



Tuesday, June 11, 2024

AT 5:00 PM

DEVELOPMENT CORPORATION of RICHMOND

CITY COMMISSION CHAMBER

600 Morton Street, Richmond, Texas

and

via Video Conference call

(pursuant to Texas Government Code, Section 551.127)

Join Zoom Meeting

<https://us06web.zoom.us/j/82218178180>

A quorum of the City Commission may be present at this meeting.

1. Call to Order.
2. Recite the Pledge of Allegiance to the U.S. Flag and Texas Flag.
3. Public Comments. (Public comment is limited to a maximum of 3 minutes per item. No deliberations with DCR Board. Time may not be given to another speaker.)
4. Review and consider taking action on the minutes of the regular meeting held on May 14, 2024.
5. Review Financial Reports for May as of May 31st.
6. Review and consider taking action on proposed budget for fiscal year 2024-2025.
7. Review and discuss the Develop Richmond TX Staff Report for May 2024.
8. Review and consider taking action on the consulting services for the Economic Development Strategic Plan 2024-2028.
9. Review and discuss an interfund loan to the City of Richmond for the City Hall project.
10. Conduct a Public Hearing to receive comments for or against an interfund loan to the City of Richmond for the City Hall project.
11. Review and consider taking action on an interfund loan to the City of Richmond for the City Hall Project.
12. Review and consider taking action on budget amendment for fiscal year 2024 budget
13. Review and consider taking action on a contract renewal with Central Fort Bend Chamber.
14. Future agenda items.
15. Excuse from Attendance at Regular DCR Meeting.
16. Adjourn to Executive Session, as authorized by Texas Government Code, Section 551.087, Deliberation Regarding Economic Development Negotiations and Section 551.072, Deliberation Regarding Real Property.

EXECUTIVE SESSION

In accordance with Chapter 551, Government Code, Vernon's Texas Code Annotated (V.T.C.A.) (Open Meetings Law), "The Board of Directors may meet in a Closed Executive Meeting pursuant to provisions of the Open Meetings Law, Chapter 551, Government Code, V.T.C.A. in accordance with the authority contained in the following sections" Section 551.087, Deliberation Regarding Economic Development Negotiations and Section 551.072 Deliberation Regarding Real Property.

- E1. Project Firehouse Updates
- E2. Project Colodge and Project Imagine Updates

OPEN MEETING

- 17. Reconvene into Open Meeting, and take action on items, if necessary.
- 18. Adjournment

NOTICE OF ASSISTANCE AT THE PUBLIC MEETING

The Development Corporation of Richmond (DCR) meetings are available to all persons regardless of disability. This facility is wheelchair accessible and accessible parking spaces are available. Requests for accommodations, should you require special assistance, must be made 48 hours prior to this meeting. Braille is not available. Please contact the City Secretary's office at (281) 342-5456 for needed accommodations.

CERTIFICATE

I certify that the above notice of meeting was posted on a bulletin board located at a place convenient to the public in the City Hall, Richmond, Texas, on the 7th day of June 2024, at ____ a.m./p.m.

Lasha Gillespie, City Secretary

**DEVELOP
RICHMOND
EST. TEXAS 1837**

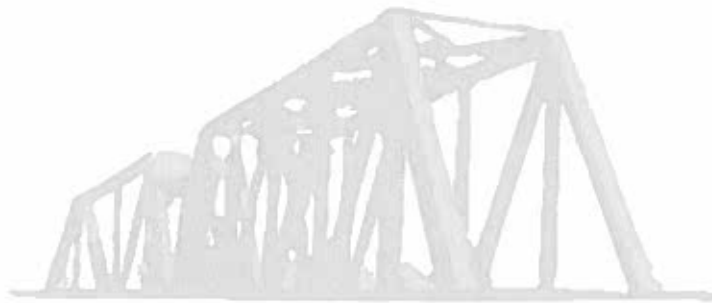
1. Call to Order



**DEVELOP
RICHMOND**

EST. TEXAS 1837

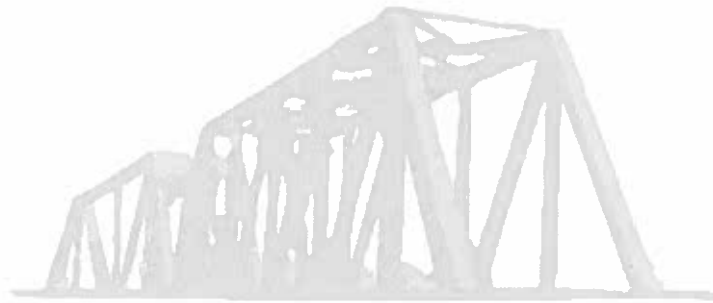
1. Call to Order



**DEVELOP
RICHMOND**

EST. TEXAS 1837

2. Recite the Pledge of Allegiance to the U.S. Flag and Texas Flag.



**DEVELOP
RICHMOND**
EST. TEXAS 1837

The United States Pledge of Allegiance:

I pledge allegiance to the Flag of the
United States of America, and to the
Republic for which it
stands, one Nation
under God, indivisible,
with liberty and
justice for all.



The Texas Pledge of Allegiance:



Honor the Texas flag;
I pledge allegiance to
thee, Texas, one state
under God, one and
indivisible.

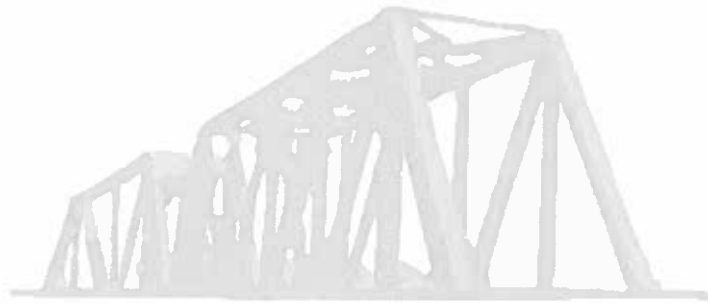
3. Public Comments. (Public comment is limited to a maximum of 3 minutes per item. No deliberations with DCR Board. Time may not be given to another speaker.)



**DEVELOP
RICHMOND**

EST. TEXAS 1837

4. Review and consider taking action on the minutes of the regular meeting held on May 14, 2024.



**DEVELOP
RICHMOND**
EST. TEXAS 1837



STATE OF TEXAS
COUNTY OF FORT BEND
CITY OF RICHMOND

The Development Corporation of Richmond convened in a Regular Meeting open to the public and pursuant to notice thereof duly given in accordance with Section 501.072, Local Government Code, Vernon's Texas Codes, in Richmond City Hall Annex within said City on May 14, 2024, at 5:01 p.m. Directors in attendance included the following:

President, Kit Jones-not in attendance
Vice President, Becky Haas
Secretary, Nancie Rain
Tim Jeffcoat
Cody Frederick
William B. Morefield, III-not in attendance
Barry Beard

City Manager Terri Vela
Economic Development Director, Jerry Jones
City Attorney, Gary Smith
City Secretary, Lasha Gillespie

Agenda item A.1 Call to Order

- Vice President Becky Haas called the meeting to order at 5:01 p.m. The meeting was broadcast via video conference call. All members of the public may participate in the meeting and via video conference call. Quorum was determined and meeting was declared open.

Agenda item A2. Recite the Pledge of Allegiance to U.S. and Texas Flags

- Pledges recited.

Agenda item A3. Public comments.

- None.

Agenda item A4. Review and consider taking action on the minutes of the regular meeting held on April 9, 2024.

- Secretary Nancie Rain moved to approve the minutes of the regular meeting held on April 9, 2024. The motion passes unanimously.

Agenda item A5. Review Financial Reports for April as of April 30th.

Finance Director Preza presented the financials as outlined in the report. No major concerns.

Agenda item A6. Review and discuss the proposed budget for fiscal year 2024-2025.

- Director Jones opened with discussion on the staff meeting that was held to add what priorities the proposed budget year would support.
- Finance Director Preza discussed the details of the DCR proposed budget goals for FY2025.

- The Board was asked to comment or ask questions; Board Member Beard asked about recurring expenses such as transportation and the YMCA.
- Director Jones highlighted the priorities including Richmond brand awareness; Secretary Rain questioned on possible budget changes due to election year and the Economic Development plan.
- Board Member Beard inquired about any expenses on the Comprehensive Master Plan to be included in the budget; City Manager Terri Vela answered the question on those proposed budgets.
- Board Member Frederick had sales tax and timeline questions.
- Board Member Jeffcoat inquired about purchase services and the budget reserved for opportunities.

Agenda item A7. Review and discuss the Executive Director's April Report.

- The discussion began with Board Member Frederick inquiring about the strategic plan update.
- Director Jones discussed the updates on the strategic plan, nursing school location, the proposed youth entrepreneurship program to commence this summer, and meetings about business retention and recruitment.
- Vice President Becky Haas suggested connecting and meeting with more people and adding more events to the newsletter and Director's report, including chamber events; she also requested that business community meetings have more details.
- VP Haas also asked to remove the For Sale Properties and For Lease Properties section of the agenda packet moving forward, as it's information that can be found.

Agenda item A8. Review and discuss the updates to our City of Richmond Comprehensive Master Plan Update.

- Planning Director Mason Garcia presented the draft concept of the plan along with consultants Mr. Filsram in person and Greg joined remotely.
- The presentation discussion included the timeline, survey, four new items, land use plan updates, next Thursday's full presentation, a new category for planned mix-use (like Indigo), and plan objectives.
- Board Member Beard concluded with the importance of the requirement for commitment, capital, prioritizing implementation, budget/economic issues, the flexibility to respond, and getting the project done will be the focus for the people on the ground and project leaders.

Agenda item A9. Future agenda items.

- All in favor, no future agenda items.

Agenda item A10. Excuse from Attendance at Regular DCR Meeting.

- Not in attendance - President, Kit Jones and William B. Morefield, III
- Approved excuses, all in favor.

Agenda item A11. Adjourn to Executive Session, as authorized by Texas Government Code, Section 551.087, Deliberation Regarding Economic Development Negotiations.

- VP Haas adjourned to Executive Session at 6:10 p.m.

Executive Session

In accordance with Chapter 551, Government Code, Vernon's Texas Code Annotated (V.T.C.A.) (Open Meetings Law), "The Board of Directors may meet in a Closed Executive Meeting pursuant to provisions of the Open Meetings Law, Chapter 551, Government Code, V.T.C.A. in accordance with the authority contained in the following sections" Section 551.087, Deliberation Regarding Economic Development Negotiations and Section 551.074 Personnel Matters, Section 551.072 Discuss Real Estate property.

E1. Project Firehouse Updates

E2. Project Colodge and Project Imagine Updates

E3. Economic Development Director Review of Duties and Responsibilities

- Executive Session was held until 6:42pm.

Open Meeting

Agenda item A12. Reconvene into Open Meeting, and take action on items, if necessary.

- Reconvened into Open Meeting at 6:43 p.m.
- Board Member Beard made a motion on E1. Project Firehouse to provide LLC.
- Board Members Jeffcoat, Rain, and Frederick seconded, and Mayor Haas opposed
- Board Member Beard made a motion to approve the Treasure Hunters grant. All in favor. Motion passes unanimously.

Agenda Item A13. Adjournment

- Meeting adjourned at 6:45 p.m.

APPROVED:

Becky Haas, Vice President

ATTEST:

Lasha Gillespie, City Secretary

5. Review Financial Reports for May as
of May 31st.



**DEVELOP
RICHMOND**

EST. TEXAS 1837



City of Richmond, TX

My Balance Sheet
Account Summary
 As Of 05/31/2024

Account	Name	Balance	
Fund: 800 - DEVELOPMENT CORPORTION FUND			
Assets			
800-1101	CLAIM ON CASH-DEVELOPMENT CORP	5,744,859.63	
800-1410	SALES TAX RECEIVABLE	407,348.00	
	Total Assets:	<u>6,152,207.63</u>	<u>6,152,207.63</u>
Liability			
	Total Liability:	<u>0.00</u>	
Equity			
800-2900	UNAPPROPRIATED SURPLUS	4,970,209.60	
800-2920	RESTRICTED	457,715.93	
	Total Beginning Equity:	<u>5,427,925.53</u>	
Total Revenue		1,819,255.68	
Total Expense		<u>1,094,973.58</u>	
Revenues Over/Under Expenses		724,282.10	
	Total Equity and Current Surplus (Deficit):	<u>6,152,207.63</u>	
	Total Liabilities, Equity and Current Surplus (Deficit):		<u>6,152,207.63</u>



City of Richmond, TX

My Balance Sheet

Account Summary

As Of 05/31/2024

Account	Name	Balance	
Fund: 703 - DCR CAPITAL PROJECTS FUND			
Assets			
703-1101	CLAIM ON CASH DCR CAPITAL PROJ	514,679.10	
	Total Assets:	<u>514,679.10</u>	<u>514,679.10</u>
Liability			
	Total Liability:	<u>0.00</u>	
Equity			
703-2900	UNAPPROPRIATED SURPLUS	482,473.90	
	Total Beginning Equity:	<u>482,473.90</u>	
Total Revenue		42,682.61	
Total Expense		<u>10,477.41</u>	
Revenues Over/Under Expenses		<u>32,205.20</u>	
	Total Equity and Current Surplus (Deficit):	<u>514,679.10</u>	
	Total Liabilities, Equity and Current Surplus (Deficit):		<u>514,679.10</u>



