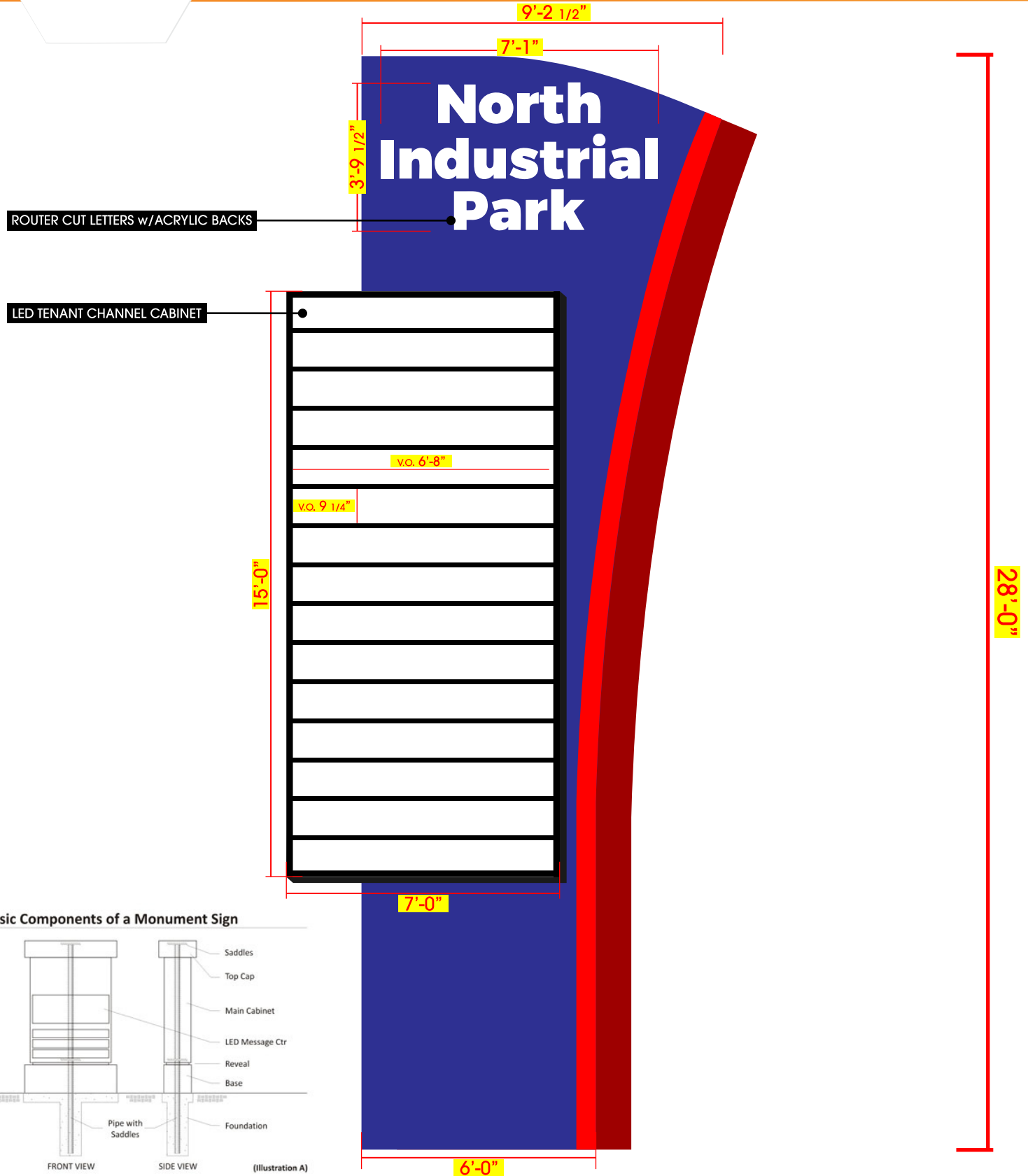
SALES PERSON: _____

DESIGNER: ANABEL _____

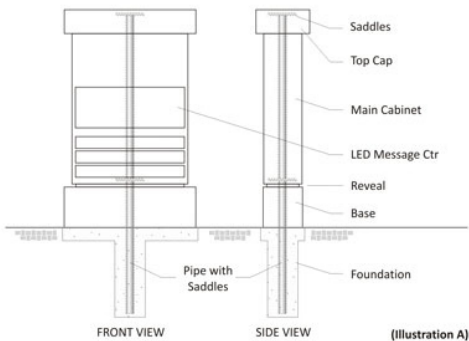


Option A

With Front Lit Channel Letters



Basic Components of a Monument Sign



JOB ESTIMATE

CLIENT INFORMATION	
BUSINESS NAME:	Edinburg North Industrial Park
NAME:	Carlos Garza
CONTACT #:	956-388-8914
EMAIL ADDRESS	chgarza@edinburgedc.com

ESTIMATE #

Date
3/8/2024
30 Day Estimate

SCOPE OF WORK
Option A (Aluminum Framing) Fabrication of a 28foot pylon. Center Steel Pole structure built to Engineering Specs. Sign Frame structure built out of aluminum Square Tubing and Aluminum Sheets painted with Mathews Satin sign paint. Fabricating Front lit Channel letters with LED lighting. Fabricating a Tenant sign with 16 spaces out of Aluminum Square tubing Framing with 3/16" thick acrylic and LED lighting.

DESCRIPTION	QUANTITY	COST	TOTAL
Braking concrete for location for Pylon Sign not more than 6" concrete. (curve and landscaping by others)		\$5,500	\$5,500
Pier, Concrete foundation to Engineering Specs		\$8,500	\$8,500
Steel Pole structure Installed with Engineering Specs		\$7,800	\$7,800
Fabarication of 28 foot Sign Ready for Install		\$39,400	\$39,400
TOTAL:			\$61,200
TAX .0825:			\$5,049
TOTAL WITH TAX:			\$66,249

Down Payment: Half of the total of the amount is needed to start fabrication and the rest of balance collected once sign is up and isntalled

Sales Rep:_____

Date:_____

JOB ESTIMATE

CLIENT INFORMATION	
BUSINESS NAME:	Edinburg North Industrial Park
NAME:	Carlos Garza
CONTACT #:	956-388-8914
EMAIL ADDRESS	chgarza@edinburgedc.com

ESTIMATE #

Date
3/8/2024
30 Day Estimate

SCOPE OF WORK
Option A (Steel Framing) Fabrication of a 28foot pylon. Center Steel Pole structure built to Engineering Specs. Sign Frame structure built out of Steel Square Tubing and ACM panel Sheets painted with Mathews Satin sign paint. Fabricating Front lit Channel letters with LED lighting. Fabricating a Tenant sign with 16 spaces out of Steel Square tubing Framing with 3/16" thick acrylic and LED lighting.

DESCRIPTION	QUANTITY	COST	TOTAL
Braking concrete for location for Pylon Sign not more than 6" concrete. (curve and landscaping by others)		\$5,500	\$5,500
Pier, Concrete foundation to Engineering Specs		\$8,500	\$8,500
Steel Pole structure Installed with Engineering Specs		\$7,800	\$7,800
Fabarication of 28 foot Sign Ready for Install		\$28,200	\$28,200
TOTAL:			\$50,000
TAX .0825:			\$4,125
TOTAL WITH TAX:			\$54,125

Down Payment: Half of the total of the amount is needed to start fabrication and the rest of balance collected once sign is up and isntalled

Sales Rep:_____

Date:_____



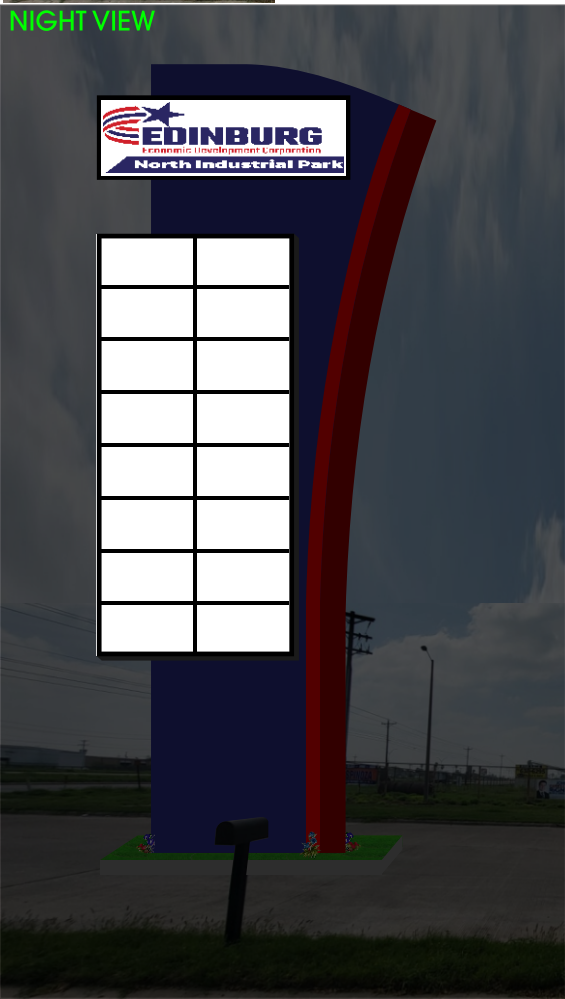
Option B

With Front Lit Sign Cabinet

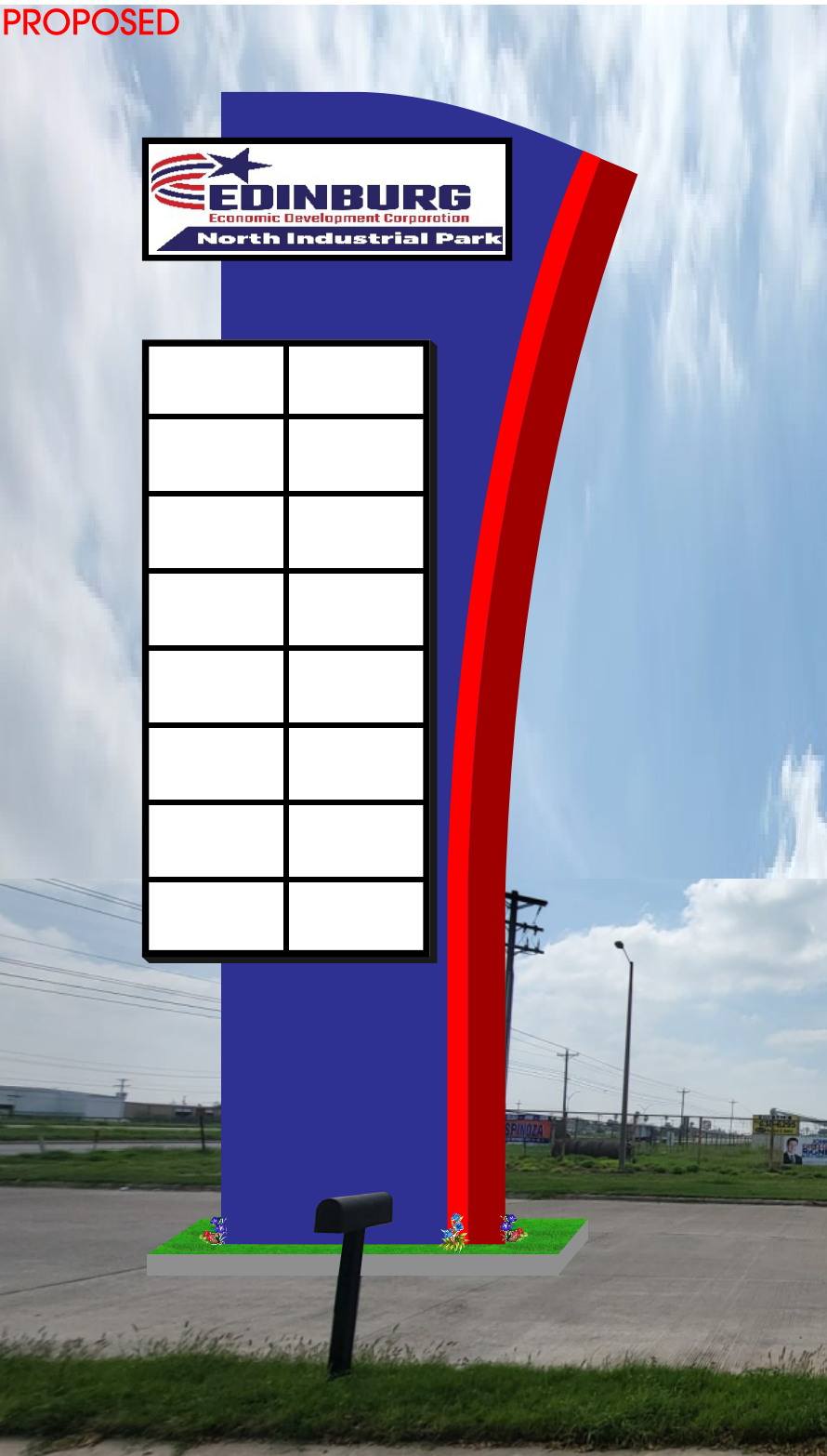
DESCRIPTION OF WORK

Service: FABRICATION & INSTALLATION of NEW d/s
tenant pole sign
Display: Solid graphic vinyl; White acrylic faces with
APPROVED design
Face: ACRYLIC
Illumination: LED lighting
EXISTING

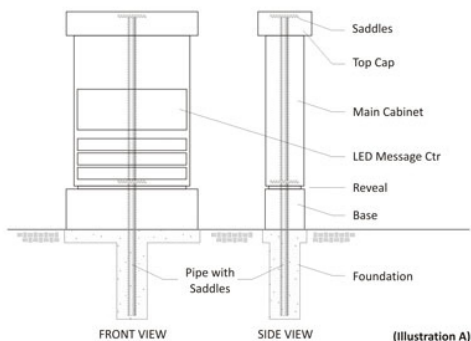
COLOR MATCHING:
Note: This colored artist rendition provides only a color example. There is no exact match of ink, vs. paint, acrylic, vinyl and/or other material. Our artists present best efforts to match color, however Complete Signs LLC does not guarantee such.



PROPOSED



* Measurements to be surveyed by production prior manufacture.



JOB ESTIMATE

CLIENT INFORMATION	
BUSINESS NAME:	Edinburg North Industrial Park
NAME:	Carlos Garza
CONTACT #:	956-388-8914
EMAIL ADDRESS	chgarza@edinburgedc.com

ESTIMATE #

Date
3/8/2024
30 Day Estimate

SCOPE OF WORK
Option B (Aluminum Framing) Fabrication of a 28foot pylon. Center Steel Pole structure built to Engineering Specs. Sign Frame structure built out of aluminum Square Tubing and Aluminum Sheets painted with Mathews Satin sign paint. Fabricating 3' by 9' Front Lit Sign Cabinet. Fabricating a Tenant sign with 16 spaces out of Aluminum Square tubing Framing with 3/16" thick acrylic and LED lighting.

DESCRIPTION	QUANTITY	COST	TOTAL
Braking concrete for location for Pylon Sign not more than 6" concrete. (curve and landscaping by others)		\$5,500	\$5,500
Pier, Concrete foundation to Engineering Specs		\$8,500	\$8,500
Steel Pole structure Installed with Engineering Specs		\$7,800	\$7,800
Fabarication of 28 foot Sign Ready for Install		\$40,250	\$40,250
TOTAL:			\$62,050
TAX .0825:			\$5,119
TOTAL WITH TAX:			\$67,169

Down Payment: Half of the total of the amount is needed to start fabrication and the rest of balance collected once sign is up and isntalled

Sales Rep:_____

Date:_____

JOB ESTIMATE

CLIENT INFORMATION	
BUSINESS NAME:	Edinburg North Industrial Park
NAME:	Carlos Garza
CONTACT #:	956-388-8914
EMAIL ADDRESS	chgarza@edinburgedc.com

ESTIMATE #

Date
3/8/2024
30 Day Estimate

SCOPE OF WORK
Option 1 (Steel Framing) Fabrication of a 28foot pylon. Center Steel Pole structure built to Engineering Specs. Sign Frame structure built out of Steel Square Tubing and ACM panel Sheets painted with Mathews Satin sign paint. Fabricating 3' by 9' Front Lit Sign Cabinet. Fabricating Tenant sign with 16 spaces out of Steel Square tubing Framing with 3/16" thick acrylic and LED lighting.

DESCRIPTION	QUANTITY	COST	TOTAL
Braking concrete for location for Pylon Sign not more than 6" concrete. (curve and landscaping by others)		\$5,500	\$5,500
Pier, Concrete foundation to Engineering Specs		\$8,500	\$8,500
Steel Pole structure Installed with Engineering Specs		\$7,800	\$7,800
Fabarication of 28 foot Sign Ready for Install		\$29,800	\$29,800
TOTAL:			\$51,600
TAX .0825:			\$4,257
TOTAL WITH TAX:			\$55,857

Down Payment: Half of the total of the amount is needed to start fabrication and the rest of balance collected once sign is up and isntalled

Sales Rep:_____

Date:_____



Edinburg Economic Development Corporation

Meeting Date: March 25, 2024

Discussion and possible action on selection of an engineering firm to assist in the development of a master plan for industrial properties at South Texas International Airport, and authorizing the Executive Director to engage selected firm

1. Agenda Item:

Discussion and possible action on selection of an engineering firm to assist in the development of a master plan for industrial properties at South Texas International Airport, and authorizing the Executive Director to engage selected firm.

2. Description/Scope:

KSA proposes an ala-carte scope for planning improvements to the west side of South Texas International Airport at Edinburg, focusing on development alternatives, utilities layout, cost estimates, and final documentation to optimize industrial and commercial potential in alignment with airport operational needs.

3. Estimated Timeline:

Approximately 12 Weeks

4. Budget:

Research, Studies and Other Contracts

5. Procurement/Selection Process:

Invitations for proposals were sent out. Proposals were reviewed and evaluated by staff.

6. Staff's Recommendation:

Staff recommends approval of selecting KSA to develop the master plan for the industrial properties at South Texas International Airport.

7. Justification:

KSA has demonstrated expertise in airport planning, having previously worked on the master plan for airport hangars and conducted surveys at the South Texas International Airport.

/s/ Raudel Garza, EEDC
Executive Director

ATTACHMENTS:

Attachment A: Airport Summary of Proposed Quote

Attachment B: KSA Proposed Quote

Attachment C: Pegasus Proposed Quote

Attachment D: Stantec Proposed Quote

Airport Proposal

Please review the proposed quotes for the airport development of master plan for industrial properties.

- KSA - \$73,500.00
- Pegasus - \$90,000.00
- Stantec - \$143,00.00



South Texas International Airport at Edinburg (EBG)

Edinburg, Texas

Planning Support for Industrial Development Area Study

Scope of Work

The City of Edinburg (City) and Economic Development Corporation (EDC) of Edinburg have requested a Scope of Work (SOW) for planning improvements to the west side of South Texas International Airport at Edinburg (EBG). This area of evaluation is currently vacant and provides potential to create or establish an industrial and / or commercial related development that is compatible with airport operational and long-term growth requirements.

Utilizing the previously completed Master Plan by KSA and associated approved Airport Layout Plan (ALP), also completed by KSA, consultant will utilize these documents as the base or frame from which to begin the evaluation process. It is anticipated the overall planning effort will be conducted in phases to ensure proper analysis and feedback. This Scope includes the professional planning services for all anticipated phases, including serving as the Sponsor's professional planning representative for the project, providing professional planning consultation and advice incidental thereto.

The tasks below define the work scope to be undertaken as well as the project deliverables.

PROJECT SCOPE OF WORK

ELEMENT 1.0 - Project Scope

Task 1.1 Kick-off Meeting / Project Scoping. Assist, arrange, attend, and conduct a kick-off meeting to ascertain a complete understanding of the goals and objectives of the project and associated stakeholders. While it is understood the proposed development area will include various plat options and various industry needs, this kick-off meeting will help narrow down and more clearly define the needs of the overall scope and project. This meeting will be attended by Airport and City staff, EDC personnel, project consultant team, and additional stakeholders deemed necessary to provide necessary input.

Proposed Element Lump Sum = **\$7,500**

ELEMENT 2.0 – Development Alternatives

Task 2.1 Prepare Alternative Development Concepts. Alternative development concepts of the proposed development area will be formulated and evaluated to determine the optimum size and layout of parcels, including any necessary metes and bounds for clear delineation and identification. Ingress / Egress within the proposed area will also be evaluated and considered. A maximum of two (2) development alternatives will be provided. Consultant will utilize and incorporate existing transportation / comprehensive / drainage plans on file with the City for reference as a guide in helping to determine ideal and optimum layout options.

Task 2.2 Coordination Meeting. KSA will conduct a stakeholder meeting for the Airport, City, EDC, and other interested parties to present findings of the alternative concepts in Task 2.1. During this meeting, one (1) of the two (2) concepts or a combination of the two concepts will be chosen as the final Recommended Development product to move forward for utility layout.