Income Statement Account Summary

For Fiscal: FY2024 Period Ending: 05/31/2024

		Current Total Budget	YTD Activity	Budget Remaining
Fund: 800 - DEVELOPMENT CORPORTION FUND				
Revenue				
RevenueCharacter: 40 - Taxes				
800-4010	SALES TAX REVENUE	1,749,000.00	1,623,840.88	125,159.12
	RevenueCharacter: 40 - Taxes Total:	1,749,000.00	1,623,840.88	125,159.12
RevenueCharacter: 45 - Other				
800-4500	OTHER INCOME	5,000.00	0.00	5,000.00
	RevenueCharacter: 45 - Other Total:	5,000.00	0.00	5,000.00
RevenueCharacter: 46 - Interest Income				
800-4600	INTEREST INCOME	75,600.00	191,525.47	-115,925.47
	RevenueCharacter: 46 - Interest Income Total:	75,600.00	191,525.47	-115,925.47
	Revenue Total:	1,829,600.00	1,815,366.35	14,233.65
Expense				
ExpenseCharacter: 53 - Supplies				
800-6291-53120	OFFICE SUPPLIES	3,000.00	2,135.30	864.70
	ExpenseCharacter: 53 - Supplies Total:	3,000.00	2,135.30	864.70
ExpenseCharacter: 56 - Purchased Services				
800-6291-56005	TRAVEL AND TRAINING	13,055.15	7,694.60	5,360.55
800-6291-56006	PERIODICALS AND MEMBERSHIPS	23,350.00	9,700.00	13,650.00
800-6291-56021	ADVERTISING	78,473.38	33,790.05	44,683.33
800-6291-56042	TRANSFERS OUT	103,503.00	25,000.00	78,503.00
800-6291-56045	BANK FEES	1,000.00	0.00	1,000.00
800-6291-56048	MISCELLANEOUS	4,442.94	9.58	4,433.36
800-6291-56080	RESERVE FOR OPPORTUNITIES	0.00	0.00	0.00
800-6291-56081	TSTC COMMITMENT	100,000.00	100,000.00	0.00
800-6291-56083	CONTRACTED SERVICES	425,064.30	269,636.73	155,427.57
800-6291-56090	RICHMOND HISTORIC DISTRICT	32,497.00	18,942.85	13,554.15
800-6291-56091	FBC TRANSIT	75,000.00	75,000.00	0.00
	ExpenseCharacter: 56 - Purchased Services Total:	856,385.77	539,773.81	316,611.96
ExpenseCharacter: 59 - Intergovernmental				
800-6291-59030	SALES TAX INCENTIVE AGREEMENTS	5,000.00	0.00	5,000.00
	ExpenseCharacter: 59 - Intergovernmental Total:	5,000.00	0.00	5,000.00
ExpenseCharacter: 60 - Transfers Out				
800-6291-60000	TRANSFER TO OTHER FUNDS	330,438.00	185,438.00	145,000.00
800-6291-60007	CITY OF RICHMOND REIMB ALLOC	709,776.23	367,626.47	342,149.76
	ExpenseCharacter: 60 - Transfers Out Total:	1,040,214.23	553,064.47	487,149.76
	Expense Total:	1,904,600.00	1,094,973.58	809,626.42
Fund: 800 - DEVELOPMENT CORPORTION FUND Surplus (Deficit):		-75,000.00	720,392.77	
	Total Surplus (Deficit):	-75,000.00	720,392.77	

Summary

Project Summary

Project Number	Project Name	Encumbrances	Total Budget	Date Range Budget	Beginning Balance	Total Activity	Ending Balance	Budget Remaining
16	Wayside Horns	0.00	1,356,525.64	0.00	1,356,525.64	0.00	1,356,525.64	0.00
18	Myrtle Street	0.00	422,390.36	0.00	417,998.50	3,872.41	421,870.91	519.45
22	North 10th ST	0.00	1,299,900.43	1,000,000.00	0.00	0.00	0.00	1,299,900.43
38	Project MEAD	0.00	25,000.00	0.00	25,000.00	0.00	25,000.00	0.00
39	Project Neighbor	0.00	22,000.00	0.00	14,465.00	0.00	14,465.00	7,535.00
43	Project Whale	0.00	5,000.00	0.00	5,000.00	0.00	5,000.00	0.00
44	Project Bend	0.00	10,000.00	0.00	10,000.00	0.00	10,000.00	0.00
81	Economic Development Strategic Plan	0.00	80,000.00	0.00	0.00	0.00	0.00	80,000.00
89	Marketing Hotel Feasibility Analysis	0.00	49,500.00	49,500.00	0.00	49,358.00	49,358.00	142.00
94	Project Downtown Vacant Structure P...	0.00	25,000.00	25,000.00	0.00	0.00	0.00	25,000.00
96	Project Branding	0.00	78,503.00	78,503.00	0.00	0.00	0.00	78,503.00
Report Total:		0.00	3,373,819.43	1,153,003.00	1,828,989.14	53,230.41	1,882,219.55	1,491,599.88

Group Summary

Group	Encumbrances	Total Budget	Date Range Budget	Beginning Balance	Total Activity	Ending Balance	Budget Remaining
DCR Capital Projects	0.00	3,373,819.43	1,153,003.00	1,828,989.14	53,230.41	1,882,219.55	1,491,599.88
Report Total:	0.00	3,373,819.43	1,153,003.00	1,828,989.14	53,230.41	1,882,219.55	1,491,599.88

Type Summary

Group	Encumbrances	Total Budget	Date Range Budget	Beginning Balance	Total Activity	Ending Balance	Budget Remaining
Capital Tracking	0.00	3,324,319.43	1,103,503.00	1,828,989.14	3,872.41	1,832,861.55	1,491,457.88
Tracking	0.00	49,500.00	49,500.00	0.00	49,358.00	49,358.00	142.00
Report Total:	0.00	3,373,819.43	1,153,003.00	1,828,989.14	53,230.41	1,882,219.55	1,491,599.88



FY2024



CITY OF RICHMOND, TEXAS
Monthly Sales Tax Analysis
For the period ending
May 31, 2024

A CHARMING PAST
A SOARING FUTURE



Sales Tax Analysis

DateKey

10/1/2023 5/28/2024

Summary of Performance

Quarter Label	Net Payment	SPA Collections	City Retained SPA	Gross City Collections	MUD Expense SPA	City Retained	Budget Amount	DCR Retained
Q1								
1 - October	891,902	146,577	73,289	687,249	-73,289	613,960	473,706	204,653
2 - November	866,044	110,527	55,264	663,349	-55,264	608,085	540,950	202,695
3 - December	905,351	132,718	66,359	695,603	-66,359	629,244	494,036	209,748
Total	2,663,297	389,823	194,911	2,046,200	-194,911	1,851,289	1,508,692	617,096
Q2								
4 - January	892,126	130,634	65,317	685,424	-65,317	620,107	472,957	206,702
5 - February	1,007,800	154,485	77,243	775,161	-77,243	697,918	595,931	232,639
6 - March	757,523	132,258	66,129	594,675	-66,129	518,546	460,628	172,849
Total	2,657,449	417,377	208,689	2,045,259	-208,689	1,836,570	1,529,516	612,190
Q3								
7 - April	807,956	162,055	81,028	626,224	-81,028	545,196	482,028	181,732
8 - May	926,744	150,908	75,454	713,921	-75,454	638,467	556,796	212,822
Total	1,734,700	312,964	156,482	1,340,146	-156,482	1,183,664	1,038,824	394,555
Total	7,055,446	1,120,164	560,082	5,431,605	-560,082	4,871,523	4,077,032	1,623,841



Sales Tax Analysis

Date/Key

10/1/2023

5/28/2024

City Sales Tax

Quarter Label	Prior Year Net Payment	Net Payment	YoY Net % Chg	Prior Year City Retained	City Retained	YoY City % Chg	Budget Amount	Actual / Budget (\$)	Actual / Budget (%)
Q1									
1 - October	763,044	891,902	16.89%	526,568	613,960	16.60%	473,706	140,254	29.61%
2 - November	738,217	866,044	17.32%	502,908	608,085	20.91%	540,950	67,135	12.41%
3 - December	713,376	905,351	26.91%	484,741	629,244	29.81%	494,036	135,208	27.37%
Total	2,214,637	2,663,297	20.26%	1,514,217	1,851,289	22.26%	1,508,692	342,597	22.71%
Q2									
4 - January	779,887	892,126	14.39%	538,507	620,107	15.15%	472,957	147,150	31.11%
5 - February	956,893	1,007,800	5.32%	667,622	697,918	4.54%	595,931	101,987	17.11%
6 - March	638,047	757,523	18.73%	434,230	518,546	19.42%	460,628	57,918	12.57%
Total	2,374,828	2,657,449	11.90%	1,640,359	1,836,570	11.96%	1,529,516	307,054	20.08%
Q3									
7 - April	678,144	807,956	19.14%	456,506	545,196	19.43%	482,028	63,168	13.10%
8 - May	782,674	926,744	18.41%	531,924	638,467	20.03%	556,796	81,671	14.67%
Total	1,460,819	1,734,700	18.75%	988,429	1,183,664	19.75%	1,038,824	144,840	13.94%
Total	6,050,283	7,055,446	16.61%	4,143,005	4,871,523	17.58%	4,077,032	794,491	19.49%



Sales Tax Analysis

Date/Key

10/1/2023

5/28/2024

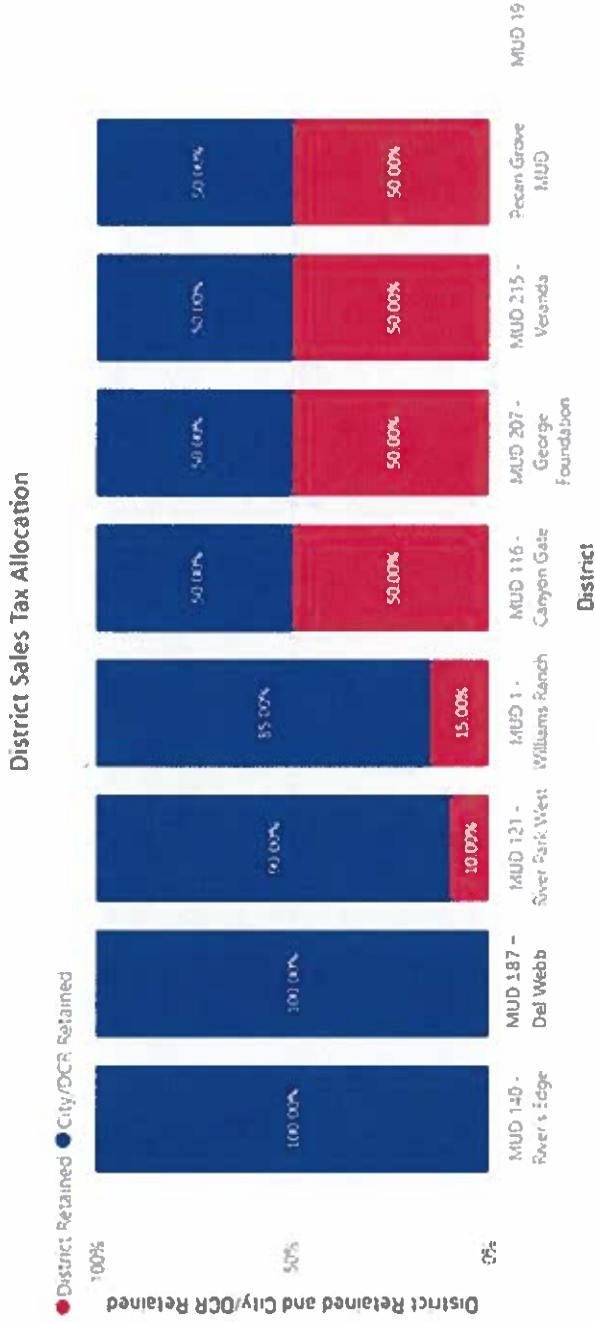
DCR Sales Tax

Quarter Label	Prior Year Net Payment	Net Payment	YoY Net % Chg	DCR Prior Retained	DCR Retained	YoY DCR % Chg	DCR Budget	DCR Act/Bud (\$)	DCR Act/Bud (%)
Q1									
1 - October	763,044	891,902	16.89%	175,523	204,653	16.60%	134,477	70,176	52.18%
2 - November	738,217	866,044	17.32%	167,636	202,695	20.91%	153,566	49,129	31.99%
3 - December	713,376	905,351	26.91%	161,580	209,748	29.81%	140,248	69,500	49.55%
Total	2,214,637	2,663,297	20.26%	504,739	617,096	22.26%	428,291	188,805	44.08%
Q2									
4 - January	779,887	892,126	14.39%	179,502	206,702	15.15%	134,264	72,438	53.95%
5 - February	956,893	1,007,800	5.32%	222,541	232,639	4.54%	169,174	63,465	37.51%
6 - March	638,047	757,523	18.73%	144,743	172,849	19.42%	130,764	42,085	32.18%
Total	2,374,828	2,657,449	11.90%	546,786	612,190	11.96%	434,202	177,988	40.99%
Q3									
7 - April	678,144	807,956	19.14%	152,169	181,732	19.43%	136,839	44,893	32.81%
8 - May	782,674	926,744	18.41%	177,308	212,822	20.03%	158,065	54,757	34.64%
Total	1,460,819	1,734,700	18.75%	329,476	394,555	19.75%	294,904	99,651	33.79%
Total	6,050,283	7,055,446	16.61%	1,381,002	1,623,841	17.58%	1,157,397	466,444	40.30%



Sales Tax Analysis

SPA Allocation Agreements Key



DEVELOPMENT CORPORATION OF RICHMOND

SALES TAX REVENUE

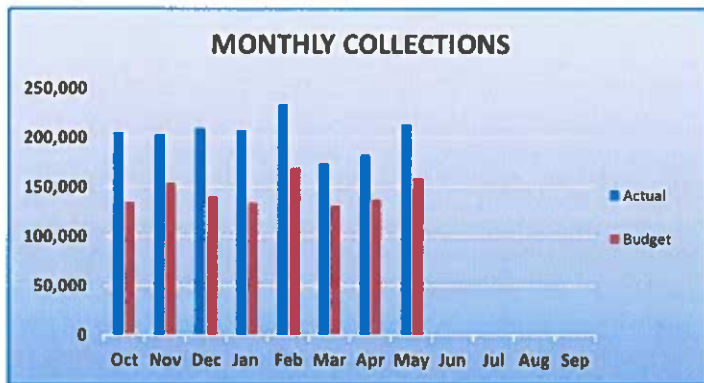
GROSS (Includes City & SPAs)		DCR ALLOCATION <i>Actual Income</i>		DCR BUDGET <i>Budgeted Income</i>		Year-to-Date Target to Budget 100% = Budget
Total Received	Prior Year % Increase (Decrease) Month to Month	Monthly	Total Received Year-to-Date	Monthly	Total Budget Year-to-Date	

Fiscal Year 2023

Oct	763,044	5%	175,523	175,523	125,450	125,450	139.91%
Nov	738,217	-18%	167,636	343,159	142,481	267,931	128.08%
Dec	713,376	-8%	161,580	504,739	131,051	398,982	126.51%
Jan	779,887	-11%	179,502	684,241	136,724	535,705	127.73%
Feb	956,893	11%	222,541	906,782	87,977	623,682	145.39%
Mar	638,047	-2%	144,743	1,051,525	115,942	739,625	142.17%
Apr	678,144	30%	152,169	1,203,694	119,342	858,966	140.13%
May	782,674	7%	177,308	1,381,002	148,945	1,007,911	137.02%
Jun	716,487	11%	163,304	1,544,306	134,832	1,142,743	135.14%
Jul	790,298	15%	178,565	1,722,871	135,785	1,278,528	134.75%
Aug	917,383	22%	210,274	1,933,145	152,327	1,430,855	135.10%
Sep	851,854	28%	198,218	2,131,363	136,812	1,567,667	135.96%

Fiscal Year 2024

Oct	891,902	17%	204,653	204,653	134,477	134,477	152.18%
Nov	866,044	17%	202,695	407,348	153,566	288,043	141.42%
Dec	905,351	27%	209,748	617,096	140,248	428,291	144.08%
Jan	892,126	14%	206,702	823,798	134,264	562,555	146.44%
Feb	1,007,800	5%	232,639	1,056,438	169,174	731,730	144.38%
Mar	757,523	19%	172,849	1,229,286	130,764	862,494	142.53%
Apr	807,956	19%	181,732	1,411,019	136,839	999,334	141.20%
May	926,744	18%	212,822	1,623,841	158,065	1,157,398	140.30%
Jun	0		0		145,360	1,302,758	
Jul	0		0		142,654	1,445,413	
Aug	0		0		156,963	1,602,376	
Sep	0		0		146,624	1,749,000	



6. Review and consider taking action on proposed budget for fiscal year 2024-2025.



**DEVELOP
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EST. TEXAS 1837

7. Review and discuss the Develop
Richmond TX Staff Report for May
2024.



**DEVELOP
RICHMOND**
EST. TEXAS 1837



**Report Provided By: Jerry W. Jones Jr.
May 2024**

DCR's Mission and Strategic Priorities

ICSC Follow-up Meeting w/ Developer

Previously, staff attended the International Council of Shopping Centers (ICSC) Local Houston event. ICSC promotes and elevates the marketplaces and spaces where people shop, dine, work, play, and gather as foundational and vital ingredients of communities and economies. We have begun to meet with developers who attended this event. We met with Peter, a developer from the Greater Houston area who attended the event to discuss opportunities in Richmond. There was expressed interest in the property along Highway 59. We provided information to them and remain in contact with them should they need additional assistance. We are creating a database on Google Docs for developers and property owners to assist us with staying in contact with them. In the past, we have hosted developers and real estate professionals at events like Drinks and Development; however, we look to enhance our reach in the coming year.

Development Corporation Economic Development Strategic Plan Update

The Ad Hoc committee members decided to proceed with interviewing three firms: Hickey Global, TPMA, and TIP Strategies. The committee met on Friday, June 7, 2024, to interview the three firms and will recommend to the board who should be selected as the selected firm.

CivicBrand x Richmond Kickoff Call

The City and DCR staff met with Ryan Short for the initial meeting to discuss how to move forward with the Marketing Consultant Contract. We are assisting the City Manager with anything requested and will have more information as this develops.

Youth Entrepreneurial Summer Camp Program

During the month of May we announced the Richmond Youth Program for Entrepreneurs (RYPE) launch. RYPE is a new initiative designed to equip young people in Richmond with the skills and knowledge they need to launch and grow their businesses. The program runs from July 8th to 19th with two-hour sessions from 3 pm. to 5 pm., the first nine days. Our local small business professionals will provide participants with a comprehensive curriculum covering business ideation, market research, financial planning, marketing, and sales.

RYPE is open to students entering 6th to 12th grade in the Fall of 2024 and residing in Richmond, Texas, or its Extraterritorial Jurisdiction (ETJ). There is no cost to participate. Applications for the program are currently open, and you can receive the application by emailing info@developrichmondtx.com

Mega Square Ribbon Cutting Ceremony

Developed by Meghani Capital, the two-story, 26,000 SF retail and office project is health-focused from top to bottom. The first floor is intended for health-inspired restaurants, retail, and spas, while the second floor is set for medical offices serving the Richmond community.

Mega Square is their second development in Richmond, TX, after the incredibly successful Aria Square, located at 4125 Williams Way.

The Ribbon-Cutting Ceremony includes speakers from the City of Richmond (Commissioner Bement), Develop Richmond, and Meghani Capital, as well as a private tour by Anchor Construction Management.

Meghani's team asked if we will introduce them to medical administrators if they need additional facilities. We introduced them to Joe Freudenberger via email.

Met w/Jason- Commercial Advisor/Business Broker

A retired basketball player is looking for property to create a sports facility that would specialize in basketball training and attract players from all over the country. Similar spaces exist in parts of Houston and Dallas. These centers are huge draws for kids and their families. Based on where they expressed interest, we forward them through an introductory email to the appropriate contacts.

Business Retention and Recruitment

Coffee at the BLOCK

Coffee at the BLOCK continues to serve as a communal space for Small Business Owners, Startups, Founders, Mentors, Students, Investors, Leaders, Innovators, Funds, Community Builders, etc.... Anyone who cares about our fantastic city and wants to grow our business community.

We will continue to create opportunities to build partnerships at our Richmond Coffee at the BLOCK! This is a FREE but valuable networking event held at Blockhouse Coffee and Kitchen. We were excited to have SCORE in attendance to share information on what they do for businesses.

City Coffee

Kristin, Carlos, Joe, and I met to discuss economic development matters within the county and our cities. The bulk of the meeting was about the FAM Tour. The coordinators want to ensure that we are happy with the product being created.

FAM Tour

Central Fort Bend and Fort Bend Chamber are partnering with the County office of Economic Development and the city EDC for the FAM Tour this year. There is a committee that is keeping us informed of what decisions are being made concerning the tour and the details to put it together. We are working with the team as a whole to continue this opportunity. The County is covering a great deal of the financial burden for the effort as well as the EDC's are participating as well. Central Fort Bend is chairing the effort this year.

SBDC New Office Location

The contract is completed, and we will meet with them on June 7th to discuss a smooth transition. The agency will be here by June 17th.

Richmond EDC Website Refresh Reveal with EDSuite

Staff have updated the website to include the minutes and agendas for all meetings. We are refreshing the website's look to remain competitive with surrounding communities. Our July meeting should finish this update. We are adding vital information that our small businesses may desire, like grant information, possible sites, and press releases. Although we continue to improve, we will never reach a point where it is finished. We must keep it clean, attractive, and informative.

Potential Investment and Job Creation Prospects

Promotes Availability of Sites/Buildings

Pre- Application Meetings: These are initial conversations; nothing is final. They are just gaining information on what would be needed to make the project happen.

Pre-Application Conference: 301 S 9th St (juice bar)

Pre-Application Conference (In-Person): 112 Collins Road (self storage)

Upcoming Events and Activities:

Event: Richmond Farmers Market
402 Morton St.
Date: July 5th

Event: DCR Board of Directors Meeting
Date: July 9th

Event: Coffee @ the BLOCK
Special Location: New Office Building 1600 Myrtle St. (Morton St.)
Date: August 6th

Develop Richmond Business Feedback Calls

June 2024

Business Assistance

We wanted to create a robust platform to create opportunities to reach out to businesses every month and identify ways to understand better how to assist them. Staff contacted 33 businesses this month. Out of 33, only 12 responded to either calls or emails. We asked probing questions, and their comments were listed below. We see their responses as opportunities and created postcards to go out to both those who participated in the call and those who we are trying to reach; however, we either have the wrong information, or they may need clarification about participating. Please see the draft of the postcards attached to this report.

The extremes:

Positive	Negative
majority expressed good business experience	50% felt they could learn more about DCR
majority in business many years (+10)	no time for events/workshops
no recent issues w/City depts or permits	know about events but don't attend
50% receive newsletter	majority do not want workforce support
50% desire business training	need more spaces for small business
majority appreciated the call	attract & make it easier for new business
majority want to and will do business in future	only 8% want to visit the office in person

Are you aware about Develop Richmond, and have you attended any events?

- no
- yes have seen signs at some events, but not aware of the dept.; no events
- Yes, receives newsletter; not yet
- Not aware of the dept, but has worked at and attended movie nights; She knows Michelle of COR
- yes, receives newsletter; yes
- Receive flyers but don't have time to attend events.
- yes, had signed up for an SBA event but had to cancel
- Not aware but has known about some events like Coffee @ the Block
- Yes, knows about events but hasn't attended

What has your experience been owning a business in Richmond?

- good, still in business for many years
- Just closed business last week after 10 yrs, working 7days 12-14hrs due to landlord raising rent to \$3600, too expensive.

- great, they were part of the Farmers Market and also Food Truck Fridays, due to unfortunate event that wife passed, he sold the food truck and now has trucking company but looking to start the food truck business again in about a year.
- Great, in the past she has rotated w/other ice cream truck on movie nights; worked day job and snowballs was part time/weekend business but is now retired and working her snowball truck more often.
- She has been a food truck vendor at all Richmond events like movie nights, farmers markets, art in the bend, etc. but she had to sell her truck end of last year because she barely made enough to cover rent.
- He mostly does business in Houston but has subcontracted in Richmond and has always been a great experience, no concerns.
- Enjoys working in Richmond, but work is not steady or not a lot of work; mostly works on new construction or repair calls
- good experience so far, just opened on March 1; already have a location in Houston
- good no major issues; but about 8-10 years ago it was very difficult to get business tenants in my rental properties because of strict building regulations and inspections with petty things like light plugs; no one wanted to do business in Richmond.
- This is a food truck and she has worked the farmers market and movie night before but it's been about 2 years ago; she is now based in Sugar Land permanently
- good, same location for 23 years
- Was never able to get permit in Richmond or Fort Bend, so got permit in Brazoria County

Do you have any questions on how to best navigate city departments for your business' needs?

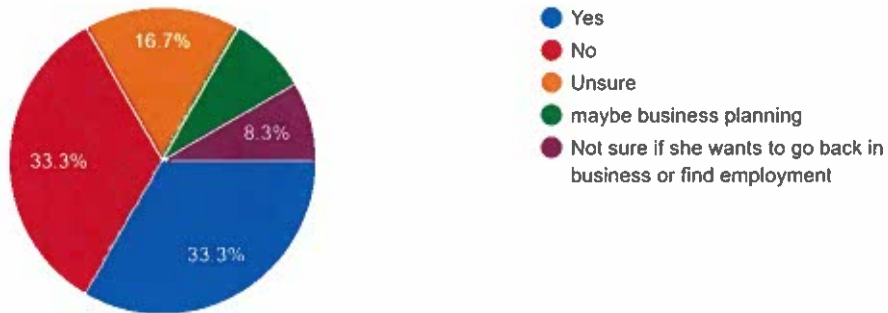
- not recently
- Customers are suggesting for her to bake at home; wants to know what permits needed and if it's possible to.
- No, getting his permits was not difficult.
- No, it was easy getting permits.
- She bought a food truck because she kept getting many temporary food permits and liked that during Covid Fort Bend County made it easy and permitted her a "free pass" to do business in Richmond, but she still couldn't make ends meet.
- no, it has always been easy to get permits from the city
- no, he has a good relationship with the City Fire Marshall
- Wants to know if the city provides ribbon-cutting ceremonies for new businesses; would like to know how to become a "business spotlight" on the newsletter
- he said now, inspectors are very polite and nice
- no, it's been easy in the past
- No
- Would like to get food permit for Richmond's events

How do you hear about any business training opportunities? Do you look for our newsletter?

- receives local magazines
- She took training in Rosenberg on how to open business about 5 years ago.
- He does receive newsletter, was part of the chambers
- Is not receiving newsletter but will sign up today.
- she does receive newsletter, and knows about the coffee events
- Did not know about any; does not receive newsletter
- no
- Just opened second location in Richmond so did not know about it
- Does not think he needs business training because he's older, maybe the younger business community or those coming into new business.
- yes she receives the newsletter
- Does not need business training and does not receive newsletter/no email
- Does not receive newsletter

Do you desire any type of business training?

12 responses



Do you desire any workforce development support?

12 responses

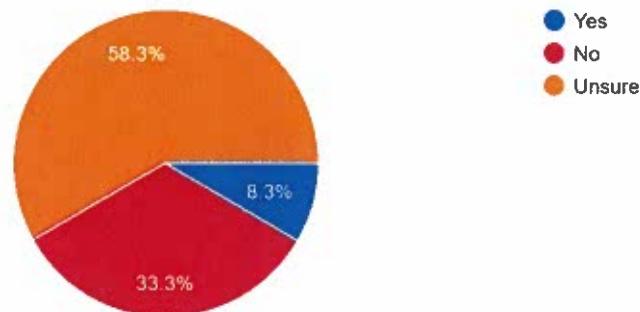


Comments or Suggestions for Improvement

- N/A
- build /permits grandfather law, don't understand the rules/regulations for business expansion
- She appreciated the call.
- Will keep DRC in mind for future business plans
- She says Richmond does not offer enough events, there are not many spaces to do business, downtown is not convenient, there's no mall/retail space; she currently has to drive to Katy where she does business at <https://paintedtree.com/> where under one roof there are about 50 small "stores" like an updated version of a flea market, where the landlord is the "cashier" for the whole retail space. She recommends this concept in Richmond for small vendors to do business.
- Interested on how to acquire employees for summer camps
- make it easy for new business owners and attract more business to Richmond, not to make it difficult for someone to get going and make permitting, codes easy to follow.
- She is interested in working the farmers market/movie night again
- None
- Was never able to get food permit in Richmond

Would you like to schedule an in-person visit with a Develop Richmond team member?