Proposed Element Lump Sum = **\$37,000**

ELEMENT 3.0 – Utilities Layout

Task 3.1 Prepare Utilities Layout Concepts. Similar to Task 2.1, this task will provide utility layout options based on the Recommended Concept selected in Task 2.2. Consultant will identify points of connection and potential placement of electrical, water, and sewer lines corridors.

Proposed Element Lump Sum = **\$10,500**

ELEMENT 4.0 – Cost Estimates

Task 4.1 Prepare Cost Estimates. Consultant will develop a schedule and cost estimates for executing the Recommended Development Plan in Task 2.2 and utilities layout in Task 3.1. These costs will be broken into design and construction elements and will be reflected in a phased manner to help the City appropriately plan for funding sequence.

Proposed Element Lump Sum = **\$8,500**

ELEMENT 5.0 – Final Meeting and Documentation

Task 5.1 Final Meeting and Documentation. Consultant will conduct a final meeting with the City, EDC, and all involved stakeholders to present the findings and final recommendations of the project. This meeting will allow for any final input and / or adjustments to the proposed plan and associated cost estimates. Upon conclusion of this meeting, a short narrative report, including all associated exhibits and graphics, will be compiled detailing the findings of the project.

Proposed Element Lump Sum = **\$10,000**

We are pleased to provide the City of Edinburg and the Edinburg EDC with this proposed ala-carte scope for west side development options at the South Texas International Airport at Edinburg. This proposed estimate is based on recent project experience for similar projects and represents a reasonable estimate and effort. It is anticipated the total amount to perform this project = **\$73,500**.



March 13, 2024

TO: Mr. Raudel Garza
Edinburg Economic Development Corporation

FROM: Sean Garretson
President, Pegasus Planning and Development

Subject: Edinburg Airport Business/Industrial Park Feasibility
Edinburg, Hidalgo County, Texas

Thank you so much for requesting a proposal regarding potential for a business park adjacent to and surrounding the Edinburg Airport (EBG). This really is an exciting economic development opportunity for the City, EDC and Airport.

Based on our recent conversations, I would like to recommend the following objective and scope of work to address your interests and the opportunity.

The City of Edinburg is interested in retaining a consultant to assist them in understanding, from an economic development standpoint, the limitations and opportunities for the acreage adjacent to and surrounding the Edinburg Airport (EBG).

The purpose of this study will be to: 1) Analyze and identify industrial growth in the region that would benefit from the airport either for air cargo or higher and larger use; and 2) Identify and address the underserved airport market in the region that EBG can capture currently and with additional improvements such as runway length and stronger weight-bearing load in order to attract new business.

Pegasus Planning and Development proposes to assist the Client with this endeavor by undertaking the following scope of services over a 3-month period for Phase I and a 3-month period for Phase II. A detailed Scope of Work is found in Exhibit A.

If the City of Edinburg, Texas agrees with this proposal, City of Edinburg, Texas shall authorize Pegasus to perform the work by signing and returning a copy of this Agreement and the City's Standard Professional Agreement.

Cost:

Professional Fees will be split among the two phases: Phase I - \$45,000 and Phase II - \$50,000. Expenses will not exceed \$5,000 and may include: two (2) per phase and various data purchases that may be necessary.

Payment:

Twenty-percent (20%) of the cost of each phase shall be due upon onset of this contract execution and Phase II; Thirty-percent (30%) will be due upon interim deliverable during each Phase and the remaining fifty-percent (50%) of each Phase will be due upon completion of report and Phase. Pegasus will provide invoice and W9 upon signature of contract.

Additional Services:

Services not specifically addressed or budgeted in the scope of work described above are not included in the Cost amount. Additional services (such as survey, civil engineering, economic impact analysis and other similar services) requested by the client in writing will be billed at \$250/hr, unless a fixed-fee is created for these new service items.

AUTHORIZATION TO PROCEED:

This agreement is hereby executed as of the date set forth below. Pegasus is able to begin work upon execution of contract and anticipates the work being complete within a six-month timeframe from contract execution.

CLIENT

_____ (sign)

_____ (name)

_____ (date)

Pegasus Planning and Development

Sean Garretson, President

March 13, 2024

Exhibit A: Scope of Work

SCOPE OF WORK

Based on our understanding of your needs at this time and the current status of this project, Pegasus proposes a two-phased approach to assisting Edinburg:

Phase 1

- Analyze the Limitations and Opportunities the ~395 acres present, given the existing assets of the Airport.
- Review all relevant airside plans and studies (including master plan).
- Understand limitations and opportunities, based on size of airport and length and weight bearing load of runway.
- Identify the regional business park (air focus) competition for Edinburg.
- Analyze the services provided at nearby airports, including limitations to their services and where there may be opportunity for EBG to capitalize due to these limitations. Also identify what services are already being served well and less likely to divert traffic.
- Provide a constraints and limitations presentation to client prior to master planning.
- Review with client such items as: Expanding airport will be costly and what funds might be available to expand runway/weight-bearing, what improvements would need to happen at the airport to meet those needs.
- Perform a cursory review of existing economic studies for Edinburg and the region, with an eye towards understanding the types of current and potential business and industrial growth.

Phase 1 Deliverable: Presentation and Discussion of Issues and Opportunities *Based on the review and discussion, consultant would then proceed to the next Phase

Phase 2.

- Further review existing economic and market studies for Edinburg and the region.
- Perform a target industry analysis focused on industries that could leverage proximity to an airport, Industries that do not need the proximity but would like hangar access and/or be a part of the newest business/industrial park in the RGV.
- Identify site requirements for those industries.
- Master plan for these the entire site area for these industries. We will create two master plans. There will be significant input from Client and Stakeholders in the creation and iterations of the master plan.

Phase 2 Deliverable: Presentation of Final Master Plan

Note: some items below may seem to be repetitive from the Airport Master Plan, but we want to reiterate the Airport's limitations for the context of the rest of the study, including the limitation of Airport Improvement Program (AIP) grant funding likely not being available for airfield improvements without the demonstration of current regular use or growth (which can, among other efforts, include the current growth of the hangar space).



Stantec Consulting Services Inc.
1905 Aldrich Street, Suite 300, Austin, Texas 78723-3544

February 8, 2024
File: 24-07A ID #1028715

Attention: Mr. Raudel Garza
Edinburg Economic Development Corporation
3111 W Freddy Gonzalez Drive
Edinburg, Texas 78539
raudel@edinburgedc.com
Ph: 956 252-0909

Dear Mr. Garza,

**Reference: Edinburg Airport Business/Industrial Park Feasibility
Edinburg, Hidalgo County, Texas**

Thank you so much for pulling together your airport team for our recent conversation about the ~395 acres the City owns surrounding the Edinburg Airport (EBG). We have discussed this internally with a few of our airport planning experts and we would like to recommend the following potential scope of work to address your interests and the opportunity.

The City of Edinburg is interested in retaining a consultant to assist the City in understanding the limitations and opportunities for the ~395 acres adjacent to the Airport present, from an economic development standpoint (a preliminary map exhibit illustrating the approximate land area is attached).

Stantec wants to stress that some items below may seem to be repetitive from the Airport Master Plan, but we want to reiterate the Airport's limitations for the context of the rest of the study, including the limitation of Airport Improvement Program (AIP) grant funding likely not being available for airfield improvements without the demonstration of current regular use or growth (which can, among other efforts, include the current growth of the hangar space).

Therefore, the purpose of this study will be to:

- 1) Identify and address the underserved airport market in the region that EBG can capture currently and with additional improvements such as runway length and stronger weight-bearing load in order to attract new business.
- 2) Industrial growth in the region that would benefit from the airport either for air cargo or higher and larger use GA demand.

If City of Edinburg, Texas agrees with this proposal, City of Edinburg, Texas shall authorize Stantec to perform the work by signing and returning a copy of the attached Professional Services Agreement



February 8, 2024
Mr. Raudel Garza
Page 2 of 4

Reference: Edinburg Airport Business/Industrial Park Feasibility

Upon your review of this proposal, we would appreciate the opportunity to meet with you to review and further clarify the project and scope as presented. Please call if you have any questions.

Regards,

Stantec Consulting Services Inc.

Sean Garretson

Sean Garretson AICP
Market Leader / Senior Planner
Phone: 512-236-6850
Sean.Garretson@stantec.com

TBPELS No. F-6324 | 10194230

Reference: Edinburg Airport Business/Industrial Park Feasibility

SCOPE OF WORK

Based on our understanding of your needs at this time and the current status of this project, Stantec Consulting Services Inc. (Stantec) understands that the project would be divided into two (2) phases:

A. Phase 1

Analyze the Limitations and Opportunities the ~395 acres present, given the existing assets of the Airport.

- a. Review all relevant airside plans and studies (including master plan)
 - i. Understand limitations and opportunities, based on size of airport and length and weight-bearing load of runway.
 - ii. Identify the regional competition for Edinburg.
 1. Services provided at nearby airports.
 - a. Limitations to their services
 - b. Opportunity for EBG to capitalize due to these limitations.
 - c. Identify what services are already being served well and less likely to divert traffic.
 - iii. Provide a constraints and limitations presentation before moving forward.
 1. Expanding airport will be costly and what funds might be available to expand runway/weight-bearing.
 2. What improvements would need to happen at the airport to meet those needs?
- b. Perform a cursory review of existing economic studies for Edinburg and the region, with an eye towards understanding the types of current and potential business and industrial growth.

Phase 1 Deliverable: Presentation and Discussion of Issues and Opportunities

****Based on the review and discussion, consultant would then proceed to Phase 2.***

B. Phase 2

1. Further review existing economic and market studies for Edinburg and the region.
2. Perform a target industry analysis focused on industries who could leverage proximity to an airport.
 - a. Industries that would benefit from proximity.
 - b. Industries that do not need the proximity but would like hangar access and/or be a part of the newest business/industrial park in the RGV.
3. Identify site requirements for those industries.
4. Master plan for these industries: Plan A and Plan B, with one of them focused on long-term.

C. Reimbursables/Reproduction

Reproduction, courier, and delivery services will be provided for this project and billed in accordance with our Standard Rate Schedule. In addition, minor out-of-pocket expenses for outside reproduction, travel expenses, courier, and review agency fees, etc. incurred will be billed at Cost+10%. We request that you issue checks for city and county fees unless otherwise agreed upon in advance.