12 responses



Staff Notes

- Emailed him link to pre-application conference form; wants to expand his business but doesn't know what it needed, or how to.
- She is unsure if opening business again, husband doesn't want her to work so hard; she was very sad and crying because her customers are still seeking her business and doesn't know what to do. I gave her our contact information so she can reach out when she's ready.
- N/A
- Asked if business workshops were free or for a cost. I let her know they are free and to look out for them on the newsletter.
- I let her know that organizations like SBDC/SCORE will be offering business workshops at Myrtle.
- I emailed him the May newsletter and link to join the mailing list, and Develop Richmond contact information.
- He's been in business for over 30 years, and mostly used word of mouth marketing; already has a good reputation as a fire contractor.
- Emailed her more information on our newsletter and local chambers
- Had a particular issue in the past where a city trash truck broke a pipe on his property, they said they would fix it but then as they were, the problem escalated and then blamed the property owner, so he had to pay a lot of money to get it fixed. (Leonard Perch) was in charge.
- she's already booked on the first Fridays at another monthly event outside of Richmond, but will consider taking off one month to try Richmond events
- I let him know about Develop Richmond & SBDC services for future reference.
- I added email to receive newsletter and emailed him information about the Farmer's Market by request.



SORRY WE MISSED YOU!

We called and emailed you to connect with you. We want to "check on" your business and identify how we could assist you.

We
appreciate
your
business in
Richmond!



**DEVELOP
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EST. TEXAS 1837



**GIVE US A
CALL, EMAIL OR
VISIT US ON
OUR WEBSITE**

281-342-5456

info@developrichmondtx.com

www.developrichmondtx.com

WE LOOK
FORWARD TO
SPEAKING
WITH YOU
SOON. WE AIM
TO HELP YOUR
BUSINESS
GROW AND
BUILD A
STRONG
ECONOMY FOR
RICHMOND.



@developrichmondtx



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GREAT SPEAKING WITH YOU!

Thank you for taking the time to speak with us or respond to our email. Your input is critical to how we service our business community in Richmond.

We
appreciate
your
business in
Richmond!



**DEVELOP
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EST. TEXAS 1837



**GIVE US A CALL,
EMAIL OR VISIT
US ON OUR
WEBSITE FOR
FUTURE
ASSISTANCE**

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info@developrichmondtx.com
www.developrichmondtx.com

IN THE FUTURE,
PLEASE THINK
OF US WHEN YOU
NEED HELP WITH
YOUR BUSINESS.
WE AIM TO HELP
YOUR BUSINESS
GROW AND BUILD
A STRONG
ECONOMY FOR
RICHMOND. YOU
ARE NOT IN THIS
ALONE!



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8. Review and consider taking action on the consulting services for the Economic Development Strategic Plan 2024-2028.





City of Richmond, TX
AGENDA ITEM COVER MEMO

DATE: June 11, 2024

AGENDA ITEM 8. Review and consider taking action on the consulting services for the Economic Development Strategic Plan 2024-2028.

Background:

Ad Hoc Committee Members:

Barry Beard

Tim Jeffcoat

Terri Vela

Jerry W. Jones Jr.

Update As of:

6/7/2024

The Ad Hoc Committee submitted their score sheets, and the results are attached. Please review the proposals of the recommended firm who received the most votes.

The Vote totals list the firms in the following order:

- | | |
|--------------------------|------------|
| 1. TIP Strategies | 375 |
| 2. TPMA | 326 |
| 3. Hickey Global | 304 |

The proposal for TIP Strategies follows this cover memo.

Staff Recommendation:

Staff are asking for approval of the decision to enter into a contractual agreement with TIP Strategies

STRATEGIC PLAN 2024-2028

A PROPOSAL FOR THE DEVELOPMENT CORPORATION OF RICHMOND
DUE MARCH 21, 2024, 2:00 PM LOCAL





March 19, 2024

Jerry W. Jones Jr., Director of Economic Development
Development Corporation of Richmond
402 Morton Street
Richmond, Texas 77469

Dear Mr. Jones:

TIP Strategies is pleased to present our proposal for the preparation of a comprehensive economic development strategy for the Development Corporation of Richmond (DCR). As you evaluate proposals for the DCR Strategic Plan 2024-2028 RFP, we invite you to consider the advantages of our team.

- ▶ **WE HAVE A LONG HISTORY OF WORKING IN THE HOUSTON METROPOLITAN REGION.** TIP is currently finalizing economic development strategic plans for Fort Bend County and the City of Rosenberg, which gives our team a deep understanding of current economic and market conditions and the regional partner network. In addition to our current work, we have completed engagements for the Pasadena Economic Development Corporation; the Greater Houston Partnership; Harris County; and the Cities of Fulshear, Missouri City, Sugar Land, Pearland, and Katy.
- ▶ **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 Kerr Economic Development Corporation, and other Type A and Type B economic development corporations.
- ▶ **WE HAVE A PROVEN APPROACH.** For more than two decades, our engagements have been guided by our three-phase Theory Into Practice model—Discovery, Opportunity, Implementation. This approach combines our data-driven perspective with the latest thinking on the challenges and opportunities our clients face. The importance of implementation guides our work from day one. We are successful when we when we leave in place actionable strategies that can survive political and economic cycles as well as changes in leadership.
- ▶ **WE ARE THOUGHT LEADERS IN ECONOMIC DEVELOPMENT.** Since 1995, we have completed more than 550 engagements in 44 states and 5 countries. TIP has been on the cutting edge of the practice of economic and workforce development for more than 28 years. Our principals bring a broad base of experience that includes running state and regional economic development programs, managing international trade efforts, and participating in venture capital initiatives.

While I am serving as the authorized representative of the firm for the purposes of this response, TIP senior partner Jeff Marcell will be the principal-in-charge and primary point of contact for the project. If you have any questions, please reach out to him at 512.343.9113 or jeff@tipstrategies.com. Our team is excited by the prospect of working with you, and we appreciate the opportunity to present our firm.

Sincerely,

A handwritten signature in blue ink that reads 'Tom Stellman'. The signature is fluid and cursive, with the first name 'Tom' being larger and more prominent than the last name 'Stellman'.

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.

PH 512.343.9113 | <https://tipstrategies.com/> | 13492 N Hwy. 183, Ste 120-254, Austin, TX 78750

FIRM OVERVIEW

TIP Strategies, Inc. (TIP) is submitting this proposal to assist the Development Corporation of Richmond (DCR) with a comprehensive economic development strategy. Our team members are experienced in 1) leading economic and workforce 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.



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 EDC (PA)

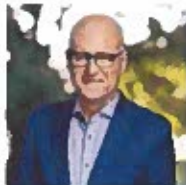


OUR FIRM

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 US 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.

OUR LEADERSHIP

TIP is led by four principals who are ideally suited to assist the DCR with this work. They are joined by 19 fulltime staff comprised of analysts, consultants, and production professionals 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.

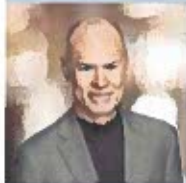


TOM STELLMAN | CEO/FOUNDER

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 A LONG HISTORY OF WORKING IN THE HOUSTON METRO AREA.** TIP recently finalized an economic development strategy for the City of Rosenberg and is currently undertaking a strategic planning effort for Fort Bend County, giving our team a deep understanding of current economic and market conditions and the regional partner network. In addition to our current work, we have completed the following engagements in the Houston region.
 - ▶ Pasadena Economic Development Corporation – Economic Development Strategic Plan and Update
 - ▶ Greater Houston Partnership – Regional Workforce Development Strategy
 - ▶ Harris County, Texas – Office of Economic Equity and Opportunity
 - ▶ Harris County, Texas, Precinct 1 – Tax Abatement Policy Review
 - ▶ City of Fulshear – Economic Development Strategic Plan
 - ▶ City of Missouri City – Economic Development and Plan Creation
 - ▶ City of Sugar Land – Business Park Feasibility Study
 - ▶ City of Pearland – Workforce Analysis; Targeted Land Use Analysis; Economic Development Strategic Plan
 - ▶ City of Katy – Strategic Plan and Target Market Study
 - ▶ City of Rosenberg – Targeted Market Study
- ▶ **WE HAVE EXTENSIVE EXPERIENCE IN THE STATE OF TEXAS.** In addition to our work in Fort Bend and the Houston area, TIP has executed numerous strategic projects spanning from the Texas Panhandle and US-Mexico border to the Gulf Coast. We have worked with a variety of entities across the state, including economic development organizations (e.g., Rockwall Economic Development Corporation, Conroe Economic Development Council, Frisco Economic Development Corporation, Buda Economic Development Corporation, Midland Development Corporation, Lubbock Economic Development Alliance, and Borderplex Alliance), cities (e.g., Arlington, Waxahachie, San Antonio, Dallas, Fort Worth, Waco), counties (e.g., Harris, Travis, Kendall, Bexar), chambers of commerce (e.g., McAllen and Greater Irving Las Colinas), and workforce boards (e.g., Capital Area, Rural Capital Area, North Central Texas). TIP also recently completed a statewide strategy for the Texas Association of Business, a tech transfer and commercialization strategy for the Texas Higher Education Foundation, and a framework for better aligning the public workforce system with economic development for the Texas Workforce Commission.
- ▶ **WE UNDERSTAND 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. 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 sites, a climate that fosters innovation, and a quality of place that will support the retention and recruitment of talent. 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



[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



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 CLIENTS ACHIEVE RESULTS.** Metrics guide our planning process and implementation support. We work with clients to identify metrics and determine if strategies are working. Numerous TIP clients have successfully implemented recommendations. For example, TIP helped leaders in Green Bay address talent attraction, retention, and development challenges through a strategy to grow and re-mission the University of Wisconsin-Green Bay, which helped galvanize the creation of a new engineering school. 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.
- ▶ **WE ARE EXPERIENCED FACILITATORS.** Our team has decades of experience engaging stakeholders in-person and virtually. 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. As a result, we have extensive experience balancing competing interests and identifying shared goals using a variety of mechanisms.
 - ▶ **Stakeholder task forces.** For example, our work on middle skills for the Greater Houston Partnership 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.
 - ▶ **Private-sector experience.** We have engaged thousands of employers and business organizations representing every sector of the economy through interviews, focus groups, and online surveys. Our survey of employers for the Jefferson Parish Economic Development Commission (Louisiana) drew 244 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.** We conducted an extensive outreach process for the North Iowa Corridor Economic Development Corporation that was credited with helping gain public approval of bond initiatives. 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 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. Our experience working with cities, counties, regions, and states underscores the benefits of this holistic approach and confirms our view that economic vitality is irrevocably connected to the ability to influence these three key factors.

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 resilience; 2) clear strategies to support the vision; and 3) an actionable plan for moving forward.

PROJECT TEAM

TIP is a full-service economic development consulting firm with the time, resources, and expertise to carry out the requested scope of work without the use of subconsultants.

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. TIP senior partner **JEFF MARCELL** will act as principal-in-charge and will serve as the primary point of contact for this work. In this capacity, he will participate in the scoping of the project and provide technical and strategic input during each phase.

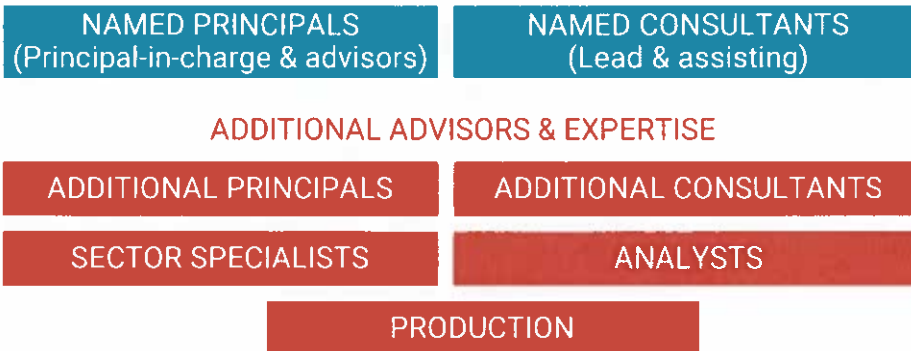
The principal-in-charge receives input from other senior members of our staff who serve as **strategic advisors** to the work. **TOM STELLMAN**, TIP founder/CEO, and **TRACYE MCDANIEL**, TIP president, and will serve as advisors and will contribute expertise on topics including business recruitment, workforce development, and quality of place.

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. Consultant **LUKE SHUFFIELD** will serve as lead consultant for this work and project facilitator, and he will be assisted in these duties by consultant **ALEXIS ANGELO**. They bring knowledge of Rosenberg and Fort Bend County, respectively, to the project. 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 for key team members are provided as an appendix. Additional resumes are available upon request.

CLIENT-FACING TEAM



CLIENT-FACING TEAM

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 strategic planning for the City of Rosenberg, Texas, the Pasadena Economic Development Corporation (Texas), facilitating the Governor

of Delaware's Economic Development Taskforce that established a new public-private partnership for economic development, and supporting the Detroit Regional CEO Group in a review of employer-led solutions to workforce challenges. 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.

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. Her recent clients include the Greater Baltimore Committee (Maryland); the City of Dallas, Texas; the JAXUSA Partnership (Northeast Florida); and Fort Bend County, Texas. She serves on the Environmental Management Advisory Board (EMAB) of Department of Energy. 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. 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.

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 City of Rosenberg, Texas, and 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 BA in Political Science from Duke University, with an additional specialization in Markets & Management Studies.

ALEXIS ANGELO *Consultant*



Alexis has over 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 to her work at TIP, including strategic planning for Fort Bend County, Texas; the Rockwall Economic Development Corporation (Texas); and the Muskogee Community Foundation (Oklahoma). 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.

ADDITIONAL ADVISORS & EXPERTISE

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.

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.

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. Her recent work includes the preparation of economic development strategic plans for the Greater Baltimore Committee (Maryland); the City of San Luis Obispo, California; and the City of Clovis, New Mexico, and the facilitation of the first two cohorts of the International Economic Development Council’s (IEDC’s) Equitable Communities Initiative, providing technical assistance to communities looking to address diversity, equity, and inclusion in their planning efforts and service delivery. 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.

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.