Reference: Edinburg Airport Business/Industrial Park Feasibility

FEE SCHEDULE

We propose to provide the specific services described above as follows:

Item		Fee Basis	Fee
A.	Phase 1		
		T&M	\$ 55,000
B.	Phase 2		
		T&M	\$ 85,000
C.	Reimbursables/Reproduction		
	2 Trips plus printing	Cost + 10%	\$ 3,000
Total			\$ 143,000

Please note that the above fees are based on a smooth project implementation and have assumed no major changes to the project after we begin final design and preparation of the design drawings and application for this project. Work is estimated and will be billed on a Time and Materials Basis. Invoices will reflect the actual time and material costs incurred up to the maximum amount authorized. The maximum budgeted cost will not be exceeded without the Client's prior approval and executed Change Order. Work provided outside the above scope of services will be billed as an additional service once approved in writing by your office.

ADDITIONAL SERVICES

The following items are excluded from this proposal but can be provided as an additional service:

- This does not include any surveying costs. Stantec can provide surveying should that be necessary at an additional cost.

Reference: Edinburg Airport Business/Industrial Park Feasibility

Exhibit A: Preliminary Map for Illustrative Purposes





STANDARD RATE SCHEDULE

THE FOLLOWING RATES ARE FOR WORK PERFORMED ON AN HOURLY CHARGE BASIS. RATES INCLUDE COMPANY OVERHEAD AND PROFIT FOR SERVICES ACCOMPLISHED DURING REGULAR WORKING HOURS.

DIRECT LABOR

OFFICE PERSONNEL SERVICES	Hourly Rate
Senior Principal (L18)	\$284
Principal (L16-L17)	\$269-278
Project Manager (L10-L15)	\$182-244
Civil/Electrical/Mechanical/Structural Engineering Technician (L06-L12)	\$150-208
Civil/Electrical/Mechanical/Structural Designer (L8-L11)	\$170-198
Civil/Electrical/Mechanical/Structural Engineer (L8-L16)	\$170-269
GIS Analyst (L7-L10)	\$160-182
Landscape Designer (L6-L8)	\$150-170
Landscape Architect (L8-L17)	\$170-278
CAD Technician (L5-L10)	\$146-182
Rod Person/Instrument Person (L3-L5)	\$117-146
Survey Party Chief (L5-L9)	\$146-176
Survey Technician (L4-L10)	\$128-182
Land Surveying Professional (L5-L15)	\$146- 244
Community/Regional Planner (L12-L15)	\$208-244
Urban Planner (L6-L11)	\$150-198
Administrative Assistant (L4-L7)	\$128-160
Administrative Manager (L8-L11)	\$162-189
Courier (L4)	\$128
Construction Inspection (L10-L11)	\$182-198
Construction Management/Coordination (L11-L15)	\$198-244
Claims Management	\$300
Expert Witness	\$450

FIELD PARTY SERVICES

2-Man Field Party	\$190 per hour
3-Man Field Party	\$235 per hour
4-Man Field Party	\$340 per hour

DIRECT EXPENSES

Transportation:

By Firm's Passenger Vehicles	Per IRS Rates
By Firm's Survey Trucks	\$0.75 per mile
Subsistence for Out-of-City Work (Survey Field Crew)	Prevailing IRS Approved
.....	Rates for Survey Locale
Survey Stakes, Lathes, Iron Rods and other Direct Expenses	Our cost plus 10%
In-House Courier & Delivery Services	<15 Miles at ¼ hr Billing
In-House Courier & Delivery Services	>15 Miles at ¼ hr Billing
In-House Reproduction & Printing by Firm	Prevailing Commercial Rates

These rates are subject to change without notice.

Notes:

- Field Party rates include a charge for normal equipment, normal supplies and survey vehicles. Abnormal use of stakes, lathes, etc. used (such as during the construction phase of a project) will be charged as indicated. A mileage charge will be billed for projects exceeding a 50 mile radius of the base office.
- A minimum of two hours Field Party time charge will be made for show up time and return to office, resulting from inclement weather conditions, etc.
- Field Party stand-by time will be charged for at the appropriate rates shown above.

This Agreement is made and entered into effective February 8, 2024 (the "Agreement Date") by and between:

"Client"

Name: Edinburg Economic Development Corporation
Address: 3111 W Freddy Gonzalez Dr, Edinburg, Texas 78539
Phone: 956 252-0909
Representative: Raudel Garza Email: raudel@edinburgedc.com

"Stantec"

Name: Stantec Consulting Services Inc.
Address: 1905 Aldrich Street, Suite 300, Austin, Texas 78723
Phone: 512 236-6850
Representative: Sean Garretson, AICP Email: Sean.Garretson@stantec.com

Project Name (the "Project"):

Edinburg Airport Business/Industrial Park Feasibility - Edinburg, Texas (24-07A)

DESCRIPTION OF WORK: Stantec shall render the services described in Attachment "A" (hereinafter called the "Services") in accordance with this Agreement. Stantec may, at its discretion and at any stage, engage subconsultants to perform all or any part of the Services. The Client and Stantec by written amendment to this Agreement may from time to time make changes to the Services. All changed work shall be carried out under this Agreement. The time for completion of the Services shall be adjusted accordingly.

COMPENSATION: Charges for the Services rendered will be made in accordance with the Contract Price indicated in Attachment "A", or, if no Contract Price is indicated, in accordance with Stantec's Schedule of Fees and Disbursements in effect from time to time as the Services are rendered.

Invoices shall be paid by the Client in the currency of the jurisdiction in which the Services are provided without deduction or setoff upon receipt. Failure to make any payment when due is a material breach of this Agreement and will entitle Stantec, at its option, to suspend or terminate this Agreement and the provision of the Services. Interest will accrue on accounts overdue by 30 days at the lesser of 1.5 percent per month (18 percent per annum) or the maximum legal rate of interest. The Client will make payment by Electronic Funds Transfer when requested by Stantec.

REPRESENTATIVES: Each party shall designate in the space provided above a representative who is authorized to act on behalf of that party and receive notices under this Agreement. Such representatives have complete authority to act on behalf of their principals in respect to all matters arising under this Agreement.

NOTICES: All notices, consents, and approvals required to be given hereunder shall be in writing and shall be given to the representatives of each party. All notices required by this Agreement to be given by either party shall be deemed to be properly given and received within two (2) business days if made in writing to the other party by certified mail or email, addressed to the regular business address of such party as identified above.

CLIENT'S RESPONSIBILITIES: The Client shall provide to Stantec in writing, the Client's total requirements in connection with the Project, including the Project budget and time constraints. The Client shall make available to Stantec all relevant information or data pertinent to the Project which is required by Stantec to perform the Services. Stantec shall be entitled to rely upon the accuracy and completeness of all information and data furnished by the Client, including information and data originating with other consultants employed by the Client whether such consultants are engaged at the request of Stantec or otherwise. Where such information or data originates either with the Client or its consultants then Stantec shall not be responsible to the Client for the consequences of any error or omission contained therein.

When required by Stantec, the Client shall engage specialist consultants directly to perform items of work necessary to enable Stantec to carry out the Services. Whether arranged by the Client or Stantec, these services shall be deemed to be provided under direct contracts to the Client unless expressly provided otherwise.

The Client shall give prompt consideration to all documentation related to the Project prepared by Stantec and whenever prompt action is necessary shall inform Stantec of Client's decisions in such reasonable time so as not to delay the schedule for providing the Services.

When applicable, the Client shall arrange and make provision for Stantec's entry to the Project site as well as other public and private property as necessary for Stantec to perform the Services. The Client shall obtain any required approvals, licenses and permits from governmental or other authorities having jurisdiction over the Project so as not to delay Stantec in the performance of the Services.

STANTEC'S RESPONSIBILITIES: Stantec shall furnish the necessary qualified personnel to provide the Services. Stantec represents that it has access to the experience and capability necessary to and agrees to perform the Services with the reasonable skill and diligence required by customarily accepted professional practices and procedures normally provided in the performance of the Services at the time when and the location in which the Services were performed. This undertaking does not imply or guarantee a perfect Project and in the event of failure or partial failure of the product or the Services, Stantec will be liable only for its failure to exercise diligence, reasonable care, and professional skill. This standard of care is the sole and exclusive standard of care that will be applied to measure Stantec's performance. There are no other representations or warranties expressed or implied made by Stantec. In particular, but not by way of limitation, no implied warranty of merchantability or fitness for a particular purpose shall apply to the Services provided by Stantec nor shall Stantec warrant or guarantee economic, market or financial conditions, proforma projections, schedules for public agency approvals, or other factors beyond Stantec's reasonable control. Stantec does not warrant the Services to any third party and the Client shall indemnify and hold harmless Stantec from any demands, claims, suits, or actions of third parties arising out of Stantec's performance of the Services.

In performing the Services under this Agreement, Stantec shall operate as and have the status of an independent contractor and shall not act as or be an employee of the Client.

TERMINATION: Stantec may terminate this Agreement without cause upon thirty (30) days' notice in writing. If either party breaches this Agreement, the non-defaulting party may terminate this Agreement after giving seven (7) days' notice to remedy the breach. On termination of this Agreement, the Client shall forthwith pay Stantec for the Services performed to the date of termination. Non-payment by the Client of Stantec's invoices within 30 days of Stantec rendering same is agreed to constitute a material breach of this Agreement and, upon written notice as prescribed above, the duties, obligations, and responsibilities of Stantec are terminated.

SUSPENSION OF SERVICES: If the project is suspended for more than thirty (30) calendar days in the aggregate, Stantec shall be compensated for services performed and charges incurred prior to receipt of notice to suspend and, upon resumption, an equitable adjustment in fees to accommodate the resulting demobilization and remobilization costs. In addition, there shall be an equitable adjustment in the project schedule based on the delay caused by the suspension. If the Project is suspended for more than ninety (90) days, Stantec may, at its option, terminate this agreement upon giving notice in writing to the Client.

ENVIRONMENTAL: Except as specifically described in this Agreement, Stantec's field investigation, laboratory testing and engineering recommendations will not address or evaluate pollution of soil or pollution of groundwater.

Where the Services include storm water pollution prevention (SWPP), sedimentation or erosion control plans, specifications, procedures or related construction observation or administrative field functions, Client acknowledges that such Services proposed or performed by Stantec are not guaranteed to provide complete SWPP, sedimentation or erosion control, capture all run off or siltation, that any physical works are to be constructed and maintained by the Client's contractor or others and that Stantec has no control over the ultimate effectiveness of any such works or procedures. Except to the extent that there were errors or omissions in the Services provided by Stantec, Client agrees to indemnify and hold Stantec harmless from and against all claims, costs, liabilities, or damages whatsoever arising from any storm water pollution, erosion, sedimentation, or discharge of silt or other deleterious substances into any waterway, wetland or woodland and any resulting charges, fines, legal action, cleanup, or related costs.