COST PROPOSAL

The fee for completion of this work is \$150,000, plus expenses, with total costs not to exceed \$160,000. Pricing reflects our understanding of the desired scope and outcomes. However, we recognize that proposed budgets and available funds do not always match. With this in mind, we are prepared to discuss budget modifications based on a revised scope of services. We are keenly interested in the work you have outlined and are enthusiastic about the possibility of meeting the challenge.

FEES

Our contracts are typically structured as a flat fee, payable in monthly installments based on the estimated length of the engagement. The breakdown shown below is an estimate and is intended to reflect anticipated level of effort.

- Discovery \$52,500
- Opportunity \$49,500
- Implementation \$48,000
- **Total** **\$150,000**

The fees above include all costs associated with the creation of deliverables in the required formats. All deliverables will be in electronic and web-ready format. TIP uses Tableau as the primary deliverable format for all visualizations. As required, we will also provide 20 full-sized hard copies of the final plan after City Commission approval. 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.

TRAVEL EXPENSES

Travel expenses are subject to approval and are billed at cost during the month in which they are incurred. We anticipate a combination of virtual and in-person meetings for this work. The not-to-exceed amount indicated above assumes two TIP staff will take approximately four in-person trips to the community during the engagement. The per unit costs shown below are estimates. 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.

ESTIMATED TRAVEL EXPENSES PER TRIP	PER UNIT COST	TOTAL
Airfare (roundtrip fare for 2 staff members)	\$500	\$1,000
Parking	\$20	\$120
Car rental/ground transportation	\$100	\$300
Meals & incidentals	\$50	\$300
Lodging (2 nights)	\$200	\$800
Total Estimated Expenses Per Trip		\$2,520

HOURLY RATES

Although our contracts are typically structured as a flat fee, we have provided hourly billing rates below that can be used in the event that additional or optional services become necessary.

- Principal \$275
- SVP/VP/Senior \$200
- Professional \$150
- Associate \$125

SELECTED EXPERIENCE

TIP has worked with more than 300 clients during nearly three decades in business. We have provided selected information about our most relevant work in the remainder of this section. Additional information about these and other projects can be found on our online portfolio at <https://tipstrategies.com/portfolio/>.

RECENT WORK

The table that follows includes a list of relevant TIP projects completed within the last three years. Reference information for any of the 45 relevant past projects shown is available upon request.

CLIENT NAME	SERVICE PROVIDED	START DATE	END DATE
Rosenberg Development Corporation (TX)	Economic Development Strategic Plan 2024-2033	Jul-23	Mar-24
REACH (California Central Coast)	Resilience Roadmap	Apr-22	Jan-24
Texas Association of Business & Chambers of Commerce Foundation	Economic Development Strategic Plan	Aug-21	Dec-23
North Central Texas Council of Governments	Strategic Plan & Sector Strategies Development (Amendment 2)	Oct-22	Sep-23
City of San Luis Obispo, CA	Economic Development Strategic Plan Update	Dec-22	Sep-23
Delaware Prosperity Partnership	Strategic Operations Plan Update	Aug-22	Aug-23
UP Michigan Works / InvestUP (MI)	Labor Market Study	Oct-22	Aug-23
Smithville Workforce Training Center (TX)	Skilled Trades Training Pathways Program	Dec-22	Jun-23
City of Dallas, TX	Creation of Economic Development Entity	Aug-21	May-23
City of Waco, TX	Economic Development Strategic Plan	Jan-22	Apr-23
Pasadena Economic Development Corp (TX)	Strategic Plan Update	Jun-22	Apr-23
Kittitas County, WA	Strategic Plan	Oct-21	Apr-23
JAXUSA Partnership (FL)	Strategic Plan	May-22	Mar-23
Kerr EDC (TX)	Board Retreat and Talent Pipeline Review	Mar-22	Feb-23
Rockwall Economic Development Corp (TX)	Five-Year Strategic Plan	Mar-22	Jan-23
Workforce Solutions Capital Area (TX)	Action Plan for State's Workforce System	Mar-22	Jan-23
Anchorage Economic Development Corp (AK)	Industry and Workforce Cluster Analysis	Jan-22	Jan-23
Greenville Area Development Corporation (SC)	Economic development strategy and implementation plan	Feb-21	Jan-23
City of Clovis, NM	Economic Development Opportunities Study	Jan-22	Dec-22
City of San Antonio, TX	Economic Development Strategy	Apr-22	Nov-22
McAllen Economic Development Corp (TX)	Economic Development Strategic Plan	Oct-21	Nov-22
Columbus Partnership (OH)	Alignment of Regional Economic Development Efforts (Retreats)	Jun-22	Oct-22
Chicago Metropolitan Agency for Planning (IL)	Post COVID-19 Opportunities Assessment	Nov-21	Oct-22
Jackson County Economic Development Foundation, Inc (MS)	Strategic Innovation Plan	Oct-21	Oct-22

CLIENT NAME	SERVICE PROVIDED	START DATE	END DATE
Regional Chamber of Northeast Indiana	Economic Development Strategic Plan	Feb-22	Oct-22
City of Muskogee Foundation (OK)	Community Economic Development Strategy	Jul-21	Sep-22
North Central Texas Council of Governments	Strategic Plan & Sector Strategies Development	Jul-21	Sep-22
Northwestern Indiana Regional Planning Commission	Economic Resiliency Plan	Oct-21	Jul-22
Greater Spokane, Inc. (WA)	Comprehensive Economic Development Strategic Plan (CEDS)	Jun-21	Jul-22
Indianapolis Metropolitan Planning Organization (IN)	CEDS and Resiliency Strategy, Org Structure, Development Plan	Apr-21	Jun-22
Lake County Partners (IL)	Comprehensive Economic Development Strategic Plan (CEDS)	May-21	Apr-22
Central Upper Peninsula Planning and Development Regional Commission (MI)	Economic recovery and resilience plan	Jan-21	Mar-22
City of Virginia Beach Dev Authority (VA)	Workforce talent pipeline review	Dec-21	Mar-22
City of Fort Worth, TX	Economic Development Strategic Plan Update	May-21	Jan-22
City of Arlington, TX	Economic Development Strategic Plan Update	Apr-21	Jan-22
Cowlitz-Wahkiakum Council of Gov (WA)	Recovery and resiliency planning	Jan-21	Dec-21
City of Fort Collins, CO	Inclusive recovery framework	May-21	Oct-21
City of Virginia Beach Dev Authority (VA)	Economic Development Strategic Plan and Real Estate Review	Jan-21	Sep-21
Northeast Indiana Regional Partnership (READI)	Regional development plan	Jun-21	Sep-21
Greater Green Bay Chamber (WI)	Update-Economic Development Strategic Plan	Sep-20	Jul-21
City of Dallas, TX	Economic Development Strategic Plan Update and Implementation	Jan-20	May-21
Richland County, SC	Economic Development Strategic Plan	May-20	Apr-21
Delaware Department of Labor	Workforce Strategic Plan	Sep-20	Mar-21
North Central Texas Council of Governments	Workforce Strategic Plan	May-20	Mar-21
Downtown Detroit Partnership (MI)	Workforce Study (Phase 2)	Mar-20	Jan-21

FEATURED PROJECTS

The following are two examples of TIP's past projects that are similar to the requested scope of work. We have provided brief descriptions of the work, along with corresponding contact information and links to online deliverables (where available). Additional projects and contact information are provided in the References section (pages 25-29), as indicated in the RFP.



PASADENA ECONOMIC DEVELOPMENT CORPORATION (TX) STRATEGIC PLAN FIVE-YEAR UPDATE

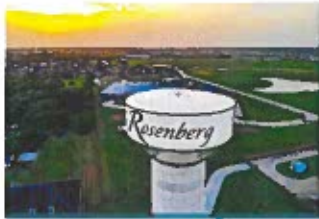
CHALLENGE With a thriving petrochemical industry, strong educational assets, and a vibrant local culture, Pasadena, Texas, is a significant contributor to the Houston metro area economy. The city's central role in this dynamic region is reinforced by its geographic location (just 15 minutes from downtown Houston) and its status as the metro area's second largest city in terms of population. However, Pasadena's essential role in the regional economic landscape has often gone overlooked.

RESPONSE In 2017, the Pasadena Economic Development Corporation (EDC) engaged TIP Strategies to produce a strategic plan which was released in July 2018. Achievements in the plan's initial implementation phase included a website launch, a new business visitation program, and the opening of San Jacinto College (SJC) LyondellBasell Center for Petrochemical, Energy, and Technology (CPET). To build on these successes and continue forward momentum on opportunities that had yet to be realized, TIP was re-engaged in 2022 to prepare a five-year update to the original plan. The plan's 6X6 framework featured the six areas from the prior plan—marketing and image, business development, workforce, catalyst projects, tourism and retail, and support structures—with six updated recommendations under each goal. This updated framework was designed to maximize changes in Pasadena's opportunities, priorities, and resources since the 2017–2018 planning process to expand the city's economic footprint in the region and beyond. While the EDC and its partners have found much common ground—as evidenced by the many accomplishments from the 2018 plan—coalition building and alignment remain important to the community's future. Just weeks after the plan update was finalized, the Houston metro area's name was formally changed from the Houston-The Woodlands-Sugar Land MSA to the Houston-Pasadena-The Woodlands MSA, reinforcing the city's role as a major regional hub and helping inspire the EDC and its partners to capitalize on future opportunities.

REFERENCE Rick Guerrero, Executive Director | 1149 Ellsworth, Pasadena, TX 77506 | PH 713.475.4908 | rguerrero@pasadenaedc.com

DELIVERABLE Strategic Plan Five-Year Update | June 2023
<https://www.pasadenaedc.com/about-us/strategic-plan/2023-strategic-five-year-update>

Image Credit: Bay Port Courtesy of Pasadena Economic Development Corporation.



ROSENBERG DEVELOPMENT CORPORATION (TX) ECONOMIC DEVELOPMENT STRATEGIC PLAN 2024-2033

CHALLENGE	From its inception, Rosenberg has enjoyed a unique position in the Texas Gulf Coast region. Located just 30 miles from Houston, the city’s notable infrastructure—which includes three major railways, an interstate highway, and Port Freeport—contributes to its historic reputation as a hub for industrial production and distribution. Coupled with consistently strong population growth and an abundance of land, Rosenberg competes successfully with its neighbors in Fort Bend County and other suburban communities in the region and state. However, without a strong focus on industrial development, retail development, and redevelopment, Rosenberg could easily be overrun with large master-planned residential developments, straining the tax base and limiting the community’s ability to capture business expansion from Houston.
RESPONSE	To address these challenges and continue to improve the city’s competitive position in the Houston metro area, the Rosenberg Development Corporation (RDC) selected TIP Strategies to prepare a 10-year economic development strategic plan. After amassing a wealth of stakeholder input; examining Rosenberg’s demographics, workforce, and real estate assets; and generating an analysis of its strengths, weakness, opportunities, and threats, TIP identified seven goals. These goals, and the associated strategies and actions, were organized in two groups. Development-related goals (Goals 1 through 3) outlined how the RDC can drive growth in ways that translate into increased revenue and that maximize opportunities in three areas: industrial, retail, and redevelopment. The remaining goals (Goals 4 through 7) identified organizational recommendations that will require expanded resources, whether in the form of full-time employees or ad hoc independent contractors. These goals were designed to position the RDC to meet the needs of a growing community and include expanded capacity in the following areas: compliance and market data, public communications and transparency, workforce development, and small business and entrepreneurship. Through this expanded approach, the RDC can help support Rosenberg’s essential manufacturing and distribution sectors, strengthen the local retail sector to increase sales tax revenue, and bring new vibrancy to the community by revitalizing key corridors.
REFERENCE	Joe Esch, Director of Economic Development 3829 HWY 36 S, PO Box 32, Rosenberg, Texas 77471 PH 832.595.3330 jesch@rosenbergtx.gov

Image Credit: Courtesy of the Rosenberg Development Corporation.

ADDITIONAL WORK SAMPLES

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

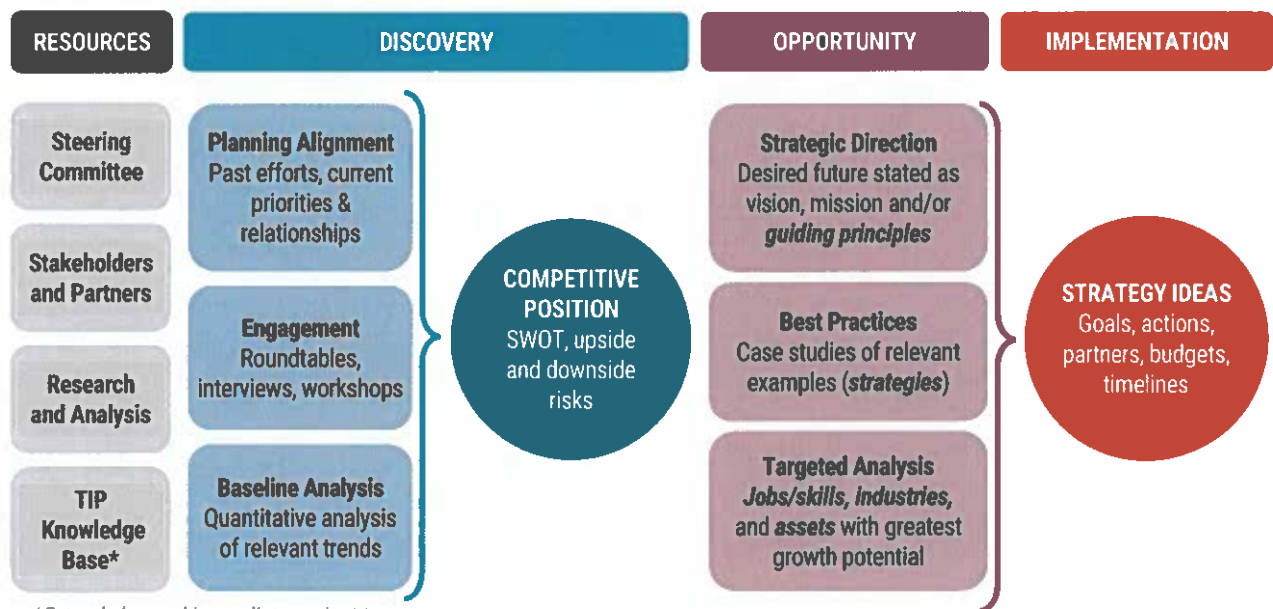
- ▶ **From Insights to Impact: Fostering Innovation Through Texas Higher Education, Texas Higher Education Coordinating Board** | December 2023
<https://www.highered.texas.gov/our-work/supporting-our-institutions/technology-innovation-and-commercialization/>
- ▶ **The Future is Now—Northeast Florida, 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/> (plan)
<https://aedcweb.com/data-tools/> (data visualizations)
- ▶ **Economic Development Strategic Framework, City of San Antonio, TX** | October 2022
<https://www.sanantonio.gov/Portals/0/Files/EDD/Reports/EDD-StrategicFramework.pdf>
- ▶ **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
- ▶ **Talent Pipeline Review, Strategic Plan and Real Estate Study; Virginia Beach Department of Economic Development (VA)** | March 2022 and September 2021
https://www.yesvirginiabeach.com/_assets/Documents/Resources/VB-Talent-Pipeline.pdf
<https://www.yesvirginiabeach.com/resources/strategic-vision-and-plan>
- ▶ **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>
- ▶ **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, 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, Life Sciences and Advanced Manufacturing** | November 2018 and November 2017
https://www.borderplexalliance.org/_files/ugd/77f906_8d2ecdef92084274b4317fc4f6ba3e33.pdf
https://www.borderplexalliance.org/_files/ugd/77f906_60059572b6d34309a0204e3514f78608.pdf
- ▶ **Master Community Workforce Plan, Capital Area WF Board (Austin, TX)** | May 2017
<http://www.wfscapitalarea.com/wp-content/uploads/2020/09/AustinMetroAreaMasterCommunityWorkforcePlan.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 and aligns well with the requested scope of work. 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.