In the prosecution of work, Stantec will take reasonable precautions to avoid damage to subterranean structures or utilities. However, it is the responsibility of the Client to provide Stantec with assistance in locating underground structures and utilities in the vicinity of any construction, exploration, or investigation. Stantec shall also rely upon third party sources in order to determine the existence and location of any underground structures and utilities of any kind. The Client acknowledges and agrees that Stantec may rely on such third-party advice, so long as such third party is, in Stantec's opinion, a reasonable source for such information, without any requirement that Stantec shall make an independent evaluation or investigation of such underground structures and utilities. In the event that the information supplied by third parties is incorrect, the Client acknowledges that Stantec shall not be responsible for any damages done to any such underground structures or utilities. If neither party can confirm the location of such structures and utilities, the Client agrees to accept all liabilities, costs, expenses and damages, whether direct, indirect, economic, punitive, incidental, special, exemplary or consequential, associated with the repair, replacement or restoration of any damages to such structures and utilities caused by Stantec or its subcontractor(s) or subconsultant(s) in the performance of the Services and the Client agrees to defend, indemnify and hold Stantec harmless from any such damages.

BUILDING CODES, BYLAWS AND OTHER PUBLIC REGULATIONS: Stantec shall, to the best of its ability, interpret building codes, by-laws, and other public regulations as they apply to the Project and as they are published at the time Services commence. Furthermore, Stantec shall observe and comply with all applicable laws, ordinances, codes, and regulations of government agencies, including federal, state, provincial, municipal, and local governing bodies having jurisdiction over the conduct of the Services ("LAWS"). However, it is expressly acknowledged and agreed by the Client that as the Project progresses such building codes, by-laws, other public regulations, and LAWS may change or the interpretation of any public authority may differ from the interpretation of Stantec, through no fault of Stantec, and any extra costs

necessary to conform to such changes or interpretations during or after execution of the Services will be paid by the Client.

Stantec shall continue to provide equal employment opportunity to all qualified persons and to recruit, hire, train, promote and compensate persons in all jobs without regard to race, color, religion, sex, age, disability or national origin or any other basis prohibited by applicable laws.

COST AND SCHEDULE OF CONSTRUCTION WORK: In providing opinions of probable cost and project schedule, it is recognized that neither the Client nor Stantec has control over the costs of labor, equipment, or materials, or over the Contractor's methods of determining prices or time. The opinions of probable cost or project duration are based on Stantec's reasonable professional judgment and experience and do not constitute a warranty, express or implied, that the Contractors' bids, project schedules, or the negotiated price of the Work or schedule will not vary from the Client's budget or schedule or from any opinion of probable cost or project schedule prepared by Stantec. Exact costs and times will be determined only when bids have been received for the Project and when the construction work has been performed and payments finalized.

ADMINISTRATION OF CONSTRUCTION CONTRACTS: When applicable, Stantec shall provide field services during the construction of the Project only to the extent that such Services are included and defined in this Agreement. The performance of the construction contract is not Stantec's responsibility nor are Stantec's field services rendered for the construction contractor's benefit.

It is understood and agreed by the Client and Stantec that only work which has been seen during an examination by Stantec can be said to have been appraised and comments on the balance of any construction work are assumptions only.

When field services are provided by Stantec, the authority for general administration of the Project shall reside with Stantec only to the extent defined in this Agreement. In such case, Stantec shall coordinate the activities of other consultants employed by the Client, only to the extent that Stantec is empowered to do so by such other consultants' contracts with the Client.

Stantec shall not be responsible for any contractor's failure to carry out the work in accordance with the contract documents nor for the acts or omissions of any contractor, subcontractor, any of their agents or employees, or any other persons performing any of the work in connection with the Project. When field services are provided, no acceptance by Stantec of the work or services of a construction contractor or other consultants, whether express or implied, shall relieve such construction contractor or other consultants from their responsibilities to the Client for the proper performance of such work or services and further, Stantec shall not be responsible to the Client or to the construction contractor or to the other consultants for the means, methods, techniques, sequences, procedures and use of equipment of any nature whatsoever, whether reviewed by Stantec or not, which are employed by the construction contractor or the other consultants in executing, designing, or administering any phases of the Project, or for placing into operation any plant or equipment or for safety precautions and programs incidental thereto.

When field services are provided, Stantec will not be designated as the party responsible for the compliance by others on the construction work site with the purposes or requirements of applicable environmental, occupational health and safety, or similar legislation. The Client shall designate a responsible party, other than Stantec, for the coordination and performance of environmental, occupational health and safety activities on the construction work site as required by applicable legislation and associated regulations.

JOBSITE SAFETY: Neither the professional activities of Stantec, nor the presence of Stantec or its employees and subconsultants at a construction site, shall relieve the Client and any other entity of their obligations, duties and responsibilities with respect to job site safety. Subject only to applicable legislation, Stantec and its personnel have no authority to exercise any control over any construction contractor or other entity or their employees in connection with their work or any health or safety precautions.

INDEMNITY: The Client releases Stantec from any liability and agrees to defend, indemnify, and hold Stantec harmless from any and all claims, damages, losses, and/or expenses, direct and indirect, or consequential damages, including but not limited to attorney's fees and charges and court and arbitration costs, arising out of, or claimed to arise out of, the performance of the Services, excepting liability arising from the negligence or willful misconduct of Stantec.

LIMITATION OF LIABILITY: It is agreed that, to the fullest extent possible under the applicable law, the total amount of all claims (including any and all costs associated with such claims such as attorney and expert fees and interest) the Client may have against Stantec under this Agreement or arising from the performance or non-performance of the Services under any theory of law, including but not limited to claims for negligence, negligent misrepresentation and breach of contract, shall be strictly limited to the lesser of the fees paid to Stantec for the Services or \$150,000. No claim may be brought against Stantec in contract or tort more than two (2) years after the cause of action arose. As the Client's sole and exclusive remedy under this Agreement any claim, demand or suit shall be directed and/or asserted only against Stantec and not against any of Stantec's employees, officers, or directors.

Stantec's liability with respect to any claims arising out of this Agreement shall be absolutely limited to direct damages arising out of the Services and Stantec shall bear no liability whatsoever for any consequential loss, injury or damage incurred by the Client, including but not limited to claims for loss of use, loss of profits and loss of markets.

In no event shall Stantec's obligation to pay damages of any kind exceed its proportionate share of liability for causing such damages.

DOCUMENTS: All documents prepared by Stantec or on behalf of Stantec in connection with the Project are instruments of service for the execution of the Project. Stantec retains the property and copyright in these documents, whether the Project is executed or not. Payment to Stantec of the compensation prescribed in this Agreement shall be a condition precedent to the Client's right to use documentation prepared by Stantec. These documents may not be used for any other purpose without the prior written agreement of Stantec. The Client shall have a permanent non-exclusive, royalty-free license to use any concept, product or process which is patentable or capable of trademark, produced by or resulting from the Services rendered by Stantec in connection with the Project, for the life of the Project. The Client shall not use, infringe upon, or appropriate such concepts, products or processes without the express written agreement of Stantec. In the event Stantec's documents are subsequently reused or modified in any material respect without the prior consent of Stantec, the Client agrees to indemnify Stantec from any claims advanced on account of said reuse or modification.

Any document produced by Stantec in relation to the Services is intended for the sole use of Client. The documents may not be relied upon by any other party without the express written consent of Stantec, which may be withheld at Stantec's discretion. Any such consent will provide no greater rights to the third party than those held by the Client under the contract and will only be authorized pursuant to the conditions of Stantec's standard form reliance letter.

Stantec cannot guarantee the authenticity, integrity or completeness of data files supplied in electronic format ("Electronic Files"). Client shall release, indemnify, and hold Stantec, its officers, employees, consultants, and agents harmless from any claims or damages arising from the use of Electronic Files. Electronic files will not contain stamps or seals, remain the property of Stantec, are not to be used for any purpose other than that for which they were transmitted, and are not to be retransmitted to a third party without Stantec's written consent.

PROJECT PROMOTION: Where the Client has control or influence over construction signage, press releases and/or other promotional information identifying the project ("Project Promotion"), the Client agrees to include Stantec in such Project Promotion.

FORCE MAJEURE: Any default in the performance of this Agreement caused by any of the following events and without fault or negligence on the part of the defaulting party shall not constitute a breach of contract: labor strikes, riots, war, acts of governmental authorities, unusually severe weather conditions or other natural catastrophe, disease, epidemic or pandemic, or any other cause beyond the reasonable control or contemplation of either party. Nothing herein relieves the Client of its obligation to pay Stantec for services rendered.

GOVERNING LAW: This Agreement shall be governed, construed, and enforced in accordance with the laws of the jurisdiction in which the majority of the Services are performed.

DISPUTE RESOLUTION: If requested in writing by either the Client or Stantec, the Client and Stantec shall attempt to resolve any dispute between them arising out of or in connection with this Agreement by entering into structured non-binding negotiations with the assistance of a mediator on a without prejudice basis. The mediator shall be appointed by agreement of the parties. The Parties agree that any actions under this Agreement will be brought in the appropriate court in the jurisdiction of Governing Law, or elsewhere by mutual agreement. Nothing herein however prevents Stantec from any exercising statutory lien rights or remedies in accordance with legislation where the project site is located.

ATTORNEYS FEES: In the event of a dispute hereunder, the prevailing party is entitled to recover from the other party all costs incurred by the prevailing party in enforcing this Agreement and prosecuting the dispute, including reasonable attorney's and expert's fees, whether incurred through formal legal proceedings or otherwise.

ASSIGNMENT AND SUCCESSORS: The Client shall not, without the prior written consent of Stantec, assign the benefit or in any way transfer the obligations of this Agreement or any part hereof. This Agreement shall inure to the benefit of and be binding upon the parties hereto, and except as otherwise provided herein, upon their executors, administrators, successors, and assigns.

PROTECTION OF PRIVACY LAWS: The parties acknowledge that information relating to an identified or identifiable person ("Personal Information") may be exchanged in the course of this Project pursuant to this Agreement.

The party disclosing Personal Information (the "Disclosing Party") warrants that it has all necessary authorizations and approvals required to process and disclose the Personal Information and to enable the party receiving the Personal Information (the "Receiving Party") to process it in performing the Services. The Disclosing Party will provide the Receiving Party with written notice containing the details of what Personal Information will be provided.

The Receiving Party will comply with any reasonable instruction from the Disclosing Party in respect of such Personal Information and implement appropriate technical and organization measures to protect the Personal Information against unauthorized or unlawful processing and accidental loss, theft, use, disclosure, destruction and/or damage.

The Receiving Party shall be permitted, upon prior written consent of the Disclosing Party, to transfer Personal Information outside the jurisdiction if required for performance of the Services provided that such transfers are in accordance with relevant and applicable requirements under applicable legislation. The Receiving Party shall provide the Disclosing Party with full cooperation and assistance in meeting its obligations under applicable privacy legislation, including in relation to the security of processing, the notification of Personal Information breaches, the notification of requests from individuals and Personal Information protection impact assessments.

On termination of this Agreement, the Receiving Party shall cease processing Personal Information and shall delete and destruct or return to the Disclosing Party (as the Disclosing Party may require) all Personal Information held or processed by the Receiving Party on the Disclosing Party's behalf. It is understood however, that the Receiving Party may need to keep a copy of all Personal Information for legal purposes and therefore it will continue to take reasonable steps to protect the Personal Information as outlined herein and will proceed with the destruction of the Personal Information within a reasonable period of time if there is no longer any legal justification to keep the Personal Information.

Nothing herein relieves either party from their responsibilities for compliance with applicable privacy legislation.

ENTIRE AGREEMENT: This Agreement constitutes the sole and entire agreement between the Client and Stantec relating to the Project and supersedes all prior agreements between them, whether written or oral respecting the subject matter hereof and no other terms, conditions, or warranties, whether express or implied, shall form a part hereof. This Agreement may be amended only by written instrument signed by both the Client and Stantec. All attachments referred to in this Agreement are incorporated herein by this reference; however, in the event of any conflict between attachments and the terms and conditions of this Agreement, the terms and conditions of this Agreement shall take precedence.

SEVERABILITY: If any term, condition, or covenant of this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions of this Agreement shall be binding on the Client and Stantec.

CONTRA PROFERENTEM: The parties agree that in the event this Agreement is subject to interpretation or construction by a third party, such third party shall not construe this Agreement or any part of it against either party as the drafter of this Agreement.

BUSINESS PRACTICES: Each Party shall comply with all applicable laws, contractual requirements and mandatory or best practice guidance regarding improper or illegal payments, gifts or gratuities, and will not pay, promise to pay or authorize the payment of any money or anything of value, directly or indirectly, to any person (whether a government official or private individual) or entity for the purpose or illegally or improperly inducing a decision or obtaining or retaining business in connection with this Agreement or the Services.

THE PARTIES EXPRESSLY ACKNOWLEDGE THAT THIS AGREEMENT CONTAINS LIMITATION OF LIABILITY PROVISIONS RESTRICTING RIGHTS FOR THE RECOVERY OF DAMAGES.

The Parties, intending to be legally bound, have made, accepted, and executed this Agreement as of the Agreement Date noted above.

Edinburg Economic Development Corporation

Stantec Consulting Services Inc.

Raudel Garza
Economic Development Director

Print Name and Title

Sean Garretson, AICP
Market Leader/Senior Planner

Print Name and Title

Signature _____

Signature Sean Garretson

Attached to and forming part of the Agreement BETWEEN:

Edinburg Economic Development Corporation

(Hereinafter called the "Client")

- and -

Stantec Consulting Services Inc.

(Hereinafter called "Stantec")

EFFECTIVE: February 8, 2024

This Attachment details the Services, Contract Time, Contract Price, Additional Conditions and Additional Attachments forming part of the above-described Agreement.

SERVICES: Stantec shall perform the following Services:

As described in Stantec's Proposal No. 24-07A dated February 8, 2024, attached hereto.

(Hereinafter called the "Services")

CONTRACT TIME: Commencement Date: TBD

Estimated Completion Date: TBD

CONTRACT PRICE: Subject to the terms below, Client will compensate Stantec as follows:

Compensation will be in the amount of \$143,000.00, (includes reimbursable expenses), all as detailed in Stantec's Proposal No. 24-07A, attached hereto.

Project specific charges, such as subconsultants; travel, accommodations, and meals; project-specific printing of deliverables; consumables; usage charges for specialized field equipment and company-owned, leased, or rented project vehicles; external testing lab charges and other external services charges; specialized computer software costs; and other significant project-specific expenses will be invoiced in addition to labor fees and to the FRD.

Where not stated as being included in the fees, project specific subconsultant, contractor, lab and other similar third-party charges will be charged as invoiced to Stantec with a ten percent (10%) markup.

Unless otherwise noted, the fees in this agreement do not include any value added, sales, or other taxes that may be applied by Government on fees for services. Such taxes will be added to all invoices as required.

Where the Services or services conditions change, Stantec shall submit to the Client in a timely manner, documentation of the revisions to Attachment "A" adjusting the Contract Services Time and Price as required.

Unless otherwise specified, charges for Services are based on Stantec's hourly billing rate table ("Rate Table"), attached hereto. The Rate Table is subject to escalation from time to time. At a minimum, effective each January 1 during the term of this Agreement, Stantec's charges for Services shall escalate by either (a) the most current Consumer Price Index year over year percentage increase, not seasonally adjusted, for the preceding July, all items, as published by Statistics Canada (for Projects in Canada) plus 1.0%, or (b) the most current Consumer Price Index for All Urban Consumers (CPI-U) year over year percentage increase, not seasonally adjusted, for the preceding July, as published by the U.S. Bureau of Labor Statistics plus 1.0% (for all other projects).

**PROFESSIONAL SERVICES AGREEMENT
ATTACHMENT "A"**

**ADDITIONAL
CONDITIONS:**

The following additional conditions shall be read in conjunction with and constitute part of this Agreement:

None.

COVID-19: The parties acknowledge the ongoing COVID-19 pandemic and agree that the CONTRACT PRICE and CONTRACT TIME are based on what is currently understood. Where conditions change, the parties may have further discussions to manage and mitigate the impact of this evolving situation on the Project.

**ADDITIONAL
ATTACHMENTS:**

The following additional attachments shall be read in conjunction with and constitute part of this Agreement:

Rate Table

**INSURANCE
REQUIREMENTS:**

Before any services are provided under this agreement, Stantec shall procure, and maintain insurance coverage during the term of this agreement.



Project Manager – February & March 2024

Commercial Development:

Commercial Permit Values:

New Commercial Permit Value

February 2024: \$821,000.00

- 7 Brew Drive Thru Coffee: 1723 W. University Dr. – \$566,000.00
- Carniceria La Uno Meat Market: 1816 S. McColl Rd. Suite 2 – \$200,000.00

Commercial Additions/Repairs Permit Value

February 2024: \$2,501,595.39

- Buffalo Wild Wings GO: 1708 W. University Dr – \$500,000.00
- Family Funeral Home: 812 E. Cano St. – \$30,000.00
- Anytime Fitness: 3832 S. McColl Rd. – \$28,400.00
- Chicken Salad Factory: 2260 S. Business Highway 281 – \$10,000.00
- Play Street Museum: 1816 S. McColl Rd. – \$8,000.00

Multifamily New/Addition/Remodel Permit Value

February 2024: \$2,092,800.00

- Atwood Village
- Woodland Estates
- Sugar Mill Estates



<u>PERMIT VALUATIONS (\$)</u>	February 2024	February 2023	YTD 2024	YTD 2023
New Homes	\$ 12,673,806	\$ 7,237,950	\$ 26,948,606	\$ 15,298,539
Residential Alterations	\$ 753,759	\$ 1,241,796	\$ 1,883,046	\$ 2,109,439
Multi-Family	\$ 2,092,800	\$ 590,000	\$ 10,226,925	\$ 9,503,800
Commercial: New	\$ 821,000	\$ 3,737,123	\$ 4,841,000	\$ 33,944,872
Commercial Alterations	\$ 2,501,595	\$ 1,817,766	\$ 3,071,025	\$ 3,151,209
TOTAL	\$ 18,842,960	\$ 14,624,635	\$ 46,970,602	\$ 64,007,859

*City of Edinburg Building Permit Values

Current Subdivisions:

- Subdivisions Under Construction: 46
Number of Lots: 2,938
- Subdivisions Under Construction Review: 39
Number of Lots: 1,218
- Subdivisions Under Preliminary Review: 62
Number of Lots: 1,490

*City of Edinburg Engineering Department, [Subdivision Metrics](#) (March 2024).



Sales Tax Summary:

EDINBURG ECONOMIC DEVELOPMENT CORPORATION SALES TAX REVENUES (0.5%) - GAAP BASIS							
MONTH	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Difference FY 23/24 - 22/23	
OCT.	\$ 539,764	\$ 548,456	\$ 620,368	\$ 676,247	\$ 690,643	\$ 14,396	2%
NOV.	517,839	566,005	705,608	724,862	766,213	41,351	6%
DEC.	673,924	754,719	816,042	891,115	943,716	52,602	6%
JAN.	475,560	553,863	601,307	685,715	730,509	44,794	7%
FEB.	453,935	501,873	622,505	689,061			
MAR.	574,164	727,183	824,904	830,857			
APR.	497,295	641,177	728,140	728,887			
MAY	550,235	633,072	683,168	779,949			
JUN.	591,024	717,109	813,695	750,828			
JUL.	538,033	611,295	715,773	731,227			
AUG.	530,880	704,765	688,206	864,771			
SEP.	647,655	663,366	781,228	830,673			
TOTAL	\$ 6,590,308	\$ 7,622,882	\$ 8,600,943	\$ 9,184,192	\$ 3,131,081	\$ 153,143	6%

AVERAGE PER MONTH: (October through January/4 months)

YTD Comparison \$ 551,772 \$ 605,761 \$ 685,831 \$ 744,485 \$ 782,770

YTD COMPARISON: (October through January)

\$ 2,207,087 \$ 2,423,042 \$ 2,743,325 \$ 2,977,939 \$ 3,131,081

YTD COMPARISON: (October thru December vs October thru January of prior year)

197,356 215,956 320,282 234,614 153,143

YTD COMPARISON: (October thru December vs October thru January of prior year %)

10% 10% 13% 9% 5%

- The Edinburg EDC collected \$730,509 in sales tax for January 2024. This is a 7% increase from January 2022.
- The year to date (October 2023 through January 2024) total collected is \$3,131,081.



Programs:

LiftFund Edinburg

- To date, there has been 13 approved loans for a total loan amount of \$459,690.71.
- This has resulted in 70 full-time jobs created and 34 part-time jobs created.
- 53 full-time jobs and 14 part-time jobs were retained.
- The EEDC has expensed their \$50,000 contribution for the program.
 - The City of Edinburg has \$10,863.82 remaining to complete their contribution.