Using our three-phase process, TIP will deliver a strategic plan that will guide the DCR’s economic development activities over the next five years. The DCR strategic plan will provide an analysis of the current economic climate, projects for future growth, and an actionable roadmap to support economic vitality. The resulting recommendations will help attract desirable commercial, industrial, and quality of place projects to the area.

THEORY INTO PRACTICE PLANNING MODEL



**Extends beyond immediate project team. Includes prior reports and partner network.*

PROJECT MANAGEMENT

TIP team members employ the following project management protocols to ensure clear communication, a quality product, and the ability to quickly address any concerns. Our commitment to getting it right is demonstrated by numerous repeat clients over the life of the firm.

- ▶ **Project guide.** As part of the project launch, we will prepare our *Project Startup Guide*, which sets clear, mutually agreed upon expectations for the engagement. The guide includes anticipated client tasks by phase as well as a detailed list of items we typically request at the outset of the project.
- ▶ **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 to help guide and shape the plan. Members are responsible for attending meetings, providing input, and reviewing deliverables.
- ▶ **Data collection & analysis.** We minimize errors by adhering as closely as possible to reputable, primary sources. To maximize quality control, we use an internal peer review process when developing new products and methodologies. No quantitative work is submitted to a client without first being reviewed internally by the R&D team, the lead consultant, the principal-in-charge, and the Production team.
- ▶ **Quality control.** TIP's Production team will ensure that deliverables are clear, concise, and meaningful. We review all deliverables before submittal to the client or the public. Final deliverables are professionally proofread and prepared in a graphically pleasing and user-friendly manner. This process should be factored into timelines for deliverables.

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. This includes delivery of the *Project Startup Guide* and facilitation of a 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.
- 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.
 - ▶ **Relationships.** A scan of the partner network will help define existing relationships within the Richmond market and identify potential partnerships.
 - ▶ **Priorities.** Discussions with the appropriate staff will ensure our team has a full picture of the organization'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 (e.g., demographics, housing, quality of place, business climate). Our analysis will be tailored to meet project objectives and take advantage of available data resources to consider Richmond's current economic position within the Houston area and identify broader economic trends (e.g., economic and population growth) that may impact the city's future economic position.
- 1.4 STAKEHOLDER ENGAGEMENT.** Our goal is to design a strategy that provides meaningful information to the planning process, raises awareness of economic issues, and builds broad support for the outcome. TIP encourages robust participation by holding a combination of in-person and virtual events and by employing user-friendly tools (e.g., Zoom, Mentimeter, Zoho). Findings will help validate and refine quantitative analyses and inform our recommendations.
 - ▶ **Roundtables & interviews.** Our team will facilitate between 8 and 10 roundtables designed to encourage productive discussions around a targeted set of topics. We anticipate the input sessions would be comprised of businesses, property owners, community leaders, elected and appointed officials,

educational and workforce development entities, and other economic development professionals. The goal will be to gather information about trends, barriers, opportunities, and assets that will help shape goals and recommendations. 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.

- ▶ **Community town halls.** Our team will facilitate two town halls designed to engage a larger, communitywide group of stakeholders. These sessions will build energy around the planning process, provide additional insight into community issues, and obtain general direction regarding a guiding vision for the DCR’s future economic development activities.
- ▶ **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. 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 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

1.5 ORGANIZATIONAL REVIEW. Building on the context gained in the prior tasks, we will examine the DCR’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 in the Implementation phase. Elements will include the following.

- ▶ **Technical review.** The assessment will begin with a technical review of the organization’s current plan of work. The objective of this task is to document achievements, highlights, and progress made toward implementation.
- ▶ **Programs and capacity.** TIP will work with DCR staff to evaluate the organization’s current program of work, including day-to-day focus and activities. Consideration will be given to staffing and resource levels, as well as examining how the program objectives and goals align with the results of stakeholder engagement. TIP will put particular emphasis on existing business retention and expansion (BRE) supports (e.g., BRE meetings; Business Development Workshops; communication with existing businesses; and other efforts by the DCR, Central Fort Bend, and Fort Bend Chamber).
- ▶ **Competitive benchmarking.** To better understand DCR’s competitive position, we will benchmark the organization against an agreed upon number of peers. In addition to comparisons of regional indicators,

such as population and employment growth, we will compile available organizational and programmatic information.

- ▶ **Effectiveness and metrics.** Our analysts will review the organization's current metrics for gauging success. Recommendations for specific metrics will be presented in the Implementation phase and will reflect our discussions with DCR staff, findings from analytical tasks, and our experience working with economic development organizations across the US.

1.6 COMPETITIVE POSITION. Findings from the Discovery phase will be used to summarize Richmond'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 DCR'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.

2.2 INDUSTRY & WORKFORCE ANALYSIS. TIP's forward-looking targeting methodology connects emerging industries to the specific workforce needs of employers and the current offerings of regional educational providers. The results of the analysis will inform recommendations for industries and niche markets that should be targeted for recruitment to the City of Richmond, as well as opportunities to better align the talent pipeline with these targets.

- ▶ **Commuting patterns.** To understand Richmond's labor shed, we will illustrate regional commuting patterns through an analysis of LEHD Origin-Destination Employment Statistics (LODES) data. TIP uses data visualizations to show geographic differences between place of employment and place of residence.
- ▶ **Occupational demand.** For each target, we 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 by local employers allow us to identify a target's most sought-after occupations and specialized skills in real-time.
- ▶ **Workforce readiness.** 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. A review of timely local job postings in target sectors is used to identify the positions existing employers are currently trying to fill and to capture data on the skills and certifications they are seeking.
- ▶ **Workforce composition.** Occupational strengths identified by this work will be explored in terms of their alignment with the needs of target industries. Living wage thresholds are considered for a mix of family household situations. Using an equity lens, TIP's analysis also documents patterns of occupational participation by race, ethnicity, and gender. This approach equips communities with the information they need to plan for an inclusive, target-ready workforce.
- ▶ **Pipeline alignment.** To document existing postsecondary offerings in the region (e.g., the University of Houston) and illustrate the potential supply of graduates, we will compile published data from the National Center for Education Statistics' Integrated Postsecondary Education Data System (IPEDS) on the number of awards conferred for credit in relevant fields of study. To the extent that information is available, we can also

compile published data on federally designated apprenticeship programs and relevant Texas Education Agency reporting. Stakeholder engagement (see Task 1.4) will help refine our findings by providing information about training and certification programs that may not be captured through other means.

2.3 LAND USE & REDEVELOPMENT OPPORTUNITIES. Our team will provide a comprehensive analysis of land use and redevelopment opportunities for the DCR, including the organization’s current holdings. To inform our recommendations around strategic locations for future development, we will execute a three-pronged approach that combines quantitative data analysis, qualitative research, and strategic prioritization.

- ▶ **Commercial property trends.** TIP will prepare a citywide analysis of real estate fundamentals for major commercial or investible property types, including multifamily, office, industrial, retail, and land. The analysis will cover supply and demand trends to identify market opportunities for Richmond’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 sites (e.g., the DCR’s current shovel-ready holdings and the ETJ) and redevelopment opportunities (e.g., downtown) align with targeted sectors, workforce capacity, existing or planned infrastructure, and incentives (e.g., TIRZ, TIF, and land banking).
- ▶ **Development process & incentives.** Our consultants will conduct technical interviews with approximately four to six planning and development officials in the Richmond area. We will seek the DCR’s input to identify the most appropriate officials to contact. Discussions with planning directors, zoning professionals, and commercial developers will shed light on how the development process is viewed and any potential barriers created by current land use, infrastructure, incentives, development processes, and regulations.
- ▶ **Future patterns of growth.** Building on the analysis of Richmond’s existing real property, we will identify opportunities for expanding the City’s tax base while improving quality of place. 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, building densities, incentives, and industry clusters. The outcome of this task will be the prioritization of potential sites.

2.4 MARKETING & TOURISM AUDIT. How an area is perceived—by the public, by visitors, by the media, by corporations, and by site selectors—is crucial to its economic health. The marketing & tourism audit seeks to answer the question: What image is Richmond projecting? This task will consider the approach used by DCR in its current efforts (e.g., print and digital material, website and social media, presence at local and regional economic development events and trade shows, and memberships), as well as marketing and branding campaigns that are tourism-related (eco and food), sports and events driven, or social media influenced. The results of the audit will suggest recommendations for how to best promote the city, leverage destination spots and events (e.g., George Park, downtown, Old Town), and improve tourism.

2.5 OPERATIONAL ASSESSMENT. Building on the understanding gained in prior tasks, we will review DCR’s operations to gauge the extent to which the organization’s resources are aligned in support of its mission and to illustrate how its work fits into the regional landscape. The results of this analysis will help shape our recommendations regarding how relationships with economic and workforce development entities could be improved or expanded upon.

- ▶ **Economic & workforce development network.** The partner network scan and organizational assessment of the DCR completed in the Discovery phase (Tasks 1.2 and 1.5) will be expanded based on published documents such as budgets, annual reports, and websites. To the extent that information is available, this analysis will consider the differing roles, capabilities, resources, and metrics of other groups involved in promoting economic and workforce development in the Richmond region, as well as a consideration of how

to improve the relationship of all parties involved in economic development activities for the City of Richmond (e.g., directors, city manager, city commission).

- ▶ **Gaps & overlaps.** Findings from our review of the economic and workforce development network will be used to identify potential duplication of efforts and gaps in services, as well as suggest opportunities for better aligning the DCR's program of work with other local and regional initiatives.
- ▶ **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 Richmond. Based on our work in prior tasks, we will select the use cases most relevant to the DCR's economic development efforts moving forward (e.g., development/redevelopment, marketing, incentives, and BRE). Insights into selected programs or initiatives will help shape recommendations and will be integrated into the final deliverable where appropriate.
- ▶ **Pipeline dashboard.** To help ensure business development attraction, retention, and expansion efforts are implementable, TIP will advise on the identification of customer relationship management (CRM) technology that creates a pipeline format showing prospective businesses, prospective developers, and existing businesses.

2.6 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 DCR. 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.

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 that incorporates all elements of the planning process into an operational economic development program. In addition to outlining specific goals and strategies, the plan will highlight key findings from our quantitative analyses and stakeholder input. Together with the matrix (see Task 3.2), the resulting document will provide specific recommendations and tools needed to implement a short- and long-term economic strategy. We anticipate the plan would address a number of topics, including:

- ▶ Positioning Richmond with key industries and niche markets.
- ▶ Identifying ways to connect with leaders in target industries and companies within these industries looking to relocate or expand.
- ▶ Aligning the available workforce with the needs of current and future employers.
- ▶ Prioritizing catalyst development and redevelopment projects.
- ▶ Identifying programs, incentives, and services that will address business needs and attract new investment.
- ▶ Evaluating collaboration opportunities, including public-private partnerships.
- ▶ 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 (including benchmarks) and sets priorities.
- ▶ Includes budget estimates (where applicable) and identifies potential funding sources.
- ▶ Defines meaningful and realistic performance metrics.

- 3.3 PRESENTATION OF DRAFT PLAN.** We will present the draft plan to the DCR Board and incorporate feedback into revisions as appropriate. TIP has experience building widespread support and excitement for the rollout.
- 3.4 FINAL PRESENTATION.** Once the strategy is finalized, we will present the recommendations to the DCR Board and City Commission for final adoption.
- 3.5 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 that is present at the rollout and helps to jump start the process.