Façade and Lot Improvement Program (FLIP)

- Received 65 applications
- Total number of employees the applicants are currently hiring is 92.
 - There are an additional 123 employees to be hired within the next year.
- Existing Jobs:
 - 410 full-time
 - 239 part-time

Workforce Development:

- EEDC is partnering with Workforce Solutions to host a Law Enforcement Job Fair. There will be over 30 employers participating including Edinburg Police Department, Border Patrol, Federal Bureau of Investigation (FBI), among other local, state, and federal agencies.
 - Date: Thursday, April 25, 2024
 - Time: 9:00 AM to 12:00 PM
 - Location: Edinburg Activity Center
- EEDC is also partnering with Workforce Solutions to host a 'Moving Forward' college signing day for students with disabilities across the Rio Grande Valley. This inclusive initiative will celebrate the academic success of students and support their transition to higher education.
 - Date: Wednesday, May 1, 2024
 - Time: 9:30 AM to 2:00 PM
 - Location: Edinburg Conference Center at Renaissance



- EEDC is partnering with the Edinburg Chamber of Commerce to an 'Edinburg Business Empowerment Summit' for aimed at providing support and resources for local businesses in our community.
 - Date: Friday, May 10, 2024
 - Time: 9:00 AM to 3:00 PM
 - Location: Edinburg Conference Center at Renaissance

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www.edinburgedc.com



Labor Market Information for Rio Grande Valley & Laredo Areas

NOT SEASONALLY ADJUSTED FIGURES

Geographic Area	Jan-24			Dec-23	Jan-23		
	Civilian Labor Force	Unemployed	Rate	Rate	Civilian Labor Force	Unemployed	Rate
USA	166,428,000	6,778,000	4.1%	3.5%	165,070,000	6,378,000	3.9%
Texas	15,139,951	618,737	4.1%	3.5%	14,875,993	633,885	4.3%
Workforce Solutions	413,165	27,694	6.7%	6.0%	410,673	30,990	7.5%
Hidalgo County	381,448	24,476	6.4%	5.8%	378,178	27,354	7.2%
Starr County	24,664	2,681	10.9%	9.2%	25,159	2,966	11.8%
Willacy County	7,053	537	7.6%	6.1%	7,336	670	9.1%
McAllen	71,785	3,225	4.5%	3.8%	70,910	3,531	5.0%
Mission	37,292	2,224	6.0%	5.2%	37,006	2,542	6.9%
Edinburg	51,053	2,377	4.7%	4.2%	50,495	2,657	5.3%
Pharr	33,745	2,400	7.1%	6.5%	33,476	2,671	8.0%
San Juan	16,475	1,208	7.3%	6.6%	16,291	1,287	7.9%
Weslaco	18,150	1,183	6.5%	6.7%	18,031	1,356	7.5%
Workforce Solutions Cameron	182,607	10,076	5.5%	4.8%	180,148	11,229	6.2%
Harlingen	26,831	1,385	5.2%	4.4%	26,435	1,522	5.8%
Brownsville	82,180	4,630	5.6%	5.0%	81,172	5,245	6.5%
San Benito	9,858	565	5.7%	4.9%	9,655	556	5.8%
Workforce Solutions S. Texas	128,581	5,612	4.4%	3.6%	124,976	5,814	4.7%
Webb County	122,143	5,195	4.3%	3.5%	118,697	5,391	4.5%
Laredo	117,139	4,947	4.2%	3.5%	113,844	5,146	4.5%

SEASONALLY ADJUSTED FIGURES

USA	167,276,000	6,124,000	3.7%	3.7%	165,871,000	5,719,000	3.4%
Texas	15,143,379	584,616	3.9%	4.0%	14,900,027	604,913	4.1%

Source: Texas Workforce Commission, Texas Labor Market Review, March 2024 issue.

Unemployment Recap:

- The Texas (seasonally adjusted) unemployment rate is at 3.9% for January 2024.
- Hidalgo County's (not seasonally adjusted) unemployment increased by 0.6% to 6.4%.
- Edinburg (not seasonally adjusted) continues to have the second lowest unemployment rate in the RGV with a rate of 4.7% for January 2024.



MEMORANDUM

To: Raudel Garza, Executive Director, Edinburg EDC
From: Carlos Garza, Project Manager, Edinburg EDC
Date: February 07, 2024
Subject: Team Texas – PLASTEC

I am pleased to present a summary report on the recent Anaheim Manufacturing Expo, held from February 4-6, 2025, at the Anaheim Convention Center in Anaheim, CA. The event showcased cutting-edge innovations and provided valuable networking opportunities for industry professionals. These are the six conferences attended: MD&M West, Westpack, ATX West, D&M West, Plastec West.

Attendance Statistics:

- **Countries Represented:** 70
- **Exhibitors:** 1,612
- **Verified Attendees:** 14,366
- **Show Floor Square Footage:** 300,000

Attendee Profile: Attendees represented various sectors within the manufacturing industry, including:

- Engineers (Design, Project, Packaging, and Plant)
- Executives (Owners and Executive Managers)
- R&D Experts
- Manufacturing Professionals
- Quality Control Experts and Consultants
- Purchasing Professionals

Event Highlights:

- **Expo Hall:** Attendees had the opportunity to explore leading product innovations from over 1,600 exhibitors, gaining insights into upcoming trends and technologies.
- **Conference Sessions:** Expert-led education sessions provided valuable industry insights and technical knowledge, enhancing attendees' understanding of the manufacturing landscape.
- **Networking Opportunities:** The event facilitated connections between exhibitors and attendees, fostering valuable leads and partnerships.
- **Leads Gathered:** Over 56 people interested in Texas. (Received 23 business cards and scanned 32 badges)

Lead Generation: Based on our analysis, we generated a significant number of leads during the expo. Leads were categorized by industry type, including but not limited to:

- Medical Technology
- Automation
- Packaging
- Design & Manufacturing
- Plastics

Action Item: Follow-Up on Leads:

Delegate responsibility for promptly following up on leads acquired during the Anaheim Manufacturing Expo. Categorize leads by industry type and prioritize outreach efforts. Establish a systematic approach for engaging with leads, including scheduling meetings and providing information. Ensure timely communication to maximize conversion of leads into business opportunities.

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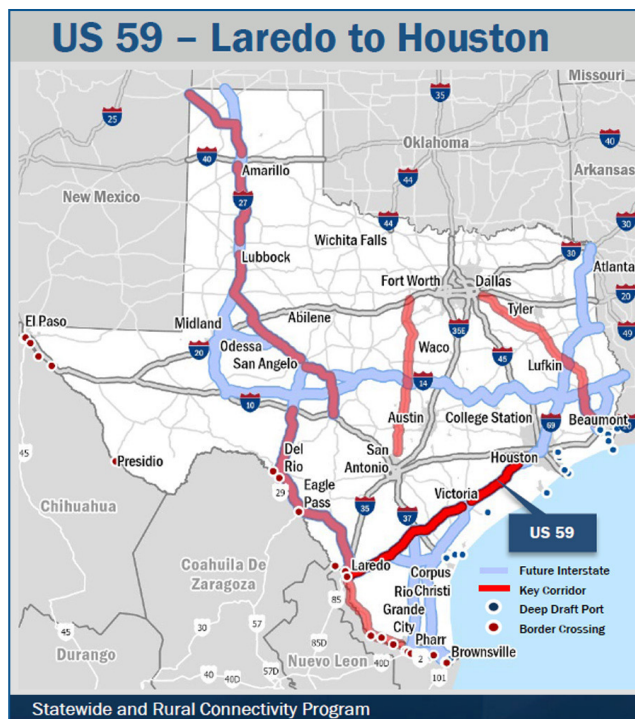
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March 13, 2024

■ MORE I-69 INCREMENTAL STEPS – Since 2018 TxDOT has been making steady progress on a Statewide and Rural Connectivity Program focused on improving segments of the Highway Trunk System. The Trunk System was initiated in 1988 to create a network of rural highways meeting at least four-lane divided standard. The Trunk System is one of the few mechanisms that facilitates funding projects in rural areas. The two decade “funding drought” before Prop 1 and Prop 7 meant few projects were initiated. But in 2018 TxDOT selected four key corridors to push. One of those is US 59/I-69 from Laredo to Houston. Others are US 281 north of San Antonio, US 69/US 175 in East Texas, and US 87/US 83 in West Texas. A fifth segment, US 277/US 83, was added in 2023.

The US 59/I-69 section is 252 miles long and includes 104 miles now at 4-lane divided status or better. Seventeen miles are fully funded and 49 miles have partial funding for development or are unfunded. A total of 82 miles (33%) are still only two lanes wide. The full US 59 section checks all the boxes to justify priority funding. It is a future interstate, an official evacuation route, an international trade corridor, part of the state Highway Freight Network, and serves to relieve traffic demand on existing interstates I-35 and I-10.

TxDOT intends to add more “key corridors” as the five currently in the program move toward full 4-lane status. During Commission discussion of the program, Commissioner Alvin New said he believes the US 59/I-69 section in East Texas from north of Cleveland to Texarkana should be the next corridor added to the priority connectivity program. (See More on Page 2)



Laredo I-69W Groundbreaking Ceremony

■ I-69 GROUNDBREAKING MARKS PROGRESS - Laredo and Webb County community leaders gathered in February along US 59 to celebrate the start of work on the \$360 million project to transform 4.7 miles of the Bob Bullock Loop into I-69 West. Among those speaking were Congressman Henry Cuellar, State Sen. Judith Zaffirini and Webb County Judge Tano Tijerina. Cuellar called the Laredo Loop upgrade a transformative project. Sen. Zaffirini, now dean of the Senate, called it a wonderful day for Laredo and noted that the Alliance has worked passionately since the 1990s to secure support and funding for I-69. Judge Tijerina said the I-69W loop project is particularly important because it will save lives.

■ WHARTON IS NEXT – You are invited to participate in a groundbreaking ceremony at 10 a.m. on April 23 celebrating the start of work on the 7.5 miles of I-69 inside the city of Wharton. The \$343 million project will extend freeway construction to the south side of the Colorado River. Stay tuned for more details.

■ PLANTO FLY-IN – Your community should be part of the Alliance delegation meeting with Members of Congress and federal highway officials in this year’s **I-69 DC Fly-In** on April 17-18. Capitol Hill tunes in when constituents tell the I-69 story. Register at www.i69TexasAlliance.com. Also consider sponsoring the Fly-In as a way to show your community’s support for the project. Sponsorship information and registration information can be found at www.i69TexasAlliance.com

■ NEW FEDERAL FUNDING – The recently enacted FY 24 federal funding legislation includes \$3.6 million for an upcoming I-69 project in Wharton County on the north side of El Campo. The congressionally directed appropriation was requested by Congressman Troy Nehls (TX-21). Also included was \$3 million requested by Congressman Pete Sessions (TX-17) for pre-construction work on the US 59/US 259 interchange project on the north side of Nacogdoches. The Alliance continues to facilitate the efforts of local entities seeking federal appropriations for I-69 projects that are consistent with local TxDOT plans.

■ LUFKIN LEADERS – In February the Alliance provided an I-69 update to about 75 participants in Leadership Lufkin at the State Capitol. Questions from the group focused on how the community can help in getting I-69 built faster.

Don Rodman -- I-69 Alliance / (361) 877-0409

To add additional recipients to this newsletter distribution, email their full contact information to: don@therodmanco.com

Trunk System Program Improvements Can Provide Incremental Steps Toward Full Interstate Standard Development

What is the Texas Trunk System and How was it Designated?

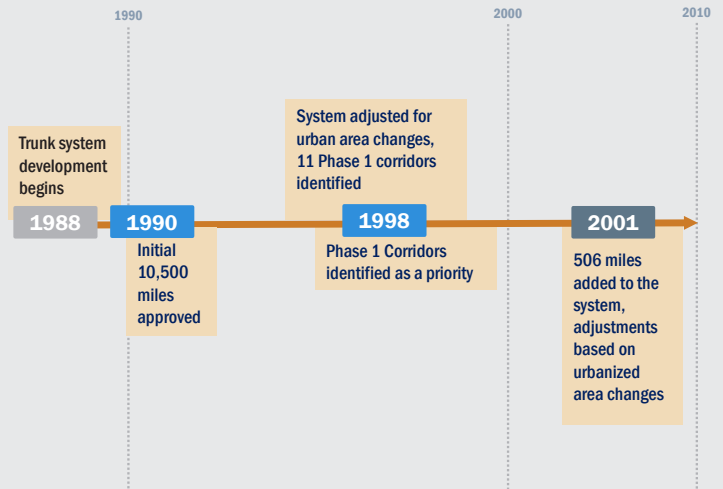
Origin and Purpose of the Trunk System

The Texas Trunk System is a rural network of four-lane divided highways or better.

It serves as a principal connector for:

- Texas cities with over 20,000 population, and
- major activity centers, maritime ports, and points of entry.

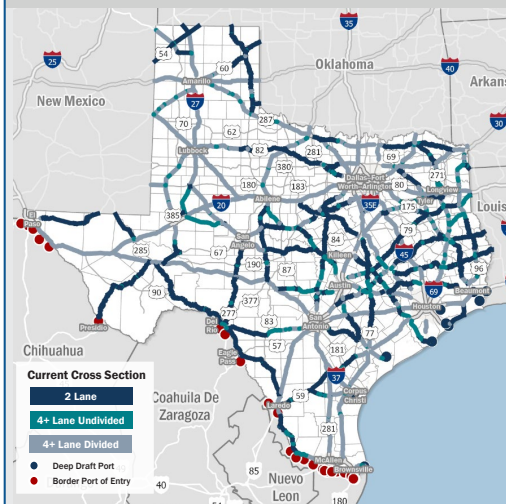
The Trunk System is one of the few mechanisms that facilitates funding projects in rural areas of Texas.



Statewide and Rural Connectivity Program

February 21, 2024 2

Summary of Progress on Texas Trunk System to 4-Lane Divided



Trunk System Corridors	Total	4-lane or more divided	2-lane undivided	4-lane or more undivided
Rural Interstate	2,184	2,184	-	-
Phase 1	1,679	955	418	306
Other	6,176	2,011	3,102	1,063
Total	10,039	5,150	3,520	1,369

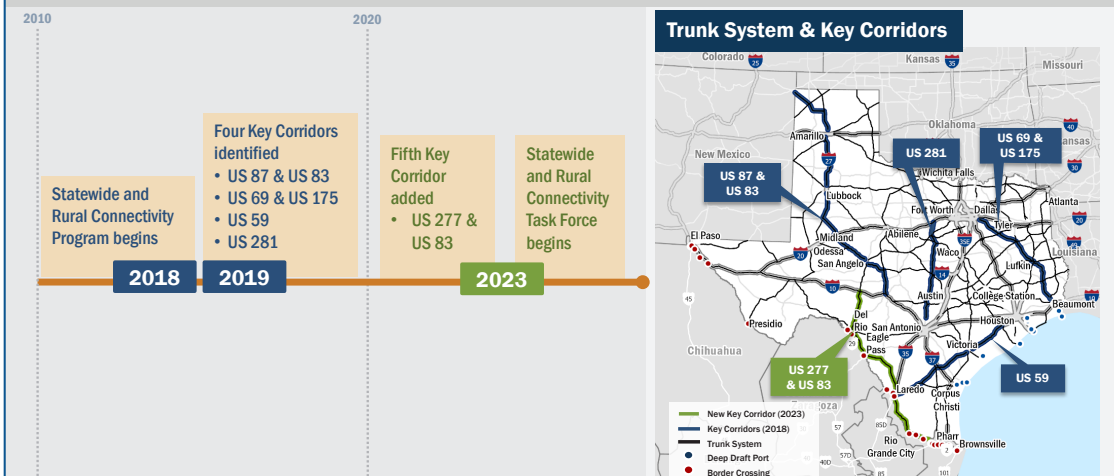
Completed Upgrades
51% (5,150 miles) is 4-lane divided or higher, including rural interstate highways.

Remaining Upgrades

- 35% (3,520 miles) of 2-lane roadways
- 14% (1,369 miles) of 4-lane undivided roadways

Source: TxDOT Roadway Inventory 2022. Includes segments passing through small communities.

Statewide and Rural Connectivity Program and Task Force



Trunk System & Key Corridors



Alliance for I-69 Texas

Alliance Contacts: Jennifer Shepard, Alliance Executive Director & State Representative - (703) 963-3822; Jennifer@jgshepard.com
 Larry Meyers, Washington Representative - (202) 484-2773; LMeyers@hslawmail.com
 Don Rodman - State Adviser & Communications - (361) 877-0409; don@therodmanco.com
 Judge Sydney Murphy, Alliance Board Chairman - (936) 327-6813; smurphy@co.polk.tx.us
 701 Avenida de las Americas, Suite 900, Houston, Texas 77010

March 2024

Edinburg Economic Development Corporation



817

Facebook Page Visits



7900

Facebook Page Reach



33

New Page Likes



13,504

Page Followers

@Edinburgtxedc



12

Profile Visits



413

Impressions



53

Total Followers



0

New Followers

@edinburgedc



24

Accounts Engaged



333

Accounts Reached



1,620

Total Followers



24

New Followers

Edinburg Economic Development Corporation (EEDC)



60

Page Views



260

Post Impressions



732

Total Followers



21

New Followers

Edinburg Economic Development Corporation

raudel@edinburgedc.com

edinburgedc.com

956-388-8914

STAFF ENGAGEMENTS:

RECAP OF PREVIOUS CONFERENCES & EVENTS

1. Basic Economic Development Course (BEDC)
 - Feb 26-March 1st in Round Rock, Tx
 - Certified: Carlos Garza, Leticia Pantoja, Jacqueline Guerra
2. Edinburg Chamber of Commerce's "Fiesta Edinburg 2024"
 - Feb 29- March 3rd at Bert Ogden Arena
 - Attendance by EDC Board & Staff
3. Edinburg Chamber of Commerce's "Public Affairs: UTRGV Kickoff to Prosperity"
 - February 13, 2024 at DHR Conference Center
 - Attendance by EDC Board & Staff
4. UTRGV Special Press Conference
 - February 28, 2024 at the HEB Park
 - Attendance by EDC Board and Executive Director
5. RGV Partnership Leadership Class IX Housing Market Roundtable & SWOT Analysis
 - March 4, 2024 at LRGVDC offices in Weslaco
 - Attendance by Board Member Eddie Garza and Executive Director
6. UTRGV Special Announcement Press Conference
 - March 21, 2024 at Robert & Janet Vackar Stadium
 - Attendance by EDC Board and Staff
7. Edward Abstract's 20th Anniversary of Real Estate Forum
 - March 14, 2024 at McAllen Convention Center
 - Attendance by EDC Board & Staff
8. City of Edinburg's "State of the City Address"
 - March 7, 2024 at Region One Service Center
 - EDC Staff assisted with the check-in process
 - Attendance by EDC Board
9. Retail Strategies Visit to Edinburg
 - February 7, 2024
 - EDC staff met with Retail Strategies and provided a tour of Edinburg

10. Cathey Middle School “Career Day”
 - February 15, 2024
 - EDC Staff engaged in discussions with students regarding Economic Development
11. STC Workforce Summit
 - March 8, 2024 at STC College
 - Executive Director participated as a panelist
12. Leadership RGV
 - February 16, 2024 at CEED building in Mission, Tx
 - Executive Director participated as a panelist
13. Hidalgo County Prosperity Task Force – One Region One Voice Eco Dev Initiative
 - March 20, 2024 at La Fogata
 - Attended by Mayor Garza and Executive Director
14. McAllen Citizen’s League “Commercial & Industrial Growth in the RGV”
 - March 21, 2024 at Rio Bank Conference Center
 - Executive Director participated as a panelist
15. South Texas Alliance of Cities (STAC)
 - March 21, 2024 at UTRGV
 - Presentation by Executive Director
 - Attendance by EDC staff
16. Appreciation Luncheon for Roland Gomez
 - March 22, 2024 at Palenque Grill
 - Coordinated by EDC Staff
 - Attendance by EDC Board and Staff

UPCOMING CONFERENCES

1. InterFace San Antonio Retail Conference
 - April 4, 2024 in San Antonio, Tx
 - Attending: Letty, Jacque and Raudel Garza
 - Mr. Garza will be participating as a panelist
2. Site Selectors Guild Annual Conference
 - April 3-5th in Nashville, Tn
 - Attending: Carlos Garza

3. Logistics World Expo

- April 10-11, 2024 in Mexico City
- Attending: Carlos Garza

4. Law Enforcement Job Fair

- April 25, 2024 at Edinburg Activity Center
- Coordinated by EDC staff along with Workforce Solutions

5. ICSC Las Vegas

- May 19-21st in Las Vegas, Nv
- Attendance is to be determined