DELIVERABLES

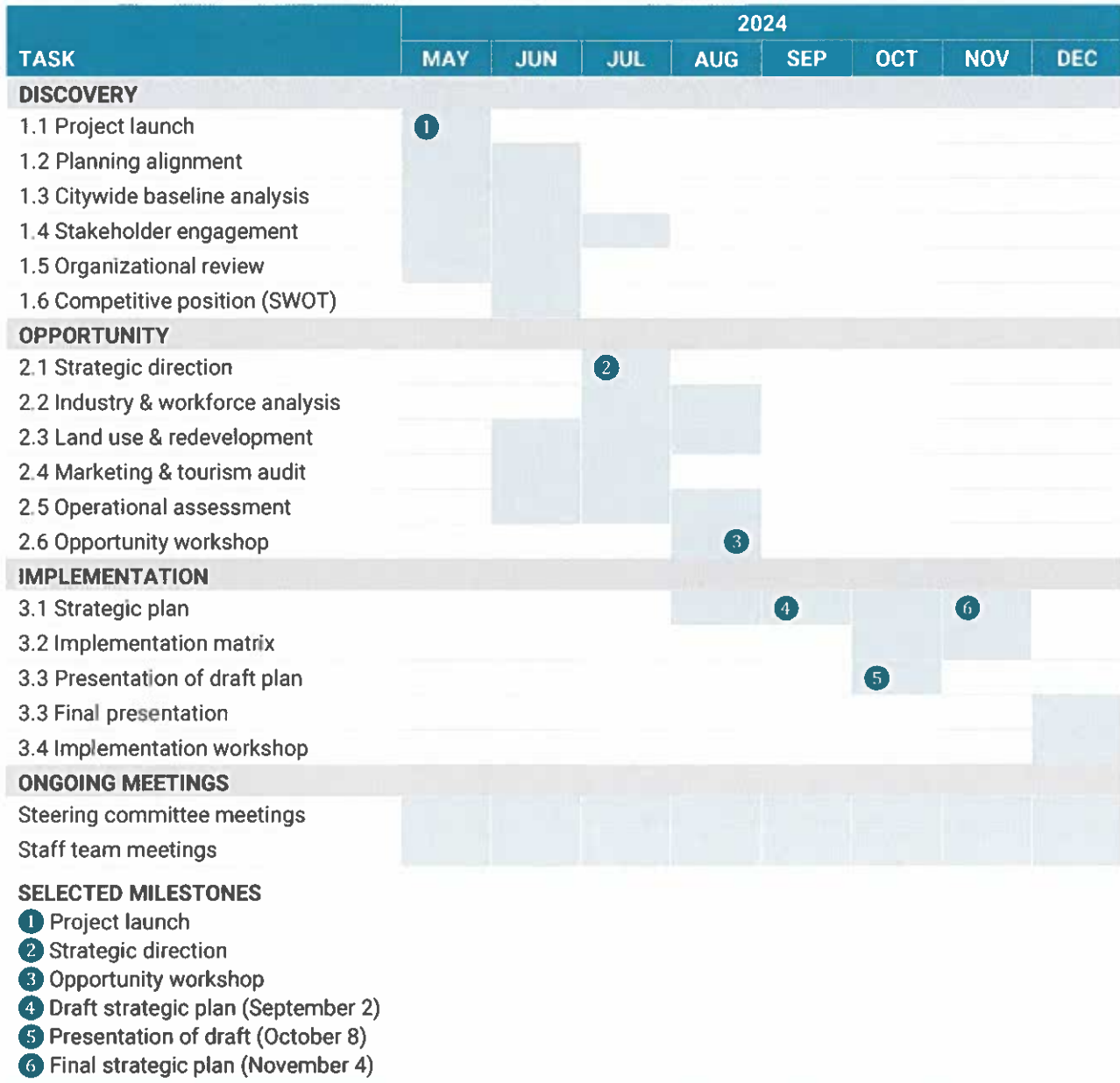
In the execution of this scope of work, TIP will provide the following deliverables in the formats indicated in parentheses.

- ▶ *Project Startup Guide* (PDF of Word document).
- ▶ 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 roundtables, interviews, public forums, and stakeholder 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, 20 hard copies) highlighting findings and recommendations, including selected graphics as applicable.
- ▶ Implementation matrix (Excel) with goals, strategies, and actions for use assigning roles and timeframes.
- ▶ Flash drive with electronic copies of all final documents in their original format (Word/Excel) and PDF.

TIMELINE

The TIP team is available to begin work immediately upon agreement of terms. The timeline assumes a May 2024 notice to proceed and estimates eight months for project completion as indicated on page 7 of the RFP. It is intended to provide an overview of the process and can be adjusted to meet project objectives.

TIP has confidence that our team can meet the timeline identified in the RFP. However, we would encourage the DCR to consider allowing some flexibility to ensure adequate stakeholder input.



NOTE: TIP has a production process that should be factored into timelines for the development of deliverables. This process includes professional proofreading and design. The time required for production may vary based on the type of deliverable, planned uses and audiences, and amount of content.

REFERENCES

The following are selected examples of TIP's Texas-based 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 references have been included as part of our featured project descriptions on pages 14-15.



ROCKWALL ECONOMIC DEVELOPMENT CORPORATION (TX) STRATEGIC PLAN 2023-2027

CHALLENGE	Located on the eastern side of the Dallas-Fort Worth Metroplex, Rockwall, Texas, is an economic development leader. Its strong commercial and industrial tax base supports a high quality of life for residents, while maintaining a low property tax rate relative to the region. The establishment and growth of the Rockwall Technology Park, a competitive incentives package, and the Rockwall Economic Development Corporation's (REDC) sustained and professional approach have all contributed to a number of successful business expansion and relocation projects in the city. While growth along the I-30 corridor will likely continue for the foreseeable future, Rockwall's rate of growth will likely slow as the city approaches buildout over the next 10 to 20 years. Rockwall's economic development efforts will require a more calculated and strategic approach if the city is to maintain its quality of life, attractive business climate, and balanced tax base.
RESPONSE	Recognizing this challenge, the REDC hired TIP Strategies to lead a collaboration of partners in updating its 2017 strategic plan. Launched in spring 2022, the work was guided by an 18-member steering committee representing public- and private-sector interests. The project included a robust analysis of economic, demographic, and industry data, as well as extensive stakeholder input via one-on-one interviews and roundtable discussions focused on specific target audiences. The resulting strategy incorporated key elements from the 2017 plan that were still integral to Rockwall's success, while also considering recent data, both quantitative and qualitative. TIP proposed a three-pronged approach to the updated plan: taking concerted action to maintain and enhance Rockwall's competitive position; supporting efforts to build the pipeline of skilled talent that current and future employers need; and ensuring the availability of quality, shovel-ready sites to accommodate business expansions and new investment. With this framework, the REDC is positioned for ongoing economic success by leveraging existing strengths, preparing for future buildout, and building on the collaboration established during the planning process.
REFERENCE	Phil Wagner, President, Rockwall EDC 2610 Observation Trail, Suite 104, Rockwall, TX 75032 PH 972.772.0025 pwagner@rockwalledc.com
DELIVERABLE	Rockwall Economic Development Corporation Strategic Plan, 2023-2027 December 2022 https://rockwalledc.com/redc-updated-sit/wp-content/uploads/2023/04/2022-12-13-Rockwall-plan-FINAL.pdf

Image Credit: Rockwall harbor courtesy of Rockwall Economic Development Corporation.



CITY OF MISSOURI CITY, TX ECONOMIC DEVELOPMENT STRATEGIC PLAN

CHALLENGE	Missouri City's location in the Houston metropolitan area, along with years of careful planning, positioned the community to capture regional economic and population growth. Tremendous growth in the city's residential areas and strong investment in local business parks pointed to the need for more shovel-ready property across a variety of property types, including flex space, manufacturing, office, and commercial, to balance the city's land use mix. Despite this success, leaders struggled to take a more aggressive approach to economic development because the City had dedicated its one-cent local option sales tax to Houston METRO transit services, preventing the creation of a sales-tax-funded economic development corporation.
RESPONSE	In 2017, the City of Missouri City engaged TIP Strategies to create a plan to guide economic development, redevelopment, and tourism across a five-year planning horizon. The plan was informed by an extensive analysis of the city's competitive position, which included an assessment of economic and demographic factors, a review of major corridors and developments, and a benchmarking analysis of economic development organizations in peer communities. Based on this work, TIP identified five goals to position Missouri City for new investment and further its transition from bedroom community to employment center. Facilitating development and redevelopment along key corridors, including Texas Parkway, Cartwright Road, FM 1092, and Fort Bend Parkway, was a common theme. The plan also highlighted potential tools and resources to fund the plan's implementation, including ending the City's participation in METRO, passing a bond package to raise funds dedicated to economic development, and creating a land banking fund. The potential for aligning the identified opportunities with recovery efforts related to Hurricane Harvey, which caused massive devastation in the region in September 2017, was also considered. Significant outcomes since the plan's publication in March 2018 include the announcement of a 1.7 million square foot logistics center, CityPark Logistics Center, to be developed near Beltway 8 and US 90.
REFERENCE	Joe Esch, Director of Economic Development, City of Rosenberg (former Economic Development Director, City of Missouri City) 3829 HWY 36 S, PO Box 32, Rosenberg, Texas 77471 PH 832.595.3330 jesch@rosenbergtx.gov

Image Credit: Township Square in Missouri City, Texas, USA by Adavyd via Wikimedia Commons (CC BY-SA 3.0).



CITY OF WAXAHACHIE, TX ECONOMIC DEVELOPMENT STRATEGIC PLAN

CHALLENGE	The Waxahachie Chamber of Commerce (WCC) Economic Development Committee recognized that a major challenge facing Waxahachie is the erosion of the city's traditional manufacturing employment base. The loss of local manufacturing jobs had been absorbed by employment growth in other sectors, including transportation & warehousing, healthcare, and retail. However, Waxahachie lacks the shovel ready sites and buildings necessary to compete with other cities in the region for significant industrial prospects. Moreover, the city lacks the tools and resources to manage a comprehensive economic development program, including marketing and recruitment, business retention and expansion, and downtown revitalization. To address these concerns the City of Waxahachie, on behalf of the WCC, hired TIP Strategies for the creation of an economic development strategic plan.
RESPONSE	To understand Waxahachie's relative economic position and highlight its competitive advantages and disadvantages, TIP conducted an economic assessment of the area while conducting interviews with local business and community leaders. TIP then developed target sector profiles using factors such as available workforce, industrial sites, incentives, conversations with regional economic development leaders, and a broader understanding of socioeconomic trends. Additional work included a review of primary development and redevelopment opportunities in the region, in accordance with EDA requirements. TIP provided considerations for future business and industrial parks, including a matrix of selected site and building requirements. The result was a detailed strategic plan with a comprehensive understanding of Waxahachie's economic development future. The recommendations for achieving this vision included improving the town's image along the I-35 highway, promoting economic diversification, becoming a destination for higher education and healthcare services, serving as an alternative to northern Metroplex cities for higher-level investment and jobs, and preserving and enhancing the community's authentic quality of place. These recommendations were the result of a nine-month process with the overall goal of positioning Waxahachie for long-term growth and prosperity. TIP was subsequently reengaged to complete an update to the city's strategic plan.
REFERENCE	Kevin Strength, President/CEO, Waxahachie Chamber of Commerce 102 YMCA Drive, Waxahachie, Texas 75165 PH 972.935.0539 kstrength@waxahachiechamber.com

Image Credit: Ellis County Courthouse, Waxahachie, Texas by Nicholas Henderson via Flickr (CC by 2.0)



CONROE ECONOMIC DEVELOPMENT COUNCIL (TX) REGIONAL WORKFORCE STRATEGY

CHALLENGE	Situated just north of Houston in Montgomery County, Texas, Conroe’s employment situation in the latter half of the 2010s mirrored national trends. The county’s unemployment levels reached historic levels—as low as 2.8 percent in May 2019—and job growth in the county was outpacing the growth of the local labor force by a margin of nearly 2 to 1. The area’s major employers reported hiring difficulties for key roles in skilled trades, transportation, and healthcare, with more than 150,000 additional openings projected between 2018 and 2023. Local leaders realized a workforce strategy would be necessary to mitigate the continued tightening of the labor market.
RESPONSE	The Conroe Economic Development Council’s Workforce Committee—in partnership with area school districts, Lone Star College, and other stakeholders—engaged TIP Strategies to craft a strategy to bridge the regional skills gap. The resulting strategy focused on actions to support three key goals: 1) developing a platform for connecting workers, educators, and industry; 2) creating better alignment between education and industry through strong feedback loops and systems; and 3) fostering a higher level of awareness among students and potential workers of high-demand careers and their related programs. TIP’s recommendations encouraged a deeper and more meaningful engagement of employers in the regional workforce system. The strategy also emphasized increased collaboration among organizations involved in developing workforce and shaping the talent pipeline in the Conroe region to create a more connected, responsive, and demand-driven workforce system.
REFERENCE	Danielle Scheiner, Executive Director, Conroe Economic Development Council 300 W. Davis Street, Suite 510, Conroe, TX 77301 PH 936.522.3529 scheiner@conroeEDC.org
DELIVERABLE	Regional Workforce Strategy October 2019 https://www.conroeedc.org/media/userfiles/subsite_174/files/site-selection/Conroe%20Workforce%20Strategy.pdf

Image Credit: City of Conroe, TX, Chamber of Commerce and visitor information center by HIM Nguyen via Wikimedia Commons (CC by 3.0)



FRISCO ECONOMIC DEVELOPMENT CORPORATION (TX) LABOR MARKET PROFILE

- CHALLENGE** Frisco’s north-central location in one of the nation’s most dynamic metropolitan areas, located just 30 minutes north of Dallas, has all the ingredients for sustained economic growth. Along with competitive advantages in traditional site selection factors such as transportation, land, and water, the city offers an edge in the availability of a talented workforce. Frisco outperformed the state and the Dallas/Fort Worth Metroplex in employment growth throughout much of the early aughts of the twenty-first century. Yet even Frisco’s strong job growth was eclipsed by its phenomenal population growth. The city had added 100,000 residents since 2000, with another 150,000 expected after a full buildout. This translated to an additional 65,000 workers or roughly 3,000 to 4,000 new workers annually, depending on the growth rate assumed.
- RESPONSE** Recognizing the importance of understanding the regional workforce moving forward, the Frisco Economic Development Corporation (FEDC) engaged TIP Strategies to prepare a labor market profile. This comprehensive profile of the regional talent pool examined the supply characteristics of the labor shed and the region’s occupational structure as they related to the target industries. Data on commuting patterns were compiled into brief profiles to support the marketing efforts to key industry sectors. TIP also facilitated a web-based survey of Frisco-area employers regarding experiences with the labor force and found that Frisco is in an enviable position relative to many other communities in the US. Based on findings from the analysis and survey, TIP provided recommendations for enhancing current and future workforce development in Frisco. The labor market profile was used to support the city’s efforts to market the region’s site selection advantages and served as the cornerstone of a talent-driven strategy.
- REFERENCE** Stefanie E. Wagoner, AICP, EDFP, Director of Business Retention & Expansion, Frisco Economic Development Corporation | 6801 Gaylord Pkwy #400, Frisco, TX 75034 | PH: 972.292.5157 | SWagoner@friscoedc.com

Image Credit: WEB Frisco_downtown_water_tower_by Rainchill, via Wikimedia Commons (CC BY 3.0).

CLIENT EXPECTATIONS

Our team will work closely with the DCR and City, seeking assistance in a number of areas to ensure the timely completion of the proposed scope of work.

- ▶ Designating a point person responsible for assisting with scheduling project meetings, helping with stakeholder input (meeting logistics, advertising, translation services), and coordinating deliverables review.
- ▶ Providing economic development plans, budget and staffing for economic development, major employer list, recent surveys, a list of partners and initiatives, and information on special districts and recent prospects.
- ▶ Identifying key stakeholders and helping to bring them to the table.
- ▶ Providing information on current economic conditions, as well as historical and future trends.
- ▶ Providing input and feedback on deliverables throughout the process.

APPENDIX: RESUMES



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

- ▶ Led strategies for counties including Charleston and Greenville in South Carolina; Miami-Dade in Florida; Lewis, Kittitas, and Klickitat in Washington; and Oakland County in Michigan.
- ▶ Conducted strategies for regions in California's Central Coast (Santa Barbara and San Luis Obispo Counties); the Chicago, Illinois, area; East Central Michigan; North Iowa; Northwest Indiana.
- ▶ 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 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.
- ▶ Supervised the recruitment, retention, and expansion of 65 companies representing nearly 7,000 primary jobs in the Seattle region.



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

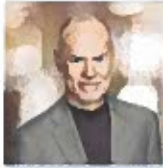
Prior to joining TIP Strategies, Tracye founded McDaniel Strategy Ecosystems and served as president/CEO for two separate state-level marketing and lead-generation organizations: first in New Jersey (where she was appointed by then newly elected New Jersey governor, Chris Christie, and business leaders 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

- ▶ **State and regional strategic planning.** Texas Association of Business; Greater Baltimore Committee (MD); Fort Bend County, TX; Greater Fort Wayne, Inc. (IN); Northeast Florida.
- ▶ **Organizational and entity development:** Department of Economic Equity and Opportunity, Harris County, TX; City of Dallas Economic Development Corporation (TX); Columbus Partnership (OH).
- ▶ **Facilitation:** First two cohorts of the International Economic Development Council’s (IEDC’s) Equitable Communities Initiative.
- ▶ **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:** Texas Higher Education Foundation; 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.



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.



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.



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
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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.



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9. Review and discuss an interfund loan to the City of Richmond for the City Hall project.



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City of Richmond, TX
AGENDA ITEM COVER MEMO

DATE: June 11, 2024

AGENDA ITEM 9. Review and discuss an interfund loan to the City of Richmond for the City Hall project.

Background:

This supporting information will be sent on Monday. Sorry for any inconvenience this may cause.

10. Conduct a Public Hearing to receive comments for or against an interfund loan to the City of Richmond for the City Hall project.



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City of Richmond, TX
AGENDA ITEM COVER MEMO

DATE: June 11, 2024

AGENDA ITEM 10. Conduct a Public Hearing to receive comments for or against an interfund loan to the City of Richmond for the City Hall.

Background:

This supporting information will be sent on Monday. Sorry for any inconvenience this may cause.

11. Review and consider taking action on an interfund loan to the City of Richmond for the City Hall Project.



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City of Richmond, TX
AGENDA ITEM COVER MEMO

DATE: June 11, 2024

AGENDA ITEM 11. Review and discuss an interfund loan to the City of Richmond for the City Hall project.

Background:

This supporting information will be sent on Monday. Sorry for any inconvenience this may cause.

12. Review and consider taking action on budget amendment for fiscal year 2024 budget.



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Development Corporation of
Richmond TX
AGENDA ITEM COVER MEMO

DATE: 6/7/2024

AGENDA ITEM: 12. Review and discuss the proposed budget for fiscal year 2024-2025

Background:

During our previous budget conversations for the fiscal year 2023-2024, staff was asked to add what priorities the proposed budget year would support. These are suggested by staff based on the funding available:

- The Hotel Convention Center project commenced in 2027.
- Strengthen the awareness and image of Richmond throughout the region.
- Diversify Richmond's business and employer mix through innovation and strategic recruitment.
- Identify and focus on up to three critical investments and image-setting areas of Richmond.
- Create an Economic Development Plan and prepare for the Implementation of the plan.

We welcome your feedback concerning priorities and funding. We want to thank the finance department for its assistance with this effort.

DCR Proposed Budget

Fiscal Year 2025



City of Richmond, Texas

Priorities

- ▶ **Hotel Convention Center project commenced by 2027.**
- ▶ **Strengthen the awareness and image of Richmond throughout the region.**
- ▶ **Diversify Richmond's business and employer mix through innovation and strategic recruitment.**
- ▶ **Identify and focus on up to three key investments and/or image-setting areas of Richmond.**
- ▶ **Create an Economic Development Plan and prepare for the Implementation of the plan.**



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City of Richmond, Texas

Background

- ▶ In accordance with Article 7.02 of the DCR bylaws, the DCR board is hereby presented a budget for the upcoming fiscal year, on or before the 15th day of August for review, modification and approval so that the City Commission may include the budget for the Corporation in the budget for the City

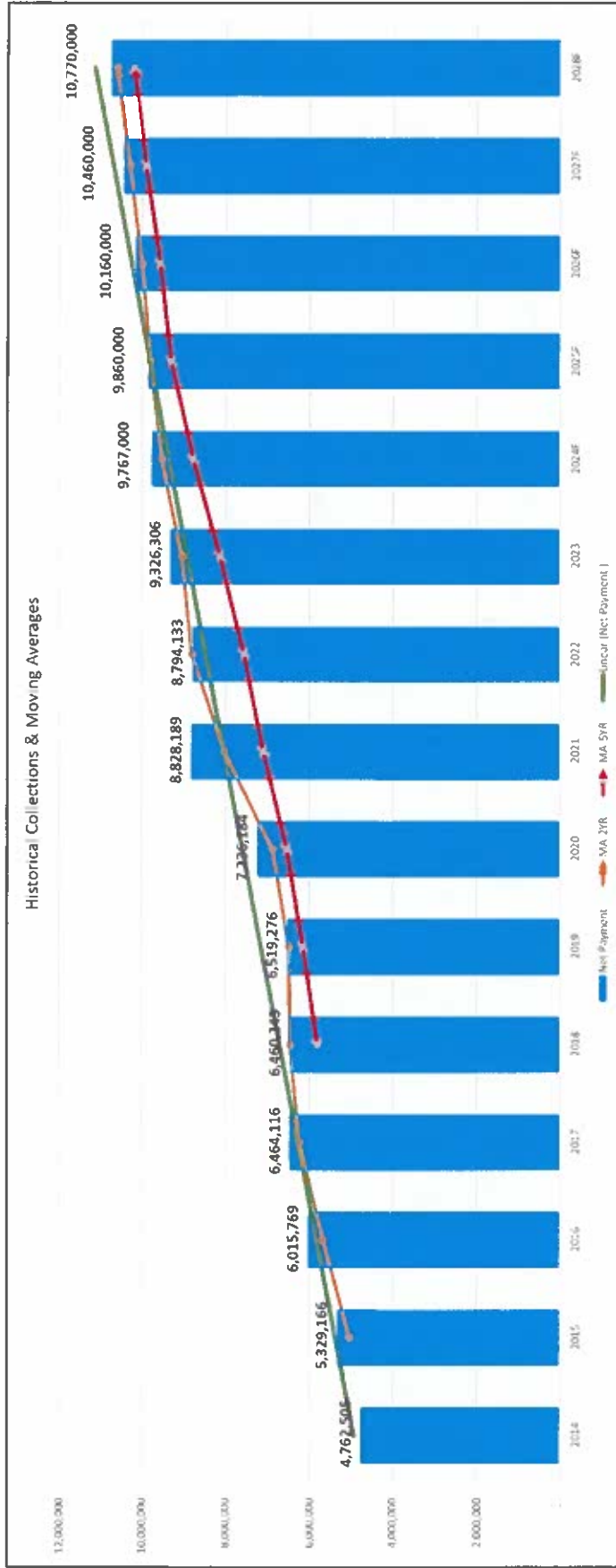


Revenues



City of Richmond, Texas

Sales Tax



Sales Tax

Collection Type	FY24 Budget	FY24 Projection	FY25 Forecast
Sales Tax Collections	\$7,910,000	\$9,767,000	\$9,860,000
SPA Sales Tax Expense	836,000	886,000	1,011,000
Net of SPA	7,074,000	8,881,000	8,849,000
GF Budgeted Sales Tax	6,141,500	7,500,000	7,600,000
GF Net Sales Tax	5,305,500	6,614,000	6,589,000
DCR Budgeted Sales Tax	1,768,500	2,220,000	2,212,000



City of Richmond, Texas

Sales Tax

Preparing the Sales Tax Budget

- ▶ Assumptions
 - Sales tax growth based off recent collections (24% increase from FY24 budget)
 - No major sales tax repayment agreements
- ▶ Budget assumptions may change as new datapoints are collected this year

Interest & Other

- ▶ **Interest**
 - Interest rates have increased significantly and are expected to remain higher for the remainder of the year, but uncertainty remains with the economy and market yields.
- ▶ **Other**
 - Other funds are typically grants received from CenterPoint Energy

Expenditures



City of Richmond, Texas

Development Corporation: Base Budget

Description	FY24 Budget	FY25 Proposed	Change
Supplies	\$3,000	\$4,136	\$1,136
Purchased Services	564,386	802,750	238,364
Repairs & Maintenance	-	1,500	1,500
Transfers Out	1,040,214	1,059,308	19,094
Non-Departmental	118,497	211,000	92,503
Capital Items/Other	178,503	345,000	166,497
Grand Total	\$1,904,600	\$2,423,694	\$519,094



City of Richmond, Texas

Development Corporation: Budget Requests

Description	One-Time	Recurring	Total
Transportation (FBC Transit)	\$75,000	-	\$75,000
West Fort Bend Management District	40,000	-	40,000
Sales Tax Incentive LCG-Global	-	60,000	60,000
YMCA Partnership	-	200,000	200,000
Reserve for Opportunities	\$300,000	-	\$300,000
Total Expenditures	\$415,000	\$260,000	\$675,000



City of Richmond, Texas

Development Corporation: Total Requests

Description	One-Time	Recurring	Total
Base Adjustments	\$-	\$(-)	\$(-)
Budget Requests	415,000	260,000	675,000
Total Expenditures	\$415,000	\$260,000	\$675,000

FY24 Budget Summary

Description	FY24 Budget
Revenue	\$2,433,000
Expenditures	2,423,694
Revenues Over/(Under) Expenditures	9,306
Beginning Fund Balance	6,486,661
Ending Fund Balance	6,495,967
Accrued Taxes	(343,159)
Net Available Fund Balance	6,152,808



QUESTIONS?



City of Richmond, Texas

- 8. Review and discuss the updates to our City of Richmond Comprehensive Master Plan Update.**



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13. Review and consider taking action on a contract renewal with Central Fort Bend Chamber.



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City of Richmond, TX
AGENDA ITEM COVER MEMO

DATE: June 11, 2024

AGENDA ITEM 13. Review and consider taking action on a contract renewal with Central Fort Bend Chamber

Background:

This supporting information will be sent on Monday. Sorry for any inconvenience this may cause.

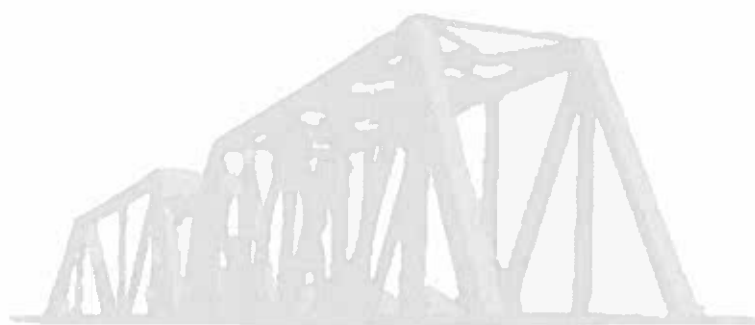
14.Future agenda items.



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15. Excuse from Attendance at Regular
DCR Meeting.



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16. Adjourn to Executive Session, as authorized by Texas Government Code, Section 551.087, Deliberation Regarding Economic Development Negotiations and Section 551.072, Deliberation Regarding Real Property.

EXECUTIVE SESSION

In accordance with Chapter 551, Government Code, Vernon's Texas Code Annotated (V.T.C.A.) (Open Meetings Law), "The Board of Directors may meet in a Closed Executive Meeting pursuant to provisions of the Open Meetings Law, Chapter 551, Government Code, V.T.C.A. in accordance with the authority contained in the following sections" Section 551.087, Deliberation Regarding Economic Development Negotiations and Section 551.072 Deliberation Regarding Real Property.

E1. Project Firehouse Updates

E2. Project Colodge and Project Imagine Updates

OPEN MEETING

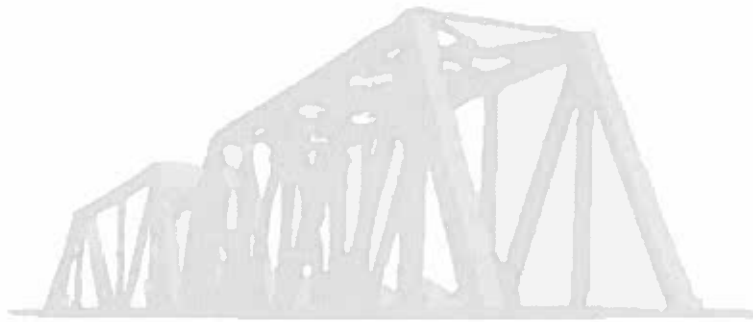
17.Reconvene into Open Meeting, and take action on items, if necessary.



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18.Adjournment



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